Využitie multimediálnych výskumných laboratórií v praxi. Časť I.

Využitie multimediálnych výskumných laboratórií v praxi. Časť I.

Príspevok akcentuje význam inovácií výučby predmetov orientovaných na aktívnu participáciu vysokoškolských študentov na reálnych projektoch v previazanosti na spoluprácu so subjektmi hospodárskej praxe, a to vďaka využitiu potenciálu multimediálnych výskumných laboratórií v kontexte využitia nových prístupov vo výučbe, akým je napríklad tzv. design thinking. Aktuálne trendy vo vysokoškolskom vzdelávaní zdôrazňujú zmeny vo výučbe zamerané na zvyšovanie uplatniteľnosti absolventov na trhu práce aj v kreatívnej ekonomike, do ktorej oblasti spadá aj marketing, marketingová komunikácia a reklama.

Úvod – výzvy a modernizácia výučby

Európa má dlhú a silnú tradíciu vysokého školstva. Jeho korene siahajú až do 6. storočia, kde sa neskôr rozvinuli do stredovekého univerzitného vzdelávania založením Bolonskej univerzity v roku 1088. V 19. storočí navštevovali univerzity približne 2% populácie, ktoré mali to privilégium študovať vysokú školu. V súčasnej dobe je situácia úplne odlišná. Európska únia si stanovila cieľ, aby do roku 2020 40% mladých Európanov získalo vysokoškolský titul. Už teraz sa v niektorých krajinách pohybuje miera mladých s vysokoškolským vzdelaním vyše 50% populácie krajiny. Tento cieľ však vedie k tomu, že tradičné vzdelávacie modely už nedokážu zabezpečiť kvalitné vysokoškolské vzdelanie (European Commission 2013).
Podľa dokumentov Európskej komisie čelia európske vysokoškolské systémy výzvam a problémom, ku ktorým patria predovšetkým:
• Nesúlad medzi potrebnými zručnosťami a tými skutočnými. Pri niektorých vysoko kvalifikovaných profesiách sa Európa stretáva s nedostatkami, a to tak z hľadiska dostupnosti týchto kvalifikácií, ako aj z hľadiska kvality potrebných zručností. Zároveň príliš veľa študentov končí svoje štúdium s veľmi zlými až nedostatočnými prierezovými zručnosťami, ktoré v súčasnosti potrebujú v praxi.
• Pretrvávajúce alebo dokonca zväčšujúce sa sociálne rozdiely. Deti zo znevýhodneného sociálno-ekonomického prostredia majú stále oveľa menšiu šancu, že začnú a úspešne ukončia vysokoškolské štúdium; stále tiež pretrváva rodová segregácia podľa odboru štúdia.
• Nedostatočná podpora inovácií. Mnohé vysoké školy neprispievajú dostatočne k inováciám vo svojom širšom ekonomickom a sociálnom prostredí, najmä vo svojich regiónoch, tak, ako by mali. Výkonnosť vysokoškolských inštitúcií v oblasti inovácií sa síce medzi jednotlivými krajinami a regiónmi EÚ výrazne líši, ale celkovo nie je ani zďaleka uspokojivá.
• Rôzne zložky vysokoškolských systémov spolu dobre nespolupracujú. Mechanizmy financovania, stimulov a odmien vo vysokom školstve nie sú vždy nastavené tak, aby dostatočne odmeňovali kvalitnú výučbu a podporovali výskum, inovácie, sociálne začleňovanie (Koucký 2017).
Hlasy hovoriace o nutnosti zmien vo vzdelávaní zaznievajú čoraz častejšie. Inštitúcie formálneho vzdelávania čelia veľkým problémom, vzdelávanie v neformálnej sfére je na vzostupe. Podľa štúdie autorov Barbera, Donnelly a Rizvi (2013) spolupráca s aktérmi neformálneho vzdelávania, problém evaluácie vzdelávania a vzdelávania pre zamestnateľnosť patria medzi oblasti, ktoré si vyžadujú najväčšie zmeny. Za najväčší problém označuje spomínaná štúdia úpadok hodnoty vysokoškolského

vzdelania, pretože iba 18% širokej verejnosti verí, že univerzity sú schopné adekvátne pripraviť svojich študentov na vstup na trh práce.
Učenie a výučba vo vysokom školstve je zdieľaný proces, ktorý predpokladá istú mieru zodpovednosti a participácie tak na strane študenta, ako i učiteľa. Správa Európskej komisie sumarizovala kroky a odporúčania vedúce k modernizácii vysokého školstva, z ktorých je možné uviesť nasledujúce:
• učebné plány a osnovy by sa mali rozvíjať prostredníctvom dialógu medzi pedagógmi, študentmi, absolventmi a aktérmi na trhu práce, ktorí spoločne hľadajú nové metódy tak, aby študenti získali relevantné zručnosti pre svoju lepšiu uplatniteľnosť,
• vysokoškolské inštitúcie by mali zaviesť a podporiť prierezové zručnosti a interdisciplinárne prístupy k učeniu a pomáhať tak študentom rozvíjať ich podnikateľské a inovatívne spôsoby myslenia,
• vysoké školy a tvorcovia národných politík by mali zriadiť poradenstvo, odborné vedenie, mentoring a systémy na podporu vysokoškolských študentov (European Commission 2013).
V súčasnej dobe vysokoškolské vzdelávanie ovplyvňujú trendy a tendencie súvisiace predovšetkým s technologickým rozvojom, zvyšujúcimi sa nárokmi na absolventov zo strany zamestnávateľov. K tým najvýraznejším patrí:
• vzdelávanie vedúce k prehĺbeniu kľúčových kompetencií, zručností a postojov študentov (mäkkých zručností),
• podpora podnikateľských aktivít študentov,
• mobilita, internacionalizácia študentov i pedagógov vysokých škôl,
• online vzdelávanie, mooc (Massive Open On-line Courses),
• učenie činnosťou (Learning by doing),
• užšia spolupráca so súkromným sektorom,
• celoživotné vzdelávanie (Popela, Fischer a kol. 2015).

Spolupráca vysokoškolských inštitúcií a firiem – vybrané aspekty európskej praxe

Existuje mnoho foriem spolupráce vysokoškolských inštitúcií a firiem, pričom ich podobu ovplyvňuje celý rad faktorov, napríklad potreby a možnosti partnerov, množstvo dostupných zdrojov, personálne zabezpečenie atď. Medzi najčastejšie formy spolupráce patrí výskum realizovaný v spolupráci s firmami, zákazkový výskum, komercionalizácia výsledkov výskumu, konzultanstvo, zdieľané laboratória, ďalšie vzdelávanie, spolupráca pri tvorbe študijných programov a profilu absolventa, stáže a prax študentov, vedenie študentských prác či účasť odborníkov z praxe na priamej výučbe (Škopová 2007).
Spolupráca podnikov a vysokých škôl predstavuje benefit nielen pre samotné podniky a školy, ale aj región, v ktorom sa nachádza. Z tohto dôvodu nadobúda úloha vysokých škôl v posledných rokoch na význame. V 70. rokoch minulého storočia vznikol koncept triády – triple helix model, ktorý je založený na princípe kooperácie a koordinácie troch základných oblastí spoločenského progresu. Tento model predstavuje spojenie akademickej, verejnej a súkromnej sféry. Významnú úlohu tu zohráva inovačný potenciál vysokých škôl, ktorý má pozitívny vplyv na rozvoj podnikov, ktoré nútia vysoké školy k tvorbe nových poznatkov (Ručinská a Ručinský 2009).
Triáda je založená na sieti vzťahov vysokej školy, priemyslu a vlády, ktorá je základom ekonomického rozvoja znalostí (tzv. znalostná ekonomika alebo znalostná spoločnosť). V triáde sú všetky základné oblasti rovnocenné. Primárnou úlohou je produkcia a prenos informácií, vedomostí a znalostí v spolupráci s podnikateľskou sférou, ktorá je konečným zákazníkom, pretože je hlavným zamestnávateľom ľudského kapitálu za účelom pridávania hodnoty a tvorby bohatstva. Koncept triple helix je súčasným stupňom vývoja foriem spolupráce vysokých škôl a podnikov, podporovaných vládami ako oblasť verejného záujmu a verejnej finančnej podpory (Zelený 2006).
Európska komisia podporuje spojenie vysokoškolského vzdelávania a podnikania na európskej úrovni prostredníctvom viacerých iniciatív. Užšie väzby medzi praxou a akademickou sférou môžu

podporovať prenos a zdieľanie znalostí, vytvárať dlhodobé partnerstvá a príležitosti a podporovať inovácie, podnikanie a tvorivosť. Užšia spolupráca s podnikmi pomáha inštitúciám vysokoškolského vzdelávania rozvíjať prístupy k výučbe a výučbový proces tak spĺňa potreby študentov i spoločnosti. To pomáha poskytnúť absolventom správne zručnosti pre trh práce (European Commission 2015).
V roku 2010 vydala Európska komisia dokument Európa 2020 – Stratégia na zabezpečenie inteligentného, udržateľného a inkluzívneho rastu, v ktorom definuje ciele pre členské štáty, medzi ktorými je aj „zlepšiť spoluprácu medzi univerzitami, výskumnými centrami a podnikmi, realizovať spoločné programy", ako aj „zabezpečiť, aby sa učebné osnovy sústredili na podporovanie kreativity, inovácie a podnikania" či zabezpečiť, „aby znalosti nevyhnutné na začlenenie sa do ďalšieho vzdelávania a trhu práce boli získané a uznané v rámci všeobecného, odborného, vyššieho vzdelávania ako aj vzdelávania dospelých" (Európska komisia 2010).
Štúdia University-Business Cooperation 2017 prezentuje výsledky online výskumu medzi vysokými školami v 33 európskych krajinách a subjektmi z praxe. Výskum monitoruje súčasný stav spolupráce vysokoškolských inštitúcií so subjektmi z aplikačnej sféry a porovnáva situáciu v Európe so situáciou v jednotlivých členských krajinách. Výskumu sa zúčastnilo 14 318 zástupcov vysokoškolského vzdelávania za všetky vybrané európske krajiny, v prípade zástupcov firiem bolo získaných 3 113 odpovedí. V tabuľke č. 1 sú prezentované rôzne formy spolupráce vysokoškolských inštitúcií a subjektov hospodárskej praxe a hodnotenie ich využívania tak z pohľadu vysokých škôl, ako aj z pohľadu aplikačnej sféry v rámci Slovenskej republiky, Českej republiky a európskeho priemeru.

Tabuľka 1: Porovnanie spolupráce univerzít a firiem
Zdroj: State of University-Business Cooperation (2017)

Prakticky pri všetkých parametroch Slovensko i Česká republika zaostávajú za európskym priemerom. Paradoxne, vysoké školy hodnotia spoluprácu skeptickejšie v konfrontácii s firemnými zástupcami. V prípade jednotlivých hodnôt je potrebné uviesť, že čím nižšia hodnota, tým je spolupráca hodnotená minimálne a naopak, pričom rozpätie je od 0 po 10 bodov.

