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OBSAH | CONTENT

VÝSKUMNÉ PRÁCE / *RESEARCH PAPERS*

MARKETING BRIEFS

ZAUJALO NÁS / *SHORT COMMUNICATIONS*

DICTIONARY OF USEFUL MARKETING TERMS

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CSR IN CORONA TIME

The paper aims to present CSR activities in the Corona Time and internal stakeholders´ perception of these activities. Many of successful business would like to be more social responsible not only in usual time period, but during the crises, too. They would like to support and help the society. The paper introduces the Case Study of SKODA AUTO. How the business helped the society by CSR activities, and how the internal stakeholders perceive these activities. The description of the perception is based on the survey organized in May/ June 2020, immediately after the quarantine and reducing of emergency measure. The sense of the CSR activities is in their marketing communication, too. Therefore, the attention of researchers was focused on the effectiveness of the marketing communication to internal stakeholders.

Literature review ——— Concept of CSR (Corporate Social Responsibility) was introduced in 30´s of 20th century. It could be defined as all activities far from maximum legitimate requirements or connected to understanding and satisfaction of expectations of all stakeholders in society. (Kunz 2012, p. 12).

The interest of consumers in CSR activities is visible. They monitor the behavior with customers, observing the rules or quality products. They are interested in consumer ethics, charity etc. (Horbulák 2019). The consumer ethics is one of the most discussed topics – on the side of corporates and consumers, too. The importance of consumer ethics is increasing in the Czech Republic in last decade. (Jaderná and Beránek 2017). It is one of most important aspects of the social responsibility, together with interest in an environment. More and more Czech consumers tend to behave ecologically friendly. (Jaderná et al. 2018).

Consumers and other stakeholders push an environmentally friendly behavior of businesses. Nevertheless, big companies (more than 500 employees, balance sum higher than 20 million EUR, and a net profit more than 40 million EUR) have to introduce nonfinancial information about their activities. It is based on Directive 2014/95/eu of the European Parliament and of the Council as regards disclosure of non-financial and diversity information by certain large undertakings and groups. The aim is transparency and easy identification of risks of sustainability. But, in supply chain and regard to investors and consumers, businesses are strongly motivated to do CSR. (Směrnice Evropského parlamentu a Rady 2014/98/EU o nefinančním reportingu).

Factor of motivation are other documents related to CSR. One of them is the National action plan of CSR. Its main goal is to set fundamentals of transmission and support of CSR thinking in the Czech Republic, based on active dialog and respect to all stakeholders´ interests. The platform of CSR stakeholders came to existence to lead an active collaboration of all stakeholders. (MPO 2015). Strategic frame Czech Republic 2030 is a document formulation basic principles of sustainable development in every area and their application in public politics. It is not for businesses, nonetheless it can be used as a foundation for direction of businesses´ CSR activities. (Strategický rámec Česká republika 2030). National action plan for business and human rights 2017-2022 is an important base for social aspects of CSR. This document is focused on improvement of life quality of community and society. (Národní akční plan pro byznys a lidská práva na období 2017 – 2022). Many important information are available on narodniportal.cz. It is a Czech official portal of CSR. Btw, it present, the CSR issues, awards interesting concepts of CSR and inform about documents and institutions related to CSR. (Oficiální portál České republiky o společenské odpovědnosti).

These documents and portals not only inform about application of CSR in practice, but many times they motivate so strong as stakeholders of the business – investors, parts of supply chain (suppliers, customers), employees, society or state institutions in region. During the pandemic of COVID 19 was the CSR more than important. Businesses were having a spirit of initiative, understand the need for cooperation, first in social area, to restart the national economy. This paper introduces a case study of chosen business and its CSR activities. Afterwards, results of marketing research focused on employees´ perception of these activities are presented. Employees are the biggest critics of all stakeholders in business and their approach is very important for business.

CSR activities and the crisis of coronavirus ——— The COVID 19 pandemic has invaded everyone's lives and paralyzed many aspects of the day-to-day operation of businesses in global and local markets. In many countries, the operation of some major companies has been completely suspended, as has the economic growth of recent years. The impact of the COVID 19 pandemic on the world economy is as unpredictable as the global depression of the 1930s. (Euronews 2020). And it is the COVID 19 pandemic that can cause significant changes in the marketing management of companies. During the pandemic, companies began to consider further involvement in the field of CSR. But it was at this time that more and more possibilities began to emerge to help society in these difficult times and thus, by the way, improve their corporate image.

Businesses supported society by sewing / donating face masks, making shields, disinfecting, making purchases to disadvantaged groups or supporting their employees. One of the most affected areas was India. Researchers there have found that companies have consciously and unknowingly adopted some CSR practices. Most of them offered bedded facilities, provide donation and give fair wages to employees. (Vethirajan et al. 2020, pp. 67-77). In the UK, supermarkets decided to contribute to the fight against the COVID 19 pandemic by donationing to the food collection (Lidsay 2020), manufacturing companies transformed factories to produce fans, personal protective equipment and sanitation products. Some companies subsidized or directly donated these products to those in need. (BBC 2020). These activities do not differ much from those that are also noticeable in Czech companies, as the case study in this article suggests.

However, the COVID 19 wave not only brought a new direction in CSR activities, but also a change in consumer behavior and thus in marketing philosophies of companies. The ethical dimension in consumer decision-making has become important, making consumers more responsible and pro-social in their consumption. By changing the company's attitudes, marketers have also changed their marketing mindset towards sustainability and social responsibility. (Hongwei and Harrisb 2020, pp. 176-182). Therefore, we can expect not only a great deal of pressure on companies to be socially responsible, but also a change in the attitudes of management and external and internal stakeholders.

CSR areas ——— This article will deal with the description of CSR activities within the case study. As mentioned in the introduction, CSR is a voluntary activity, namely „the voluntary commitment of an organization to take into account in its decision-making and day-to-day activities the needs of its customers, suppliers, employees and other affected factors, either directly or indirectly." (Oficiální portál České republiky o společenské odpovědnosti). CSR activities are planned with regard to fundamental aspects of sustainability. Within the framework of sustainability, not only are environmental issues addressed, but also issues of social and economic development, as suggested, among other things, by the goals of sustainable development defined by the United Nations. It set 17 main goals for sustainable development.

Figure 1: Sustainable Development Goals
Source: United Nations (2020)

Social areas affect poverty, hunger, health, quality of education, gender equality, peace, justice and strong institutions. The economic areas include decent work and economic growth, industry, innovation and infrastructure, the elimination of inequalities, the promotion of sustainable cities and towns and partnerships to achieve goals. It addresses environmental issues in terms of drinking water and sanitation, available and clean energy, responsible production and consumption, climate action, for life in water and on land. (European Commision 2019).
These aspects of sustainable development are globally accepted and have become the basis for corporate strategies, including the identification of CSR areas. Caroll (1991, pp. 39-48) first attempted to identify areas of CSR with a pyramid containing economic, legal, ethical and philanthropic pillars. However, the pyramid division was not appropriate given the lag or preference for some aspects of CSR. Later, Scott Cato (2009, p. 86) introduced a one-pillar, social, approach that companies should focus on in CSR. However, CSR strategies and external declared activities are very often divided into three areas – economic, social and environmental. This division is based on the so-called „triple bottom line", first defined in 1994 by John Elkington, later published in the 1997 book Cannibals with Forks: Triple Bottom Line of the 21st Century Business Hardcover. (Elkington 2018). The triple bottom line consists of pillars of social equality, economic and environmental factors – figuratively „people, planet, profit".

It is the basis for sustainability goals. However, linking sustainability goals to the direction of CSR activities is clear and useful in marketing practice. Into account the three basic pillars of the triple bottom line, they can be defined for CSR as follows:
People is a social area which includes stakeholder relationships as well. Most of the following activities include philanthropy, respect for human rights, and labor standards. In the field of philanthropy, it is not just about financial subsidies and sponsorship, but companies offer subsidized products, use of company facilities, property or services, or allow access to employ voluntary groups (Chaudhary 2016, p. 379).
Another pillar on the triple bottom line is the planet, it is an environmental aspect of CSR. It includes basically anything that has an impact on the Earth's environment. Most often it is energy and water conservation, sustainable supply, transition to alternative sources and waste reduction.
The last pillar is profit, which is becoming an economic area within CSR. It concerns activities related to the financial health of companies. These include the reduction of production costs, entry into new markets (Shnayder et al. 2015), but also aspects related to the economic development of the region of activity or ethical principles of the economic area. This may include, for example, the support of regional suppliers, the rejection of corruption, transparency, fair relations with stakeholder groups, and the protection of intellectual property (Chaudhary 2016, p. 380).
The triple bottom line divides CSR activities into 3 pillars (social, environmental and economic) which is often criticized despite the extensive use of corporate practice. Limits are set for reporting CSR activities according to the triple bottom line. The first is the reliability of measurements in view of the fact that process reporting is preferred over outputs, as well as the often seen attempt to aggregate behaviors without an objective way of doing so (Norman and McDonald 2003) other limits defined by Pava (2007, pp. 105-110). One of the most important is inability to measure and track social and environmental performance in a meaningful, consistent, and comparable way. Many authors then tried to eliminate or correct these limits. This article will not directly cover reporting activities or their marketing communication. To describe CSR activities during the COVID 19 pandemic, it is appropriate to use the triple bottom line.

Stakeholders and CSR ——— One of the pillars of CSR is the social pillar (people). This includes, among other things, relationships with stakeholders on a social level. Thus, the paradigm of Friedman about the responsibility of management only towards shareholders was overcome. It is a support passing from rich shareholders to the inhabitants of municipalities that are affected by the company's behavior – small farmers, communities around operational facilities, or micro loan recipients in the supply chain.
Stakeholders were defined by Freemann (1984, p. 6) as follows: „Groups or individuals who can have effects on, or are affected by, the objectives of an organization". In the context of CSR, the list of stakeholders changes significantly over time. We include not only customers, employees and suppliers, but also the government, local government representatives and, of course, the already mentioned shareholders. However, all stakeholders who have joined the stakeholders have been characterized in recent years by the ever-increasing expectations of adapting companies in the field of CSR. This growing tendency forces companies to develop and develop CSR activities in order to accept stakeholders. This makes CSR a key aspect of stakeholder management. (Norman and McDonald 2003). On the other hand, CSR managers face criticism from some of the stakeholders who are negatively affected by CSR activities. Shareholders and employees ultimately pay for the initiation of social responsibility. Manag-

ers are then forced to seek a balance between the satisfaction of all stakeholders – those supported and those „supporting". (O'Riordan and Fairbrass 2014, p. 124). Ways are being sought that would enable the argumentation of CSR activities of companies towards internal stakeholders and thus the organization of relationships by key stakeholders (both external and internal) more effectively. It can even provide a competitive advantage and increase organizational productivity and set other strategies. (Cantrell et al. 2015, p. 415). Among the internal stakeholders we include, among others, the company's employees. Employee involvement can range from small contributions to the CSR to significant success factors in the longer term. (Bolton et al. 2011, p. 66). Employees are often motivated in various ways to participate in CSR activities. One of the most used are role-modeling (leading by example), advocacy, and facilitation. (Yi-Ru and Chun-Ju 2014, p. 215).

On the other hand, CSR can also be an internal motivating factor for a HR manager. Internal and external CSR activities are positively correlated with the internal motivation of employees. Some research confirms that internal and external CSR activities help workforce efficiency, creating a competitive advantage that then affects business success. (Branco and Rodrigues 2006, p. 124). They also have a positive effect on employee identification and can help the company gain external prestige important within personnel management. (Hameed et al. 2016, p. 788). However, it can also be argued by other research that confirms that internal CSR activities have a slightly more positive effect than the external dimension of CSR. However, in the case of support for local communities or customer-oriented activities, the positive perception of employees is also strong, more so than in the case of support for relationships by business partners. (Skudiene and Auruskeviciene 2012, p. 53).

This article is intended, among other things, to present the results of research among employees of a selected company concerning the perception and involvement in external CSR activities. Examples of business practice in the field of CSR during the COVID 19 pandemic will be presented and subsequently put into context with their perception by internal stakeholders.

Methodology and goals

Article methodology ——— The main goal of this article is to identify and evaluate the attitudes of internal stakeholders to the activities of Consumer Social Responsibility, implemented during the coronavirus crisis, namely ŠKODA AUTO, a. s. In order to fulfill this goal, it is necessary to set and fulfill partial goals, which include the creation of an appropriate literature review of CSR issues, or the implementation of a basic evaluation of the initial situation. Two sub-objectives have a separate methodology. First, a case study will be prepared, which will present the CSR activities that were implemented by ŠKODA AUTO, a. s. at a time of limitations caused by the global Covid-19 pandemic.

Case study methodology ———
The methodology of the case study is followed by the methodology of another partial goal of the article, and that is the implementation of marketing research. Due to the fact that the research needs to be presented in detail, it will again be solved as a separate methodology, divided into individual phases as it is perceived in the literature.

Marketing research methodology ———
Planning stage
In the planning stage, the most important step is to determine the goal of the research and to set research questions. The research goal is to determine the attitudes of important internal stakeholders, ie in this case from employees to social responsibility activities carried out by the employer. The individual activities addressed in the case study were communicated in different ways, designed for different groups and focused on all areas of sustainability. The research therefore unified their view so that important links could be extracted that could help in further setting up CSR activities in the future. Two research questions were set, based on the need to reveal attitudes, especially among different socio-demographic groups of internal stakeholders:

• Can different perceptions of CSR activities be demonstrated based on the age or gender of internal stakeholders?
• Does job classification affect the perception of CSR activities?

It is the focus on these indicators that can clearly demonstrate the impact of CSR activities on different groups of employees, while also providing opportunities to work with these internal stakeholders in the future to maximize the effectiveness of CSR activities.

Quantitative marketing research was chosen to address the research goal and research questions, which was carried out by an online questionnaire survey. Similar data on the evaluation of CSR activities are not available, so it was necessary to obtain them by primary research. Of course, the problem itself could also be solved by qualitative research, which is used more often to determine attitudes, but it would not be possible to generalize some findings, which would significantly limit the possibilities of using research findings in practice. Quantitative research in this case therefore serves as a basis for obtaining objective data that can be quantified and statistically expressed. At the same time, it uses a larger base of respondents, which further supports the possibility of applying some recommendations in practice, as it contains a larger group of important stakeholders than would be the case if choosing one of the qualitative methods.

Only the internal stakeholders of ŠKODA AUTO, a. s., i.e. its direct employees, were included in the target group of this research. Agency workers were excluded because their turnover is relatively high and their inclusion in the research could lead to data bias. In this case, internal stakeholders are important in terms of proving the impact of Consumer Social Responsibility activities on the perception of ŠKODA AUTO, a. s. as a responsible employer, respecting sustainability and solidarity in crisis situations in all areas.

The research sample was compiled quota, according to internal unpublishable information of ŠKODA AUTO, a. s. To determine representativeness, a non-parametric chi-square test was performed, i.e., based on significance values greater than 0.05, it was determined whether the sample reflected the structure of the base set, based on gender, age, and job classification.

The schedule of the research itself was set in the form of a Gantt chart and adhered to the maximum extent in the implementation stage.

Stage of realization and evaluators	Calendar and week										
	17	18	19	20	21	22	23	24	25	26	27
Pilot-plan											
Pilot- realization											
Data collection- plan											
Data collection- realization											
Coded and analyzed data- plan											
Coded and analyzed data- realization											
Evaluation of output research- plan											
Evaluation of output research- realization											
Evaluation of the research report- plan											
Evaluation of the research report- realization											
Evaluation of goal achievement- plan											
Evaluation of goal achievement- plan											

Table 1: Calendar of processing
Source: Authors

The only deviation from the plan was the extension of data collection. This was slightly complicated by the gradual start of production at ŠKODA AUTO, a. s., so it was necessary to keep the questionnaire available for a longer period of time. At the same time, a shorter time allowance than planned was used to evaluate the outputs, as the results were clearly interpretable.
The piloting took place on a limited sample of respondents and helped to clarify the questionnaire, simplify the wording and assess the suitability of the selected identification criteria. Subsequently, data were collected in cooperation with the management of ŠKODA AUTO, a. s., on the basis of the dissemination of a questionnaire created in a user-friendly Google Forms environment. After closing the questionnaire, the information was transferred to Microsoft Excel for transcoding into statistically measurable quantities. This file was then statistically evaluated in IBM SPSS Statistics.
Pearson's chi-square test of good agreement was used to detect basic relationships and connections, at the level of descriptive statistics, using contingency tables. (VŠE 2020) Only relationships with asymph were subject to the record. sig. less than 0.05. If a value lower than 0.05 is reached between two variables, it can be said that they have a certain relationship between them.

$$x^2 = \sum_{i=1}^{k} \frac{(Xi - Npi)^2}{Npi}$$

Figure 2: Pearson's chi-square
Source: VŠE (2020)

However, the chi-square test does not say anything else about the nature of the relationship between the variables, and it cannot be assumed that all relationships are significant enough to be generalized. In order for the interpretation of the research to be meaningful, it is necessary to know whether the relationship is conclusive with regard to individual identification criteria, such as age, gender or job classification. For this reason, the so-called adjusted residues were used in the contingency tables.
The adjusted residue is based on the difference between the empirical and the expected frequency, and when its value is higher than 2.00 (resp. − 2.00 for the negative direction of relations), we can be sure (with 95% probability) that the difference between the frequencies did not arise by chance. In the case of values greater than or equal to 3.29 (resp. − 3.29 for negatively oriented relations), the probability of a random deviation occurring is less than 0.1%. The adjusted residues therefore determine the extent to which the assumption of independence is violated, which is satisfactory for the purposes of evaluating these variables. In this way, it is possible not only to prove relationships with the socio-demographic indicator, but also to specify for which internal categories these significant relationships apply. Again, only statistically significant relationships were retained, outliers were excluded. Based on this evaluation, significant relationships between knowledge or attitudes to CSR activities and various socio-demographic groups of internal stakeholders were extracted.

