Research in Theory and Practice in Contemporary Business Issues

Raziskave v teoriji in praksi sodobnih poslovnih vprašanj

Pedja Ašanin Gole, Anita Maček,
Rasto Ovin (Eds. / ur.)

DOBA Business School

BOOK COLLECTION: LESSONS FROM ECONOMIC AND APPLIED BUSINESS AND SOCIAL STUDIES

Research in Theory and Practice in Contemporary Business Issues
Raziskave v teoriji in praksi sodobnih poslovnih vprašanj

Monograph of the DOBA Business School 2020
Monografija DOBA Fakultete 2020

Uredniki / Editors: Pedja Ašanin Gole, Anita Maček, Rasto Ovin

Recenzenta monografije / Monograph reviewers:
Prof. Dr. Marjan Svetličič, *zaslužni professor / Professor Emeritus, Univerza v Ljubljani*
Prof. Dr. Sebastjan Strašek, *Ekonomsko-poslovna fakulteta Univerze v Mariboru*

Recenzenti posameznih prispevkov / Reviewers of individual papers:
Prof. Dr. Rasto Ovin, *DOBA Fakulteta za uporabne poslovne in družbene študije / DOBA Business School Maribor, Slovenija/Slovenia*
Prof. Dr. Darko Lacmanović, *Mediterranean University, Montenegro Tourism School, Podgorica, Montenegro*
Prof. Dr. Bill Nichols, Bucks New University, Buckinghamshire, United Kingdom
Prof. Dr. John L. Stanton, *St. Joseph's University, USA*
Prof. Dr. Sebastjan Strašek, *Ekonomsko-poslovna fakulteta Univerze v Mariboru*
Assoc. Prof. Dr. Lea Bregar, *Ekonomska fakulteta Univerze v Ljubljani*
Assoc. Prof. Dr. Slavica Cicvarić Kostić, *University of Belgrade, Serbia*
Assoc. Prof. Dr. Danijela Lalić, *University of Novi Sad, Serbia*
Assoc. Prof. Dr. Anita Maček, *FH JOANNEUM - University of Applied Sciences, Graz, Austria*
Assoc. Prof. Dr. Jani Toroš, *Visoka šola za poslovne vede / Ljubljana School of Business, Slovenia*
Assoc. Prof. Dr. Žaneta Trajkoska, *Institute of Communication Studies, Macedonia*
Assoc. Prof. Dr. Tina Vukasović, *DOBA Fakulteta za uporabne poslovne in družbene študije / DOBA Business School Maribor, Slovenija/Slovenia*
Assist. Prof. Dr. Marko Divjak, *DOBA Fakulteta za uporabne poslovne in družbene študije / DOBA Business School Maribor, Slovenija/Slovenia*
Assist. Prof. Dr. Gregor Jagodič, *Mednarodna fakulteta za družbene in poslovne študije / International School for Social and Business Studies, Slovenia*
Assist. Prof. Dr. Marina Letonja, *DOBA Fakulteta za uporabne poslovne in družbene študije / DOBA Business School Maribor, Slovenija/Slovenia*
Assist. Prof. Dr. Živa Veingerl Čič, *DOBA Fakulteta za uporabne poslovne in družbene študije / DOBA Business School Maribor, Slovenija/Slovenia*
Dr. Hans Groth, *World Demographic and Ageing Forum, St. Gallen, and University of St. Gallen, Switzerland*
Sen. Lec. Franci Pivec, MA, *DOBA Fakulteta za uporabne poslovne in družbene študije / DOBA Business School Maribor, Slovenija/Slovenia*
Sen. Lect. Iztok Sila, MBA, *GEA College – Fakulteta za podjetništvo / Gea College - Faculty of Entrepreneurship, Ljubljana, Slovenija/Slovenia*

Izdala in založila / Published by: DOBA Business School (DOBA Fakulteta za uporabne poslovne in družbene študije), Prešernova ulica 1, 2000 Maribor, Slovenia