Kreatívna ekonomika a design thinking

Rozmach kreatívnej ekonomiky možno pozorovať vo vyspelých krajinách, kde dochádza k úbytku pracovných miest v priemyselných odvetviach a ich presunu do oblasti služieb a kreatívnych činností. Významnými stakeholdermi kreatívnej ekonomiky sú kreatívne firmy, tvorcovia politiky, podnikateľskej spoločnosti, výskumné inštitúcie a tiež inštitúcie vyššieho vzdelávania. V rozvoji kreatívnej ekonomiky hrajú významnú úlohu vysoké školy, ako miesta s vysokou koncentráciou kreatívnych, inovatívnych ľudí so schopnosťou prinášať nové riešenia. Je teda potrebné sa zaoberať ich zapojením, vplyvom a významom pre kreatívnu ekonomiku. Problematikou kreatívnej ekonomiky sa zaoberá rad autorov. K tým najvýznamnejším patrí Howkins a Florida. Howkins bol prvým autorom, ktorý použil pojem „kreatívna ekonomika", a to vo svojej knihe The Creative Economy. Druhý propagátor tejto myšlienky – Florida, ako prvý pomenoval problematiku kreatívnej triedy a zostavil index kreativity (Kloudová a kol. 2010). V dnešnej dobe mnoho podnikov usiluje o prispôsobenie sa globalizácii, ktorá priniesla tvrdší konkurenčný boj na mnohých trhoch a viedla k outsourcingu produkcie z „lacných krajín" (Kathman 2002).
Podniky na celom svete, ktoré chcú zostať konkurencieschopné, sú nútené byť viac inovatívne a prispôsobiť sa rozširujúcemu sa vedomostnému priemyslu. Na vysoko konkurenčných trhoch, kde je nevyhnutná extrémne efektívna výroba, tradičné podnikateľské modely a prístupy už nemusia stačiť. Radikálny rozvoj a vzostup komunikačných technológií mení konvencie podnikania. Zákazníci majú k dispozícii viac informácií, zatiaľ čo sú sami vystavení oveľa väčšiemu počtu ponúk ako predtým. Tradičný monológ medzi spoločnosťami a zákazníkmi sa zmenil na výmenu informácií a názorov,

pričom sa trendy objavujú paralelne a celkové tempo je oveľa rýchlejšie. Obchodníci sú svedkami fragmentácie trhov a je pre nich stále ťažšie oslovovať alebo ovplyvňovať svoje cieľové skupiny. Dnešné spoločnosti teda potrebujú zvýšiť rýchlosť a diferenciáciu vo vývoji výroby a predovšetkým konkurenčné reakcie. Aby podnikateľské subjekty boli konkurencieschopné, musia začleniť kreativitu a inovácie do svojho fungovania, a tým pomôcť vzostupu konceptu kreatívnej ekonomiky (Gullberg a kol. 2006). DeNatale a Wassall definujú tvorivú ekonomiku ako naprieč prepojenú množinu troch vzájomne sa ovplyvňujúcich oblastí. Prvky kreatívnej ekonomiky sú tvorba kreatívnych klastrov (komerčné aj nekomerčné firmy a organizácie), kreatívne pracovné sily (kreatívni jedinci) a kreatívne spoločenstvo (miesto, ktoré vytvára podmienky pre tvorivú ekonomiku) (DeNatale a Wassall 2007). Kreatívna ekonomika je založená na kreatívnom priemysle (mediálny priemysel, film, hudobný priemysel, výskum, kultúrny priemysel). Jej rozvoj bude mať značný vplyv na budúci ekonomický rast vo vyspelých štátoch sveta. Predpokladom pre rozvoj kreatívnej ekonomiky je znalosť spoločnosti v oblasti informačných a komunikačných technológií s dôrazom na rozvoj kreativity. Odvetvia v rámci kreatívnej ekonomiky je možné zoskupiť aj prostredníctvom tzv. prístupu na základe kreatívnej intenzity, podľa ktorého sa odvetvia zoskupujú podľa ich príbuznosti do siedmych kategórií a to: Reklama a marketing; Architektúra; Dizajn a módny dizajn; Film, TV, video, rádio a fotografia; IT, softvér a počítačové služby; Vydavateľská činnosť; Hudba, scénické a vizuálne umenie (Balog a kol. 2014). Mieru rozvoja kreatívnej ekonomiky spája Florida (2002) s investíciami do výskumu a vývoja a podporou univerzitných systémov. Práve univerzity hrajú významnú úlohu pri výchove talentov a kreatívnych jedincov (Kloudová a kol. 2010).

Koniec I. časti.

Poznámky/Notes

Príspevok vznikol v rámci projektu KEGA č. 030STU-4/2018 – Elektronická platforma na zefektívnenie spolupráce medzi vysokými školami a priemyselnými podnikmi v oblasti vzdelávania.

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Kľúčové slová/Key Words

vzdelávanie, kreatívna ekonomika, design thinking, multimediálne výskumné laboratórium, marketing
education, creative economy, design thinking, multimedia research laboratory, marketing

JEL klasifikácia

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Résumé

The utilisation of multimedia research laboratories in practice. Part I.

The paper emphasizes the importance of the innovations in the teaching of subjects focused on the active participation of university students on real projects within the liaison to cooperation with the subjects of economic practice, based on utilisation of the potential of multimedia research laboratories in the context of the use of new approaches in teaching such as design thinking. Current trends in higher education emphasize changes in teaching oriented on increasing the employability of graduates in the labour market, as well as in the creative economy, which includes marketing, marketing communication and advertising.

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GDPR issues from a marketing perspective

GDPR issues from a marketing perspective

In the case of running e-shop under the new conditions of the GDPR Regulation, the marketer faces several problems. The interpretation of the regulation is not clear and few areas will limit its possibilities. For example, the question arises as to whether personal data may be used for other purposes, or other questions as to the legal bases for the processing of personal data.

Introduction

Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of individuals with regard to the processing of personal data and on the free movement of such data, repealing Directive 95/46 / EC (General Data Protection Regulation) in force from 25.05.2018 (Veselý 2018), often causes a change in technology and processes in organizations and introduces a number of new concepts.
According to Kotler (Kotler and Armstrong 2010), for the prosperity of the company in this new era, it is necessary to change the marketing strategy and adapt to the new environment. It is therefore important:

• Identify the main factors that shape the period of internet development.
• Know the reactions of companies to the internet and new technologies.
• Know the four major areas of ecommerce and its use in practice.
• Know what is the company's progress in implementing e-commerce.
• Have an overview of the benefits and challenges of e-commerce.

Changes in the world economy are influenced by many factors such as technology, globalization, the environment and many others, but the following are particularly important (Kotler and Armstrong 2010):
1. digitization and networking – Analog information used to date from telephone systems through watches, and industrial devices work with analog technology. Today, more and more devices work with digital information, i. that text, data, sounds and images are converted to a sequence of nulls and units, bits. Their transmission from one location to another requires interconnection, ie the telecommunication network, and this can be:
a. intranet – a network that connects people to each other within a corporate network,
b. extranet – links businesses with their suppliers, subscribers, and distributors,
c. internet – is a public global network that connects smaller networks and users of all types. It is an "information highway" that transmits data at high speeds regardless of distance.
2. the rapid development of the internet – a revolutionary technology of the new millennium, provides business with a high level of connectivity, enables customers and businesses to gain unprecedented amount of information during several computer operations, and if competition firms are to be able to adapt,
3. new forms of trading – when thousands of entrepreneurs have set up internet companies, to sell their production,
4. product customization to customer needs and the active role of customers in designing them.

So many of the basics of marketing theory. But this theory is a real reflection of practice. For example, one well-known online store reported a year-on-year increase in revenue of up to 20 percent to 830 million EUR without VAT (Moravčík 2018). This means a notable increase in sales. This issue is also seriously addressed by the EU and it forms legislative frameworks in this area. One of them is the GDPR regulation, in addition it is the ePrivacy regulation (ÚOOÚ 2018) and the CyberSecurity Regulation (Šimkovič 2015). The European Parliament has passed a regulation banning so-called geographic blocking when shopping online. All new EU Member States should therefore be given access to foreign product purchases without blocking websites. In the past, internet shop operators have been automatically redirected to another website based on their nationality, place of residence or temporary residence. This will not be after the new holiday. New arrangements apply, for example, to book hotel accommodation, hire cars or buy tickets for concerts. It will not cover copyrighted goods, such as electronic books, downloadable music or on-line games, but also on tickets. Online shop operators will have to offer their goods or services to their clients within the EU under the new regulation at the same price and under the same conditions. The measure will apply to the purchase and delivery of goods, provided that the delivery of the goods to the Member State concerned has been established in their business conditions. It will also apply to personal and non-copyrighted goods. It sounds fairly simple, but we also need to take into account the GDPR regulation, which states that every EU citizen must have access to consent in his own language, which he understands so that he clearly shows his agreement and clearly understands the terms. Well, that's not just about the consents. Cookies are also subject to the GDPR regulation – even consent or refusal must be granted – and again in a language that can be understood. Not all EU citizens understand fluently the Slovak language and not everyone understands the English or German language. And the requirement of the GDPR Regulation is that consent must be clearly distinguished from business conditions. The logical conclusion will be that business conditions will be processed in that language. And this is no longer a minor cosmetic change of business processes and the information system. When creating GDPR documentation, other regulations regarding business processes of the organization need to be taken into account. We can see here that it is not possible to use the general framework of GDPR documentation and it is obviously necessary to deal with each individual organization in detail. This is actually the GDPR goal.

E-shop and GDPR regulation

The purchase of goods and services is currently being made largely via the internet. The e-shop (e-shop) can be defined as the sale of goods or services using information and communication technologies and web applications in an internet environment where on one side of this relationship is the operator of the e-shop and the other e-shop customer hereinafter referred to as the "customer"). The most common among them is the conclusion of an internet purchase contract (distance contract). Such a contract also includes obtaining information, including personal details of the customer. Given the dynamics of IT development, it is impossible to take into account in this methodological guideline any eventualities that might arise in the application of the Regulation to e-shop operators, so the Office mentions only the most common cases below. Given the specific conditions of which processing of personal data, it is possible that the e-shop operator will be able to use, for example, and other legal bases or settings other than those listed below. This methodological guideline is only a recommendation of the Office, from. that it does not exclude any other adjustment of the processing of personal data in fulfillment of all Regulations laid down by the conditions and obligations. It is also important to highlight the fact that e-shops are also covered by other special regulations, Act no. 351/2011 Z. z.3 and Act no. 22/2004 Z. z.4, which must be taken into account in the operation of e-shops. These regulations do not fall within the scope of the Office (ÚOOÚ SK 2018).