Case Study ——— ŠKODA AUTO a. s., based in Mladá Boleslav in the Czech Republic, is one of the companies in the automotive division of the Volkswagen Group. Its main economic activity consists in the development, production and sale of cars, components, original parts and accessories and in the provision of service services. The exclusive shareholder of the company is VOLKSWAGEN FINANCE LUXEMBURG SA with its registered office in Strassen in the Grand Duchy of Luxembourg, whose parent company is VOLKSWAGEN AG with 100% share. ŠKODA AUTO, a. s. manages three production plants in the Czech Republic – Mladá Boleslav, Vrchlabí and Kvasiny plant in Indian in Aurangabad. Furthermore, the company holds a 100% stake in ŠKODA AUTO Slovensko, s. r. o., and in ŠKODA AUTO DigiLab s. r. o It has less than 50% shares in OOO VOLKSWAGEN Group Rus, Digitech Automotive s. r. o, in the heating plant ŠKO-ENERGO s. r. o. and in the company ŠKO-ENERGO-FIN s. r. o. ŠKODA vehicles are manufactured in the Czech Republic, Slovakia, India, China, Russia, Kazakhstan, Algeria and Ukraine. (ŠKODA AUTO, 2009).
Given that the paper focuses on the social responsibility of ŠKODA AUTO, a. s. during the COVID-19 pandemic, its results and activities will be presented for the first quarter of 2020.
ŠKODA AUTO Group recorded sales of EUR 4.85 billion in the first quarter of 2020. Compared to last year, this is a 1.4% decrease. The operating result reached the value of 307 million euros and thus remains at a solid level as a return on sales of 6.3%. However, in comparison with the record results of 2019, it is shown that the current economic situation and the necessary measures taken against the further spread of the Covid-19 coronavirus pandemic have sensitively affected ŠKODA AUTO's business activities. (ŠKODA AUTO, 2020). The necessary measures taken against the further spread of the coronavirus pandemic COVID-19 and their schedule were as follows:
ŠKODA AUTO, a. s. confirmed two cases of COVID-19 virus infection on March 17, 2020 at 3:00 p.m. ŠKODA AUTO employees were informed about this situation via the company portal. At the same time, ŠKODA AUTO employees received information about the health status of their colleagues and thorough disinfection of workplaces. For preventive reasons, several other employees remained in domestic quarantine.
On Wednesday, March 18, 2020 at 10:00 PM, ŠKODA AUTO, a. s. closed its Czech plants in

Mladá Boleslav, Kvasiny and Vrchlabí. From 18 March 2020 to 29 March 2020, all employees were entitled to a salary of 70% of their average earnings. From March 30, then 75% of the average earnings. Due to the need to maintain the continuity of certain activities, some employees worked at ŠKODA AUTO even during the production shutdown. These employees were not affected by the above measures. The rules for the use of mobile work were set by individual superiors in agreement with the relevant member of the Board of Directors responsible for the area.
On 17 April 2020, the ŠKODA AUTO working team, together with the social partner KOVO Trade Unions, prepared a set of more than 80 binding measures for the safe start of employees after the resumption of operations. It was a health and organizational measure for both production facilities and office space.

On April 27, 2020, resumption of production began in the Czech plants in Mladá Boleslav, Kvasiny and Vrchlabí. The resumption of operations had several phases, with phase 0 including preparation for subsequent phases and the application of individual measures, where the highest degree of sensitization applied. In phase 1, the start of production took place with the maximum deployment of measures from the approved catalog of rules and measures at the highest degree of sensitization. In phase 2, production with mitigated safety measures was started and in phase 3 a further reduction of safety measures was implemented compared to phase 2. Employees (including agency staff) were introduced to the following safety measures via the Internal Communication channels on the ŠKODA Space portal, VIMEO channel, Týdeník, leaflets and bulletin boards or a special issue of the Newsletter for Masters. Managers and champions informed their teams and pointed out specific measures concerning their specific departments. Inquiries from employees regarding the current situation were handled by e-mail in cooperation with the Internal Communications Department. Special safety precautions had to be observed in the following areas or processes:
• snack corners, team spaces,
• smoking corners,
• change rooms and showers,
• operation of gates and receptions,
• temperature measurement,
• catering,
• disinfection of tools and means of production,
• logistics,
• transport of employees,
• hostels,
• offices,
• service cars,
• event registration,
• communication,
• external companies,
• procedure in case of suspicion of COVID-19,
• waste and used face masks,
• self-assessment questionnaire before starting work.

By stopping production, ŠKODA AUTO, a. s. lost more than 100,000 cars. Falling sales, negative exchange rate effects and declining sales significantly affected the result. It expects the greatest burden resulting from the coronavirus crisis in the second quarter, followed by a gradual recovery in the third quarter and a possible return to last year's level in the fourth quarter. (Maier, April 2020). Nevertheless, ŠKODA AUTO, a. s. did not cease to fulfill its social responsibility and at the time of the COVID-19 pandemic, in addition to its normal CSR activities, it focused on the form of assistance listed in Table X below. in March 2020, ŠKODA AUTO, a. s. began cooperation with the Czech Technical University in Prague in the production of reusable respirators of the FFP3 category for medical staff. The technical department has started production of parts for these respirators on its 3D printers. After CTU developed the corresponding prototype, more than 750 pieces were produced in series production. In addition, the car manufacturer, together with other companies, is working to further increase the volume of their production. The masks are distributed by the Ministry of Health of the Czech Republic. ŠKODA AUTO Logistics, in cooperation with the Czech company Prusa Research, distributed protective face shields to hospitals and general practitioners. More than 14,600 shields had been distributed by Easter. In addition, 3D printing of these transparent protective face shields has been taking place at the car manufacturer since the end of March. These were created in Mladá Boleslav with the help of technical development, a pilot hall and the ŠKODA Academy. The face shields were handed over to Klaudián Hospital in Mladá Boleslav. The protective face shields, manufactured next to Mladá Boleslav and also at the plant in Kvasiny, were, in agreement with the Ministry of Health of the Czech Republic, in addition to being used for ŠKODA AUTO employees, they were also intended for hospital staff in the region.
The employee collection for the support of hospitals in Mladá Boleslav, Rychnov nad Kněžnou and Semily took place from 27 April to the end of May, in which approximately CZK 381,000 was collected for high involvement of KOVO unions, ŠKODA AUTO, a. s. „matched" the amount to 500,000 CZK. The funds were used to purchase protective equipment and medical equipment, improve working conditions, modernize technical equipment of workplaces, energy and vitamin packages, mental health care, further education, development of IT competencies, active and passive rest and activities for children of health professionals.
As the largest provider of mobility for social services and other institutions in the field of Czech healthcare, the car manufacturer has donated 100 ŠKODA OCTAVIA cars with a total value of approximately 85 million crowns to humanitarian organizations in its home country. Facilities or organizations such as hospitals, social services, facilities for the elderly or non-governmental organizations (NGOs) offering field assistance to vulnerable fellow citizens could apply for cars. From 17 to 30 April 2020, organizations that met the set requirements could apply for ŠKODA OCTAVIA cars online via the NROS Foundation website (www.nros.cz). ŠKODA AUTO, a. s. approved this gift with the Minister of Health of the Czech Republic Adam Vojtěch and the Minister of Labor and Social Affairs Jana Maláčová. The handover of the cars to the selected organizations took place from mid-May with the support of the KOVO Departments.
As part of the fight against the spread of the COVID-19 pandemic, ŠKODA AUTO, a. s. made a fleet of more than 200 cars and 150 scooters available free of charge to charitable organizations, municipalities and healthcare professionals on the HoppyGo platform. ŠKODA AUTO DigiLab, on the other hand, ensured the mobility of doctors and medical staff in Prague free of charge with the help of 150 electric scooters from the fleet of the BeRider carsharing platform.
Furthermore, ŠKODA AUTO DigiLab, in cooperation with HoppyGo, opened a new ozone disinfection station, which was equipped with five devices and is able to clean up to ten cars per hour.
In the immediate vicinity of its Czech production plants, ŠKODA AUTO, a. s. also supported social services and facilities with direct financial assistance in the amount of almost ten mil-

lion crowns. In Kvasiny and Rychnov nad Kněžnou, Aramark, a ŠKODA AUTO catering partner, donated 250 kilograms of food to social organizations.
Last but not least, ŠKODA AUTO, a. s. also actively involved its trainees, who sewed face masks within the joint project of the organization to help children and the city of Brandýs nad Labem. Volunteers sewed more than 6,000 face masks for doctors, medical staff and firefighters.
ŠKODA AUTO, a. s., as well as ŠKODA AUTO DigiLab, the BeRider, HoppyGo, Uniqway platforms and several ŠKODA dealers, financed all activities from its own resources. Partners such as the Czech Technical University in Prague, Prusa Research and many volunteers also took part in a number of other measures. Table X presents individual activities related to social responsibility during the COVID-19 pandemic in the Czech Republic. Individual activities respect the division according to three pillars, which is presented in the theoretical part of the article, are focused on CSR activities during the COVID-19 pandemic beyond the normal activities carried out by ŠKODA AUTO, a. s. and verified by a questionnaire survey of their awareness or cooperation of ŠKODA AUTO employees.

Economic pillar	100 ŠKODA OCTAVIA cars to organizations fighting the pandemic
	3D respirators and face shields those for hospitals and the needy
	Staff collection to support hospitals
	HoppyGo platforms – fleet of cars for health and social services
Social pillar	Distribution of facemasks and disinfectants to the community
	Ozone disinfection stations
	Using ozone generators, ŠA cleans the interiors of vehicles that help fight the pandemic.
	BeRider – individual mobility- scooters
Environmental pillar	Collection of single use facemasks and their disposal

Table 2: CSR activities in ŠKODA AUTO during the COVID 19 pandemic
Source: Authors

Perception of CSR activities by internal stakeholders during the crisis of coronavirus
Synthesis of the main outputs from marketing research
Given the aim of the article, which is to determine the attitudes of important internal stakeholders to the CSR activities of ŠKODA AUTO, a. s. at the time of the coronavirus crisis, information was synthesized based on the links between socio-demographic indicators, which were gender, age, and job classification.
Given that the flow of information in the company and the formation of employee attitudes can be considered a comprehensive system, these variables are considered exogenous. An exogenous variable is a variable that is determined outside the system, only affecting it to some extent. Thus, the significance of influencing other quantities from the position of the external variable was examined.

Variables with proven dependence according to the sex of the respondents
The research showed that gender is not a quantity with an extremely strong influence on other quantities, and thus on the perception of CSR activities in the surveyed company. Nevertheless, important relationships can be extracted that can help companies with subsequent CSR-oriented projects.

Financial support for Klaudianova hospital in Mlada Boleslav	Exogenous variable	Dependent variable	Adjusted res.
	female	yes	2.6
Contribution- project BeRider	Exogenous variable	Dependent variable	Adjusted res.
	male	Maximum contribution	-2.7
Contribution- collection and disposal of single use masks	Exogenous variable	Dependent variable	Adjusted res.
	male	Maximum contribution	-3.2
	female	Maximum rate	2.7
Relevance of Facebook communication platform	Exogenous variable	Dependent variables	Adjusted res.
	female	yes	2.8
Perception of CSR activities as a marketing move	Exogenous variable	Dependent variables	Adjusted res.
	male	Maximum rate	3.3

Table 3: Variables with proven dependence according to the sex
Source: Authors

Nevertheless, it is possible to find significant relationships that can serve as support in setting up future activities. Most of them reflect general norms and stereotypes, defined, for example, in Meyers-Levy (1989). Women are generally more socially oriented, while men are technically and pragmatically oriented. This also reflects proven dependence. Women are more active directly in social activities, in this case, more often than men, they considered or actually donated a contribution to support health care in Mladá Boleslav. On the other hand, men do not perceive the benefits of some implemented activities very positively; in the case of an activity focused on the collection and disposal of disposable face masks, there is even a contradiction when women believe that this project has the maximum benefit; At the same time, they believe that the activities of ŠKODA AUTO, a. s., as a marketing move.

Variables with proven dependence according to the age of the respondents
The age of the respondents was divided into four groups (up to 25 years; 26-35 years, 36-50 years; more than 50 years). Age has proven to be an exogenous variable generating a large number of important relationships that can be used in practice.

Knowledge- 3D printed respirators and face shields	Exogenous variable	Dependent variable	Adjusted res.
	36-50 years old	yes	2.8
	more than 50 years old	no	2.9
Knowledge- project BeRider	Exogenous variable	Dependent variable	Adjusted res.
	26-35 years old	yes	2.9
Contribution- Donation of 100 Octavia cars	Exogenous variable	Dependent variable	Adjusted res.
	more than 50 years old	min. contribution	3.2
Contribution- Employee collections to support Klaudianova hospital	Exogenous variable	Dependent variable	Adjusted res.
	to 25 years old	max. contribution	2.9
Contribution- distribution of face masks and disinfectants	Exogenous variable	Dependent variable	Adjusted res.
	36-50 let	significant contrib.	3
	more than 50 years old	minimal contribution	2.8
Contribution- disinfecting cars with ozone	Exogenous variable	Dependent variable	Adjusted res.
	over 50 years old	insignificant contrib.	3.2
Contribution- collection and disposal of single use face masks	Exogenous variable	Dependent variable	Adjusted res.
	over 50 years old	significant contrib.	2.9
Relevance of communication platform- portal SA	Exogenous variable	Dependent variable	Adjusted res.
	do 25 let	no	2.8
Relevance of communication platform- Trade unionist	Exogenous variable	Dependent variable	Adjusted res.
	over 50 years old	yes	3.2
Relevance of communication platform- Instagram	Exogenous variable	Dependent variable	Adjusted res.
	to 25 years old	yes	3.5
	26-35 years old	yes	2.9
Strengthened relationship with the employer	Exogenous variable	Dependent variable	Adjusted res.
	36-50 years old	yes	3.3
	over 50 years old	no	2.9
Perception of CSR activities as a marketing move	Exogenous variable	Dependent variable	Adjusted res.
	to 25 years old	almost not at all	2.8
	26-35 years old	almost not at all	2.9
	more than 50 years old	Almost not at all	3.1
Perception of COVID 19 as a serious threat	Exogenous variable	Dependent variable	Adjusted res.
	to 25 years old	no	3.6
	36-50 years old	yes	2.8
	more than 50 years old	no	2.9

Table 4: Variables with proven dependence according to the age of the respondents
Source: Authors

In general, it can be stated that younger employees have a better perception of CSR activities. They have demonstrated knowledge and a better perception of the benefits of CSR projects, and it is very important that these activities are not perceived only as a marketing move. At the same time, respondents in the age group 36-50 state that this strengthens their relationship with the employer, thus strengthening their loyalty through social responsibility activities. At the same time, this group is the only one to perceive the Covid-19 pandemic as a serious threat, thanks to which their attitudes towards CSR activities are probably significantly better.

In contrast, respondents over the age of 50 can see not only lower knowledge of projects, but also a very low level of benefit from individual projects, with the exception of the collection and disposal of disposable face masks. On the contrary, they perceive the benefit as maximum. These respondents, even though the opposite could be expected, do not perceive the pandemic as a serious threat and consider their employer's CSR activities to be a marketing move that does not contribute to building their loyalty.

Variables with proven dependence according to the job classification of respondents
By far the most variables with a strong statistical relationship were found on the basis of job classification. According to the job position of employees, it is therefore possible to successfully estimate the attitude of employees to various CSR activities implemented during the coronavirus crisis.

