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Conference Proceedings
Entrepreneurial Spirit II

(Economics & Marketing & Management in 21st century)

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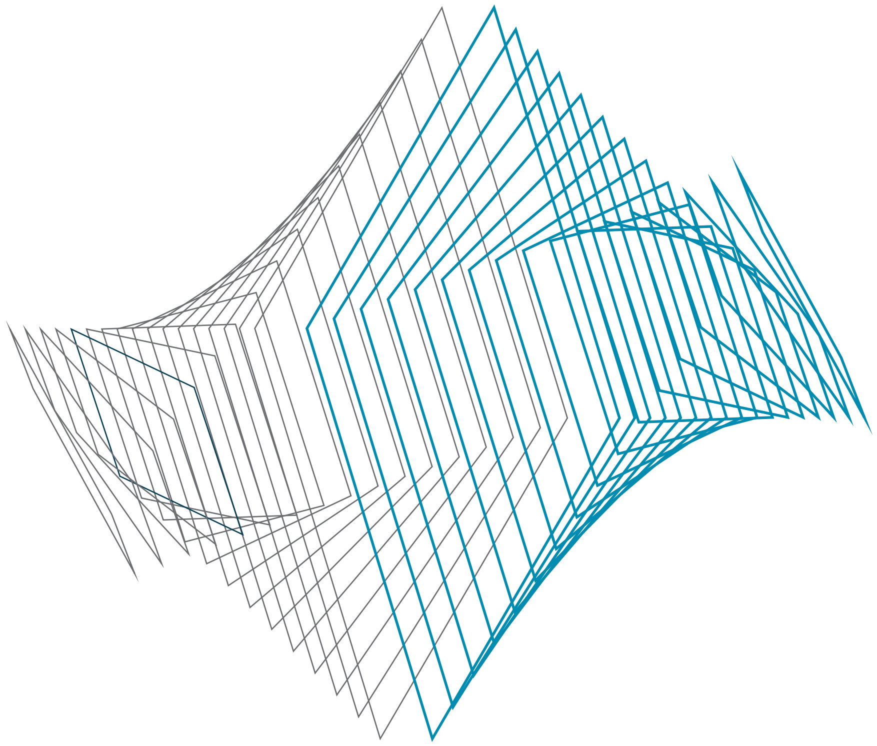

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VYSOKÁ
ŠKOLA
EKONOMIE
A MANAGEMENTU

Conference Proceedings

Entrepreneurial spirit II

(Economics & Marketing & Management in 21st century)

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Obsah

1 Introduction

University of Economics and Management was founded in 2001, since 2002 implements education in accredited study programmes. It offers higher education study programmes promoting the acquisition of inter-field knowledge and skills enabling its graduates to work within the environment of companies and organizations in the globalized and knowledge-based economy.

The main mission and objective of VSEM is to be an independent higher education institution offering internationally competitive programmes. VSEM provides long-term educational programmes realized by means of the part-time and the full-time study modes.

VSEM is aware of its role in the market of business education and seeks to further strengthen and develop its position in the segment of full-time and part-time education. VSEM is in its activities in the framework agreement with the long-term priorities of the Ministry of Education. The mission is to offer and provide quality higher education in accredited degree programs. VSEM has set the following priorities permanently worth of respects:

1. Maintaining a high level of existing degree programmes at the bachelor and master's degree with an emphasis on employability of graduates.
2. Further development of full-time study at the bachelor's and especially master's degree study programmes
3. Strengthening links to the external environment with emphasis on the corporate sector.
4. To maintain and further develop a high level of scientific publishing.
5. Developing and deepening cooperation within the Accreditation Council for Business Schools and Programs.
6. Study subjects taught in English at bachelor and master's level.
7. Expansion of international cooperation, not only within the Erasmus program.
8. Backing up tuition by literature created from internal sources.
9. Developing and using new technologies and practices in education - e-learning, ebooks, etc.

10. Further expansion and improvement of lecturers.
11. Endorsement of gifted students.

The conception of study plans and teaching methods is developed in line with the changing social needs and requirements reflecting the individual attitudes and needs of students, who are led to be able to cope with management and analytical tasks. Students are trained to be able to assess the existing situation (input and output) of the examined area using both external and internal information sources. Students are encouraged to develop their analytical thinking skills and to take a critical and creative approach used in an interdisciplinary environment, the ultimate goal being to train graduates with a global and multicultural insight, who are capable of initiating, implementing, and driving changes in personal, professional, and social life. On the basis of a careful analysis, they are able to adopt and implement adequate measures, and to manage, assess, and supervise the changes implemented.

In creating, updating and assessing the quality of the study programmes, majors, and specializations, VSEM cooperates with its partner institutions in all fundamental areas of academic focus (economics, management, marketing, information and communication technologies, and human resources), on both national and international level.

2 About the project

University of Economics and Management became the recipient of a grant under the Operational Programme Prague Adaptability (priority axis 3: Modernisation of initial education) with project Work placements modules developed for innovation and development of fields of study at VSEM (acronym: MOP VSEM). Operating period of the project is from 01.07.2013 to 30.03.2015. Registration number is CZ.2.17/3.1.00/36240.

Target group of the project are students of study programme Corporate Management in both full-time and part-time form of study and students of all bachelor study programmes VSEM.

There are five key activities in the project. Those activities are:

KA1: Project management and implementation

KA2: Implementation of seminars and thematic workshops focused on the development of professional skills and knowledge

KA3: Cooperation with practitioners

KA4: Students´papers

KA5: Implementation of scholarships and internships for students

KA6: Supporting e-learning modules

The overall goal of the project is to create conditions for the development of such knowledge, skills and experience of students to enable them successful entrance to the labor market shortly after the graduation. The main goal is the development and innovation of study programmes by development of professionally oriented activities, collaboration with experts from practice, cooperation with enterprises and also through the implementation of internships and short-term practice, therefore, the development and implementation of work placement modules.

The main objective will be filling up on the basis of the implementation of project activities, including draught and implementation of work placement modules compiled into several follow-up steps: audit of offered professional seminars within the frame of practical applications, implementation of seminars focused on the development of soft-skills, seminars focused on development of professional knowledge and skills, thematic workshops moderated by experienced practitioners, provision of feedback, review of contracts and agreements between VŠEM and businesses and a further active development, selection of candidates for internships, implementation of scholarships and practise and increase of practical skills of lecturers.

3 Student´s thesis

3.1 The workaholism Issue

Eliáš Flek

Abstrakt: Workoholismus je nežádoucí jev srovnatelný s běžnými závislostmi. Projevuje se neustálou potřebou pracovat, neschopností odpočívat a v pozdějších stadiích odcizením od rodiny a přátel. Důležité je rozlišovat workoholiky a „dříče", rozdíl je zejména v motivaci. Dlouhodobá závislost na práci přináší mnoho zdravotních rizik.

Klíčová slova: workoholismus, pracovní nasazení, závislost na práci, efektivita práce, zdravotní problémy

Abstract: Workaholism is undesireable issue comparable to common addictions. It is signified by a permanent need to work, inability to have a rest and in the later stages by alienation from a family and friends. It is important to distinguish between the workaholist and the hard workers, where is the main difference in motivation. Long term addiction to work goes in hand with many health hazards.

Key words: workaholism, work engagement, work addiction, work efficiency, health problems

Introduction

Working conditions has dramatically changed during past years. For instance clear role expectations do not exist anymore at work. In addition with new technology (internet and telecommunication) more and more employees are able to work outside the traditional office and beyond traditional work hours. *According to Bryan Robinson, the psychotherapist, the professor emeritus at the University of North Carolina at Charlotte, and the author of the book "Chained to the Desk", 20 to 25 percent of Americans are workaholics.* (FOSTER, 2014)

Signs and stages of workaholism

„At least three days a week, Brendan Gahan wakes to his alarm at 3 A.M., opens his laptop, and starts "pounding coffee," he says, as he spends the next four hours creating a presentation or developing a strategy for one of his clients. At seven, he'll "try and do something to get moving around, maybe go for a run," and "come back, shower, and power through the rest of the day and do as much work as possible." A YouTube marketing consultant whose clientele includes major brands like Bud Light and Mountain Dew, Gahan is based in Los Angeles, but he spends weeks at a time on the road, office-squatting in New York City or attending conferences in the Bay Area, Austin, and Europe. He is never alone in bed - his laptop and phone are always on the mattress beside him. He puts in at least one full day's work on the weekend, often two, sneaking laptop time between unavoidable social commitments. He drinks up to eight cups of coffee in a day, and he's working on curbing his Red Bull habit—but he has a bigger addiction to battle." (FOSTER, 2014)

Gahan is, on his own admission, work addicted. He has nothing else than work. He feels the urge to be busy all the time. As a result he tends to be inefficient worker, because he focuses on being busy instead of focusing on being productive. He is trapped in a circle. He knows about his addiction, but he cannot do anything about it. During the long period of only-working he lost everything – his wife left him long time ago and he hasen't seen his children for years. Because of work he lost all of his friends and non-work-related activities. Now he is afraid of losing his only reason to live – his work. That leads him to work even harder than before, last months he feels that he is close to death by overworking.

The workaholic is "addicted to incessant activity," said Diane M. Fassel, author of "Working Ourselves to Death" and chief executive of Newmeasures, which conducts employee satisfaction surveys. The behavior continues even if the worker becomes aware that it is personally harmful — even harmful to the quality of the work, Ms. Fassel said. She also thinks the biggest problem is that people are praised and rewarded for working excessively. That almost never happens with addictions. Diane Fassel has studied workaholism among her clients and she suggests three stages of addiction for workaholics. Early Stage - in this stage of work addiction the worker tends to be constantly busy and tends to take on more than can realistically be done. He or she will put in lots of extra hours (even if not paid for the overtime) and cannot seem to find time to take days off. I even found with my addiction at this stage that I could never take two weeks in a row off because I would get stressed being away from work. Middle Stage - at this level of workaholism our addict begins to distant themselves from personal relationships. When they are at home, they are distracted and emotionally stay at work. At this stage the physical tolls often begin to manifest themselves. They may have trouble unwinding enough to get to sleep. They may feel tired all the time. They may tend to see a change in their weight (gain or loss). Late Stage - those who are in the late stage of work addiction now tend to find the more serious physical and emotional symptoms like chronic headaches, elevated blood pressure, stomach ulcers and increased risk of a stroke. (PARKER,2013)

Workaholism and work engagement

Workaholism is not the same as working hard and some researchers go so far as calling workaholism a positive addiction. Brad Klontz has found that workaholics tend to equate their self-worth with their net worth. That's why, he says, "when they get fired, they can become suicidal. They've lost their whole identity." For workaholics, he says, flashy houses or cars are not just rewards for hard work but symbols of self-worth, because they tend to be hung up on status and money.

„A typical work addict is motivated by a strong internal drive that cannot be resisted. Earlier theory and research performed by Scott focused on three common characteristics of workaholism. First, workaholics spend a great deal of time on work activities when given the discretion to do so - they are excessively hard workers. Second, workaholics are reluctant to disengage from work and they persistently and frequently think about work when they are not at work. This suggests that workaholics are obsessed with their work - they are compulsive workers. The third common feature - workaholics work beyond what is reasonably expected from them to meet organizational or economic requirements - is, in fact, a specification of the first and the second features because it deals with a particular manifestation of working hard and compulsively.” (SHIMAZU, 2009, p. 496)

On the other hand work engagement is healthy. Work engagement refers to a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption. Vigor is characterized by high level of energy, the willingness to invest effort in one’s work and persistence also in the face of difficulties. Dedication refers to being strongly involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride and challenge. Finally absorption is characterized by being fully concentrated and engrossed in one's work whereby time passes quickly and one has difficulties with detaching oneself from work. (SCHAUFELI, 2002, p. 78)

For these employees work is fun not an addiction. They work hard because they like their job and not because they feel driven by an obsessive inner drive that they cannot resist as was concluded from a qualitative interview study. (TARIS, 2001, p. 318)

Workaholism and health problems

In Japan people take an average of five vacation days a year (it's ten in the U.S.), there is a word for death by overwork. "*Karoshi is a legally accepted phenomenon—people just dropping dead at their desks, their hearts calling it quits—and companies can be held liable and required to pay damages to the families of victims. An estimated 1,000 people a year die of karoshi in Japan, some in their thirties. Meanwhile, suicide is the leading cause of death among men aged 20 to 44, and studies have estimated that among those suicides that were work-related, overwork was the most common reason.*" (FOSTER, 2014)

The aim of the study named "Is Workaholism Good or Bad for Employee Well-being? The Distinctiveness of Workaholism and Work engagement among Japanese Employees" is to demonstrate the empirical distinctiveness of workaholism and work engagement by examining their relationships with well-being in a sample of 776 Japanese employees. They expected that workaholism is associated with unwell-being (i.e., high psychological distress and physical complaints, low job and family satisfaction, and low job performance), whereas work engagement is associated with well-being. The result of this study is a schema below. Workaholism really was positively associated with ill-health (i.e., psychological distress and physical complaints) and negatively associated with life satisfaction (i.e., job and family satisfaction) and job performance. In contrast, work engagement was negatively associated with ill-health and positively associated with life satisfaction and job performance. These findings suggest that workaholism and work engagement are two different kinds of concepts which are negatively and positively related to various indicators of well-being. (SHIMAZU, 2009, p. 495)

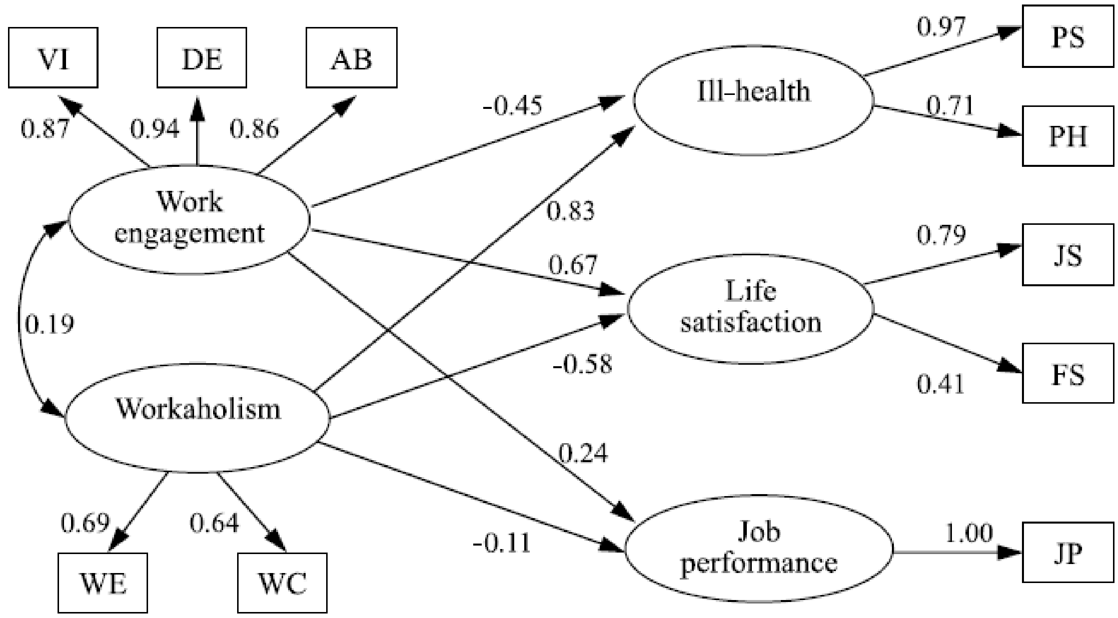

Fig. 1. Standardized solution (Maximum Likelihood estimates) of the hypothesized model. N=776. VI=Vigor; DE=Dedication; AB=Absorption; WE=Working Excessively; WC=Working Compulsively; PS=Psychological Distress; PH=Physical Complaints; JS=Job Satisfaction; FS=Family Satisfaction; JP=Job Performance.

Schema number 1: WORKAHOLISM AND WORK ENGAGEMENT (SHIMAZU, 2009, p. 499)

Conclusion

It is hard to see the big difference between workaholics and hard working employees in reality. Mostly only time shows who is who, because workaholics are losing their work efficiency in time. As they become more addicted to work, they are losing families, friends and hobbies. After all they have nothing else than work so the biggest problem can occur – the burnout. People with burnout problem mostly stay in their job, but they don't do it like before. There are employers who think that workaholism is a good addiction. Fortunately many companies realize that the best employee is a happy employee and it is good news.

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3.2 Sports marketing

Aneta Grabmüllerová

Abstrakt: Příspěvek se zabývá moderními trendy v oblasti sportovního marketingu, reklamou a sponzoringem jako nástroji sportovního marketingu, historií a událostmi, které ovlivnili vývoj sportovního marketingu. Popisuje specifika sportovního marketingu a aktuální trendy. Nastiňuje pravděpodobný směr vývoje v následujících letech.

Klíčová slova: sportovní marketing, sponzoring, reklama, histore sportovního marketingu

Abstract: This essay is concerned with modern trends in sports marketing, advertisement and sponsoring as a tools of sports marketing, history and events, which affected development of sports marketing. It describes specifics of sports marketing and current trends and outlines likely direction of development.

Key words: sports marketing, sponsoring, advertisement, history of sports marketing

Goals and methods: Main method will be collecting of already published information and facts from different sources, analyzing and evaluating them. On their basis making a conclusion.

Introduction

Sports marketing became inseparable part of sport. Or did sport became inseparable part of marketing? It is long time ago when athletes were fighting for honor according to ideals of Pierre de Coubertin and sport was just for amateurs. Nowadays, sport is considered as a very profitable and consistent marketing source and, in author's opinion, with not yet fully exploited potential. Why is sport marketing beneficial for brands and companies to give athletes, teams, sports associations and etc. money or something 'for free'? What is actually sports marketing and what are its specifics?

History of sports marketing

There is not so many resources about sports marketing history as someone would expect. Furthermore, they often offer different information. There is a wide range of opinions on the issue, so this is summary of what seems to be the most significant for development of sports marketing.

First organization, which used sport for a promotion was tobacco company in early 1870s. They inserted cards with baseball players into their packages of cigarettes. This move was followed by bubble gums producer in the beginning of last century and eventually sports cards have been sold by itself.

First ever 'sponsored' athlete was probably Jesse Owens, who received adidas shoes for free in 1936 and later won four Olympic gold medals. It was in time when Olympic Games were supposed to be for amateur athletes and any professional athlete could not compete at Olympic Games. So eventually Jesse Owens was stripped of his medals, not because of the free shoes, but because of playing in baseball league (so he was not considered as an amateur).

After the second World War sport expanded, but Olympic Games stayed for amateurs only till 70s. However, it was still more and more unrealizable. Athletes were supposed to do sport as a secondary activity. It was forbidden to miss the work for more than 4 weeks per year because of training camps. Amendment was accepted in 1974. Newly was acceptable to get financial support to do sport and there was a rule about advertisement for the first time. Professional athletes were allowed to compete at Olympic Games in 1986. Nowadays, Olympic Games is the highest sporting event, where the best athletes in the world compete. Nevertheless, it is still forbidden to use name, people or sport performance for an advertisement. Sign-up or participation at the Olympic Games must not be conditioned by any financial consideration. Even though athletes can't promote any product in duration of games, Olympic Games as itself are very commercial. In 2012 Olympic Games was second most valuable brand in the world and their main sponsors were in top ten.

About the same time significant change in sport marketing launch with television and broadcast. Audience of sport rapidly increased. People were not only watching performances of their favorite athletes, but they started notice what they wear, what they use and it considerable affected consumer preferences. As soon as there were broadcasts of sporting events there were adverts during the events. Soon after that companies came with sponsorship. Companies as Adidas, Nike or Puma were fighting to snatch up the best athletes for promotion.

Sport marketing in Europe was affected by establishing first soccer league in Germany and using player’s jerseys for Jägermeister advertisement, what was uncompromisingly criticized.

In 1980s popularity of sport greatly increased. Sport became strong marketing tool. Players in collective sports were signing up contracts for millions dollars. First time ever there was instituted salary cap. Money from television contracts became important part of financial budget of teams. Nowadays copyrights for sports TV broadcasts are in the tens of millions Czech crowns.

In 1990s rules has been established. Drugs began to be tested and salary caps has been determined. Sport became even stronger marketing tool than ever before.

In last few years sports marketing made a huge leap, but it’s still very young and it is still developing. There are many relatively new forms of sport marketing as Internet, smartphones, social websites and those marketing tools are not completely explored and used by all of the sports organization. In the coming years sports marketing will most likely develop in this direction.

Sports marketing

Nowadays, sports marketing is inherent source of finance and material for individual athletes, teams, clubs or events etc. From the opposite perspective, sport is very functional marketing tool. Goals of sports marketing are raising awareness of the company/brand or awareness of them as a partner of a certain sport, increasing brand sympathy, image creation and strengthening public relations.

Sports marketing, respectively advertisement is not based only on sports products, but also on product which doesn’t have anything common with sport, but are promoted by athletes, clubs etc. Both kinds of those promoted products are also subjects of sponsorships, but in this case sports product are more common.

Completely new era of sports marketing came with internet, smartphones and social websites. Those marketing tools are very new and they are not (yet) always used, especially the social websites, which has huge power mainly in between younger consumers. Through those media sources producers can get much more positive attention not only between fans, but the general public.

The most commonly used social websites are Facebook and Twitter. Facebook has received more than 1.6 billion visits a week and Twitter receives more than 400 million visits a month.[1] So promoting products on those website can reach many potential consumers. Promoters compete who will have more 'followers' or 'likes' on their social pages. They offers loyalty benefits, various competitions, short movies (it is very popular form of sports marketing lately), provide fast information (often even faster than news sites) and last but not least they give users sense of belonging.

As a great example can be mentioned Czech biathlon. Their Facebook fans website is updated every day. They shared short movies with their fans, 'backstage' information, photos, interviews etc. Their Facebook page, which was established 19th November 2014 'liked' till today (6.2.2015) almost 20 thousand people. Biathlon became second most popular winter sport in Czech Republic, after hockey.[2] Absolutely most watched Czech athletes on Facebook are soccer player Petr Čech with more than 4 million fans and hockey player Jaromír Jágr with more than half a million. It's still nothing in comparison with foreign athletes as a Cristiono Ronaldo with 106 million fans or Lionel Messi with 77 million![3]

Using social websites is not necessary marketing tool, but it's very significant advantage and most of the athletes, clubs, companies, brands etc. already know it. However, not everyone can exploit it in the right way. Social websites can be easily abused, just like generally Internet, defamation and false, damaging information spreads quickly.

Sports marketing in the Czech Republic

In the Czech Republic dominates ice hockey and soccer. According to agency STES 2004 soccer has 3,3 million Czech fans. Soccer is not most favorite sport only in our country, but it's most popular sport in the world. Soccer is played by 250 million players in more than 200 countries.[4] One of the big marketing advantage for sports marketing is that soccer is played in the stadium, where can be located a lot of adverts and can be

[1]BULLAS J., jeffbullas.com: 11 New Twitter Facts, Figures and Growth Statistics plus, 2013, available from WWW: http://www.jeffbullas.com/2011/09/21/11-new-twitter-facts-figures-and-growth-statistics-plus-infographic/#ud13GD5ZjXiLvQFJ.99
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included accompanying program. It's similar for ice hockey, which is second most popular sport in the Czech Republic.

Sports market situation in the Czech Republic is complicated. Market structures are very different in each sports. Budgets of sports associations are composed of different amount of grants from private sources and states subsidies.