Brezplačna elektronska izdaja / Free electronic edition

URL: https://www.fakulteta.doba.si/doba-znanja/raziskave/monografije

doi: 10.32015/doba.mon.2020

Maribor, December 2020

RESEARCH IN THEORY AND PRACTICE IN CONTEMPORARY BUSINESS ISSUES

RAZISKAVE V TEORIJI IN PRAKSI SODOBNIH POSLOVNIH VPRAŠANJ

MONOGRAPH OF THE DOBA BUSINESS SCHOOL 2020

MONOGRAFIJA DOBA FAKULTETE 2020

Pedja Ašanin Gole, Anita Maček and Rasto Ovin
(Editors / uredniki)

Maribor, 2020

Kataložni zapis o publikaciji (CIP) pripravili v Narodni in univerzitetni knjižnici v Ljubljani
COBISS.SI-ID=39506179
ISBN 978-961-7061-09-3 (pdf)

Foreword

We are proud that the scientific monograph of the DOBA Business School has now reached half of its first decade, after the publication of its first volume in 2016. Starting as a publication bringing mostly new developments on previously published research, the annual monograph has become the forum of choice for numerous DOBA Business School stakeholders. Therefore, with this publication, the School is forging its path towards what legendary English higher education theoretician and practitioner Hills described as a "utilitarian university". Amongst other things, such a concept for a business school gives priority to the research activities of all its partners, as well as the wider academic community it attracts for joint research projects and publications. So included in this year's monograph, you will find professors and lecturers affiliated with DOBA as authors, as well as those acting as adjunct lecturers. Further, the list of authors includes members of the academic community who are in one way or another in cooperation with the named groups of DOBA lecturers. For our model of higher education, it is very important that the authors or co-authors include our own students and graduates. Finally, yet importantly, so-called "online mentors" involved in DOBA's tutorial system also appear as authors. We believe that this is the right way forward for a modern and open business school, which is looking to contribute to a wide research basis in the future.

My acknowledgements go first of all to all of the authors who have participated in this monograph. Furthermore, the double-blind review procedure was possible only through the great contribution made by the reviewers. Thank you, dear colleagues. Finally, my thanks go to our co-editors, Pedja Ašanin Gole and Anita Maček, who succeeded in raising this year's monograph to new heights.

We hope you will enjoy reading this monograph and that we will find your contributions in some of the following volumes of the DOBA.

Maribor, December 2020

Prof. Dr. Rasto Ovin
Dean of DOBA Business School

Predgovor

Ponosni smo, da je znanstvena monografija DOBA Fakultete dosegla polovico prvega desetletja od objave prvega zvezka leta 2016. Vsakoletna monografija je, najprej kot publikacija, ki prinaša večinoma novosti o predhodno objavljenih raziskavah, postala forum za številne deležnike DOBA Fakultete. S to publikacijo si zato fakulteta ustvarja pot do tistega, kar je legendarni angleški visokošolski teoretik in praktik Hills opisal kot "utilitarna univerza". Tak koncept poslovne šole med drugim daje prednost raziskovalnim dejavnostim vseh njenih partnerjev, pa tudi širši akademski skupnosti, ki jo privlači za skupne raziskovalne projekte in publikacije. V letošnjo monografijo so tako kot avtorji vključeni profesorji in predavatelji, zaposleni na DOBA Fakulteti, pa tudi tisti, ki s fakulteto sodelujejo kot pridruženi predavatelji. Poleg tega so na seznamu avtorjev tudi člani akademske skupnosti, ki tako ali drugače sodelujejo s predavatelji naše fakultete. Za naš model visokošolskega izobraževanja je zelo pomembno, da avtorji ali soavtorji vključujejo v svoje znanstveno raziskovalno delo tudi lastne študente in diplomante. Nazadnje, kar pa je še pomembneje, se kot avtorji pojavljajo tudi tako imenovani online mentorji, ki sodelujejo v Dobinem modelu online študija. Verjamemo, da je to prava pot za sodobno in odprto poslovno šolo, ki želi v prihodnosti prispevati k širšemu raziskovalnemu področju.

Moje priznanje in zahvala gre najprej vsem avtorjem, ki s svojimi prispevki sodelujejo v tej monografiji. Postopek dvojno slepega recenziranja vsakega prispevka posebej je bil mogoč le z velikim prispevkom recenzentov. Hvala vsem, dragi kolegi. Na koncu se zahvaljujem tudi sourednikoma Pedji Ašaninu Goletu in Aniti Maček, ki sta letošnjo monografijo uspela dvigniti na novi nivo.