Knowledge- donation of 100 Skoda Octavia cars	Exogenous variable	Dependent variable	Adjusted res.
	THP	yes	3.1
Knowledge- Employee collection to support the hospital	Exogenous variable	Dependent variable	Adjusted res.
	Laborer	yes	3.3
Knowledge- HappyGo	Exogenous variable	Dependent variable	Adjusted res.
	THP	no	2.9
	Manager	yes	3.2
Knowledge- project BeRider	Exogenous variable	Dependent variable	Adjusted res.
	Manager	yes	3.4
Financial support for Klaudianova hospital in Mlada Boleslav	Exogenous variable	Dependent variable	Adjusted res.
	Laborer	yes	3
Contribution- Donation of 100 Octavia cars	Exogenous variable	Dependent variable	Adjusted res.
	Laborer	insignificant	3.5
	THP	insignificant	2.6
	Manager	insignificant	3.3
Contribution- 3D printed respirators and face shields	Exogenous variable	Dependent variable	Adjusted res.
	Laborer	insignificant	3.8
	THP	maximum	3.1
	Manager	insignificant	2.6
Contribution- Distribution of face masks and disinfectants	Exogenous variable	Dependent variable	Adjusted res.
	Laborer	insignificant	3.7
	THP	insignificant	2.5
	Manager	insignificant	3.3
Contribution- Ozone disinfection of cars	Exogenous variable	Dependent variable	Adjusted res.
	Laborer	insignificant	3.2
	THP	insignificant	3.4
		insignificant	3.2
Contribution- project BeRider	Exogenous variable	Dependent variable	Adjusted res.
	Laborer	insignificant	2.9
	THP	significant	3.2
Contribution- collection and disposal of single use face masks	Exogenous variable	Dependent variable	Adjusted res.
	Laborer	totally insignificant	3
		maximum significance	3.5

Relevance of communication portal- SA	Exogenous variable	Dependent variable	Adjusted res.
	Laborer	no	3.2
	THP	yes	2.7
Relevance of communication platform- Skodamobile	Exogenous variable	Dependent variable	Adjusted res.
	Manager	yes	3
Relevance of communication platform- trade unionist	Exogenous variable	Dependent variable	Adjusted res.
	Laborer	no	3.1
Relevance of communication platform- Instagram	Exogenous variable	Dependent variable	Adjusted res.
	THP	yes	3.4
	Manager	no	3
Significant presentation of activities	Exogenous variable	Dependent variable	Adjusted res.
	Laborer	yes	3.1
	THP	yes	3.6
	Manager	no	3.5
Strengthening the relationship with the employer	Exogenous variable	Dependent variable	Adjusted res.
	Laborer	no	3.3
	THP	yes	2.8
	Manager	no	2.7
Perception of CSR activities as a marketing move	Exogenous variable	Dependent variable	Adjusted res.
	Laborer	Completely	3.6
	THP	not at all	3.2
		Almost completely	3

Table 5: Variables with proven dependence according to the job classification of respondents
Source: Authors

Technical and economic workers and managers show higher knowledge of individual projects, but workers show a higher level of knowledge in the staff collection to support the local hospital and at the same time actively participated in it and donated or considered a financial contribution.
Another interesting discrepancy is evident in the contribution of individual projects. While technical and economic workers have been shown to consider the benefits of a large number of projects to be very significant, workers and managers agree to the contrary. They consider the benefits of projects such as the donation of 100 ŠKODA Octavia cars or the printing of 3D respirators and face shields to be insignificant, which is why they are also unlikely to be actively involved in participatory activities. Some projects also proved to be insignificant for all groups of workers, such as disinfecting car interiors with ozone, or distributing face masks and disinfectants to local communities.
In addition, all groups of respondents according to job classification showed strong relationships to how sufficiently the individual projects were presented to the public. While technical and economic workers are convinced that the individual activities have been sufficiently presented, workers and managers do not share this view. This may be due to different approaches to different communication platforms and different styles of obtaining information between groups. A similar situation is repeated in the perception of projects as a marketing moves. While workers and managers approach CSR projects as a purely marketing activity, technical and economic workers perceive them as sincere social responsibility activities. Thanks to this, even these employees admit that their loyalty to the employer is strengthened, their belonging increases, so they personally benefit from the activities of their employer. Workers and managers, on the other hand, do not anticipate an increase in loyalty; the activities of their employer did not convince them to do so.

Managerial implications ——— A relatively important result, usable in practice, is the demonstration of the relationship between the Facebook platform and women. Women generally tend to participate actively and perceive the benefits of CSR activities as valuable. In practice, therefore, it is possible to use social networks for their better information, specifically Facebook, where a relatively large intervention can be expected. In the future, therefore, it is possible to build a CSR campaign on this communication platform, aimed primarily at women, with an emphasis on the benefits of activities and opportunities for active involvement.
At the same time, it is necessary to address the attitudes of men in the future, as they are rather reluctant or even negative towards the socially oriented activities of their employer. To decipher this setting, follow-up, ideally qualitative research should be carried out, focusing on how to achieve a better perception of the benefits of CSR activities, in terms of truly honest assistance where it is needed, not just as a marketing visibility for the company.
The evaluation of communication platforms should also be involved in managerial implications, as it has been shown that it is necessary to influence two basic groups of employees. Strengthen the good perception of younger employees, while it is appropriate to use again especially social networks, which are the leading means of communication for the younger generation. On the contrary, for example, for employees under the age of 25, the internal portal of ŠKODA AUTO, a. s. is considered an inappropriate means of communication with which they do not work. The individual projects are therefore to communicate more modernly towards younger employees, using not only internal media and to focus on the benefits of projects that could further deepen belonging to the employer.
For communication with employees over the age of 50, it is then appropriate to choose more traditional, internal media. The research proved the relationship with the Trade Unionist communication platform, which is a professional periodical of the Kovo Departments. A campaign aimed at informing the existence and real benefits of projects in this medium could then significantly contribute to changing the negative attitudes of this generation towards CSR activities. Overall, however, it is necessary to work actively with this group of respondents, as they are experienced employees who are often mentors of a new generation of employees. As a result, stereotypes and prejudices are spreading, which nowadays need to be slowly changed towards a sustainable society as such.
In addition, the research identified suitable communication platforms that can again help in correctly targeting the communication of CSR projects to employees. It is important to focus on problematic groups of employees, which are workers and managers, whose attitudes towards social responsibility projects are equally rather negative. Internal sources of information are especially important for workers, however, for example, working through the ŠKODA AUTO Portal is very inappropriate, as they hardly use it at all. The internal periodical Odborar is important for them, where projects could be more clearly specified, so that even this group of workers is aware of their contribution and impact on the local community.
Managers also prefer internal sources of information, a relationship with another periodical has been proven, and that is ŠKODA Mobil, a monthly magazine published in both electronic and printed form, which is distributed to all ŠKODA AUTO, a. s. plants and buildings. Sensitively chosen emphasis on benefits, offering participation and informing about the real effects of individual activities could significantly contribute to changing attitudes about the marketing move and help start the process of strengthening loyalty to the employer and employees over 50 years of age.

For technical and economic workers, their positive approach to social responsibility needs to be further strengthened. The research showed their very positive attitude towards the implemented activities, so they are a suitable reference group for further building these attitudes and at the same time for further dissemination of the idea among other groups of workers. They find out information most often through social networks and also on the internal portal of the ŠKODA AUTO, a. s. Both of these platforms should therefore continue to be used to communicate similar CSR activities, as they clearly reach the right target group.

Conclusion ——— The article focused on the perception of socially responsible activities during the COVID 19 pandemic by internal stakeholders. A company in the automotive industry was chosen, which not only contributes its business activity to the growth of the Czech economy but is aware of the importance of CSR activities even in the difficult times of recent months. It should be noted that in 2019, the selected company received an award from a foreign investor responsible for its CSR activities. (iDnes 2020).

A case study focused on ŠKODA AUTO, a. s. presented the situation of the company during the COVID 19 pandemic. Subsequently, it presented a list of CSR activities in connection with the fight against coronavirus. The most mediated and internally communicated projects were selected. The attitude of employees, as key internal stakeholders of the company, towards their justification, importance and internal and external communication was found. The results of the questionnaire survey then described the perception of CSR activities and the suitability of their communication and selected communication tools. In addition, the interpretation of the results suggests a link with age, gender and job classification.

If we take into account the gender of the respondents, women clearly perceive CSR activities during a pandemic more positively. They also participated more in these activities. With regard to age, a very positive relationship to CSR activities can be observed during a pandemic among younger respondents. Over the age of fifty, this attitude has weakened significantly, and even respondents in this age group do not consider coronavirus a threat and perceive CSR activities only as a marketing move for the company. Job classification is also decisive in connection with the perception of activities. Technical and economic staff and managers have known more projects in the fight against COVID 19 and see them as a great asset. The workers mostly knew only the financial collection, but they participated in it themselves.

Thanks to the results, the Facebook profile in particular appears to be a communication platform for women. Here, the company should strengthen, above all, a positive attitude towards activities for men. From the point of view of age, Facebook is also a suitable platform for younger respondents and strengthening their positive perception of CSR activities. With regard to job classification, Facebook is a suitable communication channel especially for workers and internal media (Trade union, ŠKODA AUTO portal or ŠKODA Mobil) are also very often used by all target groups.

Thus, it can be stated that the most inclined to CSR activities are women, respondents of younger age. On the contrary, the elderly population is skeptical about these activities. It is appropriate to combine communication channels, strengthen internal communication more so that target groups less informed about the benefits of CSR activities are affected and strengthen the relationship with their employer.

Managerial implications are not strictly directed only to the selected company. With regard to the specifics of the business environment, it is possible to use the interpreted data in a generalized form for general managerial decisions on involvement in CSR activities in the event of another pandemic wave. It is also necessary to prepare with consideration to the use of communication channels with regard to the target group we want to reach and the possibilities that the company has at its disposal. It is definitely appropriate to communicate activities, to point out their importance and justification. In this way, the company not only strengthens awareness of the company's activities and sincere efforts, but also builds a stronger bond with internal stakeholders – employees.

Text of the first part. Bibliographic citations are directly in the text according to International Standard ISO 690 as follows: The main instrument of strategic control is marketing audit. (Kotler 1998, p. 34). Complete list of references is being listed in a separate part Nr. 6 List of References.

Poznámky | *Notes* ——— This part is for notes. Notes can, but do not have to be used in contribution. Footnotes must not be used in text.

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Kľúčové slová | *Key Words* ——— corporate social responsibility, COVID 19, corona, internal stakeholders, marketing communication, stakeholders, triple-bottom-line
společenská odpovědnost firem, COVID 19, korona, interní stakeholdeři, marketingová komunikace, stakeholdeři, triple-bottom-line

JEL klasifikácia/*JEL Classification* ——— M51, M31

Résumé ——— CSR v době koronavirové
Článek prezentuje aktivity společenské odpovědnosti v době pandemie COVID-19 a vnímání těchto aktivit interními stakeholder. Mnoho úspěšných podniků by chtěla být vice sociálně odpovědná nejen v obvyklých časech, ale také během krize. Chtějí podporovat a pomáhat společnosti. Článek uvádí případovou studii ŠKODA AUTO. Jak podnik pomáhal společnosti svými CSR aktivitami a jak vnímali interní stakeholdeři tyto aktivity. Popis jejich vnímání je založen na výsledcích dotazníkového šetření z měsíců květen/červen 2020, těsně po nouzovém stavu a restriktivních opatřeních. Smysl CSR aktivit je také v marketingové komunikaci. Proto se výzkumníci zaměřili také na efektivitu marketingové komunikace interním stakeholderům.

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ARTIFICIAL INTELLIGENCE IN PERSONNEL SELECTION AND ITS INFLUENCE ON EMPLOYER ATTRACTIVENESS

Attracting and retaining talented employees has become one of the most pressing challenges for companies in their struggle for achieving and sustaining competitive advantage. Personnel assessment and personnel selection plays an important role in this context. On the one hand, its methods can help, to distinguish between suitable applicants and less suitable ones. On the other hand, personnel assessment and selection affects the perceived attractiveness of the employer. Therefore, it is closely related to employer branding.

In the course of digitization, artificial intelligence is now increasingly used in personnel attraction and selection. New instruments are being introduced. For example, computer-aided speech recognition can allegedly be used to generate personality profiles of applicants. However, the scientific debate on this topic seems to lag far behind the marketing of corresponding instruments. From a scientific point of view, it is questionable not only whether such instruments are prognostically valid, but also whether they are accepted by applicants.

Within the framework of an experimental study, two important questions are thus investigated: What effect do job advertisements have on the perceived attractiveness of an employer if the use of computer-aided speech recognition for personnel selection is explicitly pointed out? To what extent is the relationship between job advertisements with and without reference to speech recognition on the attractiveness of employers moderated by technology acceptance, country-specific differences and qualification? Answers to these questions will enhance our understanding of applicant reactions to selection procedures. In addition, they provide important information for the practice of human resource management in the context of employer branding.

Introduction ——— It is well known that nowadays the competitiveness of companies is significantly depending on the availability of qualified personnel. In particular, there is currently a high demand for people with experience and skills in IT and related fields who deal with artificial intelligence (AI). According to various studies, AI will have a significant impact on the professional world. At the same time the demands on professions and their nature are changing. Some might even disappear in the future due to the use of AI, many will change, and completely new professions will emerge (Wilson, Daugherty and Morini-Bianzino 2017). The exact extent of the change initiated by AI is not yet precisely predictable. The available analyses somet sometimes come to very different conclusions (Arntz, Gregory and Zierahn 2017; Frey and Osborne 2017). However, it can be assumed that those companies that make sensible use of AI will gain a considerable competitive advantage and those employees will enjoy a high level of employability who are able to work hand in hand with AI.

However, recruiting these people is not an easy task. Many organizations nowadays compete for this IT-affine target group. In addition, the target group is relatively small due to demographic factors on the one hand and the high level of qualification required on the other (Van Hoye and Lievens 2009). In order to be able to win this target group over, increased efforts in employer branding and recruiting are required.

The increasing use of AI can also be observed in recruiting and the selection of candidates. Various authors assume that the use of AI in recruiting and personnel selection will lead to more efficiency and quality for both companies and candidates (Upadhyay and Khandelwal 2018). Based on a literature review Albert (2019) identifies about a dozen fields where AI could be applied in the future. Despite this potential, his empirical study comes to the conclusion that currently only a few application fields actually exist, predominantly when it comes to chat bots, screening software and tools for task automation. Moreover, AI in recruiting is primarily used by rather larger, technology-oriented and/or innovative companies.

When it comes to applicant screening, one field of application for AI is computer-based testing as part of the personnel selection and assessment process. An example in this context is the so called PRECIRE JobFit, which is a personality test of the German company Precire Technologies. The test is designed to automatically record job-relevant characteristics using the voice sample of a 15-minute telephone interview. Although there are serious doubts about the prognostic validity of the test (Schmidt-Atzert, Künecke and Zimmermann 2019), numerous companies in Germany are said to already use it, including large international corporations (Precire Technologies 2020).

In view of the criticism of the to-be questioned prognostic validity, Precire and its customers have already reacted. In the future, the test is no longer to be used primarily for personnel selection. Instead, the test will be increasingly positioned as an employer branding instrument. By using AI, the message is to be communicated that the companies are innovative and use the latest technology. This is primarily intended to better address target groups with an affinity for technology. However, so far there are hardly any findings on whether the use of AI in the recruiting process has a positive effect on perceived employer attractiveness.

In light of the development outlined above, it must be assumed that AI will be increasingly used in recruiting and employer branding in the future, and companies that use AI may be better able to attract precisely those people who either already have the appropriate skills or at least show a high affinity for AI. However, so far there are hardly any scientific results available that empirically support the effect of AI on perceived employer attractiveness. This research gap shall be closed in the context of this article. In particular, the question is to be investigated to what extent perceived employer attractiveness is influenced when job advertisements explicitly state that AI-based tests such as automated speech recognition are applied in the recruitment and selection process. Furthermore, it shall be analyzed to what extent is the relationship between job advertisements with and without reference to such AI-based personality tests on employer attractiveness is moderated by applicants' technology acceptance, nationality and qualification.

1 Employer attractiveness

Attracting and retaining the best talents has become a central concern of many companies due to a significantly increased shortage of skilled workers. Here, employer branding is seen as an effective strategy for gaining competitive advantage in the increasingly competitive

labor markets (Barrow and Mosley 2011). To achieve this, it is important to position the company as an attractive employer. To this end, an employer brand must be created, which contributes to existing and future employees, perceiving the company as an „employer of choice" (Ambler and Barrow 1996; Dabirian, Kietzmann and Diba 2017).
The core of the employer brand is the so-called employee value proposition (EVP). The EVP consists of a set of characteristics that determine the perceived attractiveness of an employer from the perspective of the respective target groups (Backhaus and Tikoo 2004). Therefore, the characteristics that are particularly driving the perceived employer attractiveness have been intensively investigated in the last couple of years. Lievens and Highhouse (2003) for instance conclude in a study of potential applicants in the banking sector that career opportunities, location considerations, the work itself, and salary are the best predictors of employer brand attractiveness. In another study, in which members of the Belgian armed forces are surveyed, Lievens (2007) concludes that job diversity, travel opportunities and opportunities for teamwork have a significant influence on employer attractiveness, but not promotion, salary and other benefits. In a similar study, Lievens, Van Hoye and Anseel (2007) show that applicants for the Belgian armed forces value structure, job security and sporting activities, but that travel, salary and promotion opportunities do not have a significant impact on employer attractiveness. Agrawal and Swaroop (2009), who examine the attractiveness of the employer brand in various industries in India, conclude that the work itself has a positive effect, as do the salary offered and location aspects. However, their research also shows that social or cultural factors, learning and promotion opportunities are not significant predictors of employer brand attractiveness. Indian final-year management students were also asked to examine employer attractiveness in a study conducted by Chhabra and Charma (2011). It was found that organizational culture, brand name and compensation were most preferred organizational attributes.
Although such studies shed first light on employer attractiveness, the results are quite heterogeneous and as such do not provide a clear picture. Furthermore, they do not indicate which of the characteristics are particularly relevant at which stage of the recruitment process. However, this is of crucial importance for the questions of this study, because job advertisements are typically relevant in early phases. In view of this, it can be helpful to take a closer look at the distinction between instrumental and symbolic attributes of organizational attractiveness.
Instrumental attributes refer to objective circumstances associated with working for a particular organization. Often these characteristics are linked to objective benefits, such as pay, training, working time and leave arrangements, or working conditions in general (Backhaus and Tikoo 2004; Van Hoye and Saks 2011; Van Hoye et al. 2013). For some instrumental attributes, such as performance-related pay, career opportunities and working conditions, there is evidence that they are relevant to potential applicants (Turban and Keon 1993; Van Hoye and Saks 2011; Van Hoye et al. 2013). However, they are usually less suitable for companies to differentiate themselves from competitors in the labor market. Many companies do not differ much in these respects (Lievens and Highhouse 2003).
Symbolic attributes represent the subjective meaning of belonging to an organization. Such attributes play a role particularly in the early phase of recruitment (Lievens and Highhouse 2003). Examples of symbolic attributes are prestige, integrity or innovativeness (Lievens and Highhouse 2003; Van Hoye and Saks 2011; Van Hoye et al. 2013). Such attributes are mostly abstract, less tangible, sometimes immaterial and have an emotional value. Symbolic meaning is created by people's perception and the way in which conclusions about the organization are drawn from it (Lievens and Highhouse 2003; van Hoye and Saks 2011). Social identity theory (Tajfel 1978; Tajfel 1986) can be applied well in this context to examine the effect

of symbolic attributes (Backhaus 2003; Love and Singh 2011). Such attributes can serve as a source of pride and are capable of increasing the self-esteem of an employee. They help employees to see themselves as part of a special social group (in-group) that is different from other groups (out-groups). This means that members of an organization define themselves by what their employer represents and derive psychological benefit from this (Highhouse, Thornbury and Little 2007). Symbolic attributes can therefore be better used in comparison with incremental attributes to differentiate themselves from competitors in the labor market and thereby attract applicants (Lievens and Highhouse 2003; Ployhart 2006; Highhouse, Thornbury and Little 2007).