Processing activities of the e-shop and legal bases for processing customer personal data

Recording of personal information of a customer of a particular e-shop is a processing of the customer's personal data from the point of view of the privacy rules. The purpose of such processing is most often the conclusion of a purchase contract and the subsequent execution of payment, delivery of goods or services and, where appropriate, the provision of other related services (complaints and other obligations arising, in particular, from the consumer protection legislation for the e-shop operator). It is necessary to distinguish the individual purposes of the processing of customer's personal data by the e-shop operator. In view of this, we can identify some of the most common processing activities that can be closely related, but have a different legal basis. The processing of personal data by customers by e-shoppers is mainly carried out for the purposes of (ÚOOÚ SK 2018):
• Order of goods / services (e-shop) – Purchase agreement according to Art. 6 ods. (1) b) Regulations (including the subsequent payment, delivery of goods or services, handling complaints, etc.); processing of the customer's personal data takes place without the consent of the customer because the legal basis for the processing of his or her personal data for the purposes of performance of the contract is a specific contract concluded at a distance between the customer and the e-shop,
• marketing communication with the customer – Legitimate interest according to art. 6 ods. (1) f) Regulations (eg newsletters, other forms of direct marketing, etc.); processing the customer's personal data is without the consent of the customer because the legal basis for the processing of his or her personal data (to the extent necessary) is the legitimate interest of the e-shop operator, such as informing the customer about the new goods and services of the e-shop. We point out that within the meaning of recital 47 of the Regulation, the use of legitimate interest as a legal basis requires a

thorough assessment, including an assessment of whether the person concerned may reasonably expect at a given time and context of personal data collection that the processing of his personal data for that purpose. The operator is also required to carry out the proportionality test.
• marketing communication with the person concerned without previous relationship – prior consent6 of the person concerned under Art. 6 ods. (1) (a). For further information on the consent of the person concerned, we recommend seeing the WP 29 Guidance on the consent of the person concerned.
• loyalty program – customer consent according to Art. 6 ods. (1) (a). For further information on the consent of the person concerned, we recommend seeing the WP 29 Guidance on the consent of the person concerned.
• consumer competition – customer consent according to Art. 6 ods. (1) (a) Regulations. For further information on the consent of the person concerned, we recommend seeing the WP 29 Guidance on the consent of the person concerned.

Obligations of the e-shop provider

Compliance with the Customer's Privacy Policy pursuant to Article 5 of the GDPR Regulation (ÚOOÚ SK 2018):
• In order for the operator to legally process the customer's personal data for the above purposes, he must have an appropriate legal basis (see point 1) (principle of legality).
• Customers have the right to be informed about the processing conditions, the manner in which their requests for the rights of the persons concerned are dealt with, etc. (the principle of transparency).
• The data obtained are to be processed by the operator only for a specific, explicit, legitimate purpose and cannot be processed in a way that is incompatible with such purpose (purpose limitation principle).
• The operator should only process personal data that is necessary to achieve a particular purpose of processing (data minimization), for example:
a) to conclude a purchase contract – for example, title, first name, surname, home address, address of delivery, if different from address, e-mail address, telephone number,
b) direct marketing – title, first name, surname and e-mail address,
c) loyalty program – title, first name, surname, home address or e-mail address and, if applicable, additional information (for example, depending on how loyalty benefits are provided or depending on other terms of participation in the loyalty program set up operators),
d) consumer competition – the list of processed personal data depends on the conditions of competition specified in the competition status to be informed by the persons concerned prior to granting consent to the processing of their personal data for the purpose of the competition.
• The operator processes correct and up-to-date personal data (principle of correctness).
• The operator keeps personal data only for the necessary time to achieve the purpose of the processing; longer only if it is necessary for another purpose (for example for purposes of archiving) compatible with the original purpose (the principle of minimizing retention):
a) the operator guarantees the adequate security of the processed personal data (the principle of integrity and confidentiality),
b) the e-shop operator must be able to demonstrate compliance with the previous processing principles (liability principle).
Information obligation under Article 13 and Article 14 of the GDPR Regulation (ÚOOÚ SK 2018):
• Applies to all the processing operations referred to in point 1; information obligation is directed from the e-shop operator to the affected person (the e-shop customer).
• The provision of information to the person concerned is the responsibility of the operator, ie the operator of the e-shop is obliged to perform it in an initiative (not at the request of the person concerned).

• The operator provides the person concerned with the information provided for in Article 13 (1) to (3) of the Regulation if he obtained the personal data directly from the person concerned; pursuant to Article 14 (1) and (2) of the Regulation, if personal data have not been obtained directly from the person concerned [example: person X order an ABC product in the e-shop purchase as a gift for the person Z. E-shop ABC processes the personal data of person X on the contractual legal basis and fulfills the obligation to provide information pursuant to Article 13 of the Regulation. E-shop ABC also processes personal information about a person Z who does not know that a gift will be sent to him, and there is no direct contractual relationship between ABC and Z. The legal basis for the processing of personal data from a person will be the legitimate interest of the ABC e-shop for the purposes of fulfilling the contract between ABC e-shop and X. E-shop ABC will also be liable to the person Z for fulfilling the information obligation under Article 14 of the Regulation. As a result, in this situation, a derogation under Article 14 (5) (b) of the Regulation ("... or if it is probable that the obligation referred to in paragraph 1 of this Article will hinder or seriously impair the attainment of the objectives of such processing"), e-shop ABC the information obligation according to Article 14 of the Regulation shall not be fulfilled until the moment of delivery of the gift purchased by the person X].
• Apply exemptions from the disclosure obligation only to the extent defined in Article 13 (4) and Article 14 (5) of the Regulation.
• In relation to new customers from 25.05.2018 – to meet the above information obligation at the latest when collecting personal data.
• In relation to existing customers before 25.05.2018 (eg with regard to ongoing marketing, loyalty program) – the obligation to supplement the information to the extent that the customer does not have the information in accordance with Article 13 and Article 14 of the Regulation.
• Provide the information in a concise, transparent, comprehensible and easily accessible form, formulated in a clear and simple manner.
• Can be informed in various ways (also in combination) – eg. on the e-shop web site, sending information to e-mail, in paper form in the "stone shop" premises, etc.
• (Articles 15 to 22 of the Regulation), in particular the right to object to processing for direct marketing purposes and the right to withdraw consent to the processing.
• Where the processing is based on a legitimate interest, the operator shall inform the customer of the legitimate interest he / she pursues; the operator is also required to perform a proportionality test whenever he processes personal data on this legal basis.

Managing records of processing activities (ÚOOÚ SK 2018):
• Each e-shop operator is required to keep records of processing activities under Article 30 of the Regulation always in relation to the processing activities:
a) order of goods / services,
b) loyalty program,
c) direct marketing.
• Consumer competitor – Organize regular competitions – occasionally organizing a competition – 1x / year and so on. (the exemption under Article 30 (5) of the Regulation applies, and this processing activity need not be recorded in the record).
• The operator keeps the records and fails to send them to the office, and, if necessary, submits them to the Office.

Responsible person (ÚOOÚ SK 2018):
• The obligation to designate a responsible person has e-shoppers who meet the condition of Article 37 (1) (b) of Regulation 11 – for example.
• If the condition under Article 37 (1) (b) of the Regulation is not fulfilled, the e-shop operator is under no obligation to designate a responsible person; if he voluntarily determines it, he / she is obliged to proceed as if the obligation to determine the responsible person was applicable to

him/her.

Intermediary (ÚOOÚ SK 2018):
• The operator may entrust the processing or part of the processing of the intermediary, for example for the purpose of evaluating the competition organized by the operator, sending questionnaires of satisfaction with the purchased goods.
• The intermediary processes personal data in accordance with the instructions of the operator, to the extent and according to an intermediary contract or other legal act binding the mediator towards the operator. The Intermediation Contract and other legal act must comply with the requirements of Article 28 (3) of the Regulation.
• For the purposes of concluding an intermediary contract and the intermediary's mandate by processing personal data, the consent of the person concerned is not required. As regards legality, the intermediary has a legal basis for the processing of personal data (eg legitimate interest) for the processing of personal data.

Security of the processing of personal data (ÚOOÚ SK 2018):
• The e-shop operator is responsible for the security and protection of personal data throughout their processing and is required to take appropriate security measures to protect them.
• Under Article 25 of the Regulation, the e-shop operator is required to provide protection at a stage when processing is not yet initiated, taking into account the latest knowledge and cost of implementing the measures as well as the nature, scope, context and purposes of the processing. The measures will be customized to suit their own environment and will take into account the safety standards that are common to the processing activity – secures a computer in which antivirus programs are processed by customers' personal data.
• According to Article 32 of the Regulation, the e-shop operator is obliged to accept, in the light of the above mentioned technical and organizational measures, the following:
a) technical measures – antivirus, firewall, password-protected computer, alarm, security of premises, provision of automated and non-automated means, etc.,
b) organizational measures – instructions of the e-shop operator addressed to employees (if any), identification of the responsible person (if it is obliged to determine it), instruction of the employees to keep confidentiality, entry into the premises where personal data are processed, key policy, personal data, including their storage policies, and so on.
• These are just examples, it is not possible to generalize the necessary measures for all e-shops.
• The operator is required to carry out the data protection impact assessment pursuant to Article 35 of the Regulation if he fulfills any of the conditions laid down in this Article.
• The operator is in breach of personal data protection that will lead to a risk to the rights and freedoms of individuals (such as making the database with customers' personal data available to unauthorized persons or damage and unavailability of backups by the e-shop operator) such violation within 72 hours of that he has learned to notify the Office; in some cases also to the person concerned, without undue delay.
• The e-shop operator may comply with the Regulation and Act no. 18/2018 Z. z. also by complying with the Code of Conduct or the Certificate, but it is not the operator's responsibility to approach such a Code of Conduct (if any) request a certificate.
• As far as other duties are concerned, please note that the e-shop operator is also obliged to perform duties under Act no. 351/2011 Coll. on Electronic Communications as amended (hereinafter "Act No. 351/2011 Coll."). On the interpretation of the provisions of Act no. 351/2011 Coll. the office is not competent, we recommend turning to the law gesture.