Sport agencies are very new. They offer completely service to athletes - juristic, financial, medical, psychological, educational, business, managerial representation etc. Nowadays there is only few of them in Czech Republic and mostly top athletes on the level of Olympic medalists use those agencies. So it is supposed that this service will be used more intensively and not only by athletes, but also for organizing sports events.

Advertisement

Advertisement in sport field stipendiary promotes products and services through sporting events, sports teams and others specific communication media, for example athlete's suits, sports equipment, start numbers etc. Advertisement in sport is strictly regulated by international sports federation and in case of Olympic Games it is adjusted by Olympic charter and by specific adjustments of the International Olympic Committee. At Olympic Games is strictly prohibited to have any advertisement on suit, clothes, equipment etc. Even logo size of a producer is controlled.

The specificity of advertising through sport is that "sport is the only entertainment where, no matter how many times you go back, you never know the ending.[5]" This advantage is well used by marketing companies. Audience will see the advertisement again and again, every time they will attend an event. Furthermore, not only attendance will be touched by the advertisement, but also audience of a TV coverage. It is a way how to get (not only) regional advertisement into mass media. Obviously it will significantly expands the range of viewers.

The strategy of sports advertisement is in most cases simply and clear: Celebrities demonstrate that successful people use this certain product, so you should too. And it works even though the promoted products are not (not always) related to sport. As an example we can mention Czech biathlon union promoting Hamé or Roger Federer, Tiger Woods and other successful athletes promoting Gillete.

[5] BEECH, JOHN, CHADWICK, SIMON eds. The marketing of Sport. Prentice Hall and Financial Times, Edinburgh: Pearson Education 2007, ISBN: 027368826X.

There is also few disadvantages of sports advertisement as a low flexibility; some of the events last for too short time or they are only single event. Or low informative value as there can be usually only logo on athlete's suit or the logo is hardly noticeable when athletes, cars, bikes etc. are moving. However, the most significant factor seems to be a price, which is sometimes disproportionately high. For example the most expensive and most wanted advertisement space is break in the half of Superbowl (final match of American football league). Thirty second long spot cost average 2,7 million dollars.

Sponsoring

Sponsoring is providing financial or material support for remedies in a form of marketing benefits. Sport is conclusively most sponsored field and on the other side sponsor's donations are significant part of financial budget of sports teams, athletes, Olympic Games, sports association etc. Most common remedy for being sponsored was promoting the brand, but lately different forms became more used; for example providing tickets, extra care etc.

Sponsored can be individual athlete, sport team or club, sport association, but also sport event or entire league. Sometimes happen that the club, competition, game, event and etc. held its sponsor's name; for example cycling for team as a Team sky being sponsored by Sky Italia or Tipsport extraliga, hockey league, sponsored by Tipsport.

Conclusion

There is no doubt, that sport is making money. However, currently sport needs it. Without funds it would not be possible to make any progress of elite athletes or support children in doing sport. It would not be possible to build sports facilities, organize competition or even Olympic Games. All of those subjects are dependent on finances from sports marketing. The issue is the allocating money - who is entitled the sums, how the money is treated. People who decide about that will control the sports world. So they should be chosen wisely and carefully and they should be well educated in specifics of sports marketing. Sports marketing is special sector of marketing. The main difference is that sports marketing doesn't have consumers, but fans. Consumer buy product, because of its quality, prize, availability and often good promotion, but fans of sport will buy a season tickets even though they don't know how their favorite team will do. Fans (usually) support their team even if the team is loosing. Costumer will not buy a product again if it's not good. Fan also wear team jersey, t-shirts and support the team openly and thereby promotes it (for free). Hardly costumer will wear logo of his favorite washing powder on his t-shirt. The goal of any marketing is to build high level of identification with brand in between their customers as it is in sport. Only a few nonsport companies/brands have built such a highly identified customers, for example an Apple. Apple can evoke enthusiasm for no reason among its fans that they are willing to pay a extra money to get the new version of their product.

Even though sports marketing is quite new field, it can be a role model for nonsports organizations. Building wide base of highly identified customers as in sport is the way how to excellence in marketing.

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3.3 Implementing Strategic Vendor Management

Natália M. Homolová

Abstrakt: Tento příspěvek se věnuje problematice nasazení strategického řízení dodavatelů ve společnostech, které jsou závislé na službách třetích stran; významu kategorizace dodavatelů; nastavení klíčových ukazatelů pro měření výkonnosti napomáhajícím optimalizaci nákladů společnosti. Použitá data jsou z interních zdrojů reálné společnosti poskytující služby v oblasti IT.

Klíčová slova: Strategické řízení dodavatelů, klíčové ukazatele pro měření výkonnosti, optimalizace nákladů

Abstract: The purpose of this paper is to demonstrate the importance of strategic vendor management in organizations that are dependent on third-party services; to provide rationale for vendor categorization and tiering; key performance indicators definition, which result in a cost optimized organization. Data used in this paper is from an existing company offering its services in the area of Information Technology.

Keywords: Strategic vendor management, key performance indicators, cost optimization

Introduction

Businesses nowadays are heavily interdependent on each other's service offerings.[6] For example, IT services providers rely on their hardware vendors, their 24x7 service desk personnel availability for incident resolution, up-to-date knowledge databases, timely spare parts delivery and ever stricter operational level agreements, which mirror equally demanding service level agreements instituted by customers of these IT services companies.

This mutual dependency is operating model "business as usual". However, the (hardware or software) vendors understand better the importance of having complex information about their customers' (IT services providers) infrastructure and related maintenance costs. These vendors' Account Management has very precise knowledge of how much money individual departments or units spend in a given category or division.

[6] The Maturity Continuum Theory by Stephen Covey in Seven Habits of Highly Effective People

On the other hand, the personnel on the IT services providers' side often work in a "silo"; meaning that they are only aware of their area of responsibility (e.g. costs per vendor or category) not having at hand the bigger picture – the company's total spend with a given vendor across all categories.[7]

This information disbalance is disproportional also on resources level, which can be explained by the amount of money a company dedicates to proactively manage its suppliers or, the ratio between the company's resources costs, which are dedicated to managing its suppliers, and the value of company's investment with those suppliers. It is likely that this number will be very small as there often are no resources dedicated to supplier relationship management at all. While an organization spends millions of euros with a vendor, it allocates zero resources to its management and monitoring on a strategic level.

Among other reasons why a vendor interlocked IT services provider should actively manage the overall spend with a given strategic supplier is the price leverage for contract renegotiation and rates update in the short term and, more importantly, ongoing cost optimization for the company in the long term. McKinsey & Company has stated that a supplier relationship management solution can save a company approximately five to fifteen percent or greater of total spend over a three-year period.[8]

Goals and methods

This paper aims to introduce strategic vendor management as a modern management method and discipline aimed at active management of enterprise relationships with strategic suppliers helping an IT services organization better control its third-party expenditures. The paper further provides a guideline for strategic vendor selection and performance monitoring using established management methods and tools, e.g. the Pareto principle, key performance indicators metrics, service level agreements. Strategic vendor management presented in this study assumes that the IT services organization 'rightshored' (selected the suppliers from the optimum geographical location)

[7] By categories understand hardware, software, telecoms, licenses, maintenance costs, manpower

[8] CAMMISH, Rand; KEOUGH, Mark. A strategic role for purchasing. In: *The McKinsey Quarterly*. 1991, No.3

and 'rightsourced' (selected the optimum supplier) its vendors and by implementing strategic vendor management it further enhances its costs optimizing initiatives.

Implementing Strategic Vendor Management

When an organization defines the need to further optimize its expenditures, strategic vendor management (SVM) might be considered among the options.

The basic principles and goals for successful SVM should include:

- Focus on high quality service delivery
- Creating a strong value chain
- Results in improved supplier performance
- Development of strong supplier relationships
- Monitoring full range of vendor's products and services

In order to achieve SVM goals, an organization needs to understand its current situation and baseline its costs, (which will provide a reference point in time and allow for key performance indicators definition and measurement). That means creating a report from the general ledger or procurement system, freeze it in time and analyze the expenditures from several perspectives. E.g. vendors with the highest spend (for further application of the Pareto principle), vendors creating overhead (see Chart No. 2) or categorization of vendors in order to separate strategic vendors from important (or otherwise) vendors.

By applying the Pareto principle, also known as the 80-20 rule, which states that 80 percent of consequences stem from 20 percent of causes[9], the company will extrapolate top 20 percent of vendors that will represent 80 percent of company's costs.

Another perspective to be applied alongside the costs breakdown can be vendor categorization in line with the organization's strategic objectives. As per Gartner, there are four general vendor categories that can help separate responsibilities:

[9] BUNKLEY, Nick. The New York Times: Business. [online]. [cit. 2015-02-26]. Available at: http://www.nytimes.com/2008/03/03/business/03juran.html

- **Strategic** - high-dependence, high-cost exposure vendors, as well as vendors that the IT organization wishes to increase business with over time
- **Emerging** - vendors with a small initial presence, but one that is expected to build over time
- **Legacy** - vendors that have been in place for a sustained period but are not considered strategic
- **Tactical** - vendors that are small in cost and exposure or that are in a commodity environment[10]

Basic data analysis with the Pareto principle applied:

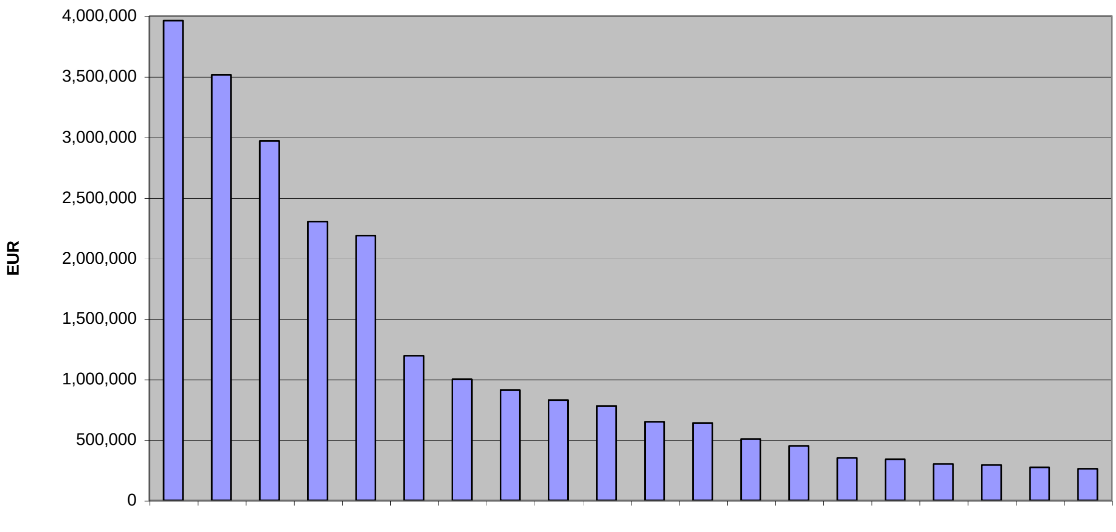

Chart No. 1: Top 20 Vendors according to total spend

Legend[11]:

Number of vendors used: **109**

Total external spend (€): **29.768.599,90**

[10] ACKERMAN, David. The Complete Guide to Effective Vendor Management. In: *Gartner* [online]. 2011 [cit. 2015-02-25]. Available at: http://gartnerinfo.com/futureofit2011/MEX38L_D3%20mex38l_d3.pdf

[11] Real company data collected over a 6 month period

Top 20 suppliers spend (€): **23.708.173,51**

Percentage of Total external spend: **79,64 %**

The data in the Chart No. 1 demonstrates that almost 80 percent of the organization's costs can be attributed to 20 percent of its suppliers.

Basic data analysis (same data group) from overhead perspective:

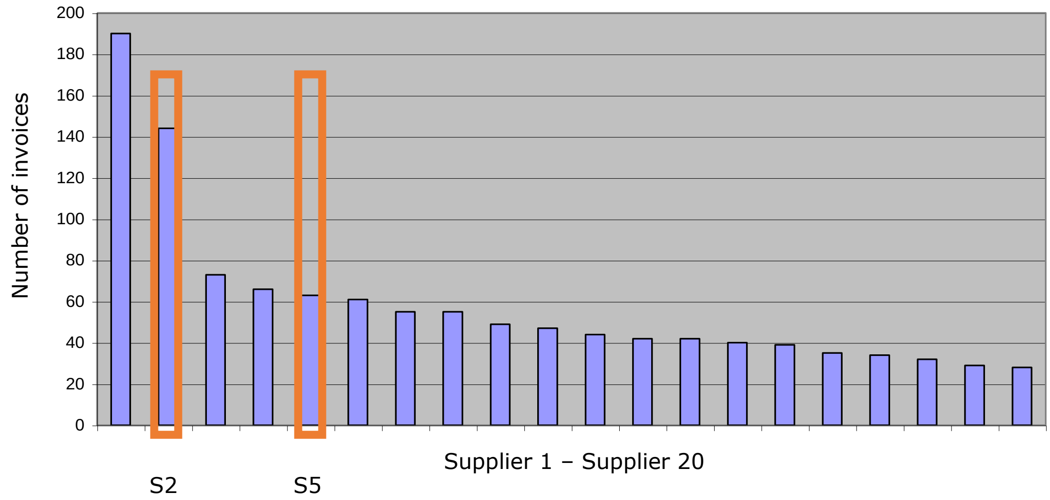

Chart No. 2: Top 20 Vendors with the highest number of invoices

Legend:

Top 20 suppliers with highest number of invoices spend (€): **10.312.149,53**

Highest volume of invoices suppliers' contribution to Total external spend: **34 %**

Supplier 2 (S2): **144** invoices worth (€) **4.000.000**

Supplier 5 (S5): **65** invoices worth (€) **7.000**

The data in the Chart No. 2 shows that some suppliers (e.g. S5) create significant administrative burden on an organization and just by optimizing the invoicing process (defining a minimum invoiced amount or frequency of invoicing) a company can optimize also its internal costs and resource allocation.

Key Performance Indicators

In order to gain the maximum from strategic vendor management implementation, metrics evaluating suppliers' performance and quality delivery should be defined and instituted. These metrics should support the organization's strategic objectives and also help the vendors understand the principle for their evaluation. Sample KPIs may encompass:

- Delivery on time and to cost
- SLA compliance
- Order compliance
- Defect rate
- Number of customer complaints
- Invoice accuracy

Conclusion

Implementing strategic vendor management and supplier relationship management with relevant processes can help an organization optimize its costs long term; better understand its third-party expenditures and gain control over its costs on both strategic and tactical levels without the need to invest in specialized vendor monitoring software upfront. A cost-optimized process-driven organization becomes a supplier of choice to its customers, because it is capable of delivering predictable and reliable services at competitive prices.

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3.4 Neuromarketing

Alia Jabbarová

Abstrakt: Tento příspěvek se zabývá tématem neuromarketingu. Vysvětluje, co vůbec pojem neuromarketing znamená. Seznamuje čtenáře o možnostech propojení neurovědy a marketingu, popisuje uplatnění neuromarketingu a nabízí případové studie. Vzhledem k tomu, že neuromarketing je téma kontroverzní, zaměřuje se také na kritiku.

Klíčová slova: Neuromarketing, věda, marketing, nákup, technologie

Abstract: The main topic of this article is neuromarketing. It explains what neuromarketing means. It informs the reader about ways to connect neuroscience and marketing and provides the examples of use of neuromarketing and offers case studies. Given that the topic of neuromarketing is controversial, this article focuses as well on the criticism.

Keywords: Neuromarketing, science, marketing, shopping, technology

Introduction

Neuromarketing is a concept that combines the discipline of marketing and neuroscience; it aims at taking advantage of the knowledge about the brain functions, in order to streamline marketing strategies. Simply put, neuromarketing is the study of how the human brain responds to marketing stimuli. This helps marketers to understand the underlying reasons as to why consumers make the purchasing decisions they do.

The uses of Neuromarketing

Scientists from Stanford University, MIT Sloan School and the Carnegie Mellon University of Management conducted a study by using MRI to understand, what the brain does while making a purchasing decision. (Rick et al., 2007) By observing how neural circuits went dark or lit up during the buying process, the scientists found that they could predict whether a person would end up buying a product.

A year later in 2008 Martin Lindstorm, author of the book Buyology, conducted an experiment using a method based on EEG (Electroencephalography), which measures sensitive brain waves, using sample size of 2,000 people. (Lindstrom, 2008, s.47)

He was able to measure, how interested consumers were in what they were watching. He presented brain-scan subjects with a sequence of 20 product logos; each appeared for a second. Some were for brands that aired 30-second commercials during "American Idol," including Coke, Ford and Cingular. They also showed logos from companies that had no connection to the show, everything from Fanta to Target to eBay. Then they showed the viewers a 20-minute special edition of "American Idol," as well as an episode of a different show that would serve as a benchmark to statistically validate the results. When subjects had finished watching the two shows, they rescreened the same sequence of logos three times.

The goal was to find out whether viewers would remember, which logos they had seen during the show and which ones they hadn't. Not surprisingly, Coca-Cola did well; the brand had clearly increased its equity during "American Idol." Cingular (now AT&T) did well too. With Ford, however, the brand decreased its equity. In fact, the brand equity Ford had before the study fell consistently throughout the show and ended up negative after the show. In layman's terms, the brand was deleted from the brain.

What they learned was, that if a brand is part of a story line, our brains will accept the role of the brand and remember its presence. However, if a brand and its role don't support the story line, the opposite will happen: Our brains will simply erase it.

Buyology (Lindstrom, 2008) documents a three-year study. These are some of the findings:

- Images of dominant brands, such as the iPod, stimulated the same part of the brain activated by religious symbols.
- An image of a Mini Cooper activated the part of the brain that responds to baby faces.
- Warning labels on cigarette packages stimulate activity in a brain area associated with craving thus desiring to smoke- despite the fact that subjects said that they thought the warnings were effective.

Neuromarketing is not without its traps; while studying the human brain we have to be comfortable with paradox and contradictions. For example, you can like an advertisement, and it can create a positive emotion, but if it doesn’t leave you with an appropriate and corresponding set of associations and emotions for that product, it’s no use to the company trying to sell it. Quiznos, the US sandwich chain ran an advertisement that featured cartoonlike rodents. Even though it was very entertaining and well liked amongst the viewers, it wasn't very effective, since there's a bad association between rats and food.

Neuromarketing Research Methods

The primary source of data used by the Neuromarketers is the mobile eye camera (eye tracking). It records the movement of the eyes of shoppers (saccadic eye movement), or maps the eye contact of the customer with specific elements in the area (fixation), which connect in real time with the reactions of the brain, the resistance of the skin or heart rate frequency.

Commonly the brain activity is measured by EEG (electroencephalography) method, cardiac activity by ECG (electrocardiography) or activity on the surface of the skin by the GSR (galvanic skin response). Equipment for these measurements is adapted to the needs of commercial research and is altered to minimize its impact on the customer's response. Eye tracking allows you to accurately identify which visual stimuli (e.g., color, place in the shop, the shape of the product, the lighting or the interaction with the product or with the hostess) responds to the customer's eye.

Other methods used in neuromarketing include MEG (magnetic encephalography) or PET (positron emission tomography). Most effective and recent techniques are facial expression measurements – FMA (facial movement analysis) and FA (facial coding). (Kozel et al. 2011, s.172)

Case study

Pepsi paradox: In one early neuromarketing study, a neuroscientist Read Montague used MRI, to study, what he called the Pepsi paradox. He was inspired by series of TV commercials where people were asked to take "the Pepsi Challenge." In the commercials' blind taste test, Pepsi was usually the winner. In the study, during the blind taste test about half the subjects preferred the taste of Pepsi, however when they knew what they were drinking, about 75% preferred Coke. Montague saw activity in the prefrontal cortex, indicating that the consumers were thinking about Coke and relating it to memories and other impressions, he then concluded that the subjects were associating the drink with positive images and branding messages from Coke commercials. The results demonstrated that Pepsi should have half of the market share, but part of the consumers bought Coke not because of the taste preference but because of their experience with the Coke brand. (Du Plessis, 2011)

In 2012 Innerscope Reasearch, conducted a study, during which they showed 40 movie trailers to a thousand people and measured their motion responses, breathing rate, heart rate and amount of sweat. Using the results of the research they found out that they could predict how successful the film would be with high accuracy. According to Kevin Randall at the Fast Company magazine (Randall, 2013), "If a film's trailer fails to reach a specific emotional engagement threshold, it will very likely generate less than $10 million in revenue on opening weekend." After that research, big studios such as Paramount and Fox started taking neuromarketing much more seriously, as they could predict box office hits more effectively.

Criticism

According to the neuropathologist František Koukolík (Koukolík, 2012), the current use of neuromarketing is on the borderline of ethics. He also warned against various ways of exploiting psychological and neurological findings not only in business but also in politics. Koukolík explains that because the human nature resembles that of a herd, the knowledge gained within neuromarketing could potentially give tremendous power to people and societies as well.

Some organizations and activists, such as the co-founder and member of the board of directors of American non-profit organization Commercial Alert, Gary Ruskin (Ruskin, 2004), argue that some techniques or results of neuromarketing could be used unethically on consumers by abusing the knowledge of their fears or stimulating positive responses on demand. However from the other side neuromarketers argue, that the magnitude and precision of consumer manipulation is neither desirable nor possible.

Conclusion

Standard marketing methods are clearly no longer working for many organizations, new generations are so much used to having different advertisements around them, that they no longer pay attention to them, in addition people nowadays are so much more aware about classic marketing techniques, that they are immune to them, similarly market researches, surveys and focus groups appear to be not very effective. The struggle to understand the decisions behind customer motivations and choices has faced many companies, thus the emergence of Neuromarketing. Although this new concept can help companies improve their products and marketing campaigns to better manipulate customer's choices and increase their sales and brand awareness, it remains questionable on whether this is the right course of action. The borders between using this knowledge, to better serve the consumers vs to trick their subconscious is thin, therefore the neuromarketers need to carefully use the related methods. Lastly the remaining question is: what is the real potential of science into discovering human subconscious behavior and complex brain functions? And if one day we were to discover it fully, how are we going to use this power? Hopefully societies would have evolved by then not to misuse those great discoveries.

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3.5 Economy of Samsung Electronics in the 21st century

Veronika Janková

Abstrakt: Tento příspěvek je zaměřen na společnost Samsung Electronics a jeho cílem je seznámit čtenáře s úspěchy a výsledky firmy za posledních 15 let a také s plánem tohoto desetiletí, který nese název Vize 2020. Dále také představí marketingovou strategii této firmy. Velká část populace nakupuje produkty společnosti Samsung, proto se autorka článku zaměřila na tuto firmu, a to díky prokazatelné úspěšnosti na současném ekonomickém trhu. Je to součást společnosti, která je největší v Jižní Koreji a 3. největší světový konglomerát podle tržeb, který řídí několik firem na světě.

Klíčová slova: Samsung, společnost, Vize 2020, elektronika, marketing,

Abstract: The aim of this article, which is focusing on the firm Samsung Electronics, is to acquaint the reader with results of the company for the past 15 years, and also with the plan of development designed for the next decade called Vision 2020. This article also describes a marketing strategy of the company. A large part of the population purchases Samsung, and this is the reason why the author of this article have decided to write about this particular company, which is remarkably succesful at the current economic market. Samsung Electronicsis the subsidy of the Samsung, that is the largest company in South Korea, and the third global largest conglomerate by revenue, which controls several companies all over the world.