2 Hypotheses development

2.1 Effect of AI-based personality test on employer attractiveness ——— AI is understood across industries as a key driver for innovation (Srinivasan 2014; Tsang et al. 2017). Innovation ability, in turn, is considered by many companies to be crucial for gaining competitive advantage (Yeung, Lai and Yee 2007; Azadegan and Dooley 2010). Therefore, it is of utmost importance for companies to have employees who can think and act innovatively.
Studies show that perceived organizational innovativeness can be an important decision criterion when choosing an employer (Sivertzen, Nilsen and Olafsen 2013). It is acknowledged that different people with different personalities have different preferences concerning their employers (Turban and Keon 1993; Backhaus and Tikoo 2004). Due to such personality differences, organizational innovativeness seems to be particularly relevant for those people, which have an innovative personality and therefore value an innovative working environment (Andreassen and Lanseng 2010; Cable and Turban 2001).
In order to be perceived as an innovative employer, the aspect of organizational innovativeness must be communicated through the use of appropriate communication channels. Traditionally companies have used offline methods, such as face-to-face communication and the distribution of print material. With the growing importance of the Internet, online instruments (e.g., company webpages, social media etc.) are increasingly used. When it comes to publishing job advertisements, these are primarily posted on the organization's career website or job portals (Weitzel et al. 2018).
In the past, job advertisements have been treated as a recruiting tool only. Their scope of usage was predominantly on job requirements, not on presenting the organization as an attractive employer. Nowadays, however, it can be shown that organizations differentiate themselves much more from their competitors in the labor market if their job advertisements include elements of employer branding (Elving et al. 2013). On this basis, it can be argued that organizations should include innovative elements in their job advertisements if they want to attract innovative applicants. The use of AI-based personality tests can therefore help to ensure that organizations are perceived as innovative and therefore help to address innovative-minded people.
Based on these arguments, the following hypothesis is made:
Hypothesis 1: Companies posting job advertisements with reference to AI-based personality tests are considered more attractive than those that do not post such job advertisements.

2.2 Moderating effect of technology acceptance on employer attractiveness ——— People perceive new technologies in different ways (Bagozzi et al. 1992). For some people new technologies are complex and an element of uncertainty exist with respect to the adoption of them. People form attitudes towards new technologies prior to directly using them. Thus, actual usage may not be a direct consequence of attitudes when people are not convinced by them or feel even intimidated (Yoon Kin Tong 2009). On the other hand, some people are very open to innovations and feel attracted. Acceptance research, together with diffusion and adoption research, form the basis for explaining the behavior of users of technological innovations and factors influencing this process (Ginner 2018; Rogers 2010).

Acceptance research has its focus on the acceptance or rejection of an innovation (Quiring 2006; Ginner 2018). In recent years, there have been many different models developed to measure and predict user acceptance of new technology. Models have their roots in different disciplines such as IT, psychology or sociology (Venkatesh 2003). The most common models are „Theory of Reasoned Action“ (TRA) (Fishbein and Ajzen 1975), the „Technology Acceptance Model“ (TAM) and its modifications (Davis 1986; Davis 1989; Davis et al. 1989; Venkatesh and Davis 1996), „Theory of Planned Behavior“ (TPB) (Ajzen 1991), „Task Technology Fit Model“ (TTFM) (Goodhue and Thompson 1995), TAM2 (Venkatesh and Davis 2000), TAM3 (Venkatesh and Bala 2008) and Neyer, Felber and Gebhardt (2016). All of these models are competing and differ in key determinants for user acceptance.

To maintain innovation and competitiveness many companies must be attractive for job candidates. In this regard, companies with an innovative image might have an advantage as they appear more attractive to employees and job candidates especially to those with an innovative personality. So, within their corporate communication -especially HR communication- companies might use an organization's innovativeness messages within their employer branding communication in order to attract high potentials. However, current literature remains scarce to provide empirical evidence on whether and how the communication of organizational innovativeness affects employer attractiveness (Sommer, Heidenreich and Handrich 2016).

As nowadays online recruiting has become a popular recruitment tool for many companies (Monavarian, Kashi and Raminmehr 2010) it is important to conduct further studies to get a better understanding of job candidates' perception of new forms of technology and their influence on the employer brand. In this paper, our focus is on the effect of AI-enabled tools used during the recruitment process. We still know little about candidates' perceptions to AI-enabled recruiting and the effect on employer attractiveness (Van der Esch and Black 2019).

There is some literature that reveals that people often use new technology for anticipated rewards such as innovation, novelty and fun (Davis, Bagozzi and Warshaw 1992; Mumford 2000). Applying for a job which uses AI-enabled technology for recruiting is relatively new. Based on an empirical study by Salge, Glackin and Polani (2014) we assume that job candidates could easily anticipate intrinsic rewards for engaging in an AI-enabled job application process. In conclusion, it is very likely that there is a difference in the perceived employer attractiveness, driven by the job applicant's individual technology-acceptance within the recruitment process.

On the basis of this section, the following hypothesis is derived as follows:

Hypothesis 2: Technology acceptance differences influence the perceived employer attractiveness in relation to job advertisements with reference to AI-based personality tests.

2.3 Moderating effect of qualification's technical proximity on employer attractiveness ——— In a recent academic study of Granić and Marangunić (2019) a literature overview in the educational context has been conducted. According to their findings, there is a respectable amount of literature about technology acceptance, stating the popularity of the TAM model itself in the overall field of technology acceptance models. Yet, there is a research gap in the examination of job applicants' and graduates' technology acceptance and its potential effect on employer attractiveness.

Another study within the U.S. education system about the implementation of online and blended education programs has been conducted by Arbaugh (2010). Here, differences between study programs have been found in the pace of acceptance of such innovative programs. The author states that online and blended business education programs have increased in all study disciplines during the last decade. Yet, faculty in information systems and management use these programs much more often than faculty in marketing and accounting. Moreover, these new forms of teaching are even less seldomly found in disciplines such as finance and economics. This means that students in different study programs have differently used new forms of teaching.

In a study among German universities Bührig, Guhr and Breitner (2011) investigated the use and technology acceptance of mobile applications of a university CMS system with respect to the enrolled study program. Students of technical and scientific study programs, such as engineering, computer sciences, or physics differed significantly from students enrolled in „philosophical“ study programs, e.g., humanities: In terms of technical equipment, 62% of students of technical courses possessed a smartphone whereas only 39% of humanities students possessed a smartphone. In addition, significant differences had been found as well in the use of these mobile devices. Students from technical and scientific courses of study were much more technophile. Furthermore, survey results among both groups revealed that students from technical courses felt more confident in using mobile devices. They used them more often, and tested new apps more frequently than students enrolled in humanities.

Although research about the qualification background and its influence on technology use and acceptance is still limited, we assume that there are differences between graduates from different disciplines. Based on these findings it can be concluded that the individual qualification background is a driver of technology acceptance. We further conclude that the „technical proximity“ of a qualification background enhances the technology acceptance of an individual. We assume that people with a technical or scientific background to be more technophile than people with a non-technical or scientific background do. With regards to section 3.1 we therefore assume, that those with a close „technical proximity“ qualification will be more attracted by technology-oriented/ innovative companies than those with a distant „technical proximity“ qualification. Hence, the qualification background of job applicants is likely to determine the technology acceptance within the recruitment process. In consequence, it will result in an effect on the employer attractiveness, if a job posting signals technology usage during the recruitment procedure, depending on the receiver's qualification background, differentiated by the study program.

Based on this reasoning, the following hypothesis is derived:

Hypothesis 3: Qualification differences influence the perceived employer attractiveness in relation to job advertisements with reference to AI-based personality tests.

2.4 Moderating effect of country-specific differences on employer attractiveness ——— There is a growing awareness about the importance of national and intercultural differences when it comes to attracting and retaining employees (Sparrow 2009). The employer brand must be adapted accordingly so that employees in various countries feel addressed (Berthon, Ewing and Hah 2005). The fact that there are intercultural differences between countries in terms of perceived employer attractiveness has been empirically demonstrated by various studies in recent years. In a study conducted in sixteen European countries, Harzing (2004) found that graduates from Eastern European countries chose their employers because of value propositions and characteristics than differed to those graduates from other regions. Gowan (2004) as well as Berthon, Ewing and Hah (2005) found that differing nationalities and cultures had an influence on the perceived attractiveness of an employer brand. This applied to both existing and potential employees. Caligiuri et al. (2010) also note that in order to ensure employer

attractiveness, it is important to consider culture-specific attributes. Alshathry et al. (2014) and Alnıaçık et al. (2014) come to a similar conclusion. They recommend that, due to national and cultural differences, employer brand communication should be adapted accordingly.
Despite intensive research, so far no findings seem to exist which empirically investigates the effect of AI on perceived employer attractiveness. However, research on technology acceptance shows that intercultural differences appear to be responsible for the fact that new technologies are accepted to varying degrees by users (Straub 1994; Straub, Keil and Brenner 1997; Hill et al. 1998; Veiga, Floyd and Dechant 2001; Olasina and Mutula 2015).
In addition, there is a rich literature stream on the culture-specific differences of developing innovations and adopting new technologies. Hofstede's „dimensions of culture" for example have been used to examine the differences between nations and cultures (Hofstede, 1980). Based on his 5-dimensions-framework (power distance, uncertainty avoidance, individualism, masculinity, long-term orientation) several studies have been conducted to analyze the technology/ innovation-orientation of countries (Hofstede 2001; Tekin and Tekdogan 2015). Characteristics like „uncertainty avoidance" are used to test for technology acceptance, e.g., the higher a country's uncertainty avoidance score, it is said the less likely people in that country are to adopt innovations. In a study conducted by van Everdingen and Waarts, empirical findings indicate that the extent of these dimensions have a significant influence on the country technology adoption. The authors for exemplary state, that overall, Nordic European countries are most receptive to breakthrough innovations. In comparison, countries characterized by a high level of uncertainty avoidance and a low level of long-term orientation (such as Mediterranean countries) are less likely to adopt such innovations (van Everdingen and Waarts 2003).
Accordingly, it can be assumed that national and intercultural differences also exist when it comes to the acceptance of AI-based personality tests. This in turn could have an effect on the perceived employer attractiveness of those organizations, which communicate the use of such tests in their job advertisements.
On the basis of this discussion, the following hypothesis is derived:
Hypothesis 4: Country-specific differences influence the perceived employer attractiveness in relation to job advertisements with reference to AI-based personality tests.

3 Methodology

3.1 Procedure and sample ——— Our sample consists of 203 graduates with an average age of 23.7 years (SD = 2.79). 59% of the participants were male. They are enrolled in business administration with a major in HRM or marketing or in a business information system program. Participants study in either Germany or Denmark. Breakdown by country and degree program are shown below in table 1. Data has been collected via an online questionnaire that had been filled out anonymously and on voluntary basis. To alleviate possible priming effects the students were only told that they participated in a research project on employer branding. We chose students for our study as they represent a main target group for recruiting activities (Berthon et al. 2005). All students are about to graduate soon, thus they are currently looking for job offers and know what they consider important when choosing an employer.

		HRM or Marketing	Business Information Systems	Total
Country	Germany	85	48	133
	Denmark	0	70	70
Total		85	118	203

Table 1: Overview of study participants by degree program and country
Source: Authors

3.2 Dependent and independent variables ——— The dependent variable employer attractiveness was measured via a six-point likert scale (1 = very low to 6 = very high) on the basis of five items. The items were taken from the study of Turban and Keon (1993) and translated into German. An example of an item was „I would very much like to work for this organization". Reliability estimates yielded a Cronbachs α of .85. The technology acceptance scale was taken from Neyer, Felber and Gebhardt (2012). It consists of four items, also based on a six-point likert scale. Cronbachs α of the scale is .91. To perform a two-factorial analysis of variance though the variable was transformed to an ordinal scale (ratings 1 and 2 = low, rating 3 and 4 = medium, ratings 5 and 6 = high).
To determine the effect of the AI-based speech recognition personality test on employer attractiveness, we used a full-factorial scenario-based online experiment. For this purpose, two different versions of a job advertisement for a graduate program were created. The job advertisement is based on a real existing one of a multinational company. One version of the job advertisement refers clearly to the use of an AI-based speech recognition personality test, the other does not contain this information.
Furthermore, to ensure realism, effectiveness of the manipulations and understandability of our questionnaire, we performed a pretest with 20 students.

3.3 Results ——— Two-factorial analyses of variance were performed to test for the hypotheses. Figures 1, 2 and 3 all show that companies posting job advertisements with reference to AI-based personality tests are considered more attractive than those that do not post such job advertisements, thus conforming hypothesis 1 ($F_{tech. acceptance}$ (1, 193) = 30.30, $p < .001$, $\eta 2$ = .136; $F_{field of study}$ (1, 195) = 78.45, $p < .001$, $\eta 2$ = .287; $F_{country-specific}$ (1, 195) = 107.77, $p < .001$, $\eta 2$ = .356).

Hypothesis 2 cannot be confirmed (F (2, 193) = .352, p = .704, $\eta 2$ = .004). The interaction between both independent variables is also not significant (F (2, 193) = .345, p = .709, $\eta 2$ = .004).

Hypothesis 3 is confirmed by the interaction between both independent variables (F (1, 195) = 9.97, $p < .01$, $\eta 2$ = .049). In addition, support for confirming hypothesis 4 is found. The interaction between both independent variables is significant (F (1, 195) = 12.54, $p < .001$, $\eta 2$ = .060).

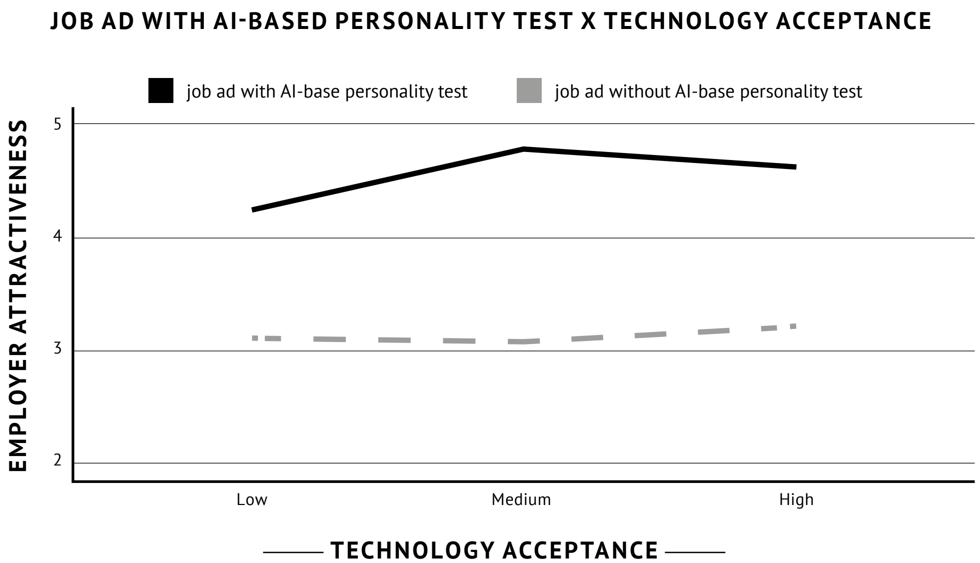

Figure 1: Results of the interaction effect: Employer attractiveness x technology acceptance
Source: Authors

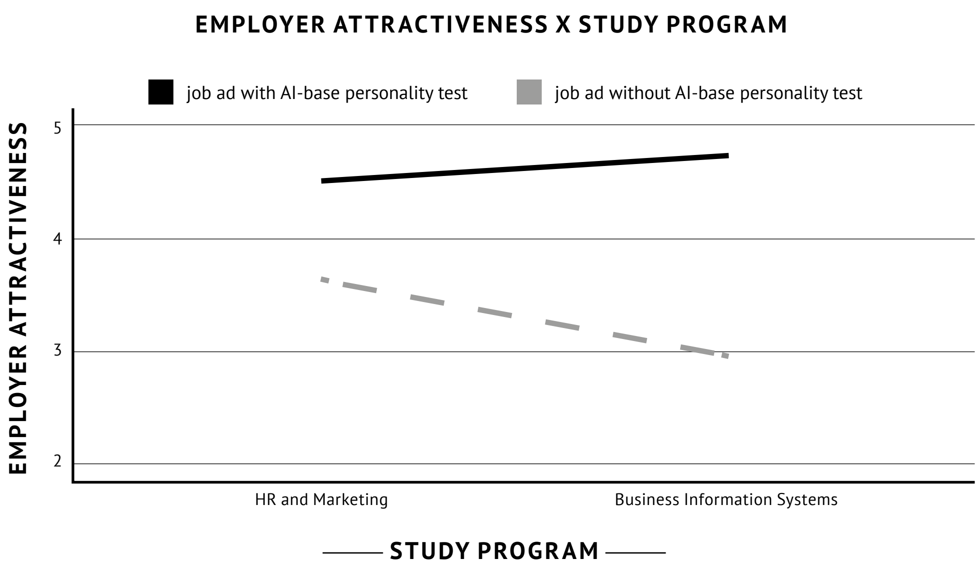

Figure 2: Results of the interaction effect: Employer attractiveness x qualification (study program)
Source: Authors