Position of the e-shop customer

The customer of the e-shop is, from the point of view of the Regulation, the person concerned, that is

to say the natural person to whom the personal data processed by the e-shoppers are concerned. In accordance with the Regulation, the person concerned has the rights that he / she can apply to the e-shop operator at any time. The list of right of the person concerned (ÚOOÚ SK 2018):
• Right of access to data (Article 15).
• Right to rectification (Article 16).
• Right of cancellation (Article 17).
• Right to limit processing (Article 18).
• The right to portability (Article 20).
• The right to object (Article 21).
a) if the processing is done on the basis of a legitimate interest of the e-shop operator (eg for direct marketing purposes), the customer has the right at any time to object to such processing of his or her personal data,
b) the right to object for the purposes of direct marketing must be the person concerned expressly informed at the latest when communicating with him for the first time and this right must be presented in a clear and separate way from any other information,
c) after applying the customer's objection, the e-shop operator is obliged to immediately cease the processing of personal data for the purpose of direct marketing, and these personal data are not processed for direct marketing purposes.
• Right to withdraw consent.
a) if the processing is done on customer's consent (eg loyalty program, consumer competition), the customer may at any time withdraw his consent to the processing, and the e-shop operator is obliged to terminate the processing of personal data processed under consent if he does not have other legal basis,
b) if the processing is carried out with the consent of the customer, the right to withdraw consent at any time, the customer must be informed in advance of the provisions of Article 13 (2) (c) of the Regulation by the operators of the e-shop.

How should the operator handle the requests of the persons concerned (ÚOOÚ SK 2018)?
• It is recommended to prepare a short, clear and concise internal procedure as the e-shop operator will handle the requests of the persons concerned (eg by internal directive, instructions), which may be published on the e-shop operator's web site (the operator can create a sample form).
• All information and notifications by the operator to the person concerned must be in a concise, transparent, easily understandable and easily accessible form, formulated in a clear and simple manner, taking into account the category of persons concerned whose communications and information are addressed.
• Information and notifications should normally be provided in the same way as the person concerned exercises his right unless he asks otherwise.
• The operator of the e-shop is obliged to equip the person concerned within 1 month of its delivery (if necessary, the operator can extend the processing of the application for another 2 months, while the extension of the deadline is obligatory to notify the person concerned).

Technical aspects of e-shop operation in context of protection of personal data

E-shop template – an e-shop operator can proceed in principle in two ways when choosing an e-shop template technical solution (interfaces that serve to view specific items offered in e-shops or to add items to a so-called "basket"). Either make yourself an e-shop template, or you can (eg through a license agreement) buy an e-shop template from another subject. In most cases from a personal data protection point of view, the processing of personal data by the provider of such a template is not processed (ÚOOÚ SK 2018).

Webhosting of the e-shop – in the event that the operator does not have his / her own web site for the technical operation of the e-shop, he / she is most likely to enter into a contractual relationship with the entity providing such space. The status of the webspace provider will then depend on how the conditions are set. If this entity provides a webspace for the e-shop operator without processing the personal data of the e-shop customers handled by the e-shoppers, it will not be necessary to modify their relationship from the point of view of personal data protection. If the personal data of the e-shop customers are processed, through a webspace provider, that provider will act as an intermediary under Article 4 (8) of the Regulation if the web host provider will process personal data on behalf of the operator. The relationship between the e-shop operator and the web host provider will be governed by a contract or other legal act under Article 28 (3) of the Regulation. The webspace provider may also have the status of a joint operator if, for example, to automatically back up your e-shop data. In such a case, the relationship between the joint operators, ie the relationship between the e-shop operator and the webspace provider, is processed within the meaning of Article 26 of Regulation(ÚOOÚ SK 2018).
Technical support provided to the e-shop operator by third parties – if a third party provides technical support for e-shop, when in case of removal of technical problems, this entity, its employees see the personal data of the e-shop's customers, and do not come from the technical support body for the further processing of personal data (ie, the personal data, for example, only "sees" but does not work them), it is sufficient that the agreement between the operator and the technical support provider the obligation to maintain confidentiality and to take appropriate security measures (organizational and technical). This also applies to the implementation of remote access technical support (ÚOOÚ SK 2018).

Specific ways of processing personal data by the e-shop operator

With the expansion of various technologies, new ways of processing personal data of customers, in particular larger e-shops, have evolved over time. Below are some practical examples along with the legal basis for processing personal data:
• Wishlist.
a) a registered customer has the opportunity to place the selected goods in the so-called wishlist (wish list),
b) sending an email alerting you that the goods included in the wishlist are sold at a discounted price or are available again,
c) if it is a marketing activity – a legal basis = a legitimate interest under Article 6 (1) (f) of Regulation.
• Abandoned basket.
a) the registered customer did not complete his purchase, failed to complete the payment and sent him an email with a warning and a basket content,
b) no purchase contract yet, legal basis = pre-contractual relationships under Article 6 (1) (b) of the Regulation.
• Customer holiday.
a) legal basis = legitimate interest under Article 6 (1) (f) of the Regulation.
• Reactivation.
a) registered customer does not develop in e-shop for longer; the e-shop operator will send the code for the next purchase with the intention of motivating him / her to purchase,
b) if this is / is agreed in the contract – legal basis = contract under Article 6 (1) (b) of Regulation,
c) if it is a marketing activity – a legal basis = a legitimate interest under Article 6 (1) (f) of Regulation.
• Segmentation.

a) on the basis of what the customer purchases in the e-shop, the customer is sent to the operator of the e-shop newsletters with information about similar goods, what the customer purchases in the e-shop,
b) legal basis = legitimate interest under Article 6 (1) (f) of the Regulation.
• Upselling.
a) on the basis of the contents of the customer’s basket / on the basis of the goods already bought in the e-shop, the customer will display the recommended goods for further purchase when completing his order (in his payment process),
b) legal basis = legitimate interest under Article 6 (1) (f) of the Regulation.
• Cookies.
a) is not, in all circumstances, personal data; personal data is when it is part of a chain of additional data that binds to a particular physical person to identify that physical person,
b) cookies as personal information – depending on the circumstances of the particular case, may be the legal basis,
i. consent under Article 6 (1) (a) Regulations
ii. the contract referred to in Article 6 (1) b) Regulations
iii. a legitimate interest pursuant to Article 6 (1) f) Regulations (marketing purposes)
iv. at the same time, the obligation to fulfill the conditions under Section 55 of Act no. 351/2011 Coll.
c) if cookies are not personal data – the obligation to comply with the conditions of Act no. 351/2011 Coll.

Where personal data are processed for purposes other than the original purpose, either the new consent of the data subject must be given, specifying the purpose of the processing of personal data, or it may be in accordance with Union or Member State law. However, the last option – the compatibility test – will often be used. The purpose of the compatibility test is to define a link or a link between the purpose for which personal data has been obtained and the purpose of the intended further processing of personal data. It is also necessary to define the circumstances in which personal data have been acquired, in particular the relationship between the persons concerned and the operator. The compatibility test also includes an analysis of the possible consequences of the intended further processing for the persons concerned. The compatibility test is not a separate legal basis, it follows the legal basis of the original purpose of the processing and requires the existence of adequate safeguards, such as encryption or pseudonymization. The GDPR regulation on protection of personal data defines the above ideas in § 13 paragraph 3 as follows:
Where the processing of personal data for a purpose other than that for which the personal data were obtained is not based on the consent of the data subject or a specific regulation, the operator shall determine whether the processing of personal data for another purpose is compatible with the purpose, on which the personal data originally obtained, among other things, must be taken into account:
(a) any link between the purpose for which the personal data originally originated and the purpose of the intended further processing of personal data,
(b) the circumstances in which the personal data were obtained, in particular the circumstances relating to the relationship between the person concerned and the operator,
(c) the nature of personal data, in particular, or the processing of special categories of personal data pursuant to Section 16, or personal data relating to the recognition of guilt for the commission of a criminal offense or offense under Section 17,
(d) the possible consequences of the intended further processing of personal data for the person concerned and
(e) the existence of adequate safeguards, which may include encryption or pseudonymization.

The wording of the new law on personal data protection implies the need to find out – that is, to carry out a test or a check on the compatibility of the purposes of the processing of personal data.

Ultimately, it can simply be called the GDPR Compatibility Test (Veselý 2018).

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Kľúčové slová/Key Words

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Résumé

Problematika GDPR z pohľadu marketingu

Spracovanie osobných údajov v e-shope je relatívne jednoduché a transparentné pri pochopení základných princípov a pravidiel spracovania osobných údajov. Prevádzkovateľ e-shopu nesmie vynechať štyri základné pravidlá pri spracovaní osobných údajov. Prvým pravidlom je právna základňa spracovania dát, potom naplnenie povinnosti uchovávania záznamov, následne naplnenie informačnej povinnosti dotknutej osoby – zákazníka a následne zabezpečenie spracovaných osobných dát.

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Proces tvorby korporátního designu – marketér vs. grafický designér

Proces tvorby korporátního designu – marketér vs. grafický designér

Corporate design jako nedílná součást komunikace organizací směrem ven i dovnitř představuje jednu z hlavních strategických oblastí, jimiž se zabývá většina marketingových manažerů. Jak správně vytvořit logo, na co pamatovat, co všechno musí dodržet, takových návodů je v odborné i populární literatuře celá řada. Jak ale nastavit samotný proces tvorby, rozdělení rolí jednotlivých účastníků v tomto procesu a jejich pravomoci, k tomu se mnoho zdrojů nevyjadřuje. Většina zkušených odborníků komentuje toto téma tak, že je to velmi individuální – každá organizace i každé grafické studio mají svůj styl, svůj postup, jak dojít k tomu nejlepšímu logu a jak si rozložit úlohy na této cestě. Že by tedy nebylo možné tento proces popsat a stanovit alespoň základní milníky? Co na to říkají sami tvůrci? A liší se jejich představy o ideálním procesu tvorby korporátního designu od toho, jak spolupráce obvykle reálně probíhá? Odpovědi přináší následující příspěvek vycházející ze 70 individuálních polostrukturovaných rozhovorů s přímými účastníky procesu.