Key words: Samsung, company, Vision 2020, electronics, marketing

Introduction

The theme of the conference is the Entrepreneurial Spirit II (Economics & Management & Marketing in the 21st century), and that is why the author focused on Samsung Electronics, which is part of the largest company in South Korea and the third global largest conglomerate by revenue, which controls several companies all over the world. Samsung Electronicsis the leader in digital technology. This Article familiarizes readers with financial results and achievements of the company from the year 2000 to present time and with itsfuture plans. Moreover a marketing strategy that makes the company Samsung Electronics so successful is also described here.

Goals and methods

The aim of this article is to inform readers about financial results and achievements of Samsung Electronics from the year 2000 to present time. It also presents the vision for next decade. In the last section, readers can learn about firm's marketing strategy. Information used for creating this article were gathered from Czech and foreign websites.

Samsung

Basic information about Samsung

Samsung was established as a small trading firm that later became the global brand with activities in various business fields such as latest technology, construction, consumer electronics, financial services, petrochemicals, medical services, fashion industry, accommodation and other areas. Company's inventions enabled the company to become a leader in these areas and still make the entire industry moves forward. (Samsung.com, 2013)

A website slideshare.net (2010) mentions that Samsung Electronics was founded in 1969 in Suwon, South Korea as Samsung Electric Industries and later, in 1988 merged with Samsung Semiconductor & Communications.

The core business of Samsung Electronics is Consumer eletronics (Visual Diplay Business, Digital Appliances Business, Printing Solutions Business, Health and Medical Equipment Business), IT and Mobile Communications (Mobile Communications Business, Networks Business), Device Solutions (Memory Business, System LSI Business, LED Business). (YouTube, 2014)

Company‘s own website Samsung.com (1995-2015) says that Samsung puts great emphasis on its people and technology to achieve excellent products and services that contribute to creating a better global society.

Source: Samsung (© 1995-2015)

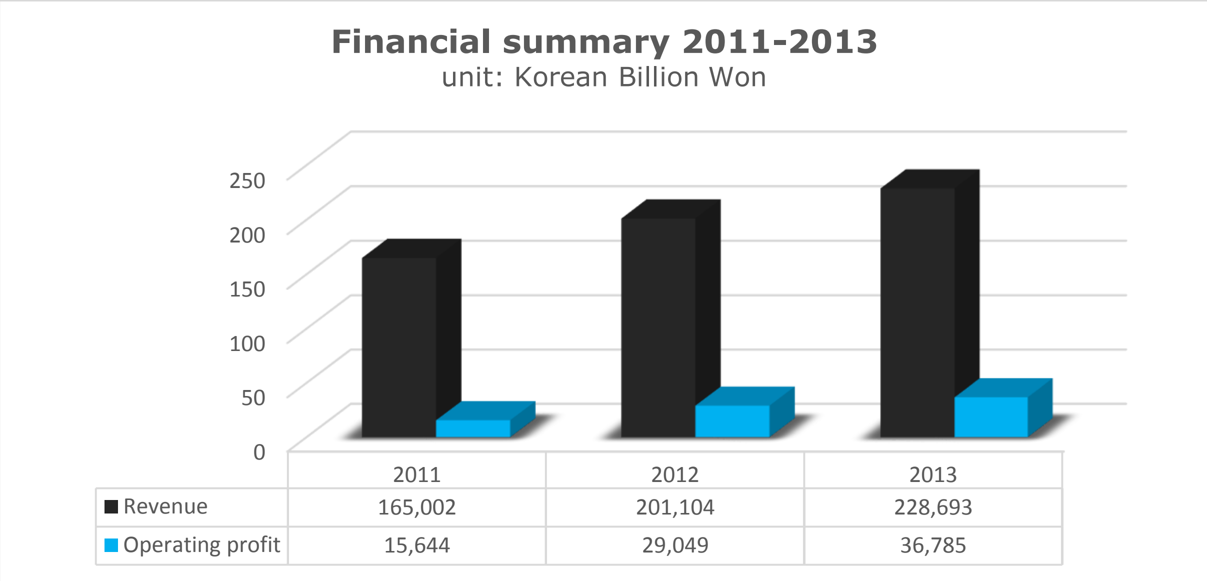
Pic. No.1 **Oh-Hyun Kwon**

Vice Chairman & CEO

The document on the website planetpdf.com (2003) states: „*The year 2000 was declared as "Samsung's initial year of digital management." Through this declaration, Samsung sets an objective to become the winner in the digital era of the 21st century through leading initiatives based on its pioneering spirit and management strategy of selection and concentration, as well as by advancing the standards of next generation digital convergence technology. Innovation has long been critical to Samsung's success, helping the group to be "first" in many new product developments and technological breakthroughs. Its commitment to in- novation continues to be stronger than ever. For example, Samsung Electronics, which has been among the world's top 10 in US patents for four consecutive years, has 13,000 re-searchers representing a US$1.7 billion investment in Research and Development. As Samsung expands its global presence and recognition, it has not lost touch with its roots in Korea*. "

Financial summary of Samsung Electronics and consolidated subsidiaries

In the following chart, you can see, that profit of Samsung Electronics increases every year. In the year 2013 its revenue increased by 63.691 billion Won in comparison with the year 2011 and operating profit increased by 21.141 Billion Won.



Source: YouTube (2014) - custom processing

Graph No.1 Financial summary 2011-2013

Results and achievements over the last 15 years

The website Samsung.com describes individual achievements over the past years and some of them are listed in this chapter. With the achievements of its electronics business, Samsung has been recognized globally as an industry leader in technology and now is the one of the top 10 global brands.

2000

- Introducing Samsung TFT-LCD with a resolution of record.
- TV and phone Watch Phone have been entered in the Guinness Book of Records.
- Revealing the world's fastest graphics memory.
- Samsung Electronics Corporation and Yahoo have created a strategic alliance.
- Samsung unfolded High Definition digital TV.
- Samsung launched a PDA phone.

2001

- Samsung is among the top 100 companies of BusinessWeek.
- Started mass production of 512 MB flash drive.
- Develops 40-inch TFT-LCD as the first in the world.

2002

- Development of the 54 "TFT-LCD, the largest digital TV monitor in the world.
- Launched PDP-TV, the thinnest in the world.

- Launched a new high-definition TFT-LCD color mobile phone.

2003

- Published the first HD DVD combo.
- Samsung is ranked 5th on the list of "Most Admired Electronics Company" published in Fortune magazine.

2004

- Sold more than 20 million mobile phones in the USA.
- Developed the first 8 GB of NAND Flash memory chip in the world.
- Issued 46 "LCD TV as a world first.

2005

- Samsung Electronics developed the largest flexible LCD panel.
- Samsung Electronics became the official sponsor of Chelsea.
- Samsung Electronics released a 7 mega pixel camera phone as the first in the world.
- Samsung Electronics has developed the first-ever speech recognition phone.

2006

- Samsung Electronics has developed a double-sided LCD as the first in the world.
- Samsung Electronics unveiled a 10-megapixel camera phone.
- Samsung Electronics launched the first Blu-ray player.

2007

- Samsung Electronics reached the first position in the global TV market for the seventh consecutive quarter.
- Samsung Electronics developed a 30nm-class NAND 64 GB FlashTMmemory as a first in the world.
- BlackJack awarded the prize for the best smart phone at CTIA in the USA.

2008

- Samsung Electronics launched OMNIA phone.
- Samsung awarded 1st place in the American market with cellphones.
- Samsung Electronics has developed 2Gb 50 NANO as s first in the world.

2009

- Samsung Electronics introduces the thinnest TV (6.5 mm) at CES.
- Samsung Electronics built the world's largest mobile phone as recorded in the Guinness Book of Records.

2010

- The Samsung ranked as the 19th best in the Interbrand 2010 Best Global Brands.
- Samsung has announced that it will invest $ 20 billion in new projects (environment and health care by 2020)

2011

- Samsung Electronics won an award for innovation at CES 2012 with 30 products.
- Samsung helped in Japan in the areas affected by the earthquake.
- Samsung Electronics was selected as one of the ten labels with the highest values in Africa.

2012

- Samsung is ranked 9th among the world's top 100 brands with a brand value of 32.9 billion USD.

2013

- Samsung Bioepis to entered into the development and marketing partnership with Merck of the US Samsung Display Passes three hundred Mil.
- Samsung recorded a total volume of shipments to 0.1 billion units of smartphones Galaxy S.

According Samsung.com (2015) Samsung Electronics Co. Ltd. won 80 prestigious awards for innovation at the Consumer Electronics Show (CES) 2015. This year's success surpassed even the last year, when Samsung won 76 awards.

Vision 2020

Samsung.com (2013) states that the vision of the company Samsung Electronics for the new decade is "Inspire the World, Creating the Future". A specific plan of reaching $ 400 billion in revenues and penetration among the top five global brands in 2020 was created as a part of the new company vision. In line with these objectives are also established following three strategic management approaches: creativity, talent and partnerships.

On the website Global.samsungtomorrow.com (2014) Oh-Hyun Kwon, vice chairman and CEO of Samsung Electronics identifies several key points:

- Samsung should focus their efforts on promoting sustainability and positive growth.
- Samsung is aware of the uncertainties in its business environment, and has the ability to respond to it.
- Samsung is sharply aware of the growing environmental impact affilated with the sourcing, manufacturing, use and disposal of our products. Therefore, it accentuate its 'Green Management philosophy' internally and externally.
- Reinvesting the dividends of our work into the growth of the company.

Marketing strategy

A document published on the website Academia.edu (2014) states, that Marketing strategy, which made Samsung Electronics, was very good that placed as a leading manufacturer of consumer electronics and electronic components in the market in this time. It is obvious that a good marketing strategy could really determine a company's achievements provided that proper realization is carefully monitored all throughout the operation of the business. Samsung Electronics wanted to be competitive and advanced therefore it began to change everything even the market strategy. From being a cost-driven company they fully changed their structure into a much more stronger manufacturing company.

Next, write that the first move was to aim a new competitive strategy at marketing technically superior products and developing while building an image of Samsung as a stylish, high quality brand impressive a premium price. The idea was to create the impression that it will offer technical innovation and design attracts younger consumers and unique way to penetrate the market. Thereunto, investing in research and development and technical innovation, the company has managed to reach class leading electronic products that have set trends in the market. It also enabled them to control its own technical fate and not just copy others. With much focus on core technologies common to other group of company, such like are large LCDs semi-conductors, chipsets, display drivers and mobile telephony. They have become pioneer manufacturers in the digital world, which they sought out would require innovations and new skills.

The document also says that, furthermore, the company should gain advantage in the market also. They developed technologies which has functionality adding up aesthetics and good ergonomics - the feelings and emotions of the consumers. Providing these set of product functionality and design, they also considered the price of having this output. They make sure about it that the customers get what they paid for. In order to achieve this idea, they involve a team of product designers who collaborate closely with their manufacturing people, market researchers marketers and engineers. For to stay in touch with customers in different countries They also involved into outsourcing. This includes immersing their product designers into seven design centres in cities like Tokyo, London, San Francisco and Shanghai. Moreover, ongoing monitoring and evaluation of the feedback from customers enables them to find out consumer taste and preference.

The document further states, that they made huge efforts of developing marketing programs to build up the Samsung brand around the world lastly. They are trying out that there is a need for them to develop aggressive and strong brand awareness for customers to have sufficient information abouttheir products.

Conclusion

The aim of this article was to present the results of Samsung Elecronics and its marketing strategies and also to introduce the plan Vision by 2020. Samsung has achieved several remarkable success over the past 15 years, which were describe in detail in this article. As you can notice the development went forward every year which positively influenced company earnings. Investment in research and development have paid off, because the company succeeded and became the best in its field. The graph in the article shows that profits of company are higher every year. And the company is constantly trying to make the Samsung brand to be the most aware brand all over the world.

The Company's objective according Vision 2020 is to achieve revenues at the level of$ 400 billion USD in year 2020. While in 2013 company’s revenues reached 228.693 billion Korean Won, which is 208.29 billion USD. During three years indicated in the graph in this article the company’s profit increased by 63,691 billion Korean Won, which is 58.01 billion USD. Will the company manage to double its revenues in 2020 in comparion with the year 2013? Will it be ranked among the top 5 global brands? Uncertainty in this business is obvious. Let ourselves be surprised whether Samsung Electronics company fulfill their plans and how the company will look like in 2020.

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3.6 In-Store marketing communication

Jakub Jedinák

Abstrakt: Práce se zabývá In-store marketingovou komunikací z hlediska smyslů jak nás ovlivňují v místě prodeje. Na začátku je v práci uvedena historie a vývoj marketingu. Dále se už zaměřuje na in-store komunikaci a na lidské smysly.

Klíčová slova: In-store marketingová komunikace, lidské smysly, point of sale, point of purchase

Abstract: This thesis deals with in-store marketing communication from the point of how our senses affect us in the point of sale. At the beginning, the thesis mentions the history and development of marketing. Furthermore, focuses on in-store communication and human senses.

Key words: In-store marketing communication, human senses, point of sale, point of purchase

Introduction

What is even marketing? In general, it means tactics and strategies to build and maintain relationship between customer and us. We must fulfill customer needs. Exactly how said Tomas Bata „ Our customer is our master".

First signs of marketing reach the ancient civilization of Egypt and Mesopotamia but thanks to industrial revolution roots have been strengthened in 19st. and 20st. Century. In these times the advertising and promotion had rather informative message, because the size of demand for goods was huge than proposition. As time went on, the market place was getting bigger and thanks to that, the first competitive rivals were formed. Since then the rise of advertising and promotion started and at this point, rise of significant symbols such as Henry Ford or Tomas Bata. Both of them were great supporters of advertising and they introduced a simple concept of how to lead a company. The development of marketing has changed forever. It is known, that Tomas Bata is still an icon, who inspire businessmen's all around the world. The motto „ Customer has always right" speaks for its self. Tomas Bata motivated his employees by share of profits, he printed company magazines or brought up new media to his company (meant television and radio) and so on.

After World War II started era of customer focused marketing. The philosophy of companies has been changed and their goals were not focused on sale but on a customer. A new era of marketing begun and thanks to that, it created a lot of marketing mix tools.

Goals and Methods

Among the most widely used marketing tools in these days is In-store marketing communication. In store marketing communication as known as advertising at the point of sale is considered as one of the most effective tools of marketing. Basically you can change customer final decision about product he wants to buy, plus the relationship between product and costumer will get stronger which is very important. Currently it is believed that about 75% of purchase decisions are implemented at the point of sale. As far as we know anything about advertising, this marketing trend is not consider as a classic advertising, but more like an element that refreshes product and make purchases more feel free.

Senses have a very decisive value for this marketing section. Because of them, we perceive the world as we see. We trying to remember specific codes, things, new stuffs, even danger and then our decision making process is easier for us. Nowadays when everything runs fast and humans don't have time for anything and time is actually very significant, senses are very important for remembering. People go to supermarket and don't even know what is what, what are they going to buy and they start to be confused. That's why my thesis is concentrate on how our senses affect us when we buying things and what tools and methods are using for In-store marketing. For a start i will present basic terms and concepts, describe situation in Czech Republic, describe human senses and how they work with pop tools and in the end i will make an conclusion.

In-store communication is linked with term BTL advertising and categorized by sales promotion. Unlike the classic ATL communication (such as television, print, radio, outdoor, or cinema) which is stagnating in these days, the in-store communication rises more than ever. This trend confirms a fact that investment is getting stronger for point of sale. In year 2011 ranked second place with 27% of investments among the others advertisements. First rank belongs to classic advertisements such as Television or radio.

From same research we know, that despite real investment, the contracting entities consider in-store communication as the most important means of communication.

In marketing planning, the in-store communication has for goals emphasize the uniqueness of company and their brand, increase sales due to influence at the time of purchase and of course support attendance in store and customers loyalty, in place of the sales area. Terms that are binding to In-store communication are POP, POS and impulsive shopping.

POS and POP

Concepts POS and POP confuse people very often and they are interchanged. POS or point of sale is term for any place, where the realization of sale is generate. Among them traditional and modern retail market, as well as service shops. On the other side, POP or just point of purchase are concrete marketing tools, which affect us in point of sale and they are used for advertising products, brands or services. Thanks to ability to attract customer attention is POP communication an important trigger of impulsive shopping.

Impulsive shopping

It is one of those kinds of shopping decisions, where rational arguments don't have their place. It is a reactive behavior, which in several cases is initiate by communication in point of sale. Consumer did not made decision about purchasing product before he entered the store and thanks to POP communication which affects him at the point of sale, he actually bought that product. It is perfect how these concepts are connected. Impulsive shopping is often made by buying small products of fast consumption, where dealing up with functions is pointless.

Situation in Czech Republic

The milestone year for evolution of in-store marketing was 1989. With the advent of retailers new brands on market place, different forms of POP tools were appeared at sales area. At the beginning they were placed in stores for free because of the lack of competition. But as time went on, the demands were higher and there were created some rules about placing less POP materials. Thanks to that, the POP tools became a source of income for retailers and later very important element of whole marketing mix tools, which was good for affecting emotions.

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Consumers are starting to lean towards buying again in specialist shops, which is trend that has roots in past but for the growth of in-store communication is very useful. Oversized stores such as hypermarket or supermarket can never be an ideal place for the rise of emotions and feelings. But on the other hand, small specialized stores can achieve that certain atmosphere very easily. The advantage is also testing the effectiveness of the POP tools and getting feedbacks from the customers. In Czech Republic still predominates orientation on price.

In-store marketing communication by senses

It is scientifically proven that senses manipulate our behavior. Affect on emotions is important opportunity of communication in point of sale. It helps sales to be effective but also build and maintain relationship with customers and helping them to perceive the point of sale better. Even though as it is cheap, the popularity of internet shopping is growing. But we cannot ignore the possibility that stores have over the internet. Visiting the shop is itself more sensory experience. Once the customer enters a store, his visual cells are busy with pictures, brand logos, advertising and etc. Furthermore, the customer listens to the sounds spreading everywhere around the store, pawing or tastes different products and finally he goes towards the checkout, where is his final decision. In online world is all of this impossible to do.

Vision

Approximately one quarter of the brain is involved in the processing of visual perception from the environment, which is many times more than is the case in other senses. Thanks to this, vision is the strongest of the human senses and often we prefer his opinion and wins over our logic. This fact is demonstrated by Dr. Roth's test where 100 students gave guess which lemonade is sweeter. He coloured lemon drinks by intensity of colors and asked them, which one is sweeter for them. Most students guessed wrong. They believed that the deeper shade of color, the sweeter the drink. But in the end, it was the opposite.

In point of sale our vision is focus on light, design and graphics which are very important communication tools. Products that are placed on the sales floor in well-lit areas are attractive for consumers. For products where the receiving of light is less, the charm is lower. Another important communication tools that affect visual perception are design and graphics. Shape of tables, wall colors, materials, texts, symbols and brands can affect the customer, because our eyes like to look for signs. Customer perceives very closely how everything looks, how store is organized or products are distributed. It is a game full of atmosphere and emotions.

Smell

Smell can activate the same areas of the brain as vision. Our olfactory bulbs are, in fact, part of our limbic system, most primitive part of our brains. They are separated by only two synapses from the amygdala, the seat of memory and emotion and six synapses from the hippocampus, the brain organ responsible for storing memories.

The importance of olfaction in in-store communication is also important. Working with the sense of smell can cause that when we eating our favorite foods, we recall a few moments associated with this meal. Same thing with Baker store. Bakers had run the smell of fresh bread across the store. Or many customers of Apple brand can recall the smell of plastic packaging, ink, aluminum and plastic, they encountered when brought some apple product home. Customers tend to return to the places, where they feel good thanks to smell of that store. That's why it is important to create an unique scent in store, because every time the customer feels that scent, he will remember our store and brand.

Taste

Our sense of smell and taste receptors are linked. Both senses operate on chemoreceptor, which means they are registering the various chemical components to identify flavors and scents. Taste stimulation is one of the senses most easily set off by the mirror neuron system. Anytime we showing an appetizing product, we must be sure that the consumer can see it being enjoyed by another. This is the key to stimulating desire, which lead to purchase.

We need to interlink the taste with other senses at the point of sale. For example, when we connect taste with sense of smell, we are talking about that we feel the taste. So the scent matches the attributes of smell. Same thing we can apply on vision. It can be demonstrated on Apple logo, when the apple can't taste or smell like real but pleasant feelings can be triggered thanks to mirror neuron system. Or another example colors, red and yellow color is associated with appetite, which can be explained on the McDonald's design.

Sound

Sound allows us to recall memories that are associated with strong emotions with overtones of sound. That's why many rituals that are originated in human culture were complemented by sound. Church singing, the wedding march, graduations etc. When we listen to music, our pupils expand and release endorphins into the blood, which is good for our human psyche. It is scientifically proven that music is therapeutic tool.

The sound of our product makes and the background noise of our store are critical part of remembering. When the brain hears the coca cola sizzle, the chip snap or coffee sipped, mirror neurons just tell us: „we want that, get it now! "

Brands and specific products can be identified through sound. There are many companies that want collaborate their products and corporate identities with jingle. The sound can serve as a great communication tool, which will create emotional experiences associated with previous practice. It can differentiate the company or company brands and the most important thing is that it can get us into right shopping mood.

Touch

Touch is the oldest human sense. The most urgent and the most integral to our survival and evolution. Touch is, in many ways, the embodiment of sight.

The importance of touch in in-store communication is important, so when customer touches the product, he perceive its quality. A lot of people are choosing their next mobile phone or other electronic device, depending on how they are comfortable in the hand or what is the weight. Even the choice of material for point of sale plays a big role. Materials of tables, racks, cabinets, sofas or shopping carts leave us in emotional experience, especially where there is contact with the pop media. Again, I mention the Apple Company, which on its rounded designed white tables showing off their laptops or desktops. Glass, wood, metal, it plays a big role and everything works cleanly and elegantly. Another thing is, we can touch the product, in this case that will increase our desire to own that product. That's why it is good to strategically well place products so the customer can see and try them out.

Section headings:

1. History and development of marketing
2. In-store marketing communication
3. Conclusion of the thesis

Conclusion

With the growing popularity of online shopping, in-store communication may constitute one of the most effective starting points on how to indulge customer experience that he will be glad to return to the point of sale. It is relevant to work with details of products and also in the point of sale. Therefore, the senses have a major role. Thanks to the vision we perceive brand images, wall colors, shapes of tables or racks. Another very significant sense is touch, through which you can feel materials pleasant to touch or products. Sound is ideal tool in the point of sale; it creates an atmosphere to make the customer feel comfortable and relaxed. The participation of the senses for the point of sale creates a pleasant atmosphere and customers can feel the experience.

If we want to be successful, we need to focus on creating long-term relationship between the customer and the brand. The significant point is to build brand awareness, strengthening its position in the market and in the minds of consumers. I think that the POP tools should be seen as part of a complex communication. Their importance will grow, if it will develop its sophistication and functionality. Human senses will not change but human development does not stop and it is urgent to keep up.

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3.7 Modern internet marketing trends

Jan Klokočka

Abstrakt: Tato práce má za cíl přiblížit čtenáři moderní internetové marketingové trendy. Za posledních několik let stoupá počet uživatelů internetových služeb raketovým tempem a je tedy ideálním prostředím pro marketingové kampaně ať už malých či velkých podniků. Moderní marketingové trendy jsou přátelské obzvlášť v nákladnosti kampaní a hlavně v cílení a oslovení širokého publika. Práce popisuje jen některé autorem vybrané trendy, které jsou stále aktuální a je zde uvedeno několik příkladů jejich využití v praxi.