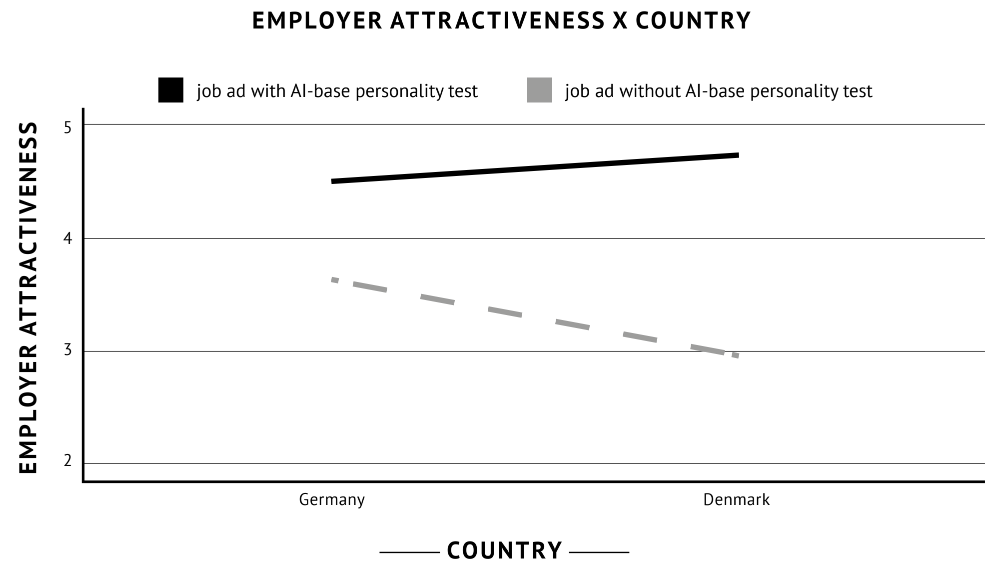

Figure 3: Results of the interaction effect: Employer attractiveness x country
Source: Authors

4 Discussion

Overall, the contributions of our study are as follows: Firstly, we were able to provide first empirical evidence supporting that the use of modern AI-based methods in the context of personnel selection and employer branding has a positive effect on perceived employer attractiveness. Within this respect, our findings provide HR communication with the necessary knowledge on how to design respective employer branding campaigns. Consequently, recruiting communication material should display and describe new AI-based methods clearly to increase the employee's perception of the potential employer. However, our results also show that there is no significant effect of potential employees' technology acceptance on AI-related employer attractiveness. Thus, HR communication containing reference to AI will not bear the risk of provoking refusal among those potential employees who probably do not show a high technology affinity.
Secondly, according to our analyses, both qualification background as well as nationality significantly interacted with displaying AI-based methods in job advertisements on employer attractiveness. More specifically, our results indicate that AI in job advertisements leads to a positive response, especially from potential employees who have IT qualifications. This is in line with other empirical studies, as described in section 3.3. Based on these findings, HR communication addressing potential employees with IT qualifications should make use of AI-based methods in job advertisements to increase their employer attractiveness and differentiate from competing job advertisements. Inversely, if the reference to AI does not exist, this leads to a comparatively more negative rating of employer attractiveness.
Thirdly, country-specifics also appear to have a moderating influence on AI-related employer attractiveness. Compared to the German sample, Danish respondents reacted significantly more positively if the job advertisement contains a reference to AI. Inversely, the opposite effect was shown if the job advertisement did not contain the reference. This may be due to the fact that

digitization is much more widespread in Danish society than in German society. This finding is supported by, e.g., the European Commission's study on Digital Economy and Society Index, indicating that Denmark is among the most advanced digital economies in the European Union, outperforming Germany (European Commission, 2020). In summary, AI-related job advertisements always effect in a comparatively enhanced employer attractiveness. This effect is even stronger among those potential employees, where a high country-specific digital acceptance will be found.

As with most studies, our study is also subject to some limitations. Firstly, although our experimental research design helps to control for undesirable and confounding effects we measure intentional behavior. We tried to counter this fact by creating a realistic and understandable scenario in our study design. Nevertheless, future studies should replicate our findings in a real setting, probably also testing for observable application behavior based on secondary data.

Secondly, our sample is limited in size and was collected in Germany and Denmark only. Accordingly, we cannot generalize our findings and transfer them to other countries. Consequently, we encourage researchers to replicate our results in further international, multi-country settings.

Thirdly, determinants of employer attractiveness are manifold. Although we have developed the selection of possible moderating variables on the basis of an in-depth analysis of the current literature in the field, and therefore believe that our choice is well founded, we cannot rule out that other moderating variables would also have been more appropriate and led to more significant effects.

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Kľúčové slová | *Key Words* ——— employer branding, employer attractiveness, artificial intelligence
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Résumé ——— Umelá inteligencia pri výbere personálu a jej vplyv na atraktivitu zamestnávateľa
Získanie a udržanie talentovaných zamestnancov sa stalo jednou z najnaliehavejších výziev pre spoločnosti v ich boji za dosiahnutie a udržanie konkurenčnej výhody. V tejto súvislosti zohráva dôležitú úlohu hodnotenie personálu a jeho výber. Na jednej strane môžu pomôcť jeho metódy pri rozlišovaní medzi vhodnými uchádzačmi a menej vhodnými. Na druhej strane hodnotenie personálu a výber ovplyvňuje vnímanú atraktivitu zamestnávateľa. Preto úzko súvisí so značkou zamestnávateľa.
V priebehu digitalizácie sa umelá inteligencia čoraz viac využíva na priťahovanie a výber personálu. Zavádzajú sa nové nástroje. Napríklad počítačom podporované rozpoznávanie reči sa údajne môže použiť na generovanie osobnostných profilov žiadateľov. Zdá sa však, že vedecká diskusia na túto tému v oblasti relevantných marketingových nástrojov výrazne zaostáva. Z vedeckého hľadiska je otázne nielen to, či sú tieto nástroje prognosticky platné, ale aj to, či ich žiadatelia akceptujú.
V rámci experimentálnej štúdie sa teda skúmajú dve dôležité otázky: Aký vplyv majú inzeráty na zamestnanie na vnímanú atraktivitu zamestnávateľa, ak je na výber personálu výslovne uvedené použitie rozpoznávania reči pomocou počítača? Do akej miery je vzťah medzi propagáciou práce s odkazom a bez odkazu na rozpoznávanie reči ovplyvnený atraktivitou zamestnávateľov v podmienkach akceptácie technológií, rozdielmi v jednotlivých krajinách a kvalifikáciou? Odpovede na tieto otázky zlepšia naše chápanie reakcií uchádzačov na výberové konania. Okrem toho poskytujú dôležité informácie pre prax riadenia ľudských zdrojov v kontexte značky zamestnávateľa.

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NETWORKING AND ENTREPRENEURIAL ORIENTATION IN INTERNATIONALIZATION OF SMALL-AND MEDIUM SIZED ENTERPRISES: A TWO CASE STUDY OF OSTROBOTHNIA COMPANY IN FINLAND

The objective of this paper is to gain an increased understanding of how networking and entrepreneurial orientations facilitate internationalization of small and medium-sized enterprises (SMEs). This study is a qualitative research and the research is drawn upon findings of a sample of two SMEs located in Ostrobothnia, Finland. A qualitative data is gathered through personal interview with managers of the enterprises. The study has shown importance of networking and entrepreneurial orientations for understanding internationalization pattern of small and medium size enterprises. My findings suggest that in order to be successful in international markets enterprises need to consider components of entrepreneurial orientations which are reflected by the two case enterprises in their internationalization. Furthermore, success of the enterprises depends largely on the ability of the companies to relate entrepreneurial orientation and networking in facilitating internationalization of the companies.

Introduction ——— Internationalization literature has traditionally emphasized the activities of large multinational enterprises and tends to rely on large enterprises as the traditional unit of analysis (Coviello and McAuley 1999). This reflects an inadequacy in the literature as SMEs differ from larger enterprises in terms of managerial characteristic, independence, operations and decision-making characteristics. Small enterprises are not smaller versions of larger enterprises but instead, they deal with unique size related issues and behave differently than larger enterprises (Shuman and Seeger 1986).

Studies in internationalization of SMEs by both practitioners and researchers has grown in its popularity but the number of empirical studies connecting networking and entrepreneurial orientation in internationalization is rather limited. (Hoang and Antoncic 2003). Using insights from research on entrepreneurship has been useful to consider enterprise's entrepreneurial orientation in explaining the decision and moves of the enterprises make. McDougall and Oviatt (2000) have revisited view on international entrepreneurship and highlighted important qualities in entrepreneurship. These qualities include innovativeness, proactiveness and risk taking. Entrepreneurial orientation can be applied as a driver and an explanatory factor behind the internationalization process of enterprises. Entrepreneurial orientation consists of the processes, practices and decision making activities used by entrepreneurs that lead to the initiation of an entrepreneurial enterprise (Lumpkin and Dess 1996) and the role of lead entrepreneur is important to new start up enterprises (Covin and Slevin 1989; Lumpkin and Dess 1996; Kropp, Lindsay and Shoham 2008). The relationship between managerial characteristics and internationalization (Fletcher 2000; Knight 2000; Harveston, Osborne and Kedia 2002). They have suggested that the positive attitude of the manager is an important factor in distinguishing exporters from non-exporters. Moen and Servais (2002) have also found out that the role of managers is important in developing the international orientation of the employees. Asemokha, Musona, Torkkeli and Saarenketo (2019) have discussed that activities of enterprises in terms of business model innovation and entrepreneurial orientation are important aspects in internationalization of SMEs. They also have found out that business model innovation significantly mediates EO and international performance. Key activities defining entrepreneurial enterprises and actions are associated EO and firm performance.

By applying an entrepreneurial orientation construct to SMEs which are characterized by a low hierarchy could be useful even they may have different actors with different interests about how to develop their enterprise. Decision making power is generally in the hands of manager (Leonidou and Kalekha 1998) and entrepreneurial orientation as a driver behind the internationalization process of enterprises. Therefore, focus of this paper is on the role of entrepreneurs and managers as an influencing factor in internationalization. More specifically, this paper sheds some light on this topical issue by exploring how networking and entrepreneurial orientations of managers in internationalization of SMEs. This paper also contributes to the growing body of international entrepreneurship, networking and empirical research on internationalization of SMEs.

This paper is structured as follows: Firstly, based on concepts of the existing literatures in network theory, international business and entrepreneurship, a brief literature review on networking, entrepreneurial orientation and SME internationalization is presented. Secondly, an empirical study is conducted by using a sample of two SMEs in the region of Ostrobothnia, Finland. Finally, I conclude the paper by description of how my findings build upon the work of previous literature and identify directions for future studies.

1 Literature review

Networking and internationalization ——— Entry process in a foreign business network is a critical issue for every actor, regardless of the size of the enterprise, as a failure will result in a loss of money. When a focal actor penetrates a foreign business network the involved risk is even higher in far-away culturally different countries. In small and mid-sized enterprises, the internationalization process is often regarded as a stage model (e.g. Johanson and Vahlne 1977; 1990) in which commitments lead to deeper engagements, which in turn leads to more commitments. The original Uppsala model is based on assumption that managers act only once entrepreneurial opportunities have been identified and proven by entrepreneurs in domestic market. How managers search for, recognize and act upon opportunities that lead to internationalization is still an underdeveloped field in international business literature (see also Mathews and Zander 2007).

Mudalige, Noor and Marlin (2019) have discussed that when enterprises internationalize, they need to consider dynamic capability of the enterprises in terms of maintaining balance of both exploitation and exploration. Exploitation is closely to understanding of Uppsala model of gradual market development in internationalization. Exploration is closely link to proactiveness, innovativeness and risk-taking of international entrepreneurship model. A study by Coviello and Munro (1995) explains how selection of foreign market and entry are related from opportunities created through networking rather than decisions made by managers. The success of business depends on to a great extent on the caliber of managers. Managers manage an organization and they provide direction to manage the organization which consists of broad areas of planning, organizing, leading and controlling. As cited by Sanyal and Guvenli (2004) managers must have ability or competences to control the organization's environment and resources, organizing and coordinating, handling information, providing growth and development, motivating employees and handling conflicts and strategic problem solving. Managers are required to take decisions. Decision making is the essence of manager's task and is synonymous with managing (Katz 1974; Pavett and Lau 1983).
Chetty and Blankenburg-Holm (2000) state, especially the managers in small and medium-sized enterprises play an important role in identifying the stimuli for the enterprise to internationalize. Furthermore, managers need to be aware of the importance of issues such as their own attitudes, motivations, timing, coherence, managed growth, business networks and learning in the internationalization of the enterprise (Chetty and Campbell-Hunt 2003). Davidsson and Wiklund (2009) have written an article about Scott A. Shane as the winner of the global Award for entrepreneurship research. In the article they discussed and analyzed the most important contributions of Shane's work to the field of entrepreneurship. In Shane's studies he has dealt with several publications in different aspects of entrepreneurship phenomenon: the individual, the opportunity, the organizational context, the environment and the process issues. All of them are related to various types of outcomes. The characteristics of an individual or on the role of human agency in entrepreneurship are important in studying entrepreneurship.
Much of managerial activities have been studied by a number of researchers, primarily in larger organization in terms of control aspects such as centralization, formalization, specialization, cost control and decision making aspects such as scanning, analyzing, forecasting, collaborating (Mintzberg 1979). However, existing research demonstrates that managerial activities in small enterprises are different than larger enterprises in use of information, planning activities and decision making (Shuman and Seeger 1986). McDougal and Oviatt (2003) mentioned in their study that networks analysis represents a powerful model for research in international entrepreneurship. Networks help the managers in international activities such as to find opportunity, establish relationship, to get access of knowledge about the market. By introducing an entrepreneurial orientation construct to SMEs which characterized by a low hierarchy could be useful even they may have different actors with different interests about how to develop their enterprise.

Entrepreneurial Orientation (EO) ——— Keupp and Gassmann's article (2009) deals with analysis of the field of international entrepreneurship which is an important research literature at the intersection of international business (IB) and entrepreneurship theory. It is discussed that the field of international entrepreneurship (IE) is in desperate need of further theory development. The field of IE started as a starting point from Oviatt and McDougall's 1994 article and was concerned with the study of international new venture. Making IE equivalent to the study of new small and young firms going abroad. if IE is supposed to be the intersection of IB and entrepreneurship theory neither IB nor entrepreneurship theory is specific to firm size or firm age. Definition of IE is closely toward the mainstream of IB theory while little research is grounded from the mainstream research of entrepreneurship theory. Definitions of IE have been refined again by (Oviatt and McDougall 2005) which to be concerned with „the discovery, enactment, evaluation and exploitation of opportunities – across national borders – to create future goods and service". This definition is promising conceptual grounds to move IE research away from the context specificity of small ventures, but these attempts have been disregarded by empirical IE research. It is still today that many IE studies is restricted to analyzing small new ventures.
Vora, Vora and Polley (2012) have investigated on entrepreneurial orientation of a medium sized firm and have cited on that entrepreneurship research has three streams. The first focus on the economic and market effects of entrepreneurial actions, the second focus on psychological and social actions of individual entrepreneur and the third on process of firm through the construct of entrepreneurial orientation.
Existing literature dealing with SMEs behavior has studied many kinds of orientations and intentions when trying to explain the decision and moves of enterprises make. Entrepreneurial orientation is applied as the driver and explanatory factor behind the internationalization of the enterprises. The entrepreneurial orientation as a construct suits the SMEs context and it is not limited merely to the personas of the entrepreneurs only but also as a term for several issues, of which, many are related to internationalization. The characteristics of entrepreneurial orientation can be related to entrepreneurial orientation factors vary depending on the author and the viewpoint. The most discussed factors are innovativeness, proactiveness and risk taking. Some researchers add competitive aggressiveness and autonomy (Covin and Slevin 1989; Lumpkin and Dess 1996; Kropp, Lindsay and Shoham 2008).
Proactiveness is seen as behavior that attempts to deal with competitors by taking action either earlier than their competitors or with an action that is not employed by the competitors. Innovativeness is related to the international operations of the enterprises. But it is worth attention to something that is innovative for enterprises may not be innovative for the rest of the market. Risk taking is the enterprise's increase tolerance and acceptance of risk regarding internationalization. Risk taking behavior can be related to strategy which considers risks as incremental part of the enterprise's operations. Autonomy can be understood as the enterprise's ability to operate in constantly changing environment that aims to focus on its goals such as how to proceed in international market irrespective of the external changes. Naturally market changes sometimes require an enterprise to adapt to their external circumstances, but autonomy is also considered in relation to enterprise's ability to adapt its surroundings to its needs. Finally, competitive aggressiveness is considered as the enterprise's will and effort to reach something more than mere to survive in business environment. Entrepreneurial orientation acts as a driver for an internationalization process and it affects entire organization (Mintzberg and Wesley 1992).
To sum up, networking and entrepreneurial orientation are the two dimensions to be considered that affect internationalization strategy and competitiveness of the enterprises in international markets. Networking does not only help managers to identify market opportunity but also to help managers to establish or maintain relations with customers, agents, suppliers, or other stakeholders such as government and other trade organizations. Networking provides knowledge of the market or to establish cooperation strategies. (Johanson and Vahlne 2003). Entrepreneurial orientation (proactiveness, innovativeness and risk-taking) is a basic construct to understand manager's ability to pursuit market opportunity, to deal with new ideas or changes and to deal with risks. It is also important for the managers to convince

other organizational members and partners to share the financial and business risks (Kuratko and Audretsch 2009).
Chetty and Blankenburg-Holm (2000) state, especially the managers in small and medium-sized enterprises play an important role in identifying the stimuli for the enterprise to internationalize. Important is to consider studying the role of managers' personal and organizational level of relationship. Domestic or local networks are important in understanding the international network development. In order to get a deep understanding of this process, two companies were selected from small and medium companies, operating in manufacturing industries and how managers play an important role in internationalization of the companies.