Teoretická východiska

Definice pojmu corporate design je uváděna povětšinou v souvislosti s definicí systému firemní identity. Čeští autoři se zabývají zejména firemní identitou jako celkem, jejími jednotlivými prvky a také jejím výsledkem – image. V anglicky psané literatuře lze najít i monografie, které se specializují přímo na corporate design. Často se jedná nejen o teoretická východiska, ale také o praktické návody pro grafické designéry a marketéry.
Z českých autorů věnujících se této problematice nelze nezmínit Vysekalovou a Mikeše, jež jsou autory monografie publikované v roce 2009 s názvem Image a firemní identita. Autoři zde ujasňují vztah mezi pojmy firemní identita a firemní image, upozorňují na chybné užívání pojmu corporate identity v praxi, kdy bývá zaměňován za corporate design, který je však jen jednou z jejích součástí, a

jsou opomínány další složky tohoto systému. S odkazem na další autory pak definují corporate identity jako koncept či představu, jak chce být organizace vnímána, a konkrétní nástroje, prostřednictvím nichž tuto představu naplňuje (filozofie organizace, etika, struktura, vnější prezentace, firemní kultura, osobnost značky, design, chování organizace, produkt) (Vysekalová a Mikeš 2009).
Jurášková, Horňák a kol. ve Velkém slovníku marketingových komunikací definují corporate identity jako jednotnou prezentaci firmy na veřejnosti s cílem jednoznačné identifikace a nezaměnitelnosti organizace. Zmiňují také čtyři základní prvky, kterými je firemní identita tvořena, a to firemní kulturu, firemní filozofii, produkt společnosti a corporate design. Vztah mezi corporate identity a corporate image definují jako činnost a její výsledek (Jurášková a kol. 2012).
Záruba, Richtr a Koudelková jsou autory knihy s názvem CI.CZ, kde se věnují corporate identity v českém prostředí se zaměřením na corporate design. Kniha mapuje vývoj této marketingové oblasti v České republice v letech 1990 – 2007. Autoři uvádí, že corporate design je jednou z oblastí grafického designu, jež prošla výrazným vývojem a je pro ni typický vzestup kvality zpracování, metodiky i výsledků. Z hlediska zdrojů uváděných výše stojí za povšimnutí jejich výklad firemní identity, kam zařazují firemní kulturu, firemní design a filozofii, nikoliv však produkt. K samotnému korporátnímu designu pak uvádí, že se jedná o nejviditelnější součást identity, měl by z ostatních prvků vycházet a navazovat na ně. Označují jej jako soubor pravidel, která definují vizuální prezentaci společnosti, zdůrazňují jeho komunikační úlohu jak směrem dovnitř společnosti, tak směrem ven a k jeho hlavním složkám řadí značku, firemní typografii, firemní barevnost a doplňkové vizuální elementy (Záruba a kol. 2008).
Velmi originální a komplexní pohled na danou problematiku přináší Alina Wheeler v knize Designing brand identity: an essential guide for the whole branding team. Autorka se věnuje celému procesu nastavování identity značky, jeho jednotlivým složkám, popisuje také elementy značky a vlivy. Wheeler se soustředí na detailní popis procesu budování firemní identity, o designu pak uvádí, že redukuje filozofii do její vizuální podstaty a zároveň dává formu komunikovanému sdělení. Autorka upozorňuje také na problematičnost a složitost úlohy grafického designéra, jenž ztvárňuje značku, protože dnešní vizuální prostředí je přesyceno. Kromě toho zdůrazňuje nadčasovost corporate designu, jenž by měl být funkční i více než 20 let. Mezi prvky corporate designu zařazuje logotyp, barvy a typografii, jež shodně musí všechny respektovat a podporovat hierarchii informací i značky jako takové (Wheeler 2009).
Timothy Samara v knize Grafický design: základní pravidla a způsoby jejich porušování upozorňuje na odlišnost grafického designu od ostatních uměleckých disciplín; jako hlavní odlišnost uvádí tzv. záměr, tedy záměr klienta ztvárněný umělcem, na rozdíl od individuálního vyjádření umělce, jež je typické pro ostatní oblasti umělecké tvorby. Grafického designéra však zdůrazňuje nejen jako vizuálního stratéga, ale také jako osobu formující vizuální dorozumívací jazyk postmoderního světa (Samara 2008).
Proces tvorby korporátního designu je sice v mnoha knihách i článcích zmiňován, nicméně v dostupných zdrojích nebyl jeho model z hlediska zapojených osob definován. Mnoho zdrojů dává tipy a rady, jak vytvořit dobré logo nebo funkční vizuální styl organizace, jsou to však tipy, jaký by měl být, nikoliv jak jej dobře vytvořit. Autoři zmiňují, co všechno musí funkční design splňovat, co vše je potřeba brát v úvahu. Konkrétní rady k procesu tvorby vizuálního stylu se týkají zadání. K dalším fázím se autoři nevyjadřují, zejména se však vůbec nevěnují vztahům v tomto procesu a už vůbec ne vztahům mezi marketingovými pracovníky, často vystupujícími jako zadavateli, a grafickými designéry, považovanými za tvůrce. Složení týmu a zejména pak týmové interakce, ponechávají autoři stranou. I přes velké množství návodných knih neobsahuje žádná z nich rady, jaké je ideální rozdělení rolí a kompetencí.

Metody

Předkládané výsledky vychází z výzkumného šetření provedeného na přelomu roku 2015 a 2016 v České republice. Oslovování respondentů probíhalo prostřednictvím emailové a telefonické komunikace a jednalo se o polostrukturované individuální rozhovory s předem danými tematickými okruhy. Respondenti byli rozčleněni do následujících cílových skupin:

• Studenti marketingu
• Pedagogové marketingu
• Marketingoví odborníci z firemní praxe
• Externí marketingoví odborníci (agenturní, freelanceři)
• Studenti grafického designu
• Pedagogové grafického designu
• Grafičtí designéři z firemní praxe
• Externí grafičtí designéři (agenturní, freelanceři, grafická studia)

Každá skupina byla zastoupena cca 10 respondenty, celkem se jednalo o 70 polostrukturovaných rozhovorů. Výzkum byl prováděn za účelem disertační práce na téma Možnosti uplatnění grafického designu v procesu budování a řízení značky a kromě procesu tvorby korporátního designu se věnoval tématům jako vzdělávání marketérů a grafických designérů, dále se zaměřoval na nejčastější konflikty, jejich vznik i prevenci, obecné názory na důležitost vizuálního stylu pro úspěšnost organizace ad. Záměrně byly osloveny výše uvedené cílové skupiny, aby bylo možné identifikovat vývoj názorů od absolvování studia po působení v praxi a také vliv pedagogů na formování postojů budoucích odborných pracovníků v této oblasti.

Způsob zjišťování názorů na proces tvorby korporátního designu – základní schéma

Původním záměrem bylo ponechání definice správného procesu na dotazovaných, nicméně již předvýzkum poukázal na fakt, že je to složitější záležitost, kterou jen z hlavy popisovat nikdo nechce či si netroufá a komentuje to tím, že je to velice individuální a liší se to při každé zakázce. Při konkrétním dotazování na jednotlivé fáze procesu se však k odpovědím bylo možné dobrat, proto pro samotný výzkum byl jako odrazový můstek použit model tohoto procesu vycházející z diskuze s osobami oslovenými ve fázi předvýzkumu. Předložené schéma neaspirovalo na uznání za správné, ideální či reálné, bylo jen jakýmsi vodítkem pro dotazované, dílem, jež vyžaduje úpravy na základě subjektivních a mnohdy i objektivních preferencí a zkušeností.
Předložené schéma pracuje s určitým přehazováním zakázky mezi grafickými designéry a marketéry, předpokládá rozhodovací pravomoc na straně marketéra a tedy situace, kdy grafický designér předkládá svou práci ke zpětné vazbě marketéra a jeho rozhodnutí o dalším směřování. Zadání (brief) pro tvorbu vizuálního stylu dává do ruky výhradně marketérům a dalším manažerským pracovníkům či přímo majitelům a grafické designéry zapojuje až formou zpětné vazby na zaslané zadání. Zde předpokládá aktivní činnost těchto tvůrců, zájem o poznání organizace, jejího produktu a zejména pak firemní kultury a brandu jako takového. Na základě tohoto poznání předkládají grafičtí designéři skici, které naznačují směry, jimiž je možné se vydat. Z těchto skic vybírá marketingový manažer směr nejlépe odpovídající zadání a vyhovující strategii organizace. Vybranou skicu pak grafický designér rozvíjí dále, připravuje již konkrétní tvarové i barevné varianty. Z těchto variant opět vybírá marketér tu nejvíce vyhovující, jejíž použití na konkrétních komunikátech dále rozpracuje grafický designér – jedná se např. o obaly, hlavičkový papír a dle oboru podnikání či strategie společnosti ty předměty, na nichž je logo nejčastěji používáno. Po schválení marketingovými

pracovníky jsou tyto konkrétní varianty testovány. Podoba testování je různá, u menších společností se jedná o malé focus group se zaměstnanci či dokonce přáteli, u větších společností je to pak představení a schvalování u širšího vedení. Mezinárodní společnosti se pak obvykle vyznačují velmi propracovaným způsobem testování, a to nejen u cílové skupiny zákazníků, ale obecně u více skupin stakeholders. Z testování v ideálním případě vyplyne finální verze loga, kterou odsouhlasí jak marketér, tak grafický designér (jeho souhlas je předpokládán už v tom smyslu, že by sám nepředložil variantu, se kterou nesouhlasí nebo si za ní nestojí) a také vedení společnosti. Výše popsaný proces je znázorněn schématem na obrázku 1.

Obrázek 1: Schéma pro účely výzkumného šetření
Zdroj: vlastní zpracování

Názory dotazovaných na předložený model

Po předložení návrhu modelu procesu tvorby korporátního designu nastala u většiny respondentů zajímavá situace v tom, že ač nejprve svorně tvrdili, že takový model není možné sestavit, že se jedná o velice individuální záležitost, nakonec celá řada dotazovaných bezvýhradně souhlasí s navrženým schématem. Z hlediska jednotlivých cílových skupin výzkumu se jedná se o studenty marketingu, interní i externí marketéry, pedagogy grafického designu a interní grafické designéry. Tyto skupiny až na jednotlivce vykazovaly poměrně vysokou shodu v tom, že dané schéma odpovídá jejich představám o správném průběhu tvorby vizuálního stylu.
Určité výhrady či úpravy by provedli pedagogové marketingu, kteří by zařadili testování do dřívějších fází. V tomto panuje shoda také s externími grafickými designéry, kteří rovněž kladou důraz na testování konceptu. Pedagogové marketingu se pak shodnou se studenty grafického designu na potřebě většího zapojení a zvýšení pravomocí grafického designéra v procesu a jeho aktivnějším zapojování na zadání i rozhodování.

Rozdíly mezi reálným a ideálním stavem procesu

Poté, co se každý dotazovaný vyjádřil k předloženému procesu, doplnil dle jeho názoru chybějící fáze, přidal nebo přeskupil kroky, byl dotázán, zda takto opravené schéma odpovídá skutečnosti, tedy zda to v praxi takto funguje anebo by to podle něj takto mělo fungovat. Zde bylo možné sledovat obrovskou míru reflexe a uvědomění, kdy naprostá většina respondentů popisovala schéma ideální, nikoliv však skutečný praktický stav, jak jej znají ze své zkušenosti.
Co se týče rozdílů mezi skupinami dotazovaných, také zde se objevují shody i neshody. Všichni marketéři vnímají hlavní rozdíl mezi ideálním a reálným stavem procesu zejména ve vynechání testování. Dále jako zásadní kritérium zmiňují vliv času a zejména pedagogové pak jako jistý problém reálných procesů vnímají dodavatelský a nikoliv partnerský vztah grafika a marketéra. Stejný pohled na tento vztah v reálném procesu mají i studenti grafického designu. Ze strany grafických designérů pak reálný proces bývá zásadně ovlivněn konflikty vznikajícími při spolupráci zainteresovaných skupin.