Klíčová slova: Marketing, Internet, Trend, Youtube, Viral, Umístění produktu, Reklama

Abstract: The goal of this work is to describe modern internet marketing trends for the reader. In the last few years the number of users of internet services has skyrocketed and thus is an ideal place for marketing campaigns to either small or big companies. Modern marketing trends are friendly mainly in costs of the campaigns and mostly in targeting and adressing wide audience. The work is describing only some of the trends chosen by the author, which are still current and there are some examples of them used in practice.

Keywords: Marketing, Internet, Trend, Youtube, Viral, Product placement, Advertisement

Introduction

The topic for this work came easily, because the author is interested in the art of advertisement and read lot of articles concerning advertisement on the internet. Since there is a huge expansion of internet services and users in the world in past few years, there is also a big boom of all kinds of new styles of approaches to the customers as well as new ways of advertising. There are over 7 billion people currently living on earth today, over 2 billion of them have internet connection and about 5 billion out of those 7 billion have a cell phone, so the audience for marketing campaigns is very large and one of the advantages of internet today is the targeting of this large audience. This work cannot describe all of the new approaches to customers or all of the ways of advertising, because there is simply too much of both, but it describes the most interesting and most entertaining modern marketing trends according to the author of the work.

The work shows some of the modern marketing trends and describes companies which used them in practice.

Author would like to note, that internet and websites in general were not taken very seriously for marketing purposes in the beginning, but after companies found out how many customers they can adress and how efficient it is, all of those new trends arised.

Viral videos

One of the latest marketing trends on the internet is called viral marketing. The name viral marks the similarity of spreading to viral infections or electronic viruses. The goal of viral ads, is that they spread very quickly to a large number of people, who are potentional new customers. Viral ads easily create great word of mouth, which is a great way to get and persuade new customers, since friends and family are a reliable source of information about how satisfied they are with a certain product. Viral ads are very effective with minimum costs, but that doesnt mean, that they are always successful.

Viral videos have to be shared somewhere, so people can just click on the link and see them right away. Thats when the second most popular website (ebizmba.com, 2014) called Youtube comes in. Youtube is very important for viral marketing since registration and video uploading is free, so there are absolutely no costs for companies, that are trying to use viral marketing. Not only it is free, but Youtube also has about 1 billion estimated monthly visitors (ebizmba.com, 2014), so the video can hit a large audience.

M. Creegan (cnbc.com, 2014) mentions some of the successful viral videos and campaigns. One of them is called "First Kiss‟ and it was made for a boutique in Los Angeles called Wren. The video has 20 strangers divided in 10 couples and they are filmed while kissing for the first time. As of February 26th 2015, the video has 99,268,658 views on Youtube (youtube, 2015). Many viewers knew or learned, that the strangers in the video were models equipped with outfits from Wren, and they made connection with the brand. The video had a budget of just over $1,000 dollars and Wren’s sales rose by 14,000% which shows how extremely efficient the viral marketing can be.

Another one of successful viral videos which M. Creegan (cnbc.com, 2014) talks about, was made for an american greeting card company called American Greetings. It was a compilation of fake interviews for "the world’s toughest job‟ with absolutely impossible working conditions, like no vacation or no salary and in the end the viewers learn, that the job is being a mom. Eventhough the video brought great results and as of February 26th 2015 has 22,968,173 views on Youtube, it seemed like a bit of a misfire from the beginning, because it violated some of the basic rules of advertising, such as not indicating association with the brand right from the start of the video. But the spokeswoman for Ameriacn Greetings said, that all of that was intentional and since the traffic on the company website had increased, then it can be said, that this viral video was a success.

In the end M. Creegan (cnbc.com, 2014) states, that when practicing the viral marketing, it doesnt really matter if the company has a big or small budget, most important is the content and the creativity. If you do have a good content, then you have to show the brand and let people know what they have just watched, otherwise you can have a video as a Youtube hit, but it won´t affect sales as much as it could.

Viral ads are popular all over the world, and since the author is from Czech Republic, the work should mention the Czech most famous specialists on viral videos called Viralbrothers. It is a duo of friends whose names are Erik Meldik and Čeněk Stýblo. Their project Viralbrothers started with viral video made for company expresslakovna.cz (youtube.com, 2015) and had over 800,000 views, which is a huge accomplishment for the Czech conditions. After that, they got very famous thanks to a series of videos known as "Debilní kecy…" which are videos about stereotypical things that certain groups of people say, like teachers, moms etc. and today, they own a Youtube channel called also viralbrothers which has 1,636,347 subscribers and that is in czech conditions highest number and also most successful channel as of today.

Advertising through Youtube

Another latest marketing trend is advertising on above mentioned second most popular website – Youtube. As A. M. Elliot states (mashable.com, 2011) Youtube was founded in February 2005 by three friends Chad Hurley, Steve Chen and Jawed Karim. Those three knew themselfes from another internet company Pay-pal. In November 2006, Youtube was bought by Google for 1,65 billion dolars.

Before we get to the marketing trend on Youtube, let´s mention some mad facts about Youtube. Youtube on its pages (youtube, 2015) states that Youtube is located in 75 countries and accesible in 61 languages. There are 300 hours of videos uploaded to Youtube every minute. Half of all the views are coming from mobile devices. It has turned out, that Youtube stars are more popular than mainstream celebrities among American teenagers. And of course the most important fact of all is, that Youtube has more then 1 billion users.

As the work mentioned, you can use Youtube for viral marketing, but there are other choices. One of them is buying a Youtube ad, which the viewer will see before, during or after the video ends. It may be more expensive for companies but it is not relying on whether the viral campaign will be successful or not. It is easier and safer way to get to a large number of your audience. Youtube conditions (youtube, 2015) seem very friendly, since you pay only for ads that were watched to the end. They are also very good at targeting your audience, for example, if a company from London buys a Youtube ad, it will be played to viewers around London and not in Berlin and the company can choose even the gender and age of the viewers they are aiming at.

After buying a direct Youtube ad, there is also an option of product placement. This trend is really efficient if the company works with popular Youtube stars. The work has mentioned, that Youtube has more than 1 billion users, these users generate billions of views and most of them have some sort of favourite channel.

Let´s give an example, there are some big stars on Youtube and one of them is called KSIOlajidebt (youtube.com). His channel has as of today 8,581,512 subscribers and has generated just under 1,5 billion views. His name is actually just Olajide and his channel is mostly about him playing FIFA (a football video game) while he makes comments on it and really freaks out at some points of playing it, which is something unique and funny and something that makes people laugh so thats mostly why he has so many fans. And since he plays FIFA, which is a game where you need something called "coins" for which you can buy footballers for your team, he made a deal with an e-shop called mmoga.com, where you can buy these coins. In the beginning of his videos, he has his own and very short spot for this company. The spot is about 8 seconds long, which is very important, because the viewer will most probably watch it whole instead of trying to skip it. It is very brief but still the viewer knows what it´s all about and where to find this e-shop, because KSI will give them link in his video.

Author would like to point out, that the length of all the video ads on Youtube is crucial for its efficiency. The shorter the ad is, then it is more likely for viewers to watch it till the end.

Another example of Youtube star promoting a certain product is channel called Brosciencelife (youtube.com, 2015). The person appearing in these videos is called Dom Mazzetti, which is a fictional character of a dumb guy from gym, but again, the content of this channel is in its own way unique and thus attracts viewers. But because mainly people who like exercising will watch his videos, he does product placement of fitness supplements and he is always wearing some of his own merchandise, which is suitable for wearing in the gym. Brosciencelife has as of today 1,075,932 subscribers and generated over 100 million views. It looks like small numbers, compared to the above mentioned KSI, but this channel is a few years younger, so it can grow more in the future.

Crowdfunding

Crowdfunding can be a good marketing campaign for some companies that are in the beginnings. According to T. Prive (forbes.com, 2012) crowdfunding is a practice of funding a project by raising many, but small amounts of money from a large number of people and that´s mainly done vie the internet.

The best example for crowdfunding is the website called kickstarter.com (kickstarter.com, 2015). It is as of today the most famous crowdfunding website and the method is pretty simple. When a company has a new product, that either doesnt exist or has something the competition doesnt have, they want to start producing and selling, but they need money for that, so what they do is they put their project on a crowdfunding website, such as kickstarter.com and they ask people for small donations, so the project can realized. In exchange the donors are promised, that they will have the product as the first costumers with bonuses such as signed product or engraving of their choice.

The main advantages of successful crowdfunding are lower costs for the company, because the company dont have to pay any interests to creditors and also since it can be something very exciting and new, then people will start to talk about it a lot, so it is also a great advertisement.

The author would like to mention at least one example, which is a product called the wipebook. This product is notebook with pages that function like whiteboard, which means you can write in them with markers and than you can erase them and use the pages again (wipebook.com, 2015). This project raised over $420,000 which is more than 1000% of their initial goal of $4000.

Word of mouth (WOM)

WOM is arguably the most powerful of todays modern internet marketing trends (graduatedegrees.oline.njit.edu, 2015). Most of internet users are affected by social networks and mainly facebook because over 1 billion of them have a facebook profile. Facebook has over 1,3 billion monthly active users (statisticbrain.com, 2015) and everyone can share their opinions or experience with certain products or companies. But customers dont share it only on Facebook, because you can see facebook comments nearly everywhere you look, and it is not only facebook comments but companies give customers their own space to express themselves right on their websites and also directly under the desired product, where they can also have someone for support, for example, if any customer has a problem with certain product or service, they can write a comment and the person hired for support on websites can give them an advice or at least explain whose fault it can be and worst case scenario is apologizing because the company did a mistake. No company can never look after all of the customers, so the WOM is a big motivation for not doing any mistakes, because only good products and services can make a good WOM, which is very important for every company.

Conclusion

This work mentioned just some of the modern internet marketing trends, there are a lot of marketing and advertising trends, which are mostly related to Google, Facebook or SEO, but that is a whole other chapter where we could talk about pay-per-click model or web banner ads. The author belives that since there is a huge number of internet users and it is still rising, the modern marketing trends on the internet are going to develop and there are going to be more approaches to the customer. These were just some of the most entertaining and efficient marketing trends of today which will surely continue being very important for both small and big companies or brands.

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3.8 Gamification like a marketing trend

Ema Krhovská

Abstrakt: Tento příspěvek má za cíl seznámit zájemce se základními informacemi o gamifikaci, která je v zahraniční hojně užívaným prvkem, sloužícím k vytvoření pouta se zákazníky. Článek shrnuje základní pojmy, které jsou potřebné ke správnému používání gamifikace v praxi.

Klíčová slova: Gamifikace, marketing, trendy, engagement, propagace

Abstract: This contribution has the aim to introduce the readers to basic information about gamification. That is very often used abroad as an element for engagement of the customers. The contribution summarizes basic concepts that are necessary to know for the right usage of the gamification in practice.

Keywords: Gamification, marketing, trends, engagement, publicity

Introduction

Gamification has been known very well during the whole human history. Furthermore, we can find some previous references about it when imaginary characters like Mrs. Piggle-Wiggle or Mary Poppins try to change duties into the game. It is known that funnier works help people to work faster and repeat the job. Therefore, why not use gamification for our own business and to engaged customers in our company? It is simple and if we find a good way how to do it, we will reach our goals.

Goals and methods

The goal of this contribution is to introduce the reader to basic information about gamification. After reading this article the reader could be able to identify basic elements of gamification and could implement the game mechanics to engage the customers. To accomplish these expectations, the information about gamification that is presented in foreign resources was compared. At the end of this contribution the analysis of individual examples and their description is demonstrated.

History of Gamification

If we look at the history how companies often endeavor to engage customers, we can observe some basic elements of gamification. Zichermann, Cunningham (2011, p 6) gives the example of the companies which in 19th century began with the program "buy 10 and you will get 1 for free". People collected stamps for each purchase and demonstrated basic loyalty to the company. The problem with this program was that the companies had to give free products from their goods that people were willing to pay and simultaneously, it is not possible use this program with every product. Currently this system is used more or less at the food department such as cafes or pubs that are trying to retain customers. For example, Starbucks use this system for their loyalty card or Marks & Spencer offer hot beverage at their cafe.

Zichermann, Cunningham *(2011, p 7)* further states the program S&H Green Stamps in 1930s. With every bargain the customer got stamps and collected them to the special book. After reaching the required number of marks, signs could be replaced with selected goods. The customer got stamps together with the product and thus, it was hard to calculate their real value. It means that Stamps became virtual currency. In the Czech Republic this system was very often used by companies for bottled water. The customer collected stamps and glued them to the previously prepared forms. Having sent it to the company, the customer received the chosen product. This method is now also used by chain stores which offer stamps for purchase in a specific value. Collecting a specific number of stamps signified a gift. This system is really attention-grabbing but still does not engage customers in the company. If another chain store comes up with a more interesting gift, the public will exchange the store because its products are basically equivalent.

Fitz-Walter's (2013) summary of the history of gamification claims that Terrill (2008) referred to the term Gameification in the context of *"taking game mechanics and applying to other web properties to increase engagement".* After that the word changed to Gamification and became more popular.

According to Fitz-Walter (2013) big step for the gamification was made since the Foursquare introduced their telephone application with points, badges and leaderboards which are all gamification elements.

How to do Gamification

In order to be able to use gamification in the right context, one has to firstly understand what gamification really means. Zichermann, Cunningham (2011, p XIV) defined Gamification as *"The process of game-thinking and game mechanics to engage users and solve problems."*

Kevin Werbach (2015) summarized the term gamification at his online course as "*application of game elements and digital design techniques in non-game contexts, such as business and social impact challenges".*

Both these statements can be summarized by Gartner It Glossary (2013) "*Gamification is the use of game mechanics to drive engagement in non-game business scenarios and to change behaviors in a target audience to achieve business outcomes."*

All three definitions mention the game elements or game mechanics for successful gamification. Basically, the game elements are ones of the most important pieces of the process gamification. Zichermann, Cunningham (2011, p 36-65) summarized the game mechanics to:

- **Points** – in every game it is necessary to have a point system which interest gamers and keep them in the game. The **experience points (XP)** are the most known and are used for interaction with the game and the gamer keeps them during the whole game. Moreover, one can encounter **redeemable points (RP)** which are known as coins, bucks or cash and fluctuate during the game. Eventually, the gamer receives **skill points** for completing tasks or subgoals.
- **Leaderboards** - can be used in two variations. One where gamers are in the middle of the board and they can see only few people above them and under them. The second variation is the general overview where the gamers can see themselves and also individuals with the best scores.
- ***Badges*** – according to authors, designers use badges for promotion of the products and services. The benefit of badges is that they demonstrate progress to the gamer.
- ***Challenges and Quests*** are in every game since they give players direction throughout the game.
- ***Levels*** – indicate progress in every situation and also make the game difficult

Non-game situations in these definitions mean situations in real life where the game elements can be helpful. In the definition of Gartner IT Glossary as stated above, the target audience provides us with successful gamification process.

The gamification aims are to engage the people in our company. By this term we use the statement as it is stated by Zichermann, Cunningham (2011, p XVI): "the connection between a consumer and a product or service."

For successful gamification Zichermann (2014) at the TEDx talks highlights that it is really necessary to have **3F's** like feedback, friends and also fun. With this system gamification can be a daily part of our lives. For the feedback it is really necessary to have *game elements* in the game. This informs the player about their score in the game, show them their leaderboards and also provide them a reward in the form of badges or virtual currency.

Besides, without friends it would not be fun. With the social interaction, players can stay in the game much longer. Zichermann, Cunningham (2011, p 9) argues in his book about the word of mouth marketing. Especially social networking is very valuable for gamification. If people play games, they post information about games on their Facebook profiles or send invitations to their friends. Therefore, the game is still used and people recommend it to their friends and also demonstrate their level progress in the game.

Gamification can be also used for diverse topics such as learning, staff development and promotion or scientific purposes. At the TEDx talks Zichermann (2014) used an example of the game Phylo where the structure of DNAs is being uncovered by u*sers*. Around 350 000 possible errors in the comprehension of the structure of DNA were discovered by the players. It is some kind of brainstorming where people not knowing details about the problem can find the way of how to look at the problem from a different point of view.

An example of how the gamification system can help improve human behavior is mentioned by Zichermann, Cunningham (2011, p 16) who introduced *Speed* Camera Lottery by Kevin Richardson. The people who passed the checkpoint in the correct speed limit were photographed and the photo was placed into the lottery. Thus, people who obey the law got chance for wining. Authors in the book interpreted the result of this Speed Camera Lottery where on average 20 % of people decreased their speed at the checkpoint.

It is an example of positive reinforcement. Instead of punishing people for wrong behavior, we reward people for good behavior.

Examples of Gamification

These examples can help us to better understand why gamification is so interesting for the marketing and how we can use it.

Zombie, run! is an application for running which has above 800 000 players around the world and via this application it was run above 20 000 000 kilometers.

This application for smart phones was made for people who enjoy running but struggle with daily running. With this application people became "runner number 5" and begin searching for some supplements which can help human race survive the zombies attack. To the normal music saved in the telephone, recordings with the instructions are loaded. These instructions concern information about zombies behind the runner and information about collecting interesting stuff during the run. This stuff can be used for building a town at the "Zombie, run websites" where every user has their own account. While the city grows, users can plan their strategy and also open some new episodes for running.

This application is a perfect example of great gamification since it has ab interesting story that engage people. In comparison with the explanation in Gartner IT Glossary (2015), the Zombie, run! have game mechanics like XP points which can be used at the websites and which raise the level of individual buildings.

The application has also leaderboards where users can see their friends and see how many objects they collected, how many times they ran or how extended their city is. Furthermore, some of the users can feel the social pressure because their friends can follow them and consequently, they will see if the users cease to run.

The Zombie, run! has also the achievement board which works on the basis of badges. For example there are achievements such as avoiding the first zombie, running 10 km in one week or completing 5 missions.

Quests in the game are switched to the missions where people have to complete and keep the game constantly in motion.

The biggest challenge in this game is obviously running. This application is not for people who run daily and do not struggle with regular motion. The application is still growing but if we look at the beginning of this application, we can observe really clearly what the main target group is – people who want to start with daily running. Lots of potential customers of this application may start with running but stop it after a few days. The interesting story engages the people in this application, because any other application for running does not offer the story or strategy.

Combination of running which a lot of people usually hate and game mechanics that made the application interesting. Not only is this application about running, but also about the strategy and making a new community of runners. The running is discontinuous by the information about collected items and the information about group zombies behind the runner which means that the runner must run quicker. This element of game together with strategic planning makes the run fun and help people continue with the running.

A different kind of gamification can be shown in the game **Play to cure: Genes in space.** According to Childs (2014), this game was made for the scientific purposes and is programed for help with analyzing the microarray data of DNA.

The spaceship in the game is going through the space and collects the element Alpha. To obtain this element, the player must plan the best route where the greatest number of Alpha elements is. However, in reality the spaceship is going through the DNA microarray data. People can analyze these data better than computer; nevertheless, it could take hours for the scientist to analyze all data. The game will collect the data from the players and make the average through the DNA’s error.

The game is also interesting because the element alpha can be sold during the game and the credits received from this can be used for the improvement of the spaceship. To engage the player, the game informs about how many samples were analyzed. As a result, the player sees that their playing is useful and have impression that they are doing something useful even when there are only enjoying the game.

One of the questionable examples of gamification is the game **America's Army** which was made for the US army. At the official websites of the game you can click through the link and get to the US army website. In this game people can try how it is to be a soldier and try the real situations in battles. The purpose of this game is getting new members of the US army. Nonetheless, it is really questionable if this kind of promotion and using the gamification is ethical.

From the Czech Republic we can use an example of the publishing Tympanum that used the new edition of Dan Brown's audiobook for their game **"Po stopách Dana Browna**". During summer the publishing posted indicia at their Facebook pages every Monday and players had to solve it. The indicia uncovered the place where the box with the form where players had to enroll was hidden. In the box there were also two letters which were used as a code in the final round and the code was used as the discount for different Dan Brown's audiobooks.

This game used game elements as leaderboard which was in the hidden box. Players who discovered the box could see how many players before them solved the code faster. The game used also the individuals' quests which were released every Monday and without passing every quest players could not go to the final round.

With this game the publishing helped their target audience to experience situations from the book in real life. This helped them with the engagement of their customers and because of playing this game, people subscribed to the newsletter or became fans of their Facebook page not to miss any important information. After the end of the game people stayed on this communication channels because they did not want to miss any other interesting events from this publishing.

Conclusion

Gamification can be very useful for selling products and can also help with the engagement of customers. But if we are thinking about using gamification, we have to look at some important facts.

At the first we have to have a good and quality product. If our product is poor quality, useless or the food tastes really bad, not even gamification could help us. Gamification can help us with the engagement of customers but we have to set up the quality background for it.

Not only is gamification about creativity, but it is also about psychology which can help us with inner process in human behavior. We have to have experience in business, for example with the targeting – without a good target group the game does not have chance. And it is necessary to know sociology context, for example, to know the culture we create the game for. Ignoring the culture can bring some problems which can also damage the company. Last but not least, we must not forget a quality game design which is important to attract the players.

Because of the high demands for gamification, we have to think if it is worth using it. Gamification is not a tool which we can use only partially. If we decide for gamification, we have to create a new place with a developed scheme. Introducing only some game elements such as badges, leaderboards or points at the webpages would not work.

The gamification is at first used for the engagement of people, which can help us with social issues or promoting our business. However, if we want only to increase our income, there might be a cheaper way how to achieve it.

The gamification is a trend which has its own place in marketing and if we want engagement of customers in our company, it is one of the best ways how to do it. The future of gamification is in the health improvement such as the Zombie, run!. The gamification could be helpful also for the non-profit organizations. Via the gamification, the organization can acquire more people who become interested in the problems of society.

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3.9 Social media marketing – The Impact of Social Networking

Natálie Marhoulová

Abstrakt: Tento příspěvek má informovat jeho čtenáře o novém trendu sociálních médií, které den za dnem nahrazují tradiční média. Popisuje sociální média jako cestu ke sdílení informací se širokým publikem prostřednictvím sociálních sítí. Referuje o metodách reklamy na Facebooku a seznamuje čtenáře se všemi možnostmi propagace. Vliv sociálních sítí je nepopiratelný, zejména Facebook, největší sociální síť současnosti, ovlivňuje náš každodenní život. Není to jen místo, kde sdílíme své příběhy s komunitou, stalo se místem velkého obchodu. Příspěvek začíná úvodem do problematiky, kde stručně vysvětluje proměnu v marketingovém prostřední, popisuje začátek světově největší sociální sítě a její propagační možnosti, které jsou podpořeny dvěma příklady kreativity v marketingu.

Klíčová slova: Facebook, Social Media, Marketing, Sociální sítě, Komunita

Abstract: The aim of this article is to inform its reader about new trend of social media marketing, which is day after day replacing traditional media. It describes social media as a way to share informations with a wide audience through social networks. It give an account of methods of Facebook advertising and introduces the reader to the possibilities of advertising on Facebook. The impact of social networking is undeniable, especially Facebook as the largest social network today affects our everyday life. It is not just a place to share our stories with the community, it become a place where the big business is done. The contribution starts with introduction into the topic and briefly explain transformation in marketing environment, beginning of the world largest social network and it´s advertising possibilities, which are supported by two examples of marketing creativity.