2 Research methodology and data gathering
A qualitative case study method is used in this study. According to Möller and Wilson (1995) the qualitative case study gives a depth analysis or deep understanding of the topic under investigation. The case study approach was chosen in order to provide in depth findings on networking and entrepreneurial orientation in internationalization especially for managers who have been running their business for a longer period.
Multiple sources of data collection were used. Sources of data for theoretical framework were published articles in peer review journal but the main method of data collection was through personal interviews. The personal interviews were held with enterprise representatives. The enterprise representatives are owners, CEOs or managers of the enterprises. They were interviewed as they were likely to be strongly involved in decision making process and particularly, related with internationalization of the enterprises. Thus, in this case, the decision maker was treated as the key informant in this study. The interviews lasted from 60 to 180 minutes per respondent. The secondary data collection included written documents, such as press releases, company's website information, internal report and company's annual report. The enterprises represented manufacturing companies from different industries, such as boat, and machinery product. In order to get pertinent and relevance of information derived from the data collection, the enterprises were chosen being SMEs (based on EU's definition, less than 250 employees) and export is being a dominant of enterprise business activities. Information sought included entrepreneurial orientation (innovativeness, proactiveness and risk taking) and networking which considered personal international experience or personal and organizational level of relationship of the enterprises at home and abroad as well as internationalization of the companies in terms of market entry strategy, marketing opportunities and market opportunities

3 Findings
Case1/Enterprise X ——— Enterprise X is on a boat industry. A is an owner and chairman of Board of enterprise X. He has been in the industry for more than 40 years and has been working within export and sales. He first went into business as a hobby alongside his economic studies and worked for other boat company for 3,5 years. He and his wife then decided to establish their own company in 1976. Enterprise X was started mainly for export. Degree of the enterprise internationalization is high and it's about 80 percent of its business activities. A admitted that the enterprise had no market for its products in a domestic market. A also mentioned that internationalization is a natural part of the enterprise's activities.
To begin with, his export was to Scandinavian countries and for the last couple of years, Finland was the first time in history, their biggest market but he sees this opportunity as a temporary one. The enterprise's employees have grown from a few to about 210 employees in 2019 in two different factories in Finland. During the early years of the enterprise the focus was Scandinavian countries but today the enterprise has capacity of manufacturing 100 boats and has agents or dealers in 13 different markets worldwide. In 2019 the total turnover was 40 million euros and main market areas are North and Western Europe. Enterprise X's internationalization is through their products.
According to A, he is responsible for customer relationship and international operations and he is the central actor in international business development process. Proactive behavior is reflected on seizing opportunities or by responding to needs of customer in product development. Business opportunities are gained through business relationships from his old customers, agents and dealers. He also mentioned that he appreciated at the time he needed money, when it's difficult to get, the company got support from Ministry of Trade and Industry (nowadays: Ministry of Employment and the Economy) for development of its technology. He stated that in a family business, the family members' personalities complement each other, make it possible for success without major frictions. Furthermore, he mentioned that to be successful in international markets, the enterprise must have a solid home ground.

Case 2/ Enterprise Y ——— Enterprise Y was established in 1992 and the enterprise struggled for its existence. In 2009 the enterprise went to corporate restructuring program and approved by district court in February 2010. But at the end of March 2012 the enterprise broke out from its corporate restructuring program earlier than estimated and so the company made good progress in getting new funding arrangement. The enterprise's debt was cut by 60% and it got 5 years with no interest payment for the remaining debts. Now the enterprise paid everything and refinanced the enterprise, year 2019 was a record-breaking year with turnover of 48 million euros. Degree of internationalization is high and it's about 86 percent of its business activities. The main markets are in northern and western Europe. The enterprise has sales through independent dealers or small family private enterprises that rely on the enterprise's products all over the world.
B is partly an owner, former CEO and chairman of the Board of the enterprise from the machinery industry. B is a forester and since 1982 he has been working for Finnish Forest industries, wood harvesting, export and import. After that he jumped into forest machinery business, in marketing and business operation overseas for a multinational enterprise. He then resigned from there and started to work for a small and medium sized enterprise as a vice chairman for eight years. Since 2000 he worked as a private consultant. Under recession in 2008, he was contacted by enterprise Y to help the enterprise to run the business and was employed for a rental basis. B also mentioned that their product is excellent, and it is our competitive advantage. B stated that Enterprise Y needs to consider market development and reactive behaviors on domestic price competition. Enterprise Y has revealed a high level of risk taking in entering markets abroad where high competition exists in the market. Due to this the enterprise has invested a lot in personal sales work in convincing the customers or the dealer abroad to buy their products. Network relationship of B (customers, agents, dealers, bank, government agency) prior to establishing his enterprise helped him to acquire a customer base. The network has also helped him to work with customers and partners in research and development at the local and international levels. The aim is to be able to develop innovative ideas to market development.

	Company X	**Company Y**
Company activity	Boat industry	Machinery industry
Company size and	40 million €, 210 employees	48 million € , 100 employees
Degree of internationalisation	80%	86%
Major markets	North & West Europe	North & West Europe
Motivation to internationalisation	Growth	Growth
	Small domestic market	Small domestic market
	Competitive, own prroduct	Competitive, own product
Internationalisaton's growth plan	Cooperation with partners	Cooperation with partners
	Customers, R & D	Customers, R& D
	Solid home ground	
Innovativeness	Yes, in the production system	Yes, in the managerial system
	Product development	Product development Market development
Proactiveness	Yes, proactive behavior	Yes, more reactive
	Customer needs-product design	Domestic price competition
Risk-taking	Some risk – finding customer	Risk for growth – finding customer
Networking	Strongly evidence,	Strongly evidence
	All markets, personal earlier experiences	All markets, personal earlier experiences
	Agents, dealers, customers	Agents, dealers, customers
	Government agency	Bank, government agency
	Customer oriented	Customer oriented

Table 1: Inter case study analysis
Source: Author

Inter case study analysis ——— Table 1 integrates the enterprise cases by showing how the managers perceive networking and entrepreneurial orientation facilitating internationalization of SMEs in Ostrobothnia, Finland. Both enterprises have high degree of internationalization and management involvement was very relevant during the initiation and starting phase of internationalization. The reasons why the enterprises go international were relatively the same, due to a small domestic market, the enterprises have opted to grow through markets abroad with their product as their competitive advantage. Furthermore, the success of internationalization depends on engagement of executive personnel.

Even the background of the case enterprises is different, the entrepreneurial orientation is strongly related to ability of transforming proactiveness, innovativeness investment plans into real opportunities to face risk and growth in foreign market. For enterprise X proactive behavior is important by responding to needs of customer, by developing the product design based on customer feedback. Proactiveness by responding to the needs of customer can also be related to risk taking, specifically to enterprise Y when entering a new market due to customer needs. Risk taking is also about demands of resources such as capital and information in finding customers abroad. Product quality or product development was mentioned by the two enterprises as important and it was relevant connected with the image of Finland as a high-quality country. However, enterprise Y argued because of fiercely price competition in the domestic market, for market development, the enterprise had to go abroad where the customers abroad were ready to pay for higher prices. On the other hand, the same enterprise admitted that if a Finnish company makes an order, it's always a certain order while „a yes in Sweden can be a no tomorrow". Both enterprises mentioned that they are prepared to invest their time into studying the markets and specially to finding the right partners. Reputation was important for both the case enterprises in maintaining their business relations. If any, „we stop working with them".

For networking, both enterprises stressed on their personal earlier experience. Business opportunities are gained through business relationships from his old customers, agents and dealers. They used their own knowledge and personal networks to go abroad. So, both the enterprises seemed to agree that a person responsible mentally or financially for the enterprises has to be a forerunner, who has the vision to go abroad. Otherwise the enterprise stays in the home market: „We are in management who are drivers, we want to grow, it is up to us where and how we grow".

Both enterprises were satisfied with the bank or governmental support as well as cooperation with customer regarding research and Development. They mentioned also importance of maintaining relationships with their agents, dealer and their clients. The role of networking is not only about problems where to go abroad, the market oriented one but also on customer oriented one, that is on how to deal with specific clients, dealers or with their suppliers.

4 Discussions and conclusions

The objective of this paper was to gain an understanding of how networking and entrepreneurial orientation facilitate internationalization of SMEs. Based on literature review and the case study of Ostrobothnia companies in Finland, patterns of internationalization have common features of small and medium sized enterprises that entrepreneurial orientation is a driver and an explanatory factor behind the internationalization process of companies (McDougall and Oviatt 2000). Limitation of this study can be found as the research was relied on only two enterprises from the same manufacturing industry so generalization of the study cannot be made. However, the study contributes an understanding of how networking and entrepreneurial orientation facilitate internationalization of SMEs.

Entrepreneurial orientation represents the policies and practices that provide a basis for decisions and actions (Rauch, Wiklund, Lumkin and Frese 2009; Taylor 2013). Decision to grow in the more competitive environment will heavily depend on ability of entrepreneurs to establish networks (Johanson and Vahlne 2003). If the enterprise wants to grow the management commitment towards the enterprise´s internationalization activities is considered important which is also confirmed by Aaby and Slater (1989) and Cavusgil (1984). International expansion depends on enterprises ability of innovative and proactive behaviors to learning process of developing and maintaining networking with customers, agents, dealers, government agency and other stakeholders.

Based on the two-case study, there is a strong evidence about importance of entrepreneurs and networking as the key factors for understanding company internationalization. Networking have value adding benefits to the companies and the role of entrepreneur in strategic vision included into access to foreign market information and they used their personal experience and personal networks. „Product has a competitive advantage" this is in line with Madsen (1989) which described that products with particular characteristics (quality, innovative etc.) tend to perform better in foreign markets, thus the products have competitive advantages. This also means that any kind of uniqueness of the exported product, such as brand name or image is preconditions to succeed in international market. The entrepreneur's international personal experience is important element in SMEs internationalization (Leonidou and Katsikeas 1996). Madsen (1989) suggests that more personal contacts increases the understanding of customer behavior and this also was confirmed by the two enterprises in the study that networking and active participation of managers in finding market (Holmlund and Kock 1998). So, both enterprises confirmed that a decision maker is directly and personally involved in the vision to go abroad, otherwise the enterprise stays in the home market. Reputation of relationships was also mentioned in this study, thus, highlighting the importance of such for the company when expanding in existing markets or entering new markets. Good reputation decreases risk in international business activities of the companies. Jorn,Høst, Jaensson, Kock and Selnes 2003; Verhees and Meulenberg 2004 stressed knowledge as a strategic resource and enterprises are advised to invest in understanding their markets, competitors and customers.

Future studies could be examined to expand the analysis both theoretically and empirically in one hand, to examine how an enterprise can stay competitive by utilizing their network relationship with other domestic enterprises in the same industry by collaborating with them to enter foreign markets. In other hand, to investigate organizational and environmental factors that facilitate or inhibit the entrepreneurial orientation of small and medium sized enterprises.

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Kľúčové slová | *Key Words* ——— networking, entrepreneurial orientation, SME, international markets
sieťovanie, podnikateľská orientácia, MSP, medzinárodné trhy

JEL klasifikácia/*JEL Classification* ——— M16, M31

Résumé ——— Sieťovanie a podnikateľská orientácia v internacionalizácii malých a stredných podnikov: Dve prípadové štúdie spoločností z Ostrobothnia vo Fínsku
Cieľom tohto príspevku je získať lepšie pochopenie toho, ako vytváranie sietí a podnikateľské orientácie uľahčujú internacionalizáciu malých a stredných podnikov (MSP). Táto štúdia je kvalitatívnym výskumom a výskum sa opiera o zistenia vzorky dvoch malých a stredných podnikov nachádzajúcich sa vo fínskom regióne Ostrobothnia. Kvalitatívne údaje sa zhromažďujú prostredníctvom osobných rozhovorov s manažérmi podnikov. Štúdia ukázala dôležitosť vytvárania sietí a podnikateľských orientácií pre pochopenie modelu internacionalizácie malých a stredných podnikov. Moje zistenia naznačujú, že ak majú byť podniky úspešné na medzinárodných trhoch, musia brať do úvahy zložky podnikateľských orientácií, ktoré tieto dva podniky odrážajú v ich internacionalizácii. Úspešnosť podnikov ďalej závisí vo veľkej miere od schopnosti spoločností zamerať sa na podnikateľskú orientáciu a vytváranie sietí pri uľahčení internacionalizácie spoločností.

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POSTOJE OBYVATEĽOV HLAVNÉHO MESTA SLOVENSKEJ REPUBLIKY VOČI VYBRANÝM TÉMAM REKLAMY

ČASŤ II.

V rámci procesu realizácie reklamnej kampane majú participujúce strany, primárne zadávateľ reklamy a reklamná agentúra, resp. komunikačná agentúra spoločenskú zodpovednosť, ktorá sa prejavuje v etickej rovine. Keďže realizácia reklamnej kampane je iniciovaná konkrétnym podnikom, či iným zadávateľom, jej recipienti či samotná cieľová skupina ju namiesto akceptácie nielenže môže vnímať ako nevyžiadanú, ale aj ako obťažujúcu. Práve na postoje recipientov reklamy, v prípade tohto príspevku na postoje obyvateľov hlavného mesta Slovenskej republiky, sú orientované výstupy realizovaného primárneho výskumu. Príspevok akcentuje postoje recipientov voči vybraným kontroverzným aspektom reklamy, a to konkrétne postoje voči reklame na cigarety, tvrdý alkohol, pivo, víno a lieky a postoje voči erotickým motívom v reklame. Východiskom realizácie výskumu bol výskum Česi a reklama pre rok 2020. Na Slovensku sa do výskumu zapojilo 726 respondentov.

Postoje obyvateľov Bratislavy voči reklame na cigarety, alkohol a voľnopredajným liekom
V priamej reflexii realizovaného primárneho výskumu v Českej republike boli respondenti – obyvatelia Bratislavy, požiadaní o vyjadrenie svojich postojov voči reklame na cigarety, alkohol či voľnopredajné lieky, pričom v prípade alkoholických nápojov mali vyjadriť postoje zvlášť voči tvrdému alkoholu a destilátom a zvlášť voči reklame na pivo a víno. Výsledky výskumu pri alkoholických nápojoch preukázali relevanciu uvedeného členenia. Postoje respondentov voči reklame na tvrdý alkohol boli pomerne negatívne, s výrokom, že „Reklamu na tento druh výrobku treba úplne zakázať" sa stotožnilo až 47% z nich a 42% respondentov takúto reklamu pripúšťa len s určitými obmedzeniami. Iba 8% respondentov by uvítalo reklamu na tvrdý alkohol a destiláty bez obmedzení. Naopak, reklama na víno, sekt a pivo je vnímaná pomerne benevolentne. V oboch prípadoch by takúto reklamu zakázalo len 21% opýtaných, bez obmedzení by reklamu na pivo akceptovalo 22% respondentov a na víno o štyri percentuálne body menej.
V prípade reklamy orientovanej na voľnopredajné lieky vyjadrili respondenti podobné postoje, 23% z nich by takúto reklamu úplne zakázalo, 47% takáto reklama neprekáža, ale mala by podľa nich byť regulovaná a 22% respondentov je za takúto reklamu bez akýchkoľvek obmedzení. Ostatní respondenti sa nevedeli k danej otázke vyjadriť, pretože danú záležitosť považovali za príliš zložitú.
Najprísnejšie postoje respondentov boli identifikované v prípade reklám na cigarety. Až 61% z nich je za jej úplný zákaz a ďalších 31% je aspoň za regulovanie takýchto reklám. Iba 6% je úplne benevolentných voči reklamám na cigarety.

Graf 1: Postoje respondentov voči reklame na cigarety, alkohol a voľnopredajným liekom
Zdroj: Vlastné spracovanie

Postoje obyvateľov Bratislavy k reklame na cigarety, alkohol a voľnopredajné lieky sa vo vzťahu k ich pohlaviu vo väčšine prípadov významne nelíšia. Nepatrné rozdiely môžeme vidieť pri reklame na pivo a lieky, kde o niečo benevolentnejší postoj zastávajú muži oproti ženám. Kým reklamy na pivo by zakázala štvrtina opýtaných žien, u mužov je to iba 17%. Za reklamu na voľnopredajné lieky bez akýchkoľvek obmedzení je 28% mužských respondentov. Medzi ženami takýto postoj zastáva o 11 percentuálnych bodov menej opýtaných.