Ideální model

Ač to nebylo záměrem, ideální podoba procesu, budeme-li brát v potaz skutečně pouze hlavní a více se opakující připomínky ve výzkumném šetření, pracuje významně s předloženou podobou schématu a jedinou odlišností je zařazení kroku testování do dřívějších fází procesu. Výsledná podoba ideálního schématu je tedy naznačena obrázkem 2.

Obrázek 2: Model ideálního procesu tvorby korporátního designu.
Zdroj: vlastní zpracování

Reálný model

U reálného modelu se objevilo rozporů více, zejména pak rozdílů ve srovnání s ideálním procesem. Téměř bez výjimky se dotazovaní shodují na tom, že v reálném procesu se obvykle vynechává krok testování a z hlediska fází a naznačeného postupu obvykle dochází k jistému zacyklování některých fází, kdy se tým vrací stále do určitého kroku.
U reálného procesu pak dotazovaní zmiňují také další vlivy, kterými se reálný proces liší od ideálního, přestože se nejedná o procesní záležitosti, naprosto podstatně mohou ovlivňovat celý proces a zejména pak jeho výsledek. K těmto faktorům patří zásadní vliv času (potažmo financí), dále nastavení vztahů v tomto procesu, což lze dále specifikovat tak, zda je nastavení vztahů partnerské nebo dodavatelské a s tím související vznikající konflikty.

Obrázek 3: Model reálného procesu tvorby korporátního designu
Zdroj: vlastní zpracování

Model prezentovaný obrázkem 3 tedy zohledňuje zpětnou vazbu respondentů. Byl odstraněn krok testování, dále je zde naznačeno možné cyklení ve fázích, kde dochází ke schvalování, a dále je zde naznačen podíl časového hlediska a nastavení vztahů účastníků na výsledku procesu i na jeho průběhu.
V případě dodavatelských vztahů se jedná o situaci, kdy je zadavatel hlavním rozhodujícím článkem procesu a grafický designér pouhým dodavatelem či vykonavatelem zadání bez vlastních rozhodovacích pravomocí. Konflikty při tomto nastavení vztahů jsou nasnadě – do jisté míry je potlačena kreativita grafického designéra, jenž je degradován na kresliče, často je nucen tvořit dle vlastních zkušeností nefunkční/neestestickou vizuální identitu, protože je to dle přání zadavatele apod. U zavedených grafických studií či tvůrců tato spolupráce nezřídka kdy končí odmítnutím práce na dané zakázce, protože si za výsledkem chtějí stát, prezentovat se jím a mít na něm svůj vlastní invenční podíl. Menší či začínající grafická studia zakázku dokončí i přesto, že neodpovídá jejich stylu, představám, znalostem o oboru, jejich přesvědčení. Konflikty v takovém procesu jsou řešeny rozhodnutím zadavatele, nikoliv konsenzem obou stran. Výsledkem je potom logo a vizuální identita, které plně odpovídají představám zadavatele a jejichž kvalita může být z pohledu grafických designérů sporná. Analýza konkrétních výsledků práce při různém nastavení vztahů však nebyla předmětem tohoto výzkumu, na základě kterého lze však uzavřít, že kvalita výsledné vizuální identity odpovídá názoru zadavatele a ne vždy vnímání grafického designéra, tedy z pohledu grafických designérů jsou výstupy z takové spolupráce méně kvalitní. Celá řada grafických studií (a dnes už i zadavatelů) proto preferuje tzv. partnerské vztahy, kdy jsou rozhodovací pravomoci na obou stranách v průběhu procesu tvorby vyrovnány, konflikty či neshody o dalším směřování se lidí

vzájemnou diskuzí. Dle názorů respondentů výzkumu jsou pak výsledkem takové spolupráce kvalitní/kvalitnější vizuální prezentace.
Konfliktem je zde nejčastěji míněna neshoda při výběru varianty/návrhu, který má být dále rozpracován, případně jak rozpracován, a také při výběru dalších prvků vizuální identity (barev, písma, tvarů apod.) Konflikt spočívá už v rozdílném vnímání jednotlivých skupin respondentů toho, proč vlastně tyto neshody vznikají. Kromě interních marketérů a studentů grafického designu spatřují všechny dotazované skupiny příčinu konfliktů v procesu tvorby korporátního designu zejména v tzv. lidské rovině. Příčina v rozdílných představách a očekáváních zadavatele a grafického designéra se v odpovědích rovněž opakuje, a to u studentů marketingu, interních i externích marketérů a dále u externích grafických designérů. Špatné zadání jako důvod konfliktu zmiňují interní i externí marketéři a dále interní grafičtí designéři. Vzájemnou neznalost oboru jako příčinu konfliktu uvádějí studenti marketingu i grafického designu a pedagogové marketingu. Pedagogové grafického designu však zmiňují problém z podobné oblasti, a tím je chybějící vkus či estetické cítění marketingových specialistů. Externí marketéři a externí grafičtí designéři a studenti grafického designu pak shodně uvádějí jako další příčinu konfliktu subjektivní hodnocení, tedy neoblíbené hodnocení formou „líbí, nelíbí“.

Závěr

Z výše uvedeného vyplývá, že v současné praxi při tvorbě log a vizuálních stylů mají odborníci určité rezervy zejména v komunikaci, protože názory na danou tematiku se mnohdy u různých cílových skupin výzkumu významně lišily. Už tato rozdílnost názorů na pouhý model procesu tvorby korporátního designu dává tušit podstatné neshody mezi spolupracujícími stranami, odlišné úhly pohledu na danou problematiku, což je s největší pravděpodobností příčinou konkrétních konfliktů vyplývajících z praktické spolupráce. Mimo jiné je to odlišnost vnímání úlohy grafického designéra, kdy některými skupinami je vnímán spíše coby dodavatel na základě zadání, a jiné skupiny jej vidí spíše jako aktivního člena týmu, jenž se podílí nejen svým uměním grafického designu, ale i kreativitou a strategickým myšlením.
To, že konflikty reálně vnikají, prokázalo i výzkumné šetření, jehož výsledkem je model reálného procesu, který právě zohledňuje konflikty zúčastněných jako esenciální vliv na průběh spolupráce. Je tedy více než evidentní, že na cestě za lepším průběhem je třeba se zejména učit vzájemné komunikaci a férovému nastavení vztahů již v počátku procesu A zde se potvrzuje jako správné rozhodnutí zařadit do výzkumu také zástupce akademické sféry, protože právě tam může toto navazování bezproblémové spolupráce začít, studenti k němu mohou být vychováváni a s trochou zájmu si jej přenesou i do svého budoucího praktického působení.
Výzkumné šetření přineslo celou řadu zjištění, jedním z nich bylo (byť předpokládané) odlišné vnímání ideálního procesu a reálného, tedy, jak by proces měl probíhat a jak ve skutečnosti obvykle probíhá. Celá tato problematika je více než zajímavá také z psychologického hlediska či snad z hlediska neverbální komunikace účastníků, kdy téměř všichni komentovali a upravovali předložené schéma do ideální podoby a až otázka na to, zda to takto v praxi probíhá nebo je to pouze ideální představa, byla jakýmsi bodem uvědomění, jak velký rozdíl vnímají mezi ideálem a skutečností.
Jako hůře uchopitelná fáze procesu tvorby korporátního designu se ukázalo testování. Na něj se názory velmi různily, na to, v jaké podobě by mělo proběhnout, i to, kdy by mělo být do procesu zařazeno. Alarmující pak je, že dle názorů účastníků výzkumu ve skutečných případech k testování vůbec nedochází a projekty jsou tak ukončovány bez objektivních analýz funkčnosti navrženého řešení.

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Kľúčové slová/Key Words

korporátní design, grafický design, marketing, firemní identita
corporate design, graphic design, marketing, corporate identity

JEL klasifikácia

M31

Résumé

The process of corporate design creation – marketer vs. graphic designer
The contribution Process of the corporate design creation is dealing with the different point of view of participants at the process of creating of corporate design. The aim is to analyze the process and to research conflicts between marketing specialists and graphic designers appearing during their cooperation. According to findings of the research the model of process of creating visual style is defined. Based on practical experience the difference between the ideal model and the real situation is set here.

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Social media marketing in hotel

[organizations and the process of creating value in a cross-cultural environment – an international case study]

Social media marketing in hotel organizations and the process of creating value in a cross-cultural environment – an international case study

The development and usage of information communication technology (ICT) such as social media channels has rapidly changed the tourism and hospitality industry since it both ease the travellers need for information and helps the hotel organizations to spread information to guests all over the world. Therefore, the tourism and hospitality industry can today be seen as an electronic business or e-tourism. The focus of this international case study is hotel organizations and their usage of e-relationship marketing and social media marketing in a cross cultural market. The study includes interviews with 22 hotel managers at 14 hotels in 7 European countries. The purpose is to explore and develop a greater understanding of how hotels in this case study market themselves in social media and practice e-relationship marketing, but also to study the process of creating added value by using cross-cultural e-relationship marketing.

Introduction

The development and usage of information communication technology (ICT) such as social media channels has rapidly changed the tourism and hospitality industry since it both ease the travellers need for information and helps the hotel organizations to spread information to guests all over the world (Nga and Guillet 2011). Therefore, the tourism and hospitality industry can today be seen as an electronic business or e-tourism (Gretzel and Fesenmaier 2001, Vuori 2012). As a result of globalization and growth of transnational corporations it becomes more and more significant in both understanding culture and developing cross-cultural marketing strategies. (Keegan 1984; Usinier 1993; Weiermair 2000). The hospitality industry is also affected by the growth of international travel and information technology development (Kriegl 2000). The last decade's development of ICT and social media has dramatically changed how hotel and tourism industry produce, market and deliver their products and communicate both internally and externally (Leung et al. 2013). ICT has become an invaluble tool in the hospitality industry that requires knowledge of trends (Buhalis and Law 2008; Kim and Fesenmaier 2008; Munar 2012). The new ways of communicating through social media has therefore changed how the hotel organization market itself and also changed the job of the marketers (Minazzi and Lagrosen 2014). New knowledge is needed for both the marketer such as the co-workers of the organization working with social media. Considering these trends, it is becoming more and more important to match marketing strategies with the expectations of the consumers (Minazzi 2012). Papacharissi and Yuan (2011) argue that both researchers and practitioners should have a cross-cultural perspective for social media research to be able to understand the differences among countries and cultures that affects the understanding.
The focus of this study is hotel organizations and the purpose is to investigate how hotel

organizations market themselves in social media and thereby conduct e-relationship marketing in a cross-cultural market. Compared to other industries, hotel organizations are more restricted towards using social media in their marketing (Sigala et al. 2012; Leung et al. 2013). The use of social media increases in the hotel industry, but in comparison with other industries such as banks and airlines, the hotel industry has been more restrictive and therefore many hotels are in the early stages of developing and using e-relationship marketing through social media (Deloitte 2010). There is a need for hotel organizations to understand the suitable way to use e-marketing and social media in their marketing strategy (Minazzi and Lagrosen 2014). Relationship marketing within digital communication channels such as social media is referred to as e-relationship marketing and can be helpful in the process of co-creating value and interaction between the hotels and their customers (Grönroos 2008; Nga and Guillet 2011). Grönroos (2008) argues that the interaction process is the fundamental part of relationship marketing and emphasizes that it's in this process that value is created. It's important to take into consideration that the hotel industry is constantly changing as new actors persistently enter the market and increases the competition. As the hotel industry is sensitive to trends, has an extremely high competition and very flexible clients, marketing thorough e-relationship marketing and social media has become an important role in creating relationships with the hotels' customers (Nga and Guillet 2011).