Upamo, da boste z veseljem prebirali to monografijo in da bomo vaše prispevke našli v naslednjih monografijah DOBA Fakultete.

Maribor, december 2020

prof. dr. Rasto Ovin
Dekan DOBA Fakultete

1 Pandemija, policentrizem in slovenska izkušnja v premagovanju kriznih obdobij

Peter Gabrijelčič*

Povzetek: Pandemija Covid-19 je sprožila nova eksistenčna in eksistencialna vprašanja in nas prisilila k ponovnemu razmisleku o oblikovanju mest in naselij. Je hkrati priložnost, da kot stroka razmislimo o razmerju med urbanističnim oblikovanjem in javnim zdravjem, ne da bi se pri tem odrekli ideji o mestu kot urbanem in družbenem središču. Odpira vprašanja o razmerju med globalnim in lokalnim in o oblikah urbanizacije, ki bi bile odporne proti tovrstnim negativnim učinkom globalizacije. V pogojih pandemije in posledično zapiranju mestnih predelov v karantenska območja, postaja življenje v mestih bolj lokalizirano. Odvisno je od neposrednega dostopa do vsakodnevnih dobrin. Razpršena in lokalno samozadostna poselitev prostora ima ob tem več prednosti. Kljub veliki prostorski razdrobljenosti je Slovenija dobro medsebojno povezana. Dobro prometno omrežje v obliki prometnega križa zagotavlja učinkovito delovanje slovenske urbane strukture kot enotnega urbano-krajinskega prostora. Kajti mesto ni le ureditev cest, zgradb in prostorov, temveč predvsem družba v akciji. Mesto je proces in ne le oblika. “*Mesto bi moralo biti povsod in nikjer*.” To je nov tip mesta, ki se preliva po krajini in se spreminja glede na teren in potrebe prebivalcev. Slovenijo lahko obravnavamo kot veliko vrtno mesto, ki ima značaj gibčno organizirane strukture, ki se je sposobna prilagajati časovni dinamiki in je sposobna absorbirati tako obstoječe urbane strukture kot izoblikovati nove vitalne celote. V času interneta, ko je fizična lokacija manj pomembna, bo mogoče v še večji meri organizirati delo na domu. Pričujoča kriza kaže, da je mogoče z novimi telekomunikacijskimi tehnologijami učinkovito delovati tudi v omejenih pogojih gibanja prebivalstva. Morda dozoreva spoznanje, da bomo lahko z delom na domu razbremeniti že preobremenjen slovenski prometni sistem in tako zmanjšali splošne stroške ter hkrati povečali učinkovitost dela. Na ta način bomo sprostili več prostega časa za kulturo, šport in izobrazbo. Pri mnogih opravilih ni več potrebe po fizičnem združevanju ljudi ob delu, zato ostaja želja po druženje pogosto le še kulturna potreba. Današnji množični beg meščanov v počitniške domove na podeželju, od koder uspešno poslujejo na daljavo, je morda napoved nove oblike poselitvene slike Slovenije kot tudi nove oblike delovanja družbe kot celote.

Ključne besede: kriza, pandemija, policentrizem, vrtno mesto, delo na daljavo

JEL: R14

Pandemic, Polycentrism, and Slovenian Experience with Fighting Periods of Crisis

Abstract: Pandemic Covid-19 triggered new existence and existential issues and has forced us to rethink shaping of cities and dwellings. At the same time, it offers the

* zaslužni profesor Unvevrze v Ljubljani; peter.gabrijelcic@fa.uni-lj.si.