	Pohlavie		
CIGARETY	Muž	Žena	Spolu
Reklamu na tento druh výrobku treba úplne zakázať	61%	60%	61%
Takáta reklama môže byť iba s určitými obmedzeniami	30%	32%	31%
Nech si každý dáva takú reklamu akú chce a kde chce	8%	5%	6%
Neviem, problematika je príliš zložitá, aby bolo možné vybrať jednu z nasledujúcich možností	1%	4%	2%
TVRDÝ ALKOHOL	Muž	Žena	Spolu
Reklamu na tento druh výrobku treba úplne zakázať	45%	49%	47%
Takáto reklama môže byť iba s určitými obmedzeniami	43%	41%	42%
Nech si každý dáva takú reklamu akú chce a kde chce	11%	6%	8%
Neviem, problematika je príliš zložitá, aby bolo možné vybrať jednu z nasledujúcich možností	1%	3%	2%

PIVO	Muž	Žena	Spolu
Reklamu na tento druh výrobku treba úplne zakázať	17%	25%	21%
Takáto reklama môže byť iba s určitými obmedzeniami	62%	48%	54%
Nech si každý dáva takú reklamu akú chce a kde chce	20%	23%	22%
Neviem, problematika je príliš zložitá, aby bolo možné vybrať jednu z nasledujúcich možností	1%	5%	3%
VÍNO	**Muž**	**Žena**	**Spolu**
Reklamu na tento druh výrobku treba úplne zakázať	19%	22%	21%
Takáto reklama môže byť iba s určitými obmedzeniami	61%	56%	58%
Nech si každý dáva takú reklamu akú chce a kde chce	19%	17%	18%
Neviem, problematika je príliš zložitá, aby bolo možné vybrať jednu z nasledujúcich možností	1%	5%	3%
VOĽNOPREDAJNÉ LIEKY	**Muž**	**Žena**	**Spolu**
Reklamu na tento druh výrobku treba úplne zakázať	20%	26%	23%
Takáto reklama môže byť iba s určitými obmedzeniami	44%	50%	47%
Nech si každý dáva takú reklamu akú chce a kde chce	28%	17%	22%
Neviem, problematika je príliš zložitá, aby bolo možné vybrať jednu z nasledujúcich možností	9%	7%	8%

Tabuľka 2: Postoje respondentov ku „nevhodným" témam v reklame vo vzťahu k ich pohlaviu
Zdroj: Vlastné spracovanie

Z hľadiska veku je za prísnejšie regulácie až úplný zákaz reklám na všetky kontroverzné témy hlavne skupina Bratislavčanov vo veku 45 až 59 rokov. Naopak, najmenej kritickí sú najmladší respondenti do 29 rokov, ktorí majú v porovnaní s ostatnými vekovými kategóriami voči všetkým témam oveľa benevolentnejší postoj.

	Vek				
CIGARETY	15-29	30-44	45-59	60 a viac	Spolu
Reklamu na tento druh výrobku treba úplne zakázať	54%	58%	67%	63%	61%
Takáta reklama môže byť iba s určitými obmedzeniami	33%	32%	26%	33%	31%
Nech si každý dáva takú reklamu akú chce a kde chce	10%	8%	7%	1%	6%
Neviem, problematika je príliš zložitá, aby bolo možné vybrať jednu z nasledujúcich možností	3%	3%	0%	3%	2%
TVRDÝ ALKOHOL	15-29	30-44	45-59	60 a viac	Spolu
Reklamu na tento druh výrobku treba úplne zakázať	33%	47%	53%	54%	47%
Takáto reklama môže byť iba s určitými obmedzeniami	52%	39%	38%	42%	42%
Nech si každý dáva takú reklamu akú chce a kde chce	12%	12%	9%	1%	8%
Neviem, problematika je príliš zložitá, aby bolo možné vybrať jednu z nasledujúcich možností	3%	3%	0%	3%	2%

PIVO	15-29	30-44	45-59	60 a viac	Spolu
Reklamu na tento druh výrobku treba úplne zakázať	13%	22%	33%	14%	21%
Takáto reklama môže byť iba s určitými obmedzeniami	51%	53%	49%	64%	54%
Nech si každý dáva takú reklamu akú chce a kde chce	32%	22%	18%	16%	22%
Neviem, problematika je príliš zložitá, aby bolo možné vybrať jednu z nasledujúcich možností	3%	3%	0%	6%	3%
VÍNO	**15-29**	**30-44**	**45-59**	**60 a viac**	**Spolu**
Reklamu na tento druh výrobku treba úplne zakázať	13%	20%	32%	17%	21%
Takáto reklama môže byť iba s určitými obmedzeniami	54%	56%	52%	72%	58%
Nech si každý dáva takú reklamu akú chce a kde chce	31%	21%	16%	5%	18%
Neviem, problematika je príliš zložitá, aby bolo možné vybrať jednu z nasledujúcich možností	2%	3%	0%	6%	3%
VOĽNOPREDAJNÉ LIEKY	**15-29**	**30-44**	**45-59**	**60 a viac**	**Spolu**
Reklamu na tento druh výrobku treba úplne zakázať	14%	16%	31%	31%	23%
Takáto reklama môže byť iba s určitými obmedzeniami	49%	57%	44%	37%	47%
Nech si každý dáva takú reklamu akú chce a kde chce	29%	20%	21%	20%	22%
Neviem, problematika je príliš zložitá, aby bolo možné vybrať jednu z nasledujúcich možností	8%	7%	4%	13%	8%

Tabuľka 3: Postoje respondentov ku „nevhodným" témam v reklame vo vzťahu k ich veku
Zdroj: Vlastné spracovanie

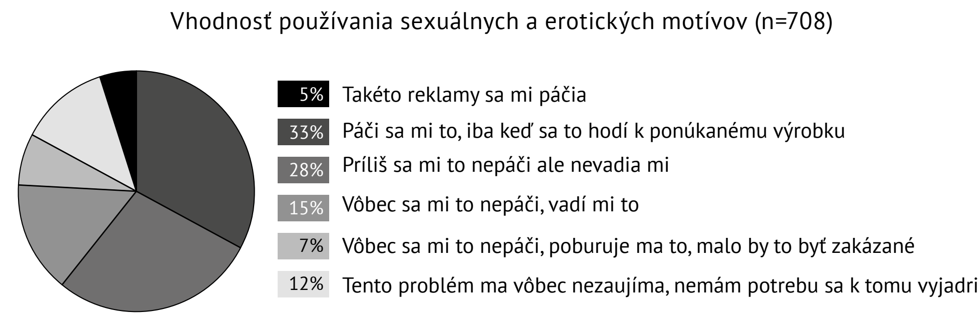
Taktiež aj najvyššie dosiahnuté vzdelanie respondentov ukázalo heterogenitu postojov ku „nevhodným" témam v reklame. Kým pri cigaretách a tvrdom alkohole zastávajú výrazne kritickejší postoj vysokoškolsky vzdelaní Bratislavčania, pri voľnopredajných liekoch sú to respondenti s najvyšším vzdelaním základným. Až 44% z nich by reklamu na lieky úplne zakázalo. Na druhú stranu, práve respondenti so základným vzdelaním sú oproti ostatným vzdelanostným kategóriám najmenej kritickí voči reklame na pivo či víno – vyslovene negatívny postoj zastáva iba 5% z nich.

	Vzdelanie			
CIGARETY	Základné	Stredo-školské	Vysoko-školské	Spolu
Reklamu na tento druh výrobku treba úplne zakázať	56%	56%	69%	61%
Takáto reklama môže byť iba s určitými obmedzeniami	42%	34%	23%	31%
Nech si každý dáva takú reklamu akú chce a kde chce	0%	7%	8%	6%
Neviem, problematika je príliš zložitá, aby bolo možné vybrať jednu z nasledujúcich možností	2%	3%	1%	2%
TVRDÝ ALKOHOL	Základné	Stredo-školské	Vysoko-školské	Spolu
Reklamu na tento druh výrobku treba úplne zakázať	38%	44%	54%	47%
Takáto reklama môže byť iba s určitými obmedzeniami	57%	43%	37%	42%

Nech si každý dáva takú reklamu akú chce a kde chce	3%	10%	8%	8%
Neviem, problematika je príliš zložitá, aby bolo možné vybrať jednu z nasledujúcich možností	2%	3%	1%	2%
PIVO	Základné	Stredo-školské	Vysoko-školské	Spolu
Reklamu na tento druh výrobku treba úplne zakázať	5%	25%	19%	21%
Takáto reklama môže byť iba s určitými obmedzeniami	42%	51%	63%	54%
Nech si každý dáva takú reklamu akú chce a kde chce	51%	20%	17%	22%
Neviem, problematika je príliš zložitá, aby bolo možné vybrať jednu z nasledujúcich možností	2%	4%	1%	3%
VÍNO	Základné	Stredo-školské	Vysoko-školské	Spolu
Reklamu na tento druh výrobku treba úplne zakázať	5%	22%	23%	21%
Takáto reklama môže byť iba s určitými obmedzeniami	80%	54%	60%	58%
Nech si každý dáva takú reklamu akú chce a kde chce	14%	20%	16%	18%
Neviem, problematika je príliš zložitá, aby bolo možné vybrať jednu z nasledujúcich možností	2%	4%	1%	3%
VOĽNOPREDAJNÉ LIEKY	Základné	Stredo-školské	Vysoko-školské	Spolu
Reklamu na tento druh výrobku treba úplne zakázať	44%	19%	25%	23%
Takáto reklama môže byť iba s určitými obmedzeniami	20%	50%	49%	47%
Nech si každý dáva takú reklamu akú chce a kde chce	35%	20%	22%	22%
Neviem, problematika je príliš zložitá, aby bolo možné vybrať jednu z nasledujúcich možností	2%	11%	4%	8%

Tabuľka 4: Postoje respondentov ku „nevhodným“ témam v reklame vo vzťahu k ich vzdelaniu
Zdroj: Vlastné spracovanie

Postoje obyvateľov Bratislavy voči používaniu sexuálnych a erotických motívov v reklame
Opodstatnenosť používania sexuálnych a erotických motívov, či úplne alebo čiastočne obnaženého tela v reklame predstavuje ďalšiu kontroverznú tému v reklame. Postoje respondentov v danom kontexte neboli vyhranené. Výsledky primárneho výskumu preukázali skutočnosť, že približne 38% respondentov zastáva pozitívne postoje k používaniu sexuálnych a erotických motívov v reklame. Piatim percentám respondentov sa takéto reklamy páčia a až 33% respondentov uvádzalo, že takéto reklamy im páčia, iba ak sa to hodí k ponúkanému produktu. Neutrálny postoj, čiže odpoveď „príliš sa mi to nepáči, ale nevadí mi to“ zastávalo 28% z opýtaných. Viac ako pätina obyvateľov Bratislavy má k tejto téme negatívny postoj. Odpoveď „vôbec sa mi to nepáči, vadí mi to“ má zastúpenie 15% a striktne negatívne sa vyjadrilo 7% Bratislavčanov, ktorých erotické a sexuálne motívy poburujú a myslia si, že by mali byť zakázané. Zaujímavú skutočnosť predstavuje fakt, že sa tejto téme nevyjadrilo až 12% z opýtaných, ktorí si zvolili možnosť „tento problém ma vôbec nezaujíma, nemám potrebu sa k tomu vyjadriť“.



Graf 2: Postoje respondentov voči používaniu sexuálnych a erotických motívov v reklame
Zdroj: Vlastné spracovanie

Heterogenita postojov voči používaniu sexuálnych a erotických motívov v reklame
Výsledky primárneho výskumu poukázali na heterogenitu postojov obyvateľov Bratislavy voči používaniu sexuálnych a erotických motívov v reklame vo vzťahu k ich pohlaviu, veku a vzdelaniu.
Muži sú, na rozdiel od žien, vo svojich postojoch voči používaniu sexuálnych a erotických motívov, či úplne alebo čiastočne obnaženého tela v reklame benevolentnejší. Viac ako polovica z nich sa priklonila k názoru, že sa im erotické a sexuálne motívy v reklame páčia (odpovede „takéto reklamy sa mi páčia“ a „páči sa mi to, iba keď sa to hodí k ponúkanému výrobku“). Podobné postoje boli v prípade žien proklamované len v prípade jednej štvrtiny.

	Pohlavie		
	Muž	Žena	Spolu
Takéto reklamy sa mi páčia	7,3%	3,4%	5,2%
Páči sa mi to, iba keď sa to hodí k ponúkanému výrobku	43,7%	23,4%	32,8%
Príliš sa mi to nepáči ale nevadia mi	24,5%	31,0%	28,0%
Vôbec sa mi to nepáči, vadí mi to	10,4%	18,6%	14,8%
Vôbec sa mi to nepáči, poburuje ma to, malo by to byť zakázané	3,7%	10,2%	7,2%
Tento problém ma vôbec nezaujíma, nemám potrebu sa k tomu vyjadriť	10,4%	13,4%	12,0%

Tabuľka 5: Postoje respondentov voči používaniu sexuálnych a erotických motívov v reklame vo vzťahu k ich pohlaviu
Zdroj: Vlastné spracovanie

Z hľadiska veku mala najväčší podiel odpovedí s pozitívnym postojom (prekvapujúco) veková kategória 60 rokov a viac, kde presne polovica opýtaných zvolila jednu z odpovedí „takéto reklamy sa mi páčia“ a „páči sa mi to, iba keď sa to hodí k ponúkanému výrobku“. Naopak, k erotickým motívom je z hľadiska veku najkritickejšia stredná veková generácia vo vekovej kategórii 45 až 59 rokov, kde niečo málo cez 27% respondentov uviedlo, že sa im takéto reklamy vôbec nepáčia.

	Vek				
	15-29	30-44	45-59	60 a viac	Spolu
Takéto reklamy sa mi páčia	6,0%	4,0%	2,7%	8,5%	5,2%
Páči sa mi to, iba keď sa to hodí k ponúkanému výrobku	26,2%	35,5%	26,5%	41,5%	32,8%
Príliš sa mi to nepáči ale nevadia mi	28,9%	25,5%	28,1%	29,5%	28,0%
Vôbec sa mi to nepáči, vadí mi to	15,4%	15,5%	19,5%	9,1%	14,8%
Vôbec sa mi to nepáči, poburuje ma to, malo by to byť zakázané	12,1%	7,0%	7,6%	2,8%	7,2%
Tento problém ma vôbec nezaujíma, nemám potrebu sa k tomu vyjadriť	11,4%	12,5%	15,7%	8,5%	12,0%

Tabuľka 6: Postoje respondentov voči používaniu sexuálnych a erotických motívov v reklame vo vzťahu k ich veku
Zdroj: Vlastné spracovanie

Z pohľadu vzdelania sú k reklame s erotickými a sexuálnymi motívmi najbenevolentnejší respondenti s vysokoškolským vzdelaním. Odpovede, že sa im takáto reklama páči, volilo 41,6% respondentov s najvyšším dosiahnutým vzdelaním vysokým. Naopak, u respondentov so základným vzdelaním sa nestretávajú reklamy s erotickým motívom s pochopením. Viac ako 35% sa vyjadrilo, že sa im erotika v reklame vôbec nepáči, z čoho až takmer 14 percentuálnych bodov tvoria respondenti s názorom, že by dokonca mali byť takéto reklamy zakázané.

	Vzdelanie			
	Základné	Stredo-školské	Vysoko-školské	Spolu
Takéto reklamy sa mi páčia	1,5%	5,5%	5,3%	5,2%
Páči sa mi to, iba keď sa to hodí k ponúkanému výrobku	35,4%	30,3%	36,3%	32,8%
Príliš sa mi to nepáči ale nevadia mi	23,1%	28,6%	28,6%	28,0%
Vôbec sa mi to nepáči, vadí mi to	21,5%	15,0%	12,7%	14,8%
Vôbec sa mi to nepáči, poburuje ma to, malo by to byť zakázané	13,8%	6,8%	6,1%	7,2%
Tento problém ma vôbec nezaujíma, nemám potrebu sa k tomu vyjadriť	4,6%	13,8%	11,0%	12,0%

Tabuľka 7: Postoje respondentov voči používaniu sexuálnych a erotických motívov v reklame vo vzťahu k ich vzdelaniu
Zdroj: Vlastné spracovanie

Záver ——— Pri kontroverzných témach v reklame – využívanie reklamy na cigarety, alkohol a voľnopredajné lieky a používanie sexuálnych a erotických motívov v reklame – v zmysle výsledkov realizovaného primárneho výskumu najviac respondentom prekáža reklama na cigarety, ktorá však je aj veľmi prísne regulovaná zo strany štátu. Na druhej priečke skončili reklamy na tvrdý alkohol, pričom bola identifikovaná diverzita postojov obyvateľov hlavného mesta Slovenskej republiky vo vzťahu k ďalším alkoholickým nápojom, resp. reklamám na pivo či víno a sekt. Kým reklamu na tvrdý alkohol by zakázalo 47% opýtaných, reklamu na víno a pivo by zakázalo o polovicu menej respondentov.

Pri využití erotických a sexuálnych motívov sú Bratislavčania taktiež striedmi, bola však preukázaná heterogenita postojov vo vzťahu k ich pohlaviu, veku a vzdelaniu. Väčšinou sa im reklamy s takýmto motívom páčia, iba ak sa to hodí k danému produktu a približne pätina vyjadrila názor, že sa im reklamy s danými motívmi nepáčia vôbec. Českí respondenti sú pri všetkých týchto kontroverzných témach o dosť benevolentnejší. Môže to byť spôsobené aj skutočnosťou, že občania Slovenskej republiky na rozdiel od občanov Českej republiky proklamujú svoju príslušnosť ku kresťanským hodnotám. Daná problematika by si však zasluhovala zvýšenú pozornosť a realizáciu reprezentatívneho primárneho výskumu. Výskumu, ktorý by bol v súlade so zabezpečením ochrany osobných údajov zapojených osôb ako uvádza Veselý (2018). Vyššie prezentované výsledky môžu predstavovať jeho východiskový bod.