1 Earlier research – is there a gap to fill?

The field of relationship marketing in a traditional context has been the object of comprehensive research, but there are still gaps to fill regarding the overall understanding of e-relationship marketing. What do we know about the hotel industry and its usage of e-relationship marketing? Earlier research of the hotel industry and its use of e-relationship marketing has focused on two fields. First, the consumers' perspective, how customers are using social media, creating so-called Wikipedia and evaluation systems (Sigala et al. 2012, Leung et al. 2013). Second, there's research that has focused on the industry's use of social media marketing and the effects of this (Sigala et al. 2012). Lynn et al. 2011, Munar 2012 and Sigala et al. 2012 call for more research in e-marketing and hotel organization and believes that a greater understanding of both the problems and opportunities that exist with e-marketing, and a greater understanding is needed of how leadership affect strategic change as hotels and tourism organizations undergo in the adoption of ICT and social media.

1.1 Purpose and research question

The focus of this study is hotel organizations and their usage of e-relationship marketing and social media marketing in a cross cultural market. The purpose is to explore and develop a greater understanding of how hotels in this case study market themselves in social media and practice e-relationship marketing. In order to fulfill this aim the article seek to answer following research questions:

RQ1: How does the hotels within the hotel chain, in the study called "International hotels" market themselves in social media?

RQ2 How could the process of creating added value by using cross-cultural e-relationship marketing be described and understood?

1.2 Case study

The study is a part of a PhD thesis and focus on 14 hotel organizations within an international hotel chain, in this study called "International hotels". The usage of social media is relatively new at the

hotels. Until 2013 the hotels were not allowed to use social media in their marketing which makes them quite novice when it comes to social media marketing. The hotels are responsible for what type of social media they choose to communicate through but receive social media guidelines from the marketing head office, and the social media manager.
The choice of hotel chain is based on the fact that the hotel organizations are in the beginning of the process of using, learning and adoption social media marketing and e-relationship marketing, but also on the fact that the hotel chain is a part of a large, international hotel co-operation. The overall aim for the PhD thesis is to do a qualitative, longitudinal study of the organizational learning process of the adoption of social media within the hotel organizations.

1.3 Methodology

An explorative, qualitative approach was chosen for the case study, to be able to explore and develop a greater understanding of e-relationship marketing. The choice of method is based on the fact that qualitative research method can help to create insights and identify key variables in the research questions (Malhotra and Dash 2009). The methodological approach in this study is interpretive and can be characterized as hermeneutic (Alvesson and Berg 1992). Case studies can be appropriate in studies that intend to answer questions like “why” and “how” and is descriptive in nature (Yin 1998). In total, 22 semi-structured interviews at 14 different hotels in 7 European countries (Denmark, Finland, France, Italy, Netherlands, Norway, and Sweden) has been carried out with marketing managers, sales managers and hotel managers (people responsible for social media activities)in the hotels. The interviews took place at the different hotels August –December 2014. The interviews were recorded and then transcribed (Bryman 2008). The themes for the interviews was focused on the usage of social media marketing in the hotel organization. Thereafter, the interviews have been analyzed using a qualitative analysis. It should be pointed out that no study of the marketing material published in social media has been done.

2 Theoretical framework

2.1 Electronic marketing in a global environment

Electronic marketing (e-marketing) on the internet has dramatically changed how companies can market and sell their products, build and preserve their brands and also develop relationships with their customers (Luck and Lancaster 2003; Luck and Lancaster 2013). The development of information communication technology (ICT) has been crucial for the development of e-marketing, making it possible to communicate through digital networks like social media platforms. Organizations ‘ desire to establish and maintain relationships with clients has been simplified because new technology has made it easier not just to spread digital messages but also to interact with customers online. So summarize, internet has created new opportunities both to create and to preserve relationship with customers (Bauer, Grether and Leach 2002; Gilbert and Powell-Perry 2002; Sigala et al. 2012; Luck 2013). The development of internet and information technology has fastened the progression of globalization and global, cross cultural markets. Tian and Lan (2010) argue that it’s important for marketer to be aware of cultural differences between markets and customers to succeed in a global marketplace. The authors suggests that for e-marketing to become e-commerce to become effective, marketers must ensure that customers from different cultures, using different languages can understand the digital messages.

2.2 From relationship marketing to e-relationship marketing

Although the development of internet and communication technology has changed marketing, the focus of marketing started changing already in the early 1990’s. Researchers argued that marketing was facing a new paradigm called relationship marketing (RM), where the main change was that there would now be a focus on creating relationships with the customers and keeping them (McKenna 1991; Christopher, Payne, and Ballantyne 1991; Grönroos 1994; Buttle 1996; Gummesson 1996). This to be compared with traditional marketing activities that focused on attracting customers to interaction with customers (Kaplan and Haenlein 2010; Xiang and Gretzel 2010). The traditional one-way- communication has therefore to a great extent been replaced with two-way communication (Kotler et al. 1999). The goal of relationship marketing is to create long-lasting relations, not just with the customers but with suppliers and the stakeholders (Grönroos 2008). Nevertheless the core of these activates is to create loyal customers which is one of the best advantages towards competition (Grönroos 1994; Reinartz and Kumar 2003; Ryals 2003). Loyal customers are known to buy more frequently, reduce marketing cost, show less sensitivity to price, and bring in more recommendations through positive words of mouth (Hennig-Thurau, Gwinner and Gremler 2002; Payne and Holt 2001). An essential element of relationship marketing is the creation and addition of value that can increase customer satisfaction (Ravald and Grönroos 1996). Grönroos definition of the added value is that the customers, after having been assisted feel more pleased that before (Grönroos 2008). The value added, or created is generated when interaction takes place between the organization and the active customer. Therefore e-relationship marketing should be described as a value co-creation process where the customer and organization exchange skills, knowledge and information (Vargo and Lusch 2004; Prahalad and Ramaswamy 2004; Grönroos 2008; Payne et al. 2009). The traditional international marketing strategy is according to Tian and Lang (2010) different from e-marketing since the messages rarely can be developed and specific for a certain geographical market. Electronic marketing material reaches all followers e.g. in social media, and therefore need to be adjusted to be understood and interpreted in the right way by all followers.

2.3 E-marketing in hotel organizations

The hotel industry has been using ICT since the 1950’s, developing new booking systems, administrate work and communication, all with the purpose of creating added value for guests. Most hotels reach out to a global market, welcoming guests from different countries and cultures. Today’s technology make it possible for the guests to seek information about hotels all over the world, book and review, by using the internet and social media (Buhalis and O’Connor 2005; Nyheim et al. 2005; DiPietro and Wang 2010). Despite the long-time usage of ICT, hotels has been restricted towards using e-marketing and social media marketing (Sigala et al. 2012; Leung et al. 2013). An explanation for the cautious attitude is the uncertainty about the expected return on investments (ROI) of an e-marketing investment. Law and Lau’s research from 2000, show a low level of knowledge of hotel managers in terms of knowledge and understanding of IT, which according to the authors is a factor that affects the (compared to other industries) relatively slow development and investment in IT and social media in the hotel industry. Aguila-Obra (2006) and Sigala et al. (2012) argue that it is only when IT and social media is looked upon as a part of the entire hotel organization and not as an isolated phenomenon that the ROI of an investment will be made visible. E-marketing in social media has increased the visibility of the hotels but they have also led to an increased demand to understand and master the new technology (Munar 2012). It’s not just marketers who are faced with new knowledge, even the organization’s other employees are faced with the challenge to use of social media (Kaplan and Haenlein 2010).

3 Findings

3.1 Social Media

Social media channels is the natural choice for all of the hotels in the study to perform e-relationship marketing. Since all 14 of the hotels in the case study are a part of the same hotel chain, they have all followed the hotel chains directions not to use social media until 2013. Therefore all of the hotels are in the beginning of their implementation process of social media. All of the hotels use Facebook and many of them use Instagram, these two social media application are often connected, showing published content in both channels. Several of the hotels have a twitter account but few of them actually uses it and explains this with the fact that they haven't fully embraced the communication channel and also that twitter takes a lot of time. Several hotels use and define LinkedIn, Youtube and Google+ as a social media channel. None of the hotels uses blogs to market themselves. In all of the hotels, one person, or a "social media team" is responsible for the social media activities and the posts that are published. Many of the hotels underlines the importance of quality and therefore have strict quality control before photos and other posts are published. All of the hotel still uses traditional marketing but have stopped or decreased the usage of print media and advertisement in e.g. newspapers, arguing that it cost much and give a very uncertain outcome. The interviews reveals that few of the marketers consider the cultural factors when posting e-marketing material in social media. The answers differs when it comes to describing why the hotel uses social media and what the advantages is:

"We take note of how one can work, but then we maybe have a more personal approach. Brussels has to somehow consider the cultures of many countries. But you still have to find your own tone, I think in some we need to find out who we are [as a hotel organization] because then it becomes exciting. But of course , we have learned a lot from him [social media manager] too and of the workshops and stuff. But I also think that it's really quite banal because social media is the kind of thing we have done in all ages, responded to comments . In the past, we received a letter to the hotel and so I wrote a nice letter back and sent a gift but today, the comments on the web but the difference is that they are transparent and everyone can read them, but the part is so ... there is no hocus pocus" (Hotel manager 1)

Some of the managers, in charge of social media at the hotels, thinks that the main purpose of using social media is to spread the information and marketing material produced by the hotel while others look upon social media channels as a possibility of interact with customers and also an opportunity to learn more about what the hotel guests like and what they post when living at the hotel. The return on investment (ROI) causes a lot of concern at many of the hotels and they are all very insecure of what the social media marketing contributes with.