Keywords: Facebook, Social Media, Marketing, Social Networks, Community

Introduction

This contribution introduces to the reader new trend of social media marketing and its connection with social networks. It describes the impact of social networking for everyday life of its users and explains why is advertising there so popular for B2C marketing. This article explain basic possibilities of Facebook advertising, but it also mentions companies using advertising on Facebook in a different way.

Goals and methods

In this contribution author will try to explain main differences between traditional marketing and new form of Social Media Marketing focused on Facebook social network. The aim of this contribution is to inform the reader about possibilities of Advertising that Facebook offers and to illustrate it on a concrete examples. The main method used in this contribution is observation and analyse of current Facebook Marketing trends. Author will also summarize and evaluate collected data and confront them with her own opinion. She will also tries to add her own recommendation at the end of McDonald´s #FryFutbal and Burger King´s „Sacrifice" campaign analyse.

Section Headings

The change in marketing environment

General information about Facebook

Advertising on Facebook

Companies advertising through Facebook and their methods

The change in marketing environmnet

For understanding new social media marketing one must understand the actual changes that took place in marketing environment. Traditional media like radio and television are the oldest electronic mass media, which are still widely used. Especially television is still an integral part of everyday life. Even the radio lost only some of its value. In the last few years we cant note a tendency to move television and radio on the internet trying to become a part of the new media.

There is a lots of differences between traditional media and new social media and the best comparation should be seen int the Hausman (2012) table.

Table 1 Major differences between Traditional media and Social Networking

Traditional Media	Social media
One-way conversation	Two-way conversation
Closed systém	Open system
Opaque	Transparent
Mass marketing	One-on-one marketing
About ME	About you
Professional content	Brand and User-generated Content
Polished content	Authentic content
Paid platform	FREE platform
Metric: Reach/ frequency	Metric: Engagement
Actors/ Celebrities	Actors: Users/ Influencers
Economic decision-making	Community decision-making
Controlled communication	Unstructured communication
Pre-produced/ scheduled	Real time creation
Top-down strategy	Bottom-up strategy
Formal language	Informal language
Passive involvement	Active involvement

Source: Hausman (2012)

As a turning point between traditional media like radio and television and new social media used by the author is Web 2.0 which replaced Web 1.0 platform. What is the main difference between Web 1.0 and Web 2.0? Governor, Hinchcliffe, Nickull (2009, p. 29) used in their book Dan Zambonini´s quote which describes difference between these two platforms as: *„Web 1.0 was about connecting computers and making technology more efficient for computers. Web 2.0 is about connecting people and making technology efficient for people.*"

Best definition of web 2.0 offer Graham Cormode and Balachander Krishnamurthy (2008) who describe Web 2.0 as:

"Web 2.0" is a term that is used to denote several different concepts: Web sites based on a particular set of technologies such as AJAX; Web sites which incorporate a strong social component, involving user profiles, friend links; Web sites which encourage user–generated content in the form of text, video, and photo postings along with

comments, tags, and ratings; or just Web sites that have gained popularity in recent years and are subject to fevered speculations about valuations and IPO prospects."

General information about Facebook

Facebook, originally named „TheFacebook" is the most popular social network worldwide, which was invented by Harvard student Mark Zuckerberg and his classmates Eduardo Severin, Dustin Moskovitz and Chris Hughes. Facebook was not the first Zuckerberg attempt of social network. As a second year Harvard computer science student wrote Zuckerberg software for the Facemash website, site for the students of Harvard, created as a game type „Hot or Not". This website was shout down after a day or so by the Harvard execs. At the February 4, 2014 was initially released the Facebook as the successor of Facemash. Within the first three weeks 6 000 Harvard students had joined new popular social network Baloun (2007).

Day after day the number had grown to the current 1,38 billion monthly active Facebook users as of Decembre 31, 2014. We can also mentioned 890 million daily active users and 745 million mobile daily active users on average for December 2014 Newsroom (2015).

Now we know that the Facebook is the biggest social network of more than a billion people and this is the reason why every company wants to be presented here. To support this assertion author attaches another statistics from The Ambassador Blog (2012):

- 1 in 4 Facebook users check their account five or more times per day.
- If you combined monthly unique visitors of Twitter, Google+, MySpace, Printerest, Tumblr and LinkedIn, it is still not enough for Facebook monthly unique visitors.
- In United States of America people spend about 23% of their time online on Facebook and other social media sites.
- Facebook users over 18 years spend 7,3 hours per month on Facebook´s mobile site.
- 77% of B2C marketers are saying they acquired a new customer through their Facebook page.
- When the CEO and leadership team communicate via social media, employees trust a company for more than 82%.

Advertising on Facebook

More than 1 billion of people use their Facebook profile and timeline as a collection of the photos, stories and experiences organized by the date they were added. Facebok (2015) has a special tools for businesses, organizations and brands to help them share their stories, connect with people and make money out of it. These tools are pages ang groups, when the same source explain the difference between these two as:

„Pages allow real organizations, businesses, celebrities and brands to communicate broadly with people who like them. Pages may only be created and managed by official representatives. Groups provide a space for people to communicate about shared interests. Groups can be created by anyone."

According Facebook (2015) most of online advertising only reaches 38% of its intended audience but Facebook´s average is 89%, It means that advertising on Facebook helps to your business to meet new customers and to stay in touch with them. First of al it is necessary to choose the action we want from our audience. Facebook (2015) offers three advertising objectives:

- We want people to like , RSVP or engage with Facebook Page or event.
- We want people to visit or engage with website
- We want people to download or use our app

Adverts on Facebook are shown directly to specific groups of highly engaged people, so when the adverts have great creative content and are well targeted, they get more likes, comments and shares. Top targeting options we can find at the same source.

- Location – helps to reach people in cities, countries and communities, where is the bussiness done.
- Demographics – choose the audience based on demographics such as age, gender and education.
- Interests – reach people based on their main interests, hobbies and Pages, which they like on Facebook.
- Behaviours – helps to find people based on their purchase behaviours, device usage and others.
- Connections – reach the people who are connected to your group, page, event. or app and also their friends.

- Custom and Lookalike Audiences –helps to connect with existing contacts on Facebook, with the audience which you already have a connection with.

After all of these steps we will just set a budget for our ad set. It is possible to set spending limit for ad account, budget per day or for a set period of time. The cost of advertising on Facebook depends on size of the audience and of the budget Facebook (2015).

Companies advertising through Facebook and their methods

There are a lot of companies and a lot of methods how to advertise at Facebook, this section of the author´s contribution will present two of the most interesting examples by the author.

McDonald´s #FryFutbal campaign

Page Facebook for Business (2015) describes whole the success story of the cooperation between McDonald´s and Facebook´s Creative Shop during the FIFA World Cup. Facebook was perfectly placed to help McDonald´s executed this campaign, thanks to the 500 million football fans placed on Facebook. McDonald's worked closely with media agency OMD, sports agency Arc Worldwide and the Facebook Creative Shop to develop the global campaign named „FryFutbol" an industry first, real-time video at a scale never seen before. A model of a football stadium was created inside Facebook's London HQ and It was used as a stage for a French fries playing football. All the action began with historic moments leading up to the tournament, and continued with nearly 30 videos in 30 days, this content was expertly delivered to the people most likely to engage with it thanks to the good targeting.

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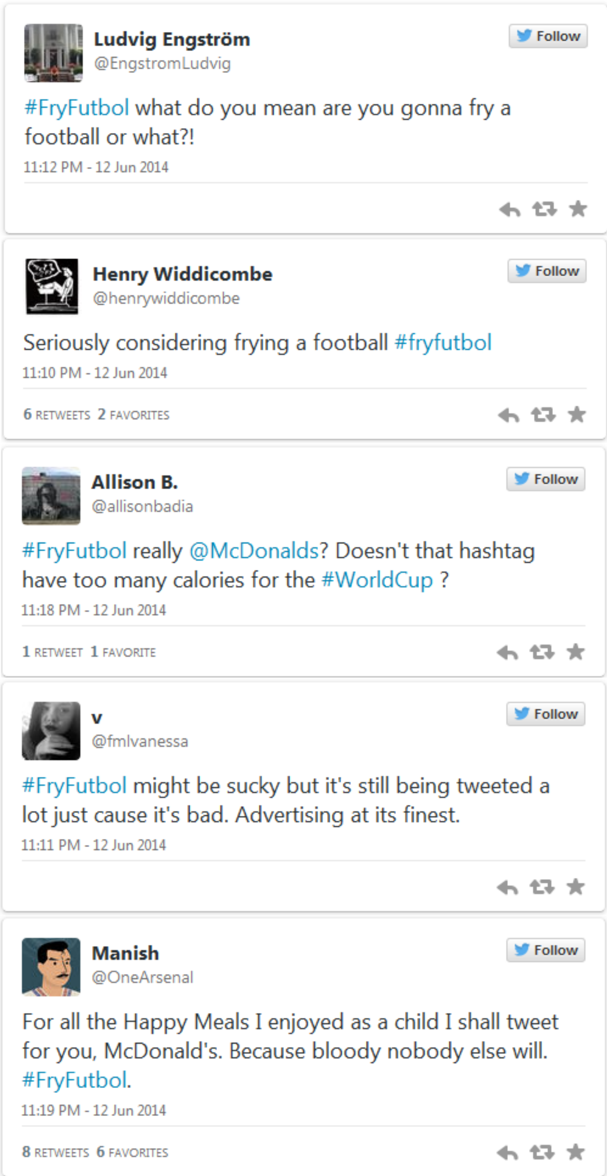
Figure 1: Sreenshot of the McDonald´s #FryFutbal campaign

Source: Facebook for Business (2015)

"Our goal wasn't just to create noise; it was really to be relevant," explains Thomas Truttmann, Head of Sports Sponsorship at McDonald's Europe. "We wanted to create something that would be close to the customer's heart. And we wanted to share our passion for the game. That's why we turned to Facebook—because it's the place where people share their passion." Facebook for Business (2015). At the same page we can also fing the actual results of this campaign - 125 million unique people was reached with the #FryFutbal videos.

Any time a company decides to engage in interactive advertising it is taking a risk despite the fact that the campaign had great results, there were many different opinions Marketing Land (2014).

Figure 2: Users reaction to campaign



Source: Marketing Land (2014)

The author´s opinion is that the first real-time video campaign was as successful as possible and every marketer should have count with the fact his campaign would be misunderstood. As we know from Phineas T. Barnum: *„There's no such thing as bad publicity*". This campaign show us how mobile Placement and News Feed Placement works.

Burger King´s Sacrifice campaign

Perhaps the most controversial Facebook campaign came up five years ago from Burger King as a campaign to rais awareness of the Whopper burger. The Burger King´s „sacrifice a friend campaign" gained global attention. During the campaign, fans were encouraged to „sacrifice" ten of their friends in order to recieve a coupon for a free Whopper burger. Nearly 234 000 friends had been „sacrificed" with more than 23 000 coupons for free burgers given away, but despite this fact the campaign was shut down after a few days. The reason why the campaign was ende is maybe the fact, that as fans began to delete their friends, the Burger King Facebook application would then notify the friends that they had been sacrificed for a burger. Although the confirmation never come from Burger King nor Facebook the author´s opinion is that this was the reason why to ended this promotion Steam Feed (2013).

Figure 3: Burger King´s campaign Illustration

Source: Steam Feed (2013)

Usually when someone delete friend on Facebook, they are unware of this fact until they try to contact you or until they try to visit your profile. Burger king took a risk and made a general proposition of this act. Through their app they sent a simply message to the defriended person, which meaning was „Your friendship is worth less than a burger to _______". This insulting messages hurt the campaign overal Socialmediaknight (2014).

Behind this campaign was hidden a brilliant idea, because everything was easily measurable. People that got the coupon for the free burger probably spendt another money at the Burger King´s restaurants. Burger King also knew how many people downloaded the app and how many contacts were defriended. The only scar on this great plan were insulting messages and people who were not prepared for this style of advertising. This campaign shows us how Pages, Mobile app adverts and News Feed Placements works together.

Conclusion

This contribution gives an overview about the typical differences between traditional marketing and social media marketing. It explain that the main difference is that social media marketing offers two-way communication, allowing greater interactivity with the user. Key to success for companies at the social network is to act socially, because that is what the users expect.

Two examples used in this article are only one of many, but the author´s opinion was that they show the best of what Facebook advertising offers. McDonald´s campaign teach us that there is always a way that nobody has ever gone and when you use one social network for your campaign another will automatically connect. Burger King´s campaign show us that even the brilliant idea should be misunderstood and how important is to make a good SWOT analysis before the campaign run out because maybe after that thay will think twice before using their insulting messages.

The effectiveness of these campaigns is hardly measurable, because of private data and corporate secrets, but from the freely accessible data we can make a conclusion that both of these campaigns were successful.

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3.10 Point-of-Purchase Communication in practice

Dzmitry Matsiuk

Abstrakt: Hlavní téma tohoto příspěvku je POP-In-store komunikace, jako jeden z nejefektivnějších způsobů upotání pozornosti zákaníků. První část práce seznamuje čtenáře s pojmem POP (point of purchase) komunikace, jejími funkcemi, uvádí různé příklady tzv. POP materiálů, popisuje důležité pojmy pro pochopení dané problematiky jako jsou Point of sale (POS) a In-store komunikace. Ve druhé částí jsou uvedené a popsáné příklady podniků na Českém trhu, které tento způsob komunikace úspěšně využívají ve své praxi a stále jsou populární mezi zákazniky a zajímají pozice lídrů na lokálním a mezinárodním trhu. Příspěvek má informovat čtenáře o efektivnosti POP komunikace a ukázat jak daný typ komunikace může ovlivňovat nákupní chování a rozhodování spotřebitelů.

Klíčová slova: POP komunikace (point of purchase), Point of sale (POS), In-store komunikace, marketingová komunikace, impulzivní nákupováni, chování zákaznika

Abstract: The main topic of this article is POP-In-Store communication – specifically its use as one of the most effective method for capturing customers' attention. The first part of the work introduces the reader to the term POP (point of purchase) communication. It describes its functions and presents different examples of POP materials, introduces the reader to the terms Point of sale (POS) and In-store communication. The second part presents and describes examples of companies in the Czech market that actively use this kind of communication. The analysis shows they have retained their popularity among customers and are taking a leadership role in the local and international marketplace. The goal of this article is to inform the reader about the effectiveness of POP communication and to show how this type of communication can influence consumer behavior and decision making.

Keywords: POP communication (point of purchase), Point of sale (POS), In-store communication, marketing communication, impulse buying, consumer behavior

Introduction

This article describes one of the most effective methods of integrated marketing communication as is point of purchase (POP) communication. It mentions popular companies in the Czech and international market that are actively using various methods of POP communications in their practice. Point of purchase promotions offer marketers very effective sales promotion tools and provide an excellent opportunity to become leaders in the market. Their techniques and methods motivate and stimulate customers to buy on impulse. Unplanned customer purchases are very profitable for retailers as it leads to a bulk buying of different goods. According to several researches in worldwide studies, more than 60% of all buying decisions are made spontaneously while the customer is in the store. POP communication techniques and various materials are suitable for a variety of different products and services: supermarkets, grocery stores, gas stations, banks, fast-food restaurants, tobacco companies, non-profit organizations etc. all use them to promote their products. That’s why this article focuses on the description of some Point-of-purchase techniques.

Goals and methods

The primary goal of this article is to inform the reader about the effectiveness of point of purchase communication (POP) and to show how it can capture customers’ attention and influence their decision making, ultimately leading to greater sales and revenue. The main method of this work is to observe the techniques and POP communication patterns of successful companies, and to research and summarize the information available from their websites. Six points of purchase projects from three different spheres (food, cosmetics, and technology) have been chosen for observation.

Section headings

Definition of Point-of-purchase (POP) communication

Some basic information

Boček, Jesenský a Krofiánová (2009) define POP communication as a **complex** of advertising materials and products which are used in stores for promotion of a particular product or particular product range.

The main function of POP communication is to stimulate an impulse purchase or impulse buying. *"Impulse buying is the buying of goods without planning to do so in advance, as a result of a sudden whim or impulse"* (Oxford Dictionaries Language matters, 1999). The best "stimulators" and "motivators" for this kind of buying are various POP materials, promotions or presentations of a product or services.

Point of sale (POS) and In-store communication

For a better understanding of the POP communication process two more notions should be defined. They are **point of sale (POS)** and **In-store communication**.

POS is all the places where sales are made (stores, supermarkets, service establishments (Boček, Jesenský a Krofiánová, 2009). According to Investipedia.com (1999) on a macro level, a point of sale may be for example: a mall, market or city. On micro- level it can be the area surrounding the counter where customers pay.

In- store communication is a complex of advertising mediums which are used inside of stores to influence consumer buying decision (Boček, Jesenský a Krofiánová, 2009).

The same authors devide POP materials into the following groups:

1. Floor materials (stands, displays, banners, decorations, floor graphics...)
2. Shelf talkers (holders, woobles, stoppers...)
3. Flyer holders and banners on cash regesters
4. Point of Purchase wall materials (posters, banners, advertising flags...)
5. Others (information tags, recipe books...)

For effective In-store communication **EIEP** (exposure, interruption, engagement, purchase) model is used (Jesenský in Vysekalová a kol, 2014).

Marketing functions of POP communication

Marketing functions of POP materials are the following: *informing, reminding, encouraging and merchandising* (Juta and Co. Ltd, 2004).

The basic function is to *inform* the consumers – to tell them some useful information about the product. The notion of POP materials is particularly effective.

The second function is *reminding.* This function reminding consumers of the many brands they previously have learned about through other advertisements (Jesenský in Vysekalová a kol., 2014).

The third function is *encouraging.* Marketers should remember that effective POP materials will encourage consumers to purchase the brand being promoted (Juta and Co. Ltd, 2004).

The last function is *merchandising.* Well planned and executed merchandising will stop and attract a customer, interrupting him by its emotional appeal and stimulating him to interact with POP mediums and promoted products (Juta and Co. Ltd, 2004).

According to the same source there are 3 main rules for POP materials to be effective:

1. They should be the "right" size and format (in proportion to the location in which they are used).
2. They should fit the décor and design of the shop where they are placed.
3. They should be "user friendly" (easy to install and use).

How to capture the customer's attention

There are a lot of different methods and strategies of POP communication which help to interrupt a customer and capture his attention; this part of the article describes some of them.

"Czech world of grilling" campaign by BONGRAIN

"Czech world of grilling" campaign by Poltavské mlékárny (Bongrain) started in 2013 and aroused great interest of shoppers. The main object of the campaign was grilling as one of the most favorable summer activities. Their objective was to invoke the enjoyment of a pleasant summer activity and induce in their customer a desire to purchase.

As a result a unique POP stand construction was created. It took place at some Prague stores of the Interspar chain, it included all the necessary things for grilling. At one point within the thematic POP promo-spot, customers could find everything for grilling: charcoal, grill, marinated meat, cheese, spices, and beer. All of the products were of Czech origin. The original and creative combination of the entire exposition in combination with the compact design attracted the attention of customers, reminding them of a warm pleasant summer atmosphere (Dago.cz, 2013).

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Pic. No.1 Czech world of grilling

"Shop in shop" project by MANNER

This project realized by Austrian brand Manner in 2012. The idea of the whole project was to recreate a small traditional Austrian coffee shop. "Shop in shop" took place in some stores in Prague, its unique design combined traditional Eastern European deco with the look of modern equipment (interactive displays, Wi-Fi connection etc.) it successfully attracted a great number of shoppers. The main goal of the project was to create a unique Vienna city atmosphere and attract as many customers as possible (Brands & Stores, 2012).

Pic. No.2 Manner shop in shop project

Exclusive promo tables for TIMOTEI

The promo table of non- traditional construction material (polyurethane foam) uniquely imitates real UNILEVER product and in stores, it actively arouses a great interest of customers. One more attractive feature of this POP material is that it is mobile, very practical and easy folding (Dago.cz, 2013).

Pic. No.3 Timotei promo table

Czech and Moravian tradition by MANUFAKTURA

The aim of the cosmetics company Manufaktura is to preserve and present Czech and Moravian craft which is in danger and disappearing these days. Its shops are decorated by traditional wooden toys in Czech folk style. The main goal of this marketing campaign is to welcome customers back to traditional Czech atmosphere reminding them their heritage. Architectonic arrangement and original decorations of the stores raising a very pleasant spa atmosphere (Manufaktura.cz, 2015).

Pic. No.4 Czech folk style

Demo unit PHILIPS beauty

POP media of this project is placed in selected TESCO and EURONICS stores. The aim of the project is to present and promote Philips beauty product lines – shavers, epilators, hair dryers etc. Special modern stands from wood are illuminated by LED (Light-Emitting Diode). High quality material helps to achieve the impression of being premium. The attractive thing for customers is that everyone can touch, try and directly hands-on experience the products (Dago.cz, 2013).

Pic. No.5 Philips beauty

Action end cup of Nescafe Dolce Gusto

This POP medium is based on the well-known Complex In-store Solution (CIS) system, on rules of EIEP model which works with such aspects as disturbance, attraction and conversation of shopping customers. The stand combines two products: coffee from Nescafe and coffee-makers by Krups. The overall impression is enhanced by an integrated LCD panel, which demonstrates a special spot and presents the connection of these two products. The project attracts customers by its original, functional and "user friendly" construction (Dago.cz, 2013).

Pic. No. 6 Nescafe stand

Conclusion

POP –In-store communication is one of the most effective methods to focus and capture the customers' attention. The main purpose of POP communication is to attract and motivate as many customers as possible using various POP mediums. Point of purchase promotions offer marketers very effective sales promotion tools and provide an excellent opportunity to become leaders in the market. Variable POP techniques are suitable for any business industry: food, cosmetics, technology etc. Well planned and original POP projects capture the customers' attention, stimulate an impulse (unplanned) buying, and can make the shopping process more interesting and enjoyable.

This article described just few examples of successful POP communication campaigns and projects. Some of them are more original and inconspicuous than others and are still popular among customers. Good examples are "Demo unit PHILIPS beauty" and "Czech and Moravian tradition" by MANUFAKTURA Company projects which are still in the market and every year motivate and stimulate more and more shoppers to buy their products.

The key rules for any company which actively uses POP communication methods and techniques in their practice are the following:

1. Be original, creative and interesting
2. Use the "right" size and format of POP materials (in proportion to the location where they take place).
3. The construction should fit the décor and design of the shop where they are placed.
4. All the materials and constructions should be "user friendly" (easy to install and use).

Following these basic rules, your products can attract and capture the customer's attention and can take a leadership role in the market.

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3.11 Using of social networks in recruitment

Kateřina Milerová

Abstrakt: Tento příspěvek se zabývá využitím sociálních sítí při získávání zaměstnanců. Hlavním cílem příspěvku je identifikace a zhodnocení využití konkrétních sociálních sítí při získávání zaměstnanců. Lidské zdroje jsou velmi cenné a pro společnost je proto prioritou, aby se snažila získat ty nejlepší pracovníky. K získávání pracovníků se využívá mnoho metod. Aby však společnost mohla držet krok s konkurencí, je nutné, aby následovala aktuální trendy. Jedním z těchto trendů je získávání pracovníků pomocí sociálních sítí. Toto téma je v současné době velmi aktuální a stává se stále populárnější. Příspěvek podává čtenářovi ucelený pohled na to, jak jsou sociální sítě využívány při získávání zaměstnanců. Také se zaměřuje na tři nejpoužívanější sociální sítě, které personalisté nejčastěji využívají, a jejich výhody a nevýhody.