opportunity for professionals to reconsider the relationship between urbanistic planning and public health, without abandoning the idea of a city as urban and social centre. New issues have been addressed referring to the relationship between global and local as well as on urbanization forms, which would be resilient to globalization effects we are experiencing right now. With lock ups where cities have been closed within their parts, the pandemic has caused localization of life. At the same time, it demonstrated the dependence of population on direct access to essential goods. Despite high level of population dispersion Slovenia disposes over good transport connections. Here dispersed and locally independent population shows its advantages. Traffic net in its cross-form assures good functioning of Slovenian urban structure as unique urban-landscape area. The city is namely much more than streets, buildings, and area arrangement; first of all, it is a society in action. "*The city should be everywhere and nowhere*" represents a new type of city, which is overflowing in the landscape and is adjusting to the terrain and the needs of its inhabitants. We could consider Slovenia as a big garden city with flexible organized structures, which is capable of adjustment to time dynamics and is in position to absorb existing urban structures as well as to form new vital units. In the time of internet when physical location is losing its importance it will be that much easier to organize the work from home. The present crisis shows that with new communication technologies it is possible to act effectively also in the crisis conditions with highly limited movement of population. Perhaps this could bring a relief the overloaded Slovenian transport system thus reducing general costs and improve labour productivity. In this way, more spare time would remain to experience culture, sports and education. There are number of industries where physical presence is less essential and so socializing would fulfil just the cultural need for personal communication. Massive escape of city population to their summerhouses in the country from where they are also working could represent a new population distribution picture as well as new forms of functioning of entire society.

Keywords: crisis, pandemic, polycentrism, garden city, work from home

JEL: R14

1 Urbanizem in arhitektura v pogojih pandemije – dobrobiti in grožnje globalizacije

Slovenija preživlja že drugo krizno obdobje v preteklih 30 letih. Po osamosvojitveni krizi, ki smo ji bili priča po letu 1990, smo v letu 2020 soočeni s pandemijo koronavirusne bolezni. Virus se je zaradi globalne ekonomske, kulture in prometne povezanosti razširil z bliskovito naglico in povzroča hude socialno-ekonomske motnje po vsem svetu. Za zajezitev širjenja virusa so v številnih delih sveta uvedli omejitve potovanj, karantene, policijske ure, zapiranje javnih ustanov, šol in univerz, nadzor nad tveganjem na delovnem mestu in prestavitve ali odpovedi javnih dogodkov. Kakor koli že se bo zaključila pričujoča kriza, lahko pričakujemo, da bo prinesla tudi mnogo koristnih izkušenj, ki bodo vplivale na bodoče oblike življenja in dela ne le v Sloveniji, ampak globalno.

Pričujoča kriza kaže, da je mogoče z novimi telekomunikacijskimi tehnologijami dosledno upoštevati pogoje, ki jih narekuje zahtevano omejevanje gibanja prebivalstva. Slovenci smo v nekaj dneh osvojili veščino splošnega komuniciranja preko interneta. Šole, univerze, podjetja in vladne službe so prešle na oblike dela iz in na domu; večja prostorska razpršenost proizvodnih dejavnosti (delo na domu, v dislociranih enotah, itd.) je omogočila ohranitev vitalnih delovnih procesov v državi. Pandemija je sprožila nova eksistenčna in eksistencialna vprašanja in nas prisilila k ponovnemu razmisleku o oblikovanju naših naselij in mest.

Kriza je tudi priložnost, da kot stroka ponovno razmislimo o razmerju med urbanističnim oblikovanjem in javnim zdravjem, ne da bi se pri tem odrekli ideji o mestu kot urbanem in družbenem središču. V 21. stoletju smo že doživeli Sars, Mers, ebolo, ptičjo gripo, prašičjo gripo in zdaj Covid-19. Če smo resnično vstopili v obdobje ponavljajočih pandemij, se sprašujemo, kako bomo oblikovali mesta in naselja prihodnosti, da prostori mest in naselij ne bodo postali območja prepovedi, ampak varen javni prostor? V pogojih pandemije in posledično zapiranja mestnih predelov v karantenska območja postaja življenje v mestih bolj lokalizirano. Odvisno je od neposrednega dostopa do vsakodnevnih dobrin. Ne samo hrane, ampak tudi rekreacije, kulture, javnega zdravstva, izobraževanja in dela. Morda bo potrebno mesta ponovno reorganizirati v manjše jedrske entitete, ki vsebujejo vse potrebne vire in vsebine, dostopne v radiju 20 minut hoje. Potrebno bo ohraniti ali ponovno vzpostaviti primarno in samozadostno oskrbo ne le v manjših naseljih temveč tudi v mestnih četrtih.