Koniec II. časti.

Poznámky / *Notes* ——— Príspevok je čiastkovým výstupom projektu VEGA 1/0737/20 Spotrebiteľská gramotnosť a medzigeneračné zmeny v preferenciách spotrebiteľov pri nákupe slovenských produktov a vznikol aj vďaka podpore pani doc. PhDr. Jitky Vysekalovej, Ph.D., riaditeľky Českej marketingovej spoločnosti, s ktorej súhlasom bola pri jeho spracovaní využitá metodika výskumu Česi a reklama 2020.

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Kľúčové slová | *Key Words* ——— reklama, postoje spotrebiteľov, etika, etická samoregulácia
advertising, consumer attitudes, ethics, ethical selfregulation

JEL klasifikácia/*JEL Classification* ——— M31, M38

Résumé ——— **Attitudes of the inhabitants of the capital of the Slovak Republic towards selected topics of advertising. Part II.**
As part of the process of implementing an advertising campaign, the participating parties, primarily the advertiser and the advertising agency, respectively communication agency, have social responsibility, which manifests itself in an ethical level. Since the implementation of an advertising campaign is initiated by a specific company or other client, its recipients or the target group itself, instead of accepting it, may not only perceive it as unsolicited, but also as annoying. It is on the attitudes of the recipients of advertising, in the case of this contribution the attitudes of the inhabitants of the capital of the Slovak Republic, that are oriented to the outputs of the primary research. The article emphasizes the attitudes of recipients towards selected controversial aspects of advertising, namely attitudes towards advertising of cigarettes, hard alcohol, beer, wine and medicines and attitudes towards erotic motives in advertising. The starting point for the research was "Czechs and advertising for year 2020". In Slovakia, 726 respondents took part in the research.

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LET'S GO SHOPPING (ONLINE): DIMINISHING BOUNDARIES BETWEEN TRADITIONAL AND ONLINE STORES

Global pandemic has exposed and sped up several recent trends in consumer behavior. Consumers are more likely to try and adopt new technologies, experiment with innovative delivery modes, payment options or interact with providers digitally. Trusted brands and savvy offerings are the most likely winners. Betting on pleasant brick-and-mortar shopping experience, introducing new brands or selling pricy discretionary items have been challenging.
During last years, many traditional retailers have upgraded their outlets to create exquisite shopping atmosphere. Store ambiance, layout, quality furniture, natural materials, high-tech checkouts set traditional stores apart from their low-cost online competitors. Offline stores created strong reasons to visit. Many shoppers got used to enjoy luxury in-store and austerity at home. Social distancing and remote work have reversed the fortunes. Detached consumers are likely to spend more time at home and may desire to upgrade their homes, whereas public places remain visited less frequently and for shorter cycle times.
Previously, online presence was a welcome add-on to many traditional retailers. Physical outlets of online chains have been springing up like mushrooms after the rain. This all changed this year, where online is in many countries the only growing part of any retail business. Online presence is a must and key to survival. No more, retail chains have a choice whether they go online. Retail sales per square footage (or square meter in continental Europe) have gone down. It looks like that retail space will be further shrinking – shops will become even smaller and some shopping parks and malls may soon be added on the list of zombie malls. Stakes are high and both traditional and online retailers have a fair chance to rebound. Focus on health and personal care, well-being and fitness, organic and fresh produce, handicrafts, home entertainment and home improvement creates opportunities for all retail. Travel of all kinds and outdoor leisure, dining, big-ticket items or formal clothing are hard hit, regardless whether they have been sold from physical or virtual sites. All retail benefits from greater focus on sustainability, large amounts of data about shoppers, alternative fintech payment options and denser delivery services, where customers have a choice to choose their delivery time. Onliners in particular need to further bond with customers, create a reason to come back often, bolster loyalty, find ways to more effective cross-selling and upselling or build more engaging content around their assortment. Offliners could switch completely to digital alternatives for long-lived marketing practices such as loyalty cards, coupons or in-store promotion, use their stores for BOPUS (buy online, pick-up in store), COPUS (customize online, pick-up in store – for customized items and additional services) or MOPUS (manufacture online, pick-up in store – for on-demand bespoke items), and for offering new personal(-ized) services, which are hard to do online altogether.
Once business finds the new normal, it may well be no more meaningful to distinguish between traditional and online retail. Blurred lines between various retail formats and methods are likely to be even less visible. A truly integrated unobtrusive omnichannel shopping experience spun around our individual customer journey may be the outcome. In every crisis lies opportunity – for retailers this a chance not to let conscious consumerism go down in history.

Résumé ——— **Pojďme nakupovat (online): Mizející hranice mezi tradičními a online obchody**
Globální pandemie vytváří nové překážky a příležitosti pro tradiční i online maloobchod. Zatímco ještě před rokem byl digitální eshop příležitostí k dodatečnému výdělku pro tradiční řetězce, aktuálně se stal nutností či dokonce podmínkou přežití. Mnohé produktové kategorie se ocitly v krizi, mnohem hlubší u obchodníků, kteří včas nenabídli zákazníkům dostatečně kvalitní kapacity digitální distribuce. Budoucí příležitosti a výzvy však stojí i před online retailery. Pokud výsledkem rapidních tržních změn a zrychlené akceptace nových technologií zákazníky bude další fúze obchodních formátů a metod, pak se již brzy ocitneme ve světě, kde hranice spotřebního a nespotřebního chování budou zcela setřeny.

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SÚŤAŽ FLEMA MEDIA AWARDS 2020

Tento rok sa odohráva už pätnásty ročník súťaže FLEMA. Ide o súťaž, ktorá je organizovaná v Českej a Slovenskej republike, ktorá sa zameriava na mediálne kampane a využitie jednotlivých mediatypov. Vďaka tomu umožňuje porovnanie úrovne mediálneho plánovania a inovatívnych komunikačných stratégií v oboch krajinách. Marketing Science and Inspirations prináša informácie, ktoré zverejnili organizátori súťaže o jej priebehu a aktuálnom shortliste kampaní. Finálne výsledky budú vyhlásené v mesiaci november.
Kampane prihlásené do súťaže boli posudzované v 4 kategóriách podľa mediatypu: najlepšie využitie TV, najlepšie využitie OOH, najlepšie využitie rádia a najlepšie využitie digitálnych médií. Súčasne boli vyhodnotené aj prierezové kategórie: najlepšia veľká kampaň, najlepšia malá kampaň. Zaradená bola aj špeciálna kategória: najodvážnejší počin. V rámci Media & Insight boli zaradené kategórie: najlepšie využitie dát, najlepšie využitie real-time marketingu, najlepšie využitie influencera, najlepšie využite engagementu a najlepšia lokálna exekúcia globálnej kampane. Do súťaže boli zaradené práce, ktoré boli zrealizované na českom alebo slovenskom trhu v období od 1. januára 2019 do 30. júna 2020. Do užšieho výberu 15. ročníka v jednotlivých kategóriách postúpili:

najodvážnejší počin
(HBO-Projev, který se nikdy nestal/HBO Europe/SYMBIO (CZ)), (Státní opera ND-#openforopera/Reiffeisenbank/Reiffeisenbank (CZ)),

najlepšie využitie influencera
(Pilsner Urquell-Jak si vychovat své vlastní influencery/Plzeňský Prazdroj/WeDigital (CZ)), (Tiger Challenges 2019/Maspex Czech/Friendly (CZ, SK)),

najlepšie využitie rádia
(Škoda Octavia-1000 způsobů, jak představit novou Octávii/Škoda Auto/PHD (CZ)),

najlepšie využitie engagementu
(Škoda Auto-Hrdě fandíme našim na cestě za vítězstvím/Škoda Auto/Peppermint Digital (CZ)), (Škoda Auto-Nová Octavia pod Vaším palcem/Škoda Auto/PHD (CZ)),

najlepšie využitie TV
(Slovak Telekom-Horská záchranná služba/Slovak Telekom/WAVEMAKER Slovakia (SK)),

najlepšie využitie real-time marketingu
(Generali Česká pojišťovna-Pomáhame sestričkám/Generali Česká pojišťovna/PRIA SYSTEM (CZ)), (Škoda Octavia-1000 způsobů, jak představit novou Octávii/Škoda Auto/PHD (CZ)),

najlepšie využitie dát
(KIA-Testovacie jazdy KIA a Inres Smart banner/Kia Slovensko/Digiline (SK)), (Slovenská sporiteľňa-Sloboda je v tebe/Slovenská sporiteľňa/WAVEMAKER Slovakia a Zaraguza (SK)),

najlepšia malá kampaň
(Pilsner Urquell-Jak udělat z výčepních skutočné celebrity?/Plzeňský Prazdroj/Agentura Bison&Rose (CZ)), (Post Bellum-#OciPrePlac/Post Bellum/Oliver agency v spolupráci s Getlike (SK)), (Ria-Sliby mojí vagíně/Hartmann-Rico/SYMBIO (CZ)),

najlepšia veľká kampaň
(Gambrinus-Pet stop/Plzeňský Prazdroj/TRIAD Advertising (CZ)), (Slovak Telekom-Horská záchranná služba/Slovak Telekom/WAVEMAKER Slovakia (SK)),

najlepšie využitie digitálnych médií
(HBO-Projev, který se nikdy nestal/HBO Europe/SYMBIO (CZ)), (IKEA-Spánkoví hrdinové/IKEA Česká republika/TRIAD Advertising (CZ, SK)), (Státní opera ND-#openforopera/Reiffeisenbank/Reiffeisenbank (CZ)), (Velkopopovický Kozel-Mistr ležáků-První messengerová hra/Plzeňský Prazdroj/TRIAD Advertising (CZ)).

Všetky kampane prihlásené do súťaže si je možné pozrieť na webovej stránke súťaže www.flemedia.cz.

DICTIONARY OF USEFUL MARKETING TERMS

M

mail order | *objednávka poštou* ——— She often buys clothes by online mail order. | *Často nakupuje oblečenie prostredníctvom online zásielkového obchodu.*

mail order catalogue | *katalóg zásielkových objednávok/služieb* ——— They offer more than 70,000 products through their mail order catalogue. | *Prostredníctvom katalógu zásielkových služieb ponúkajú viac ako 70 000 produktov.*

mail-shot, mailshot | *(hromadný)email* ——— We often get mailshots from insurance companies about savings schemes. | *Od poisťovacích spoločností často dostávame emaily o schémach sporenia.*

mailing address | *adresa prijímateľa* ——— Can you tell me what your mailing address at your new home is? | *Môžete mi povedať, aká je vaša nová poštová adresa?*

main | *hlavný* ——— Their main problem is a lack of resources. | *Ich hlavným problémom je nedostatok zdrojov.*

mainland | *pevnina* ——— They recently built a bridge between the mainland and the closest island. | *Nedávno postavili most medzi pevninou a najbližším ostrovom.*

Main Street | *Hlavná ulica* ——— Their Main Street businesses are now having to compete with China. | Ich obchody na Hlavnej ulici musia teraz konkurovať Číne.

major | *veľký, dôležitý (v spojení s podstatným menom)* ——— A company's major problem was its dependence on the UK market. | *Hlavným problémom spoločnosti bola jej závislosť od britského trhu.*

majority | *väčšina* ——— The majority of successful entrepreneurs have a clear mission statement. | *Väčšina úspešných podnikateľov má jasne sformulované poslanie.*

major selling idea | *hlavná myšlienka predaja* ——— The major selling idea should arise as the strongest thing you can say about your product or service. | *Hlavná myšlienka predaja by mala vznikať ako najsilnejšia vec, ktorú môžete povedať o svojom produkte alebo službe.*

make | *robiť, vyrobiť, zarobiť* ——— The company makes and sells pumps and motors. | *Spoločnosť vyrába a predáva čerpadlá a motory.*

make out | *uspieť* ——— Do you know how she made out at the job interview? | *Viete, ako uspela na pracovnom pohovore?*

make up | *pripraviť, zostaviť* ——— Our accountant will make up our accounts and prepare our tax returns. | *Náš účtovník zostaví naše účty a pripraví daňové priznania.*

manage | *riadiť, manažovať, uspieť, zvládnuť* ——— Has the new project manager had any experience of managing large projects? | *Mal nový projektový manažér nejaké skúsenosti s riadením veľkých projektov?*

manage on | *vyžiť z malej sumy peňazí* ——— After he lost his job, they had to manage on her salary. | *Po tom, čo prišiel o prácu, museli vyžiť z jej platu.*

manageable | *zvládnuteľný* ——— The project manager has divided our work into smaller, more manageable sections. | *Projektový manažér rozdelil našu prácu na menšie, lepšie zvládnuteľné časti.*

managed economy | *riadená ekonomika* ——— The managed economy is mainly controlled by a country's government. | *Riadenú ekonomiku kontroluje najmä vláda krajiny.*

management | *manažment* ——— Their director is known for his authoritarian management style. | *Ich riaditeľ je známy svojím autoritárskym štýlom riadenia.*

management accountant | *manažérsky účtovník* ——— The company has a vacancy for a qualified and experienced management accountant. | *Spoločnosť má voľné pracovné miesto pre kvalifikovaného a skúseného manažérskeho účtovníka.*

management accounting | *manažérske účtovníctvo* ——— Management accounting is one of the most important aspects of business administration. | *Manažérske účtovníctvo je jedným z najdôležitejších aspektov podnikovej správy.*

management board | *správna rada* ——— The management board has decided that acquisition should go ahead. | *Správna rada rozhodla, že akvizícia by mala pokračovať.*

management buyout | *odkúpenie manažmentom* ——— As the company is in difficulties, talks are held that could lead to a management buyout. | *Pretože má spoločnosť ťažkosti, vedú sa rozhovory, ktoré by mohli viesť k odkúpeniu manažmentom.*

management consultant | *konzultant v oblasti riadenia* ——— Management consultants are involved in providing objective recommendations. | *Na poskytovaní objektívnych odporúčaní sa podieľajú konzultanti v oblasti riadenia.*

management course | *manažérsky kurz* ——— This management course deals with a variety of skills applicable in numerous organizations. | *Tento manažérsky kurz sa zaoberá rôznymi zručnosťami uplatniteľnými v mnohých organizáciách.*

management technique | *manažérska technika* ——— Management techniques can be learned. | *Manažérske techniky sa dajú naučiť.*

managerial | *manažérsky* ——— Those who want to move into a managerial position are offered a training on key managerial skills. | *Tým, ktorí sa chcú presunúť na manažérsku pozíciu, sa ponúka školenie o kľúčových manažérskych zručnostiach.*

managing director | *riaditeľ* ——— The employees took their complaint to the managing director. | *Zamestnanci podali sťažnosť u riaditeľa.*

mandatory | *povinný* ——— The test includes a mandatory essay section. | *Test obsahuje povinnú časť, ktorá je venovaná eseji.*

manpower | *pracovné sily* ——— The industry has suffered from a lack of manpower. | *Priemysel trpí nedostatkom pracovných síl.*

manufacture | *vyrábať, produkovať* ——— All male family members work for a company that manufactures car parts. | *Všetci mužskí členovia rodiny pracujú pre spoločnosť, ktorá vyrába automobilové diely.*

manufactured goods | *vyrobený tovar* ——— The latest report notes a rapid decline in manufactured goods. | *Posledná správa zaznamenáva rýchly pokles vyrobeného tovaru.*

manufacturer | *výrobca, producent* ——— It is hard to restore the good name of the manufacturer. | *Je ťažké obnoviť dobré meno výrobcu.*

manufacturer's recommended price (abbr. MRP) | *cena odporúčaná výrobcom* ——— Manufacturer's recommended price is a price the manufactures believe that the products should be sold for. | *Cena odporúčaná výrobcom je cena, za ktorú sa výrobcovia domnievajú, za ktorú by sa výrobky mali predávať.*

manufacturing | *výroba* ——— The service sector employs much more people than manufacturing. | *Sektor služieb zamestnáva oveľa viac ľudí ako výroba.*

manufacturing capacity | *výrobná kapacita* ——— How do you calculate manufacturing capacity? | *Ako vypočítate výrobnú kapacitu?*

manufacturing industry | *výrobný priemysel* ——— Manufacturing industry brought more than 1,400 new jobs in the region. | *Výrobný priemysel priniesol do regiónu viac ako 1 400 nových pracovných miest.*

map | *mapa* ——— I am not sure how to get there – I would better consult a map. | *Nie som si istý, ako sa tam dostať - radšej si pozriem mapu.*

margin | *rozdiel, rozpätie* ——— The election was won by a narrow margin. | *Voľby vyhrali tesným rozdielom.*

marginal | *marginálny, okrajový* ——— The difference between the two bids was marginal. | *Rozdiel medzi týmito dvoma ponukami bol marginálny.*

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CSR IN CORONA TIME

ARTIFICIAL INTELLIGENCE IN PERSONNEL SELECTION AND ITS INFLUENCE ON EMPLOYER ATTRACTIVENESS

POSTOJE OBYVATEĽOV HLAVNÉHO MESTA SLOVENSKEJ REPUBLIKY VOČI VYBRANÝM TÉMAM REKLAMY

LET'S GO SHOPPING (ONLINE): DIMINISHING BOUNDARIES BETWEEN TRADITIONAL AND ONLINE STORES

SÚŤAŽ FLEMA MEDIA AWARDS 2020

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