Klíčová slova: nábor, sociální sítě, lidské zdroje, trendy

Abstract: This work is focused on using social networks in recruitment. The aim of this work is to identify and assess particular social networks, which are used for recruitment. Human resources are very important for companies so it is necessary for them to get the best employees. We can use a lot of methods for recruitment. To keep up with other companies it´s necessary to follow the current trends. One of these trends is using social networks for recruitment. This topic is very actual in these days and it is getting even more popular. This work gives integrated point of view about social networks in recruitment. It is also focused on three mostly used social networks and its advantages and disadvantages.

Keywords: Recruitment, social networks, Human resources, trends

Introduction

These days are specific for their progression, which affects most of the fields. The Human resources are no exceptions. Recruiters have to keep up with trends and because of globalization it is necessary not only to watch, but also to follow new trends, so they can remain competitiveness.

One of these trends is social networks. Their success depends on people and their need of communication. Social networks are represented as a tool for company, so they can be used for instant to get in touch with customers, to communicate with them and they can even look for suitable candidates.

This work is focused on using social networks in recruitment. Firstly the work is focused on basic information about recruitment through the social networks both in the world and in the Czech Republic. Secondly there are briefly analysed recruitment ways of three mostly used social networks (LinkedIn, Facebook and Twitter). There are basic information about social networks and description of their usage in recruitment.

In conclusion, there are summarized advantages and disadvantages of each social networks in recruitment. Brief recommendations for companies are suggested from results.

Goals and methods

The aim of this work is to identify and assess particular social networks, which are used for recruitment.

Methods, which were used in this work, are evaluation, synthesis and research of resources.

Section headings

Social networks are defined as a special websites or applications, which allows users to communicate with each other by sharing information, commentaries, messages and pictures (Oxford dictionaries, 2015). That makes a great space for companies. While recruiting the social networks becomes the unique source of information about candidates. This statement is supported by Hana Rumíšková from Advanced Search Technology company (ceskatelevize.cz, 2012), who says that: „Social networks are very important in recruitment, because it is special resource of information, which can't be found anywhere else."

About 24 % Czech HR uses social networks in 2013 (Böhmová a Pavlíček, 2013). Although this value is still rising.

The social networks are mostly use as a supplementary tool in recruitment. They are looking for information about candidates such as information from personal and professional life and also their experiences and skills (Böhmová a Pavlíček, 2013). They follow the internet track, which is left behind by candidates because of their everyday internet use. The internet track may influence whether or not the candidate will be invited to job interview or even to be accepted (Böhmová a Pavlíček, 2013). This internet track is followed by 91 % of employers mostly with using of these social networks: LinkedIn, Facebook and Twitter.

A researches proves that social networks are necessary for recruitment. For example, the statistics from Jobvite company proves that 91 % of American companies uses social networks for recruitment (Jobvite, 2013). It was only 78 % two years before. Almost every fourth HR in the Czech Republic uses for recruitment social networks (ČT 24, 2011).

The research from company LMC shows that 24 % of respondents uses LinkedIn and Facebook for their work, 27 % uses them only for personal purposes and 44 % of respondents doesn't use them at all, because they lack time (Böhmová a Pavlíček, 2013). These lows numbers can be explained with assumption that the Facebook is used mostly for fun and personal purposes. The disadvantage of LinkedIn is that when HR searching for candidate there is absence of their interest.

Very interesting numbers shows the research of Lucie Böhmová, where she asked 285 Czech HR professionals consists of 73 % women and 27 % men (Böhmová a Pavlíček, 2013). The important thing is that 77 % of respondents uses job websites such as jobs.cz and prace.cz for recruitment. Almost two thirds fewer of them uses social networks for direct contact with chosen candidates (Böhmová a Pavlíček, 2013). All of 93 % of respondents claimed that they see future in social networks recruitment.

All the mentioned researches proves that social networks are commonly used world widely for recruitment. The Czech Republic is slowly trying to follow this trend. For example Manpower Company in Czech Republic commonly uses social network for recruitment.

Selected social networks

LinkedIn

LinkedIn is with its 300 millions of users the biggest professional social network worldwide, which operates in more than 200 countries in the world. Mission of this social network is to connect professionals from around the world, enabling them to be better and more successful in their professional career (LinkedIn, 2015). LinkedIn principle lies in the fact that users create their own professional profile, where they publish their work experience, education, skills, but also they can connect with individuals with whom they were in contact for the purpose of professional activities, such as business partners and former colleagues. Another advantage is that here recruiters can read references from current or former employees. LinkedIn's advantage lies in the fact that there is comprehensive information about the candidates. HR professionals can effectively search here for suitable candidates according to current vacancies. HR professionals also use this network when looking for suitable candidates for positions in middle and top management, which is shortage on the labour market. In a competitive environment then occurs „poaching" of key employees between organisations (Bártová, 2010).

Facebook

Facebook is one of the most visited websites in the world. It has more than 1.6 billion registered users and so it is one of the largest social networks in the world (Wikipedia, 2014). Despite the fact that Facebook is not a professional social networking site and 90 % is used for entertainment, it occupies a role in recruitment (Mysliveček, 2010). Employers use it mostly to interact with young talents (Böhmová and Pavlíček, 2013). About 30 % of top employers in Europe has Facebook recruitment website. The great advantage also lies in the fact that publishing content on this site is free. It is relatively easy to reach a large number of potential candidates and talents with minimal costs. This trend can be found also on the Czech market. For example O2 company has in addition to their fan sites also pages Career in O2, where publishes the positions currently available, but also useful hints and tips on how to write a CV and how to prepare for a job interview. There are plenty ways to use Facebook in human resources. HR professionals can there for example publishes open positions in interest groups, or among their friends, seek additional information about the candidates and much more. However, it is necessary to work prudently and with a certain amount of discretion, because the information from

Facebook has a lot of reveal about the candidate, but it certainly should not be the sole source of information and guidance (Bednář, 2012).

Twitter

Twitter was originally produced as a by-product of Odeon Company. It was originally used as a tool for internal communication between employees, but immediately after start it became very popular. Twitter from Facebook differs mainly in the fact that there can be shared contributions to a maximum of 140 characters. In technical terms, this posting is known as a micro-blogging. These short messages are then called tweets. Twitter is not a professional social network, but in HR it can be used to publish jobs. Primary advantage is that this method is like Facebook for free. The disadvantage may be a limited number of characters (Böhmová and Pavlíček, 2013). In the Czech Republic Twitter is not used for recruitment very much yet.

Conclusion

This work is focused on the using of social networks for recruiting. In the main part has been described general information about recruitment and using of social networks, resulting from conducted research. There were also described the three most used social networks for recruitment – LinkedIn, Facebook and Twitter.
From various studies that have been conducted on this issue, it is clear that social networks are commonly used in the world in recruiting, both for recruitment or direct addressing of the candidates and to search for additional information.

In the Czech Republic the situation is such that HR is trying to follow the world trend, however still they don't use social networks in such an extent and they prefer job portals. But the good news is they can see the future in social networks and therefore we can expect their popularity in recruitment will grow in the future.
LinkedIn is mostly used social network in recruitment. It comes from its purpose. On this professional social network there can be found profiles from the entire world and it is making it easier for recruiters to find and contact the candidates. Another good advantage is the possibility of publishing references from colleagues or superiors. Facebook on the other hand is still rather used for entertainment, but in the world of recruiting it has an important place.

As already mentioned, companies can use it to publish vacant positions on their fan sites. HR professionals can then seek additional information about applicants here. The big advantage is the low cost. The disadvantage of using Facebook for recruitment is then possible inaccuracy and unreliability of some information which may the candidates post about themselves.

Compared to LinkedIn and Facebook, Twitter is less used. Companies can use it for publishing jobs through the so-called tweets. However the disadvantage is that this tweet is limited by the number of characters, so there is not as much space as on for example Facebook.

It can be therefore recommended to Czech companies to give more space to social networks instead of working portals in recruitment.
It is advantageous for them in low costs. For example the publication of one job offer on the portal prace.cz costs 1 198 CZK for 7 days. Publishing the offer on company's own Facebook website is for free.

In this context, it is also recommended that companies build on their site a fan base. It is not only advantageous for recruitment but also for HR marketing.

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3.12 Risk in business and dealing with risks

Barbora Rakoušová

Abstrakt: Tato práce se bude zabývat definicí rizika, jeho klasifikací a obranou před ním. Riziko je totiž v dnešní době nedílnou součástí našeho života. Pro úspěšné fungování firmy je nutné zabývat se rizikem i v rámci obchodních aktivit. Riziko můžeme definovat jako pravděpodobnost, že skutečný dosažený výsledek se bude lišit od výsledku plánovaného, ať už negativně, anebo pozitivně. Za účelem kontroly a eliminace rizika vypracovává firma analýzu rizika a následně provádí management rizika. Při tom používá 4 základní způsoby vyrovnávání se s riziky – tzv. 4T (Take, Treat, Transfer, Terminate).

Klíčová slova: riziko, management, pravděpodobnost, analýza

Abstract: This work focuses on risk, its definition, classification and protection from risk. The risk is an inseparable part of our lives. It is also important to focus on risk during business activities. Risk can be defined as a probability that achieved result will differ from the planned result, whether positively or negatively. To be able to control and eliminate the risk, the company makes risk analysis and applies rules of risk management. There are 4 basic ways how to deal with risks – so called 4T (Take, Treat, Transfer, Terminate).

Key words: risk, management, probability, analysis

Introduction

The term 'risk' has roots in the 17th century and is connected to sailing – Italian word 'risico' was used for pitfalls that the sailors should have avoided. Later, it was used to describe 'exposure to bad circumstances'. Nowadays, there are many definitions of the term 'risk'. Some of them are:

1. Probability or possibility of loss, generally a fail.
2. Variability of possible outcomes or uncertainty of their achievement.
3. Difference between actual and expected results.
4. Probability of any result that is different than the expected result.
5. Risk of negative deviations from the goal (pure risk).
6. Risk of making wrong decision.

7. Possibility of loss or profit (speculative risk).
8. Uncertainty connected to evolution of assets value (investment risk).
9. Middle value of loss function.
10. Possibility that specific treat will use specific vulnerability of the system.
11. Combination of probability of an event and its result.

In short, risk is related to two terms – uncertain result and at least one undesirable result. If there is a risk, there must be at least two variable results. If it is for sure that there is being a loss, it is not risk. The result is sure and so the risk doesn't exist. (Smejkal et.al, 2013, p.90)

Classification of risks

Risk can be classified by many aspects. Among the basic ways of classifying belongs sorting of risks to:

- Business Risk and Pure Risk

  Business Risk is a possibility that really achieved results of business activity will differ from expected results, and these differences might be either positive (desirable, connected to higher profit) or negative (undesirable, connected to loss).

  On the other hand, Pure Risk expects just negative differences form the desirable result. Pure risks are usually connected to losses caused by natural events (earthquake, fire, etc.), technical systems and their failure and human factor.

- Systematic Risk and Unsystematic Risk

  Systematic Risk represents type of risk, which impacts systematically every object or project and its scope cannot be reduced by diversification. Systematic risk, also known as 'market risk' or 'undiversifiable risk', is the uncertainty inherent to the entire market or entire market segment.

  Unsystematic risks represent type of risks which are pertinent to any project or the firm. Frequency of occurrence and the impact of this risk can e reduced y the implementation y risk mitigation provisions, namely by diversification. (Špaček et. al., 2014, p.24)

- Internal and external risks

  Internal risks are related to factors inside the firm. External risks are related to the environment in which the firm exists. These risks have two sources – macroeconomical factors (economical, social, technical, technological and ecologic risks) and microeconomical factors (competition, suppliers, consumers, banks, etc.)

- Influenceable and non-influenceable risks

  Risks can be defined according to the possibility of the manager or the firm to influence its sources. If the risk can be controlled, respectively if the probability of risky situations can be reduced, it is called influenceable risk. If it is not possible for the firm to eliminate the risks influencing the firm, it is called non-influenceable risk. The only protection to this risk is to minimize the negative results of the situation caused by the risk.

- primary and secondary risks

  All the sorts of the risks above belong among primary risks. Secondary risk is caused by efforts to reduce the primary risk.

Risk management

Risk management is, altogether with risk engineering, part of riskology. While risk engineering is focused on risk analysis, risk management is based on dealing with the risk or uncertainty. It explains why these two fields can't exist without each other.

Risk analysis

Risk analysis is the first step of the process of decreasing risk. It is usually understood as 'a process of identifying threats, probability of its realization and its impact to assets'. Generally, the result of this analysis says what, why, where and how can happen and who will be influenced by that (Smejkal, 2013, p.95)

Risk analysis consists of these steps:

1. Assets analysis – the first step of risk analysis is sometimes also called assets inventory. As a result of this analysis, the company should be familiar with the critical assets and its value.

2. Threat analysis – consists of risk identifying and risk quantifying. During this phase the company can use list of general threats or specific threats. It is necessary to focus on future as well as on the past. When the company knows the past risks, it is easier to understand what risks may appear in the future.
3. Vulnerability analysis' goal is to identify and quantify all the weak spots.
4. Risk measurement – if the company knows what is the value of the assets, risks, their probability and vulnerability measure, the risk measurement is next thing to do.

Since risk identification is very important part of the whole process, there are various methods of risk identifying. The most significant and best known are described below.

Brainstorming is good option how to find maximum of potential risks as well as its solution. It is based on gathering all the ideas related to the discussed topic from the participants of brainstorming

SWOT Analysis is widely used not only in risk management. The analysis focuses on strengths, weaknesses, opportunities and threats of the company. During the analysis are used 4 views to the company:

- looking for opportunities based on the strengths of the company
- focusing on company's strengths and threats that can be beaten by these strengths
- looking for opportunities which can be used after removing the weaknesses
- analyzing of threats that influence the weaknesses of the company

Delphi method uses answers of external specialists related to the problem. Its advantage is getting of professional opinion – to get it, it is necessary to formulate the question exactly (questioning is in written form).

There are two kinds of risk analysis – quantity risk analysis and quality risk analysis. The quantitative analysis is much more difficult and lasts longer than the qualitative analysis. On the other hand, it helps the manager more to decide what to do when dealing with risks, because the assets value is expressed in financial units. Qualitative risk analysis isn't that time-consuming but its results are less accurate. It might cause worse cost control in case of realization of any of the risks.

Risk management

Since the company and its whole existence are remarkably influenced by risks, risk management becomes more and more important. Among the main advantages of working risk management in company is more efficient processes, more effective company strategy and less expensive dealing with risks. Risk management must include all parts of company management and must be continual.

Generally, there are these basic approaches to risk management in the company:

1. Enterprise Risk Management (ERM)

   ERM is a complex strategic approach to risk management, working on these principles:

   - risk management processes are part of main organizational processes
   - ways of risk identification and valuation are the same for the whole company
   - risk valuation is complex and includes all the risks in the company

   The system is dedicated to identification of potential events which might affect both company and its risk management within the framework of its risk appetite and taking provisions which guarantee accomplishment of company goals. (Špaček, 2014, p.)

2. Business Continuity Management (BCM)

   BCM focuses on potential risks and its impact to company as well as the ability of the company to continue in its main field and producing. Concrete processes of this system are specified by ISO 22301:2012. Business Continuity Management follows these steps:

   - analysis and identification of weaknesses
   - defying the strategy of continuity
   - creating of the implementation plan
   - implementation of the strategy
   - maintenance of the system

3. Company risks identification

   Company Risks Identification comprehensively assesses processes and risks related to them. Its main goal is to identify the risks in time. All the levels of management are subject to this system.

Dealing with risks

Dealing with the risks is the essence of risk management. The implementation of risk mitigation provisions are ranked among four known and commonly applies principles to be used at risk aversion strategies. They are designated as 4T (take, treat, transfer and terminate). (Špaček et.al., 2014, p.)

Taking the risk (retention) in general means that company knows the risks and its possible consequences but chose to tolerate it. This option should be used only in cases of risks with low probability and minimal consequences. For example, it is inefficient to deal with risk when the costs for its removing are higher than costs caused by realization of the risks. Taking the risks is sometimes called null strategy – it even highlights that there is any risk but it is better to just accept the risk.

Treat represents situation when the company is aware of the possible risks and decides to prevent them. There are three basic forms of the risk protection:

- prevention (reducing or eliminating the risks)
- diversification (rearranging of risks in portfolio – some risks may increase while the total risks increases) – only unsystematic risks can be diversified
- allocation (such an allocation of risks that the company is able to control them efficiently) – allocation can be realized as centralization (one person is responsible for all the risks) or decentralization

Strategy Treat involves sub-strategy *Test.* It is used in situations when the company decides to make research before taking the risk or choosing the best way how to deal with it.

Transfer is based on paid transferring of the risk to the third subject. Transferring the risk to the third subject must be conflict-free and risk acceptor must be aware of benefit which is gained from the participation in risk situation. In practice it may concern distribution of risk among several subjects which participate in large project. Some tools used for transferring risk are for example insurance, choosing trade or payment conditions, backup, sharing risk with business partners, securing risks by guarantor etc.

Terminate the risk (risk avoidance) represents strategy of non-participating in the risk event. To achieve this goal is necessary to find and use such a precaution that the risk won't happen. Sometimes it can also mean giving up a project (in case that the risk arising from the project is that high that the company isn't willing to take the risk).

Conclusion

Nowadays, risk is all around us. The only way how to be able to deal with risk and uncertainty is to understand it, find the threats and prevent the risks as well as minimize the consequences. Risk can be interpreted by many definitions. They all have two things in common – the uncertainty of the result and the fact that there are at least two results and at least one of them is negative. To be successful, also companies have to involve risk management into its system. Risk management is, same as risk engineering, part of riskology - risk engineering focuses on risk analysis, while risk management deals with the risks.

Risk analysis is the first step to be done to be able to understand the threats. The company must be aware of which risk situations can happen and what would be their impact. To find this, many methods are used. The most common and widely used are brainstorming, Delphi method or SWOT analysis.

When company knows the risks, it can make preventive precautions to eliminate the risks and minimize the negative results. The basic ways how to deal with threats is tool ix called 4T – Take, Treat, Transfer, Terminate.

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3.13 Importance of leadership

Barbora Sirotková

Abstrakt: Tento příspěvek se zabývá pojmem leadership a jeho důležitostí v 21. Století. Cílem autora této práce je definovat leadership, lídra a vlastnosti lídra důležité pro jeho úspěšnost. Dále lze v práci nalézt vysvětlení rozdílů mezi leadershipem a managementem a významnosti leadershipu pro podnik. V závěru je téma podloženo výčtem osobností leadershipu z historie i současnosti.

Klíčová slova: Lídr, leadership, 21. století, management, vlastnosti lídra, význam leadershipu.

Abstract: The following contribution focuses on the importance of Leadership in 21st century. The aim of author of this article is to, firstly, define leadership, leader and to determine the most important qualities of leaders. Subsequent part explains difference between leadership and management and the importance of leadership for companies. Lastly this article will list the greatest leaders from history to present day.

Key words: Leader, leadership, management, 21st century, qualities of a leader, importance of leadership, greatest leaders.

Introduction

Each of us recognizes the importance of leadership when voting for our political leaders because we know how important is to have a good politician in our state or city because he will be leading us. The importance of effective political leadership can be compared to the leadership of parents that is essential for children to grow into healthy and productive adults. When we talk about leadership in business, names like Steve Jobs, Bill Gates or Tim Cook are immediately popping up. They had (or still have) successful companies, they have a huge influence on people, and they lead and inspire all their employees and followers. The 21st century is a risky and a rapidly changing environment with increasing requirements on business executives. There is a huge competition, a lot of rivals and a lot of possible risks. Every company wants to succeed. One possible key for a successful business is to implement leadership in a company. Implementation of leadership consists of determining the right person as leader. This leader has to have special qualities and character which would help him to lead, inspire and influence others to fulfill the goals and visions of the company.

Goals and methods

The goal of this article is to inform about the importance of leadership in business. Everyone who wants to implement leadership in a specific company needs to know what leadership is, what means to be a leader and why it is important to have a both, management and leadership in a company. It is also very important to know what are the major qualities, features and characteristics of a good leader. All of this is highlighted in this article.

The main method of this article is collecting and analyzing already published information and facts from different sources such as academic articles, academic literature and opinions of experts.

Definition

What is leadership? If someone wants to be a good leader, it is important to know what leadership really is. Everybody has their own ideas about what it means to be a good leader. But no one has been able to define leadership and leader with accuracy, precision and conciseness. It is possible to find many definitions of leadership and every single one could be true. For example, some people think leadership means guiding others to complete a particular task, while others believe that it means motivating the members of some team to be their best selves. But while the definitions may differ, the general consensus remains the same: leaders are people who know how to achieve goals and inspire people along the way. Following part of this contribution highlights several various ways to define leadership.

Following definitions were published in article by Brittney Helmrich (2012). Business News Daily asked. Here are some examples of what 30 business owners, CEO's and experts said when asked by Business News Daily to define leadership:

"*Leadership is employing your skills and knowledge, leveraged by your attitude to get the results you desire.*" Philip Gafka, founder, LEAP Associates.

"Leadership is having a vision, sharing that vision and inspiring others to support your vision while creating their own." Mindy Gibbins-Klein, founder, REAL Thought Leaders.

"Leadership is the ability to guide others without force into a direction or decision that

leaves them still feeling empowered and accomplished." Lisa Cash Hanson, CEO, Snuggwugg.
"Leadership is the behavior that brings the future to the present, by envisioning the possible and persuading others to help you make it a reality." Matt Barney, founder and CEO, Leader Amp.
Definitions of a leadership according to Kevin Kruse (2013) are:
Kevin Kruse: *"Leadership is a process of social influence, which maximizes the efforts of others, towards the achievement of a goal."*
Bill Gates: *"As we look ahead into the next century, leaders will be those who empower others."*
John Maxwell: *"Leadership is influence – nothing more, nothing less."*

All abovementioned definitions and many others are from various people from diverse business environments and every one of them is a bit different. However all those definitions have a common idea which author of this article can sum up to own definition of leadership: Leadership is a process by which one person (leader) can influence the attitudes, thoughts and behaviors of the team with shared and common goal which they all want to reach. Leadership consists of building a strong and positive relationship with teams of people and motivating them. For successful application of leadership is characteristic and personality of leader very important.

Who is a leader?

Everyone needs a leader. Children need leaders who help them reach their potential. Communities need leaders who create a better place to live and businesses need leaders who build great places to work while making a profit. Author of this article has described what leadership is. But who is a leader? What makes someone a leader? How can we describe a leader? Answers are in the following part.