Z zapiranjem bančnih poslovalnic, manjših trgovin, knjižnic, vrtcev in šol, izgubljajo kraji pomembne generatorje javnega življenja na lokalni ravni. Izgublja se neposreden stik med ljudmi, ki ga ne more nadomestiti sicer funkcionalno učinkovita medsebojna elektronska komunikacija. Izgublja se identiteta kraja. Razpršeni urbani vzorec se je izkazal za glavno prednost sredi pandemije, stopnja okužb je bila manjša od tiste v velikih mestih. Pandemija je spremenila svet pred našim pragom v novo divjino. Javni prostori so postali nevarna območja, ki učinkujejo kot »bife za gripo«. Svet se nam je skrčil na velikost naših domov.

Oblika doma se spreminja. Dom postaja vsebinsko kompleksnejši in varnejši. Ob tem se odpira vprašanje zaprtih sistemov prezračevanja, ki vodijo do »sindroma bolne zgradbe«. Pandemija je spremenila naš način življenja. Zagotovo bo spremenila tudi arhitekturo. V središče pozornosti je postavila potrebo po stanovanjski zasnovi, ki bo bolj humana - zlasti ko gre za večstanovanjske enote in večstanovanjske zgradbe. Navzkrižno prezračevanje, strešne terase, balkoni, dvorišča, vrtovi in drugi zunanji prostori, ki so veljali za luksuzne dobrine, bi morali postati človekova pravica. Dolgotrajna osama ljudi v karanteni, brez človeških fizičnih stikov, sproža občutek anksioznosti.

Ponovno bodo dobrodošli koncepti iz 60. in 70.-tih let dvajsetega stoletja, ki so temeljili na ideji soseske in manjših sosedskih skupnostih in kjer je bila skrb za človeka pred profitom kapitala. V takšnih skupnostih je mogoče ohraniti fizično vez med prebivalci tudi v obdobju karantene. Strjena ali gručasta zasnova omogoča ustvarjanje odprtih, poljavnih prostorov, namenjenih osebnemu stiku in socializaciji prebivalcev sosedstva. S tem se poveča njihova skrb za skupno urejanje neposrednega bivalnega okolja in za podobo kraja. Poveča se sosedska pomoč in s tem večji občutek varnosti.

Urbana razpršenost je problem, a tudi priložnost. Pričujoča kriza kaže, da je mogoče z novimi telekomunikacijskimi tehnologijami učinkovito delovati tudi v omejenih pogojih gibanja prebivalstva. Morda bo dozorelo spoznanje, da bo mogoče z delom na domu razbremeniti že preobremenjen prometni sistem in hkrati zmanjšati stroške ter omogočiti ljudem več prostega časa za kulturo, šport in izobrazbo. Pri mnogih opravilih že danes ni več potrebe po fizičnem združevanju ljudi ob delu, zato ostaja želja po druženju le še kulturna potreba, katere del je tudi kultura prostora in arhitekture. In potrošnja kulture je lahko brezmejna. Je energetsko vzdržna in brez velikih stranskih učinkov na okolje. Tudi zaradi prisotnosti in podpore stroke. Današnji množični beg meščanov v počitniške domove na podeželju ter povečano povpraševanje po nepremičninah v širšem obrobju mest, od koder uspešno poslujejo na daljavo, je morda napoved nove oblike dejavnostne in poselitvene slike Slovenije in nove oblike delovanja družbe kot celote. Pandemija bo vsekakor vplivala na spremembo temeljnih vrednot v današnjih neoliberalnih družbah. Ponovno se bo vzpostavila potreba po bolj socialni državi, ki mora zadovoljiti in poskrbeti za potrebe prebivalcev tudi na primarnem nivoju. Med njimi je potreba po splošni kulturi, katere del je tudi kultura prostora in arhitekture. In potrošnja kulture je lahko brezmejna. Je energetsko vzdržna in brez velikih stranskih učinkov na okolje. Tudi zaradi prisotnosti in podpore stroke.