"everything should be measured…we need to know return on investment on everything we do. You always ask what's the return on investment, that's the most important thing. And from Facebook, it's quite hard to measure. Do the guests book after seen our Facebook page or? We don't know." (Sales manager 2)

Many of the informants expresses that its time consuming to work with social media and complain about that they have to do the social media tasks above all other work tasks. Therefore the social media activities often get put aside. The informants describe that the hotel industry likes and have a tradition to measure effectiveness and sales in numbers and since it is very difficult, or impossible, to quantitatively measure the effects of social media the hotels are struggling with ways of reporting and analyzing the results of the social media implementation.

3.2 Content

What and when to post is of great concern for the hotels. Most of them try to plan their social media activities but they express that it is difficult to fill the social media channels with interesting, fun and new material. They explain that the material should be understood by many groups of customers and are sometimes a bit concerned about the fact that the hotel chain want them to use English and not their native language. The content published by the hotels can be divided into two categories, material produced by the marketing head office that are distributed do the different hotels and that

the hotels are expected to publish. This type of material often contains e.g. competitions, offers and activities concerning all of the hotels within the hotel chain. Many of the managers dislike this “by the concern” produced material, arguing that it has the nature of traditional marketing material and would be better suited in traditional media like newspapers or on websites. They also express that there is a cultural clash when it comes to the marketing content produced at the head office, explaining that they experience the material to be “too much business and sale” and explain this with different cultural values.
“Some weeks we have tons of content that we are happy about and then I’ll post daily but only one post on Facebook because otherwise it’s a bit spammy. But some weeks it’s lite more slow and it’s hard to find content I don’t just want to post something like happy Friday or something like that. I don’t really believe in that. But I we have some ideas on how create good content and then hopefully post daily on Facebook, weekly on Instagram, two to three times on twitter every day…” (Sales manager 2)
The other category consists of material produced by the hotels themselves. The managers all agree on that the quality of pictures and language is important but they disagree on e.g. how good quality pictures should have. Some of them argue that pictures taken with a mobile phone just isn’t good enough while others think that the mobiles gives the staff of the hotel a chance to “capture the moment”. None of the hotels are situated in a country who has English as their first language and that sometimes causes difficulties because the hotel chain social media guidelines advocates the usage of the English language. The informant’s expresses that this has caused some problems and they have tried to both use English and e.g. French or Italian in social media channels but see that this “destroys” the post with too much text to take in. As a result, many of the hotels has chosen to use English and as a result of this, they notice less interaction with non-English speaking, local customers. It is of great importance to the hotels to gain the local matters, promoting “their” city or country and the material published in social media often contains events and happenings in the local area. Many of the hotels also underlines it is of great importance to reach out to their local customers to attract local guests to their restaurants and bars. All of the informants emphasizes the importance of creating interest. The usage of storytelling unifies the hotel and is a concept they all emphasizes. The informants express that storytelling gives them an opportunity to create a relationship with the customers and generating interest. Recurring posts at many of the hotels are pictures and presentations of members of the staff such as “guest of the week” where specific quests are presented and interviewed. The hotels describe that they look at other hotels activity in social media to get inspired but also to learn and get more knowledge.

3.3 Interaction and user generated content (UGC)

The interviews with the informants reveals that there are two clusters, those who active seek for interaction with customers and those that don’t. The ones that do interact with customers are also active in looking at hashtags and pictures and posts published by their guests. They comment and share the posts and expresses that the user generated content is important when analyzing what the customer like or not. Some of the hotels expresses that the material produced by the user/customer (UGC) are better than the hotel’s own marketing material since it interprets as word-of-mouth by other customers and not as pure marketing with the aim to sell.
”you need to be in contact with your guests and know what they are sharing and what kind of pictures, stories and reviews they are sharing with their followers. So you need to be there. You get ideas and when the guest share their experiences in social media its free marketing. And that’s important. And if you are on social media you need to be active. You need to do something. Because if someone is going to follow you and ok, nothing happens, the last post is five months ago, it’s not interesting.“ (Marketing manager 6)
All of the hotels use a program that gives them an everyday report telling them how many “likes”, comments and reviews they have gotten. This is information that is used by the hotels to analyze

customer behavior but also the service provided form the hotels. However, there is a category of user generated content that all of the hotels emphasize the importance of interact with, and that is the online reviews. They are all aware of that the hotels own ranking system has lost its importance and has been replaced by the user generated review on e.g. Mytravel.com. They all agree on that it’s important to answer, but how fast the hotels should answer divided them into different categories. The negative comments are quite few but of great importance for the hotels. The managers describe that since they can’t control the USG in sites like Mytravel, it is of great importance how they handle it. Some of the hotels do lots of research when it comes to why they have received a bad review, connecting the guest and offers them compensation.

4 Discussion

4.1 Social media in a cross-cultural environment

Although the hotels started using, and was encouraged to start using social media at the same time, the interpretation on what value social media can add to the customers differs within the hotels in the case study. Some hotel thinks that the main purpose of using social media is to spread the information and marketing material produced by the hotel which can be seen as a traditional one-way, push-marketing strategy (Kotler 1999; Grönroos 2008) only taking place in a new, electronic environment. Other hotels look upon the social media channels as a possibility of interact with customers and also an opportunity to learn more about what the hotel guests like and what they post when living at the hotel (Vargo and Lusch 2004; Prahalad and Ramaswamy 2004; Grönroos 2008; Payne et al. 2009; Grönroos 2008). When it comes to cultural differences, its most of all the language that the marketing managers takes into consideration. It sometimes worries them that they are supposed to use English instead of their native language and they express that they get less interaction with local customers due to this. This can be seen as an indication that the adoption and strategy of both cross cultural marketing and social media marketing is not yet fullly developed. The hotels also “suffers” from cultural differences between marketing materials produced in the USA that are used in a European market. This indicates that the social media and e-marketing process is not yet taken into the hotel marketing strategy to its full extent (Tian and Lang 2010). One reason for this can be a lack of knowledge of interest and focus or knowledge from the hotel management (Munar 2012 and Sigala et al. 2012). Although it should be noticed that some of the hotels recently has implemented social media managers with full responsibility of the digital channels and put a lot of effort in embracing the social media channels.

4.2 Value creation

According to the empirical material many of the hotels are still in the process of figuring out and what kind of value it creates. The great diversity of content, from traditional push-marketing material, to “guest of the week” suggests that the hotels are struggling with their e-relationship marketing process and what content invites to added customer value (Ravald and Grönroos 1996; Grönroos 2008). The value added, or created, emerges when interaction takes place between the organization and the active customer and in this case study the interaction seems to take place mainly in the user generated content like reviews on Mytravel. (Vargo and Lusch 2004; Prahalad and Ramaswamy 2004; Grönroos 2008; Payne et al. 2009). I also understood hat one of the main reasons for using social media marketing, or e-relationship marketing was the hope for creating and preserving the customer brand loyalty by increased interaction and personal service (Grönroos 1994; Reinartz and Kumar 2003; Ryals 2002). More value could probably be added and co-created with the customers by the hotels being interactive to an even higher degree. These activates takes time and it seems like there are not enough time for the marketers to interact, and also, the social media activities are postponed when other job assignments are considered more important.

Language is of great importance for the hotels and cultural differences both in how one should express oneself in marketing but also what language to use is causing the hotels some concern. By using English one could argue that the hotels satisfy and add value to customers from other countries and creates possibilities for creating a relationship with these (Grönroos 2008). Then again, using English in a non-English country creates a gap towards local customers and stakeholders and are forcing the hotels to choose what group to focus their marketing material on.

4.3 Interaction

There seems to be a discrepancy based on the nature of social media and the hotel organizations need for quality control. Social media is based on instant interaction, transparency and presence, conditions now always easy to the hotel organization to live up to (Sigala et al. 2012). What one could argue is that both the structure of the hotel organization and the traditional marketing strategy still plays an important role in creating value and e-marketing strategy in the hotel organizations. It also seems like the managers and staffs personal interest and knowledge in social media affects the social media activities and choice of digital communication channels. Informants that enjoy and are interested in social media are also more active and interact more. The personal interest in social media also seems to affect the choice of social media channels. Twitter for example is one of those channels that several informants has chosen not to use because they feel that they don't completely understand it and/or never used it. Therefore one could argue that personal attitudes towards technology and lack of knowledge are crucial when it comes to what social media channels the hotel (Phillips 2007; Buhalis and Law 2008; Kim and Fesenmaier 2008; Munar 2012).

Conclusion

The purpose of this exploratory, qualitative case study is to achieve an improved understanding of e-relationship marketing in hotel organization in a cross-cultural environment by investigating how hotel organizations market themselves in social media and practice e-relationship marketing. I have studied how they organize their marketing activities, what social media they use and how they embrace the global interaction with the customer through these digital channels. I have found that the hotels in the case study are still in the process of learning how to use social media marketing, and to what extent they should interact with their global customer. It also seems like the hotel chain are struggling with cultural gaps within the global organization, causing some concern at individual hotels.
At the moment, the interaction from the individual hotels is focused on answering user generated content (UGC) like complaints and reviews, and few hotels are active when it comes to seek interaction with customers elsewhere and therefore one could argue that the studied hotels not fully use the potential of e-relationship and co-creation of value. The study has several limits, e.g. only one hotel chain has been studied and also, there has been no study of the marketing content used and published by the hotels. A qualitative and/or quantitative study of the e-marketing content is suggested as future research.

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Kľúčové slová/Key Words

social media, marketing, cultural environment, e-tourism
sociálne médiá, marketing, kultúrne prostredie, e-cestovný ruch

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Résumé

Marketing sociálnych médií v hotelierskych organizáciách a proces vytvárania hodnoty v interkultúrnom prostredí – medzinárodná prípadová štúdia

Rozvoj a využitie informačných a komunikačných technológií (IKT), ako sú napríklad kanály sociálnych médií rýchlo zmenili cestovný ruch a služby zabezpečujúce komplexný cestovateľský servis, hlavne kvôli zmierneniu potreby cestujúcich po informáciách a pomáhajú hotelierskym organizáciám šíriť informácie pre hostí z celého sveta. Preto dnes môže byť cestovný ruch vnímaný ako elektronický obchod alebo e-cestovný ruch. Zameraním tejto medzinárodnej prípadovej štúdie sú hotelové organizácie a ich využívanie vzťahového e-marketingu a marketingu sociálnych médií na interkultúrnom trhu. Štúdia obsahuje rozhovory s 22 hotelovými manažérmi v 14 hoteloch v 7 európskych krajinách. Cieľom je skúmať a vyvíjať väčšie pochopenie toho, ako samotné hotely v tomto prípade skúmajú daný trh v priestore sociálnych médií a aplikujú v praxi vzťahový e-marketing, ale taktiež študovať proces vytvárania pridanej hodnoty pomocou interkultúrneho

vzťahového e-marketingu.

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Recenzované

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