Leader is a person who leads others, who has a vision and a goal that needs to be achieved, who has a drive and a commitment to achieve that vision, and the skills to make it happen. The term "leader" can be found in a lot of various job titles in the 21st century. It is possible to find titles like: Team Leader, Crew Leader, Division Leader, Sales Leader, etc. Many of them are supervisory positions with similarity to foreman, crew chiefs, supervisors and managers. (Dan McCarthy, 2015) (F. John Reh)

Qualities of a leader

What makes a great leader is far from exact formula of talents and traits but leaders usually share some common characteristics. In any field, as shown on an example of business environment, an effective leader often has the qualities mentioned below. Some of them have been published by John Maxwell (2007) and some of them by Tanya Prive (2012) and author of this contribution chose few of them:

- Vision - vision is everything for a leader, vision leads the leaders.
- Honesty - importance of making honest and ethical behavior is a key value.
- Communication skills – developing excellent communication skills is absolutely essential to the effective leadership. Good-quality line of communication affects the motivation of the people, while training new members and creating a productive work environment. Also, it is very important to communicate the goal, describe the visions and share knowledge and ideas.
- Commitment - leader should be an example for others. Leader should be committed to the brand, to the role and to the hard work through which leader earns respect from the team and encourages team to be hardworking as well.
- Creativity - leader has to make quick decisions and learn to think outside the box and create some new and valuable solutions.
- Inspiration - leader should inspire his team to fulfill visions and goals and to see accomplishments of the company which, in turn, would generate enthusiasm for hard work in the future.
- Competences - range of skills, knowledge or abilities that enable person to act effectively and to do a job properly
- Charisma – charismatic people can easily influence others, they have a capability to inspire and encourage people. It enables a leader to better interact. Having a natural charisma is advantage. (D. Quinn Mills, 2005)

Examples of other possible required qualities: courage, intuition, positive attitude, sense of humor, assertiveness, team-building skills, trustworthiness, ability to delegate, etc.

Management versus leadership

While these two terms are often used interchangeably, the two concepts – management and leadership are actually quite distinct and understanding that distinction can help to be good at either or both of those. A leader is someone who does the right thing while a manager does things right. Management is an occupation but leadership is a calling (this calling demands unique visions and special characteristics mentioned above). Management is more focused on the details and aspects of the organization's strategy, while executing on specific areas, directing and monitoring teams, planning, budgeting and controlling. On the other hand, leadership is focused on the organization's needs, establishing goals and principles and empowering and mentoring the team.

Any organization which desires to succeed needs people who are good at both management and leadership. With good leadership and poor management a company has the goals and inspiration to succeed, but no one to implement the plan. Company that has good management but lacks proper leadership is able to execute everything well but doing so without a consistent direction and overall strategy. Management and leadership are complementary and equally important. One is not better than the other. Not all leaders are managers and not all managers all leaders, but someone can be good at both. (Dan McCarthy, 2014)

Importance of leadership

As the author mentioned above, leadership is as important for companies as management. Following part is inspired by D. Quinn Mills (2005) and it summarizes why leadership is important for business.

Effective leadership helps the business organization to be successful and to fulfill its vision, goals and mission. Without leadership, organizations move too slowly, stagnate, and lose their way. When decision making is done, leadership is crucial in implementing decisions successfully. The good leader can make a success of a weak business plan but bad leader can ruin even the best plan. Leadership training and development can maximize productivity, shape a positive culture and promote harmony.

Leadership in 21st century

It has always been necessary to have an effective leadership in organizations but is required even more in today's rapidly changing world. Changes are caused by decreasing budgets, rapidly changing technologies, changing of customer needs and preferences, globalization, increased market pressures, rapid diffusion of information and communication technologies etc. Organizational leaders face a whole new set of management challenges in the 21st century. In this dynamic century, leadership is one of the most important keys for the success of companies.

During the course of time, business leadership became a profession employed by managers. The hierarchical model of *craftsman-apprentice* has been changed to learning organizations with importance of knowledge**.** *In the 21st century the most successful leaders will focus on sustaining superior performance by aligning people around mission and values and empowering leaders at all levels, while concentrating on serving customers and collaborating throughout the organization.* (George B., 2010) Leaders of the 21st century are more focused on costumers and consumers. Shared characteristic to the 21st century leaders is that they delegate and empower leaders at all levels. Successful leaders know that delegation is necessary.

Famous people in leadership

Leadership can be used for good or ill. Hitler seemed to be a leader of the German people, he had great leadership skills, but he put them to terrible uses during WWII. But on the other hand - Abraham Lincoln, the 16th president of the United States is also one of the most well-known leaders of all the time. He kept the people together during the American Civil War and is the only reason that the nation did not break into a smaller parts. In the following list, author of this article states examples of famous leaders from different sectors. The list is inspired by the articles published by Fortune editors (2014) and by Patrick Alain (2012).

- Angela Merkel – a German politician and a chancellor, very successful national leader and de facto leader of the European Union for many years.
- Bono Vox – a lead singer of the famous band U2. He helped to persuade global leaders to write off debt owed by the poorest countries and encouraged the Bush administration and others to vastly increase AIDS relief.
- Dalai Lama – a spiritual leader of the Tibetan people, he organized campaigns for peace, nonviolence, democracy. He has a significant influence on people.
- Tim Cook – a successful CEO of Apple after Steve Jobs. The way he runs Apple, offers powerful lessons for every current executive and business leader.
- Julius Caesar – one of the greatest military and political leaders of all time. He led campaigns with numerous victories and he was responsible for the expansion of the Roman Empire.

Those leaders are from different sectors such as business, politics, religion and military. Although time is changing and some of them lived in different century, contributions of those great leaders cannot be forgotten even if some practices and ways have changed since then. Many of the present and young leaders are inspired by them.

Conclusion

In a rapidly changing environment of the 21st century the issue of leadership is becoming increasingly more important. Leaders are a key human resource in any organization. Hardworking leaders develop hardworking employees and the two together develop better products. The results of good leadership are high morale, good employee retention, and sustainable long-term success. And that is why every company should have a functional and effective leadership with an inspiring leader.

This contribution summarized importance of leadership in 21st Century; it defined leadership and a leader. Information was drawn from accessible academic articles and books.

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3.14 Increasing the efficiency of delivery of perishable goods on the basis of SCM technology

Xeniya Skripnikova

Abstrakt: Článek vysvětluje pojem technologie řízení dodavatelského řetězce a pojednává o jeho výhodách a klíčových prvcích. Zdůrazňuje úlohu, typy a úrovně logistických zprostředkovatelů a nutnost využívání moderních informačních systémů pro řešení úkolů monitoringu rizik a řízení dodavatelského řetězce.

Klíčová slova: logistika, řízení dodavatelského řetězce, zprostředkovatelé, informační systémy dodavatelského řetězce.

Abstract: The article discusses the concept, advantages, key components of the technology Supply Chain Management. Highlights the role, types and levels of logistics intermediaries, and the need to use modern information systems to meet the challenges of risk monitoring and regulation of the supply chain.

Keywords: logistics, supply chain management, logistics intermediaries, information systems of supply chain.

Introduction

The prompt development of the market, competition toughening, the requirement to improve the quality of customer service, set new tasks for the companies. To keep competitiveness and to increase the advantages, the modern company needs to optimize all processes of value creation - from delivery of raw materials to service of the end user. For the solution of these tasks the management of the companies also addresses to the SCM decisions.

Goals and methods

The aim of this contribution is to describe Supply Chain Management, its components, advantages and to consider the possibilities of increase in efficiency of deliveries based not only on analysis, comparison and evaluation of sources, but also on constantly developing technologies.

Section Headings

SCM (Supply Chain Management) is a complex of approaches helping effective integration of suppliers, producers, distributors and retailers. SCM, taking into account the service requirements of customers, ensures availability of the right product at the right time in the right place at minimum cost. With SCM problems of coordination, planning and management processes of supply, production, warehousing and delivery of goods and services are solved (Lambert, Stock, 2000, p.5).

According to the largest analytical companies (AMR Research, Forrester Research), thanks to SCM companies get the following competitive advantages:

- increase in profit from 5% to 15%;
- reduction of cost and turnaround time from 20% to 40%;
- reduction of time of entry into the market from 15% to 30%;
- reduction of purchasing expenses from 5% to 15%;
- reduction of warehouse stocks from 20% to 40%;
- reduction of production expenses from 5% to 15% (Logio, 2015).

The supply chain is a set of the links interconnected by information, cash and commodity flows. Recognized experts in the field of Supply Chain Management Douglas Lambert and James Stock represents supply chain management as interaction of three elements: 1) structure of a chain; 2) business processes in the chain; 3) components of the chain's management (Lambert, Stock, 2000, p.8).

A similar view is held by D. Ivanov (2006, p. 27) suggested as the fourth component of management process development the concept of information technologies for supply chain management.

Supply chain is a global network which converts initial raw materials to the goods and services necessary to the end user, using projected flow of information, material values and money (Bowersox, et al., 2012, p. 21). These key concepts - a global network, a customer demand and the designed flow - are the basis of supply chain management.

The supply chain starts with acquisition of raw materials at suppliers and end with sale of finished goods and services to the client. Some units can belong entirely to one organization, others – companies-contractors (customers, suppliers and distributors). Thus, the supply chain usually consists of several organizations.

Now practically any organization can't independently control all supply chains, beginning from the production of initial raw materials to the sale of the finished product to the end user. This difficult cycle is divided into stages, and many organizations are involved in it as suppliers and customers (trade partners).

The logistic chain for supply of perishable goods is rather complicated. The first in the chain are producers, afterwards – overworking companies, then various providers that transmit cargo forwarders, and those, in turn, to distributors. Finally, the goods are delivered to the end user - retailers, catering companies, restaurants, and so on. Between all these links can be transit points - warehouses, temporary storages, etc.

Partners and contractors form the so-called three parties in the logistics of company, and the company, which forms logistic supply chain, sometimes is called as the central company or "owner" of the logistic process. These three parties (for industrial and trading companies) are following (Bowersox, et al., 2012, p. 250):

- suppliers (material resources and final goods);
- consumers of final goods;
- logistic intermediaries.

In practice of foreign management for designation of logistics intermediaries there is a special term *«Third Party Logistics» (3PL)*.

The main logistic intermediaries for the manufacturer of the goods or the trading company are carriers, forwarding agents, and also cargo terminals, warehouses, and other juridical or natural persons who are carrying out key logistics functions or a complex of such functions. To the subsidiary logistics intermediaries usually refer insurance and security companies, customs brokers, banks and other financial institutions performing calculations for logistic functions / operations, the enterprises of information and computer service and communication, and etc.

In recent years the companies engaged in integrated logistics consumers' services are known as logistics operators or providers of logistics services. These include, first of all, major international freight forwarders and express deliverymen (such as TNT, DHL, Shenker / BTL, UPS, FedExpress etc.) (Bowersox, et al., 2012, p. 59).

In 1990-2000 there was a concept of "above-market-and-under-delivery" or *"fourth party logistics".* 4PL service provider becomes a single point of contact for the customer who trusts him all tasks related to the coordination, management and monitoring of all the "third parties".

4PL - an additional link that unites and complements resources, capabilities and technologies as their own and other organizations, for the purpose of achievement of possibility of the transformations unattainable neither to any single supplier of logistics services, nor the organization itself (Bowersox, et al., 2012, p. 252).

The main function of the provider of logistics services as a fourth member is a full-fledged management of the distributed resources of distribution's participants, that is, organizational and technological capacities, up to supply chain management with a focus on service and information technology .

The most probable source of increasing the efficiency of the supply chain by using this approach is to synchronize the planning of actions of all participants in the chain.

Using the concept of 4PL gives to the enterprises the four key values: increase in the income, reduction of operating costs, reduction of working and authorized capital of the company involved in the distribution of finished goods. Traditional approaches are concentrated generally on reduction of operating costs and movement of assets.

This concept in a few cases starts being implemented only now, with the development of information technology capabilities.

The concept of supply chain management is arranged in such a way that the companies for receiving considerable effect need to integrate key business processes, to adjust joint planning, a joint assessment of the demand, etc (Ivanov, 2006, p. 68). Therefore the conclusion of stable economic relations between participants of merchandising when there is a real possibility of development and application of the coordinated technologies of cargo handling through transparency of internal systems of the accounting of expenses and information becomes the first step to optimization of the integrated stream. The stability of such a system is regulated by "coherence" of input and output flows through the through forecasting in the chain of demand for resources, finished goods, services.

During the formation of the supply chain of perishable products great attention has to be paid to a choice of logistics intermediaries who will be responsible for the practical realization of the movement of goods. Manager projecting the supply chain has to be guided well in the logistics market and pick up a contractor who is completely meeting the requirements of his company. To the most common criteria for logistics providers at implementation of a choice refer: "the cost of rendered logistics services", "delivery time", "quality of the logistics operations", "reliability of deliveries" (Ivanov, 2006, p.79).

The success and efficiency of supply chain management substantially depends on the quality of information support. Creation of a *common information space (CIS)*, i.e. environment of the integrated planning and management throughout the supply chain, as well as coordination and communication of supply chain members, is the most important component of risk management in the supply chain (Lambert, Stock, 2000, p.168).

In modern conditions there are various information systems used to manage the supply chains, for example, systems for strategic and tactical planning *(Supply Chain Planning - SCP)*, systems for management of execution in real-time *(Supply Chain Execution - SCE)*. At the stage of operational risk management in the supply chain systems are used SCEM systems - *Supply Chain Event Management*. (Lambert, Stock, 2000 , p. 203)

SCEM – systems (Supply Chain Event Management - event management in the supply chain) are intended for identification of violations and deviations in the performance of work, such as delay or breakage of the vehicle, excess the level of insurance stock, deviations in manufacturing processes, etc. In case of any deviation SCEM - system identifies the affected areas of the supply chain and informs them about the causes and consequences of violations (Lambert, Stock, 2000, p. 231)

The main functionality of SCEM - systems consists in monitoring events connected with risk (recognition and visualization of violations and interferences), in management of notifications (Alert Management) and imitating modeling of alternative options of further performance of processes (Lambert, Stock, 2000, p. 234).

For the functioning of SCEM - systems is necessary to create a common information space from information systems of all supply chain participants providing necessary degree of relevance and accuracy of data. It should be noted that for effective support management decision-making in the supply chain of perishable goods information system should be joined with the business purposes of the organization and be based on an efficient architecture promoting its internal (within the organization) and external (within the supply chain) integration.

Conclusion

Considering the fact that at a modern level of development of the markets as global economic systems, competitiveness of goods in many respects is defined by the competitiveness of the supply chain, increase in the competitiveness of the participant of a chain will not only redistribute in its advantage opportunities of supply chain management (influence), but also to increase the general competitiveness of the chain to provide its development.

From all above it can be concluded that companies, which use the concept of integrated logistics, allowing to combine efforts of top management of company, of its structural divisions and logistics partners, achieve the best results in business.

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3.15 Flexible forms of employment

Milada Šnytová

Abstrakt: Flexibilní formy práce jsou v poslední době aktuálním tématem. Tento příspěvek má informovat čtenáře o možnostech využívání práce na částečný úvazek. V příspěvku jsou popsány moderní trendy a typy flexibilních forem zaměstnání. Dále jsou zde uvedeny výhody a nevýhody práce na částečný úvazek, jak ze strany zaměstnance, tak z pohledu zaměstnavatele. Závěr tohoto příspěvku si klade za úkol zhodnotit situaci v České republice na trhu flexibilních forem práce.

Klíčová slova: Trh práce, pracovní poměr, práce na částečný úvazek, flexibilita, pracovní doba, sdílení pracovního místa

Abstract: Flexible forms of employment are nowadays a very popular topic. The aim of this article is to inform its reader about possibilities, and pros and cons related with this type of employment. There are well described all modern trends and forms of part-time job in this document. Advantages and disadvantages of part-time job from the perspective of employee and employer are also included. The last chapter of this article is focused on evaluation of flexible forms of employment in the Czech Republic.

Keywords: Labour market, employment, part-time job, flexibility, working hours, job sharing

Introduction

A part-time job is very popular in Western Europe, but in the Czech Republic is still scarce. Author would like to inform its reader about main flexible forms of employment and identify the strengths and barriers of individual forms. Firstly, the characteristic of some flexible forms of employment will be described and then this article will discuss reasons, why people want to work part-time. And then advantages and disadvantages of part-time job will be compared from the perspective of employee and employer. In conclusion the situation in the Czech Republic will be evaluated and compared with other countries in the European Union.

Goals and methods

The aim of this article is to inform its reader about possibilities of flexible work and a usage in the Czech Republic in comparison with other countries in the European Union. Author used methods of evaluation and summary of Czech and foreign sources during processing of this article. Statistical data were gained from the Eurostat database.

General type of part-time job

Flexible forms of employment in the Czech Republic are all types of employment which are different than the standard full-time job (40 hours per week), established on undefined period (Labour code 2006).

There are various methods of flexible employment and their usage in the "real world" depends on the type of work.

According to the Labour Code (2006) are possible these agreements:

- shorter working hours
- homeworking
- flexible working hours
- teleworking (distance collaboration)
- the employment agreements
- working time account

For flexible forms of employment could be considered as such:

- job sharing
- weekend work
- flexible working hours
- compressed work week
- flexible start of working day

Characteristic of some flexible forms of employment

Job sharing

Job sharing represents to a modern and flexible form of job organization and it consists in sharing one workplace by many workers (MPSV, 2008). Amstrong (2006) noted, that employees share their wage and employee's benefits due to worked hours. In addition, job sharing could be managed as a divided working day or divided week. Among the advantages Amstrong (2006) highlighted the decline of absence and fluctuation of employees. The main reason is the fact, that job sharing fits better to employee's needs and the worktime is maximally utilized. The main disadvantages of job sharing are the increase in administrative costs and the risk implying from sharing responsibility.

Working time account

Working time account represents a system, which reacts to seasonal fluctuations in the volume of work. In consequence, number of working hours are changed (MPSV, 2008).

Homeworking

This type of work enables to employees working from home for part of the week or for a whole week (MPSV, 2008). According to Amstrong (2006), this kind of work is suitable for workers like consultants, analytics, designers, programmers, or other kinds of administrative roles. The main advantage of this employment is the saving of overhead costs.

Teleworking

This kind of work is done out of workplace. The change of instructions of an employer and also results of employee's work is handled by telecommunication contact (MPSV, 2008).

Compressed work-week

Compressed work-week is a variant, when the standard weekly worktime is done in 4 days instead of 5 (MPSV, 2008). The same source also says, that working days are longer, but work-week is shorter. For instance: employee works 10 hours per day and four days per week.

Reasons for working on part-time job

According to Kučina (2007), people in economically developed countries in Western Europe are more satisfied with part-time job, even though they made less money. They get more free time instead. People in the Czech Republic work part-time mainly because of medical or family issues. Author also noticed, that employees often require shorter working hours, because they (simultaneously) work somewhere else. Schauerová (2015) said, that the main reason of moderate growth in part-time employment is mainly an increasing demand of women. Mothers usually prefer part-time jobs, because it is a perfect way, how to manage family and work together. Part-time jobs are also suitable for students and retired people.

Němeček (2012) on the internet website "The Czech Statistical Office" mentioned that in the Czech Republic miss alternatives for young mothers who would like to work. The same source states that part-time jobs, flexible forms of employment and homework are an exception. Rašticová (2012) also adds, that *"mothers would appreciate such options, as well as company's kindergarten"*. Němeček (2012) noticed that living situation of families with kids is reliable on fact, whether work both parents, or only one. Families, where work only men and women are on maternity leave are often endangered by income poverty (Němeček, 2012).

Advantages and disadvantages

Koubek (2011) ranks among advantages for employees working part-time job an extra income and also engaging in everyday life for people with reduced working ability. Furthermore, the possibility to care of children or other family members – combination of work with family life is important for a lot of families.

Pride, Hughes and Kapoor (2006) state that disadvantage of part-time job for employees is that it often does not provide benefits usually related with a full-time job. Koubek (2011) noticed, that in case of flexible employment forms are people employed in only particular parts of the year and in remaining parts are unemployed. Author also tells, that those workers have less opportunities in personal development, education and career. In case, that workers are not daily in a company they are not able to „stay in touch" and have a current information about all processes (Koubek 2011).

Advantages from the view of employer, Amstrong (2006):

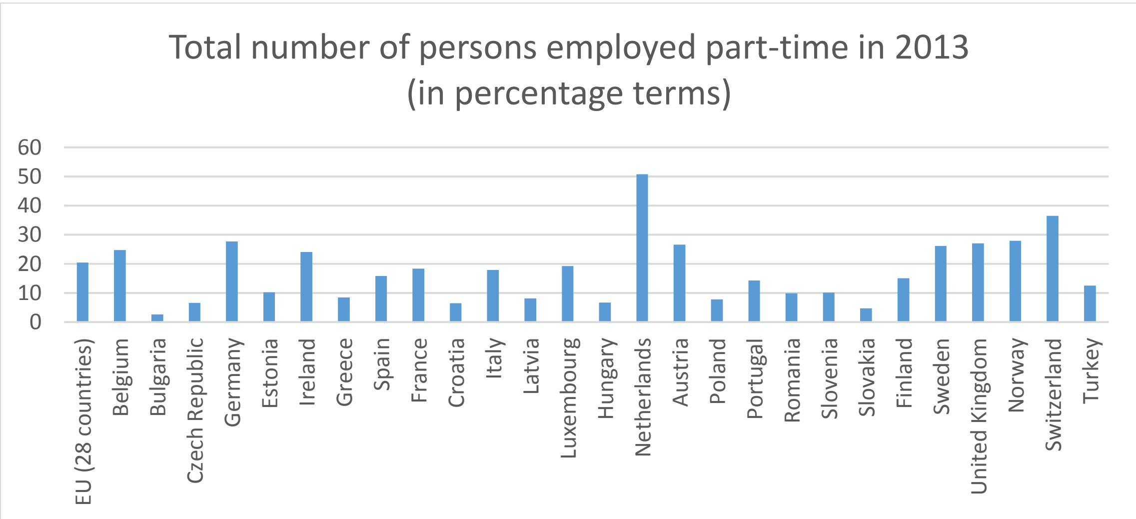
- better utilization of buildings and equipment, for example by introducing an early evening shift
- higher productivity for repetitive and monotonous work, because part-time workers can devote their work during the shorter working hours more attention (the load is shorter and thus retains greater focus and pace of work)
- lower labour costs per unit of production

Disadvantages from the view of employer, Amstrong (2006):

- people working part-time are usually less willing to work in the afternoon or evening, it may be difficult for them to change the location of their working hours during the day and may be less mobile
- may be less committed to the organization and work than full-time workers
- higher turnover rate may be among them

Situation in the Czech Republic

The situation of the Czech Republic is evaluated and compared with other countries of the European Union in the last chapter of this article.



Graph 1: Number of persons employed part-time
Source: Eurostat (2015) - custom processing

This chart represents the total number of people, employed on a part-time job in EU in 2013 (in per cents). The lowest amount of people employed on a part-time job was in Bulgaria (2,7 %) and in Slovakia (4,8 %). On the other side, the most people employed on a part-time job we can found in the Netherlands (50,8 %). Switzerland is on the second place with 36,5 % and the Czech republic remains deeply under the average of EU with 6,6 %.

Chart 1: Persons employed part-time by sex

Persons employed part-time by sex (in percentage terms)						
Year	CZ		NL		EU 28	
	Female	Male	Female	Male	Female	Male
2004	8,3	2,3	74,7	22,3	29,9	7,1
2005	8,6	2,1	75,1	22,6	30,7	7,4
2006	8,7	2,2	74,7	23,0	31,0	7,7
2007	8,5	2,3	75,0	23,6	31	7,7
2008	8,5	2,2	75,3	23,9	30,9	7,8
2009	9,2	2,8	75,8	24,9	31,3	8,3
2010	9,9	2,9	76,5	25,4	31,8	8,7
2011	9,4	2,5	76,7	25,4	32,0	9,0
2012	9,5	2,9	77,0	26,4	32,4	9,4
2013	11,0	3,3	77,2	27,9	32,7	9,8

Source: Eurostat (2015) – custom processing

Table 1 displays the percentage of people from Czech Republic, the Netherlands and EU 28, employed on part-time job. It is obvious that women are more employed on part-time then men (in all regions). There is also sensible growing tendency of part-time jobs as years pass. In the Netherlands work about 75 per cent of women and 25 per cent of men on part-time job. This proportion still increases. The average proportion of 28 European countries reaches much lower values (women 30 per cent and men 8 per cent). The number of people in the Czech Republic working on part-time job is the lowest from all the regions (women approximately 10 per cent and men 3 per cent).