2 Policentrizem kot element stabilnosti v obdobju kriz- slovenska izkušnja

Ob vseh dobrobitih globalizacije nas je pandemija opozorila na velik pomen, ki ga ima dobra organizacija družbe in prostora tudi na lokalni ravni. Slovenski koncept policentričnega razvoja tako družbe kot prostora se je ob tem izkazal kot izjemno učinkovit. Vendar pa odločitev za policentrični razvojni model ni bila sama po sebi umevna, pač pa posledica premišljenega in dolgotrajnega procesa. Po razpadu SZ, po združitvi Nemčije in razpadu Jugoslavije so se vse socialistične države znašle v težavah na gospodarskem in političnem področju. Znašle so se v tranziciji. Tudi Slovenija se je osamosvojila in ljudje so si obetali hiter preskok v boljšo, lažjo in pravičnejšo prihodnost. Vendar se je izkazalo, da gre za prehodno obdobje, ki se še ni zaključilo in kjer hodi vsaka tranzicijska država svojo pot.

V letu 1991 se je slovensko gospodarstvo spopadlo z izgubo jugoslovanskega trga in z uvajanjem tržnega gospodarstva. Doživeli smo šok in globoko ekonomsko krizo. Sledilo je daljše prehodno obdobje družbene reorganizacije s številnimi socialnimi, političnimi in ekonomskimi spremembami. V prvih letih samostojnosti smo se v Sloveniji soočili z visoko stopnjo inflacije: v 1991 je bila skoraj 250-odstotna; pod 10 % je padla šele v 1995, in to kljub dejstvu da smo vstopili v tržno gospodarstvo s precejšnjimi primerjalnimi prednostmi pred drugimi socialističnimi državami. Slovenija je preživela do leta 1993 težko obdobje vzpostavljanja države. Oživljanje slovenskega gospodarstva, ki se je začelo leta 1993, je izhajalo predvsem iz hitre rasti domačih dohodkov, domače porabe in izvoznega povpraševanja, ki je omogočilo izkoriščanje skrajno neizkoriščenih proizvodnih zmogljivosti in delovne sile. Med poglavitne vzroke, ki so prispevali k relativno visokim stopnjam gospodarske rasti, štejemo dobro izpeljane strukturne reforme in s tem povezano učinkovito alokacijo resursov, mir v državi, geografsko bližino držav zahodne Evrope, odpiranje tržišča in usmeritev na svetovne trge, učinkovit šolski sistem ter relativno dobro implementiranje institucionalnih sprememb. Slovenija je tako res precej uspešno prebrodila obdobje začetne tranzicije, saj je dosegala relativno visoke in predvsem stabilne stopnje gospodarske rasti.

V minulih letih smo skozi mnoge ekonomske in družboslovne raziskave temeljito razčlenili vzroke za našo razmeroma hitro pot iz osamosvojitvene krize in relativno hitro adaptacijo Slovenije na nove družbeno ekonomske razmere, manj temeljito pa je bil raziskan vpliv, ki ga je imela podedovana policentrična ureditev Slovenije in vpliv historično ohranjene in demografsko kompaktne podeželske poselitvene strukture.

Policentrični urbani sistem Slovenije je še v skupni državi vzbujal občudovanje jugoslovanskih urbanistov, saj je bil diametralno nasproten monocentrični prostorski ureditvi, ki je bila prisotna v drugih jugoslovanskih republikah. Prve zametke večjedrnega sistema so v Sloveniji snovali že koncem šestdesetih in na začetku sedemdesetih let dvajsetega stoletja. Kokole, Vrišer, Mlakar, Jeršič, Šarec in drugi so se pri tem naslonili na idejo policentričnega razvoja, ki izhaja iz Christallerjeve teorije centralnih krajev in zagovarja heksagonalno strukturo naselij z osrednjim mestom. Leta 1974 je Skupščina RS Slovenije, ob razumevanjem takratnega predsednika IS SRS Staneta Kavčiča, sprejela stališče o zasnovi policentričnega razvoja SR Slovenije kot »policentričnega urbanega sistema«, ki bo omogočil bolj uravnoteženo prostorsko razporeditev stanovanj in delovnih mest s posebnim poudarkom na porazdelitvi centralnih funkcij (terciarnih in kvartarnih dejavnosti).