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Conclusion

The aim of this article was to inform its reader about possibilities of flexible forms of employment and a usage of this type of employment in the Czech Republic in comparison with other countries in the European Union.

In this article were mentioned the main flexible forms of employment and then were discussed their strengths and weaknesses. Job sharing ranks among modern trends of flexible forms of job. Demand for part-time jobs is higher in the Western Europe, because of higher living standards. One family member can easily work on part-time job because of higher income.

In the Czech Republic is a one of the lowest proportions of people employed part-time. We (the Czech Republic) remain far behind the European average. The reason of lower popularity of part-time jobs in the Czech Republic are economic disadvantages of part-time work for both employers and employees. On the other hand, it was found out that the number of part-time jobs in the Czech Republic still grows.

Part-time job is nowadays popular, mainly because of better opportunities to engage handicapped persons, mothers, and students into the working process. This form of employment makes the labour market more flexible and helps to overall economic development.

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3.16 Improving a customer experience by using customer journey mapping

Yaroslava Turchinyak

Abstrakt: V době rostoucí konkurence na trhu, schopnost zajistit výbornou zákaznickou zkušenost může hrát velkou roli. Některé společnosti neuspějí v této oblasti a jiné uspějí. Úspěšné společnosti promýšlí detailně účast zákazníka v každém kroku procesu. Hlavní téma této práce se bude zabývat vylepšováním zmíněné zákaznické zkušenosti prostřednictvím užití byznys nástroje tzv. „customer journey mapping". Tento nástroj umožňuje zlepšovat interakci se zákazníkem v místě jeho kontaktu s organizací. Nástroj také znázorňuje nejslabší stránky byznysu z pohledu zákazníka a umožňuje tyto slabiny napravit. Porozumění lidí a jejich potřebám je pro organizace nezbytné, proto se bude druhá část této práce zaměřovat na důležitost pozitivní zákaznické interakce.

Klíčová slova: Zákazník, zákaznická interakce, mapa cesty zákazníka, byznys nástroj

Abstract: In an increasingly competitive business market, the ability to deliver a positive customer experience can make a significant difference. Some companies fail at this stage and others have great success. Successful companies think through all steps of client's involvement. The main topic of this work will be improving the customer's experience by using "Customer Journey Mapping". It is a business tool, which helps to improve all touch points of customer's involvement. It shows the weakest sides of a business from the customer's point of view and enables the company to fix it. Because understanding people and their need is critical for organization, the second focus of this work will be the importance of a positive customer experience.

Keywords: Customer, customer experience, interaction, customer journey mapping, business tool

Introduction

Most companies know the importance of becoming more customer-focused. However, one of the biggest challenges for them is the process, which includes a deeper research and analysing what exactly "your" customer wants. Understanding people and their interaction with company is critical in improving values, businesses and relationships. All successful companies are digging deep into data about clients. But what actually happens when top management thinks they are offering to customer the best service or product, but customer still shops with competitors? The best way to find it out is to place yourself into a "customer shoes" and go through all the steps, which he/she takes. The main goals is to empathize with them. Results should be a story about "experience with the organization", which can be told by a great tool "customer journey mapping". A very simple illustration shows the customer's way through during interaction with the organization and brand. The customer journey demonstrates full experience of being a client.

Goals and methods

The author of this work will focus on understanding the importance of a customer's experience and improving it by using the business tool, "Customer Journey Mapping". Statistical data will be presented in this work in order to give arguments for improving a customer's experience. Other methods include observation and analyzing. Video from social media and two study cases will be shown as a reason for why companies should concentrate on delivering a positive experience, and also a reason for the use of customer journey mapping. In one part of this work the author will describe the process of making a customer journey map and what is required for that.

Section headings

Before starting with the tool, it is necessary to explain a few definitions and underline the importance of the customer's experience.

Business dictionary (2014) defines customer experience as the entirety of the interaction a customer has with a company. Mostly it is not just about rational experience. It is complex, because it cuts across departments, divisions and functions. The great customer experience usually comes from companies, which think through all steps of client's involvements. Achieving the best customer experience is essential for companies and to do so, they need to improve the most important touch points.

Nevertheless, why it is so important to get the best customer experience? **Beard (2014) gives seven main reasons why it is so:**

- It improves customer satisfaction.
- It fosters repeat customers and customer loyalty.
- It increases customer advocacy and referrals.
- It reduces customer churn.
- It creates a competitive advantage.

- It increases revenue and sales.
- It builds stronger customer relationships.

Fonolo (2014) gives reasonable facts by showing a statistic from 2013-2014 regarding to customer experience:

- 82% of consumers say the number one factor that leads to a great customer service experience is having their issues resolved quickly;
- 62% of global consumers switched service providers due to poor customer service experiences in 2013, up 4% from the previous year;
- according to a CEI Survey, 86% of buyers will pay more for a better customer experience, but only 1% of customers feel that vendors consistently meet their expectations;
- 70% of customers will do business with you again if you resolve their complaints.

McKensey (2006) adds that almost 70% of buying experiences are based on how the customer feels they are being treated. In addition, a customer is four times more likely to defect to a competitor if the problem is service-related than price- or product-related (Parish, 2013).

An unhappy customer sometimes can cause a lot of loss for the company, not just by damage brand image, but also the loss of money. A good example is the situation, which happened in 2013, when one unsatisfied customer of British airlines promoted a tweet (Social media- Twitter) to slam an airlines for losing his luggage (Haggerty, 2013).

Picture 1 Tweet of unsatisfied customer of British Airways

He posted a several tweets and more than 50,000 Twitter users in the UK and New York have seen it. It cost him a "good" amount of money.

Another disappointed customer from United Air Lines has created a song about his bad experience with the company and posted video on youtube.com (Sloan review, 2011). The lyrics included the verse "I should have flown with someone else, or gone by car, because United breaks guitars." The problem was a broken guitar and bad service on the aircraft. The video amassed 150,000 views within one day, five million by a month later, and at this moment more than fourteen millions.

Picture 2 Scenes from the video "United Breaks Guitars", author Sons of Maxwell

Most marketers care about pre-purchasing and during-purchasing stages of the buying process. However, The Ritz Hotel proved that marketers also should care about the post-purchasing stage. The story of Joshie the giraffe certainly presents a compelling case for "expellant experience and extra service" (Ciotti, 2012). The customer's son left his favorite stuffed giraffe, "Joshie," in their hotel room after a recent stay. When the family came back, the father realized the situation, called the staff at the Ritz Hotel, and relayed the story.

In an all-star effort to make everything right for their customer, the staff at the Ritz created a series of photographs that included all of the activities Joshie had been involved in during his "extended vacation."

Picture 3 Joshie vacation

The examples of the bad and perfect customer experience showed that it is important to create experience, which really impresses clients and exceeds expectations. It ensures that they will want to continue doing business with particular company. One of the ways to reach the goals and a better client's perception of the organization is to use different business models and tools. One of them is customer journey mapping tool.

Eric Fraterman of eCustomerService world gives a definition of customer journey mapping as a tool for visualizing how customer interact with a company across multiple channels and touch points at each stage of the customer lifecycle (King, 2008). King (2008) defines the customer journey map from Quality Improvement Agency as a process designed to encourage the supplying organization to think as its customer does about what it is like to interact and do business with them. The common points from two definitions is that this business tool is the concept of mapping out a customer's touch points with time and place of interaction of organization. Customer journey mapping can reveal opportunities and innovations in experience. It is a strategic tool to ensure that company performance is on the most positive level that it can be. An essential moment is to understand what drives customer behaviour and attitudes.

Getting close to customers and walking in their shoes can cause a great insight, and the benefit of empathy with the customer is that it can be a powerful way of winning hearts and minds. The goal is to improve the customer's experience by making each touch point better for the customer in order to make sales in the process. Here it is possible to talk about a win/win situation, i.e. satisfied client/increased sales.

How to identify touch points, which matter for business?

Smart cities (2013) describes a straightforward five-step of customer journey mapping process, which can help with it.

Picture 4 Customer journey mapping process

Step 1.Setting-up the mapping context. For this step, it is essential to choose a target group. The organization should understand what customer group they are going to map. Segmentation allows realizing and making it possible to choose where to focus the work. Smart cities (2013) gives some examples of targeting: who need the greatest need, what customers have the greatest number of journeys etc. It will help to collect information about customer, the service they use; the customer insight, and what has been done and what changes have been made. Some marketers call it "to make personas". Knowledge hubspot (2014) defines personas as fictional, generalized characters that encompass the goals, needs, and observed behavior patterns among real and potential customers. Identifying a key customer persona is very important for companies, because it is impossible to map every customer path individually. Profile of personas can include gender, age, education, financial situation, how they spend free time, also the purpose and buying behavior. In section purpose, is necessary to understand why the customer uses a particular company's service or why they buy their products. Also, here it should be mentioned the particular expectation they have from the service or product. Everything is important to keep up-to-date.

Step 2. Walking in the customer's shoes. It means to understand customer's business and the issues that are critical to their success. This step includes having a deeper understanding of customer insight. Notes, focuses groups or involving the customer in mystery shopper exercises and videos can collect a data and their current journeys. During the test of being a customer for a while, it is necessary to write down everything that happens during this journey. Especially to mention the weakest sides of a company, which can be improved in the future. Step 2 is specific for different companies and persons.

Step 3. Constructing the map. Another way to describe step 3 is visualization of data. Customer journey mapping is a way to mix images and text to represent a series of interactions between a customer and an organization. A classic way to show data is to make a table with specific criteria.

Table 1 Example of Customer Journey Mapping table

		Elements of the customer journey				
		Awareness	Research	Evaluation	Purchase	Retention
Touchpoints	Online					
	Advertising					
	Signage					
	Phone					
	Face-to-face					
	Word of mouth					
	Email					
	In store					

Step 4. Taking action. Once the customer journey mapping process is completed, it is possible to identify and implement solutions in order to improve customer experience. Smart cities (2013) splits tasks into three areas:

- improving process or service design;
- communications planning;
- stuff training.

Step 5. Evaluating results. It takes time for changes to take effect and then measure it. Company should plan to evaluate customer journey mapping at the start of the work. The point is to make sure that the changes have been successful.

It is critical to realize, that customer Journey Mapping is not a “one time use” tool, companies need to use it every time they find issues in the company’s system. It is a repeating process: plan, take an action, evaluate, check results.

There is also a creative way to do a customer journey mapping. Bodine (2014) recommends using sticky-notes and a board to create a visual process of a customer’s experience. People who participate in customer journey mapping process should deal with what customer thinks and does, and add those in different colors of Post-it notes. In addition, it is critical to involve people from different departments. The important thing is that everyone should participate in making a customer journey mapping. They can also denote all main touch points when customer interacts with organization. Therefore, in the end it can be a brainstorm within organization. It will help to focus on fixing the systemic problem within the company.

Picture 5 Example of Customer Journey Mapping board

There are two ways of making a customer journey mapping, but the goal is the same. Depending on the customer experience and kind of business, product or service, Customer journey mapping will be mapped and designed different ways.

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Conclusion

Every customer’s interaction with an organization has an effect on loyalty and satisfaction. Some organizations have big problems with customer service, because they are not customer-focused. As a result, they get a bad customer experience, or simply customer dissatisfaction. Often their dissatisfaction has different reasons: not delivering what is promised, lack of good service, dissatisfaction of a product. Sometimes unhappy customers can turn into the main enemy of the company and can cause a lot of loss, including a loss of good business’ reputation. On the other hand, other companies have a great service, but to be first on the market, it is critical to be the best. Moreover, one of the main ways to be the best is to improve an already existing service or product.

One part of this work is focused on understanding the importance of customer experience. There are a few examples of bad and good customer experiences, which prove that providing the customer with better or best service is critical for a company. The business tool known as “customer journey mapping” is one of the tools, which helps not just to fix, but also to improve the existing service. The point is to consider an organization from the customer’s point of view, in other words the company puts itself into a customer’s shoes and goes through all the steps. All the main touch points between the organization and the customer are described in this work, step-by-step. The process starts from understanding a customer and ends by implementing changes in the organization. Because companies are not the same, for each of them customer journey mapping can be achieved in different ways and different ways of presentation. It can be a table, board etc. But in the end it, doesn’t matter how to visualize it, because the main goal is to approach customer satisfaction, hence increase revenue and sales.

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3.17 Entrepreneurial Spirit II (Economics & Marketing & Management in 21st Century)

Rufat Edward Zvelebil

Abstrakt: Tato esej se především zabývá tématem podnikatelského ducha, jeho úlohou a způsobem, jakým se projevuje v řízení podniku. Autor eseje nejprve uvádí několik definic pojmu podnikatel. Následuje stručný popis termínu podnikání. Poté se práce zabývá již samotným pojmem podnikatelský duch a jsou představeny některé charakteristiky tohoto pojmu. Práce si rovněž klade otázku, zda je podnikatelský duch vrozenou nebo získanou vlastností. Autor dále poukazuje na některá praktická řešení, jak lze podnikatelský duch dále rozvíjet a udržovat.

Mimoto práce nastiňuje některé aktuální změny, trendy a výzvy, které jsou pro dnešní globální marketing a management charakteristické.

V závěru své práce autor konstatuje, že podnikatelský duch je sice naprosto nezbytný, chce-li někdo podnik efektivně řídit, ale je také nezbytně nutné, aby podnikatel adekvátně a pohotově reagoval na změny v marketingu a managementu, aby se následně těmto změnám přizpůsobil.

klíčová slova: podnikatel, podnikatelský duch, podnikání, marketing, management

Abstract: This essay focuses primarly on the subject of entrepreneurial spirit and its role and manifestation on a business company or enterprise. In the first instance, the author of this essay gives some definitions of an entrepreneur. Then follows a brief description of the entrepreneurship. Afterwards, the essay deals with the entrepreneurial spirit and gives some of its characteristics. It discusses the question whether the entrepreneurial spirit is inborn or acquired. In addition, the author lists some practical solutions how to maintain and develop one's entrepreneurial spirit.

Besides, the essay outlines some current changes, trends and challenges that are characteristic of contemporary, global marketing and management.

The conclusion of this essay suggests that although this spirit is essential if a person wants to effectively run a successful business, but it is also essential for an entrepreneur to

adequately and promptly react to changes that occur in marketing and management, so that he can adapt to these changes.

Key words: Entrepreneur, Entrepreneurial Spirit, Business, Marketing, Management

Goals and Methods

The main goal of this essay is to examine the importance of the entrepreneurial spirit in the context of contemporary business. The essay tries to illustrate that the entrepreneurial spirit is essential, or even inevitable in order to lead a successful, effective and prosperous business or enterprise. The method that is used in this essay is description. The author firstly defines the terms such as entrepreneur, entrepreneurship and the entrepreneurial spirit. The author then describes major characteristics of such spirit and gives practical solutions how to maintain and develop the entrepreneurial spirit.

Sections Headings

Before we start exploring what the entrepreneurial spirit is, we first need to answer a question: who is an entrepreneur?

There are many definitions of this word. The Webster's dictionary, for instance, defines an entrepreneur as someone who organizes, manages and assumes the risks of a business or enterprise (startupeducation.wordpress.com, 2012). Another definition that quite aptly describes an entrepreneur says that an entrepreneur is a person who finds worth in the valueless things and possibility in the unfeasible (Ineos, 2014).

Veber, Srpová (2012, s. 14) write that even entrepreneurship itself can be viewed from different points of view. The same source asserts that in our brief description we will mention three of them:

- an economic view says that entrepreneurship requires an involvement of economic resources and other activites in a way that their original value can be increased, which is a very dynamic process,
- a psychological point of view describes entrepreneurship as an activity whose ultimate goal is to make profit, to fulfill certain tasks, and also to achieve something. For many, an entrepreneurship can serve as a means of self-realization, or can fulfill their great desire for independence,

- a sociological view says that entrepreneurship enables to create more job opportunities, to create a basis for prosperity for all parties involved.

Without a shadow of doubt, many entrepreneurs have made significant contributions for the society and economy (entre-ed.org, year unknown). The same source states that thanks to prominent personalities such as Bill Gates, Henry Ford or Steven Jobs, as well as their creativity and perseverance, the economy is wealthier. The same source asserts that they have also contributed to the wellbeing of people.

The Culture Vulture (2011, s. 5) study has identified 14 types of entrepreneurs. The same source states that these were The Creators, The Social Explorers and The Pioneers, among others.

Now we will outline some essential characteristcs of an entrepreneur. An entrepreneur is creative, innovative, someone who is not afraid of taking the risk, someone who is open to various changes. Many people wrongly assume that being a creative, innovative and risk-taking person is enough to run a successful business. However, there exist other crucially important characteristics that are indispensable. An entrepreneur must have good communication skills, a strong sense of self-discipline, self-esteem, self-trust and finally, courage.

So, what is an entrepreneurial spirit? The definitions of this concept vary, but basically, this spirit is a combination of several factors, such as inner drive, self-motivation and passion. Pierce (2008) states that the founder of Virgin Group Empire, Richard Branson, has especially emphasized the role of following passion in connection with the entrepreneurial spirit. The same source states that his particular passion is manifested in starting up new companies. The same author states that Branson's company was found in 1970 and, 45 years after, it has expanded to more than 200 various companies which are engaged e.g. in music, airlines and even in space travel.

Indeed, such great achievements could not have been reached without passion and enthusiasm.

On the web DrsGattyPeopleSolutions.com (2014) it is stated that besides passion and enthusiasm, the entrepreneurial spirit also requires optimism, honesty and trust (the latter two features are crucially important in order to attract customers). The same source states that for a successful business, it is necessary to develop a sense of forward thinking, that is, a good entrepreneur should be able to find new opportunities and inspire others by his new innovative products or services.

On the web DrsGattyPeopleSolutions.com (2014) it is stated that the entrepreneurial spirit is also beneficial for companies and organizations. The same source states that such organizations can cooperate with each other, creating new ideas, opportunities and innovations.

An interesting question arises whether people are born with entrepreneurial spirit or whether it is an acquired ability. Some economists suggest that such spirit is inborn, while others disagree saying that people become entrepreneurs by external factors such as experience, effort, hard work and education. Obviously, the answer to this question is that both internal and external factors play a significant role, complementing each other. If a person has a talent (e.g. leadership), yet does not develop entrepreneurial skills that are needed for running a business, it is very unlikely that the person will succeed. Similarly, if a person is relying on purely external factors without having inborn talent of entrepreneurial skills, his success is also questionable. Thus, a combination of internal and external factors is a key for a successful business.

As it was mentioned above, the entrepreneurial spirit must be developed. Any person who wishes to succeed in his business or enterprise should maintain his entrepreneurial spirit, skills and mindset.

Here are some practical solutions (DrsGattyPeopleSolutions.com, 2014):

- Firstly, you should maintain your inner drive. The same web page claims that it means that you are trying to be passionate, optimistic and self-motivated even if the things regarding your business are not going so well. The same source states that bear in mind that it is your inner drive that allows you to achieve the goal you have set.
- Secondly, constantly develop your communication skills (DrsGattyPeopleSolutions.com, 2014). The same web page claims that whether you speak or write, your messages should be clear, intelligible and also honest. The same source states that it is also advisable if your messages seem to be enthusiastic and optimistic to other people.

- Thirdly, the above mentioned communication skills are closely related to your ability to listen to others (DrsGattyPeopleSolutions.com, 2014). The same web page claims that it is a very good idea to further develop your listening skills.
- Fourthly, maintain your leadership skills (DrsGattyPeopleSolutions.com, 2014). The same source states that you will need to learn how to work as effectively as possible. Also, develop your sense of self-discipline. The same source states that it would be useful if you encourage your co-workers when necessary, so that they can trust you and even seek for an advice.
- Fifthly, steadily develop your creative skills (DrsGattyPeopleSolutions.com, 2014). The same source states that it may seem as a paradox but sometimes, innovations are developed when difficult times come about and you are forced to solve certain difficult challenges. The same web page claims that and in such situations, your highly developed creative skills will be extremelly useful.
- Lastly, remember that every innovation requires planning (DrsGattyPeopleSolutions.com, 2014). The same web page claims that you should always take enough time to carefully plan the development of particular innovation, as well as to pay attention that is needed to its implementation.

On the page SVSES (year unknown) it is claimed that it should be stressed that although the above mentioned steps are necessary for maintaining and developing one's entrepreneurial spirit, in our contemporary and global economy, another very important thing should be kept in mind: in addition to such (or similar) strategies, one who wants to lead a successful business should always take into consideration constant changes and rapid development of the management and marketing. The same source states that at the beginning of the 21st century, not only should an entrepreneur maintain his entrepreneurial spirit, but he also has to realize that such rapid development means that a businessman is constantly faced up to new changes, strategies and challenges due to the fact that the current economy is highly globalized and prone to changes in trends and sometimes, certain aspects should be even re-evaluated in order to meet new requirements of the market.

Conclusion

To conclude this essay, it can be stated that the entrepreneurial spirit is essential for one's business. Without it, it is really improbable that one could run a successful business, even for a short period of time. It is also clear that every entrepreneur should constantly develop and maintain his entrepreneurial spirit in order to lead a successful, effective and prosperous business or enterprise. However, because of the rapid changes in economy, in marketing and managemet at the beginning of the 21st century, an entrepreneur should always try to follow and quickly, effectively and properly respond to the new trends, changes and challenges of our globalized world economy. It becomes evident that simply maintaining and developing one's entrepreneurial spirit is not sufficient in order to lead a successful business. An entrepreneur must adequately react to current changes and trends, bearing also in mind that the contemporary market is totally different from what was known prior to the 21st century. Therefore, it seems that the key for one's business success is the combination of maintaining and developing his entrepreneurial spirit, as well as sense of adoptability to changes of marketing, management and changes of economy in general.

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4 Conclusion

University of Economics and Management had, thanks to project Work placements modules developed for innovation and development of fields of study at VSEM from the priority axis 3 OPPA, the unique opportunity to organize on it´s premises a student conference. The conference was held on March 25, 2015 in the Auditorium of VSEM. Except for direct participants - contributors, committee members - the conference was also attended by students of the University of Economics and Management as guests.

The three-member expert committee was composed of experts from practice. Contributions which were presented at the conference and are included in this conference proceedings are among the top 17 out of the total number of 23 submitted contributions, as far as both the content and formal aspects. Students were encouraged to send contributions so they can improve their communication and presentation skills, improve their skills of working with scientific text or to obtain a credits for seminar paper.

The conference is in line with the objective to create conditions for the development of such knowledge, skills and experience of the students, allowing them to successfuly enter labor market shortly after their graduation (in relation to the improvement of their communication and presentation skills). The conference is also in line with the objective of innovation study programs, as it is an alternative way to obtain credits for seminar paper. To increase students´ chances of finding a job is one of the goals of the project Work placements modules developed for innovation and development of fields of study at VSEM (acronym: MOP VSEM). Registration number: CZ.2.17/3.1.00/36240.

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