Slovenci se o tem vse premalo zavedamo usodne vloge, ki jo je in ki jo še ima policentrični urbani koncept za nastanek, samobitnost in razvoj samostojne države. Začelo se je »davnega« leta 1969, ko smo ob tako imenovani cestni aferi zavzeli jasno in neomajno stališče do nacionalnih prioritet v razmerju do prioritet federacije ter ob tem prvič pokazali pokončno državotvorno držo. Povod za »cestno afero« je bila odločitev Zveznega izvršnega sveta Jugoslavije, da iz predloga mednarodnih kreditov izpusti dva avtocestna odseka v Sloveniji: Hoče - Levec in Postojna – Razdrto, ki sta bila ključnega pomena za prostorsko povezanost Slovenije v smeri vzhod-zahod in s tem nadaljevanje uspešnih začetkov liberalnejšega ekonomskega razvoja Slovenije. V tem obdobju smo v Sloveniji beležili povečano rast družbenega proizvoda in investicijskih vlaganj v gospodarstvo, vzporedno s tem pa tudi povečanje stopnje motorizacije. Tedanja cestna infrastruktura še zdaleč ni zadovoljevala zahtev po varnem, hitrem, ekonomičnem in udobnem prevozu. Obstoječe ceste niso več ustrezale glede na računsko in prevozno hitrost, kar je povzročalo večjo nevarnost, počasno odvijanje prometa, neugodne ekonomske posledice, pa tudi pretečo mednarodno prometno izolacijo. Zato se je takšni odločitvi uprl Izvršni svet SRS pod vodstvom Staneta Kavčiča, ki je imel pri tem močno podporo javnosti. Leto 1969 tako lahko označimo kot prelomno leto za gradnjo avtocest v Sloveniji. Izdelane so bile strokovne podlage za gradnjo, sprejeti so bili ustrezni zakoni in zagotovljena finančna sredstva Mednarodne banke za obnovo in razvoj. Rezultat sistematičnega pristopa interdisciplinarne skupine strokovnjakov k problematiki izgradnje sodobnih prometnic je bila študija o načrtu razvoja cestnega omrežja in hitrih cest v Sloveniji. Načrt je vključeval izgradnjo 594 km avtocestnega omrežja v obdobju 1971-2000. Z osamosvojitvijo Slovenije je gradnja avtocest dobila nov zagon, saj smo lahko prvič v zgodovini povsem samostojno odločali o našem gospodarskem razvoju. Gradnja avtocest od sredine devetdesetih let dvajsetega stoletja dalje je povzročila nov investicijski zagon, ki je prispeval k pozitivnim impulzom gospodarstva, pospešil dinamiko v gradbeništvu in imel pozitiven učinek v rasti zaposlenosti.

Prav tako je velik vpliv izgradnje avtocest na skladni regionalni razvoj ter bolj enakomerno poselitev vseh tistih delov Slovenije, ki jim bo avtocestno omrežje omogočilo boljše povezovanje znotraj regij in med njimi. Izgradnja slovenskega avtocestnega križa je bila pot v neznano. Načrti in želje, zastavljene na začetku izvajanja avtocestnega programa, so bili sicer ambiciozno zastavljeni, vendar realno neizvedljivi v prvotno načrtovanem času in z omejenimi finančnimi in kadrovskimi resursi. Hkrati se je nenehno nadgrajevalo prvotne konceptne rešitve z novimi spoznanji stroke, tehnologije in z zahtevami, ki sta jih postavljala nova okoljska in socialna senzibilnost družbe ter nove družbene potrebe. Zlasti zmanjševanje negativnih vplivov na okolje in vključevanje potreb lokalnih skupnosti je zahtevalo obširne raziskave in pretehtane odločitve, ki so težile k kar najbolj optimalnim rešitvam.

3 Ravnikarjeva vizija prostorskega razvoja Slovenije

Hkrati ne smemo zanemariti tudi močnega Ravnikarjevega vpliva, bodisi neposredno ali preko njegovih študentov, ki je temeljil na življenjskem razumevanju slovenske urbane stvarnosti ter izhajal iz poznavanja navad in potreb prebivalstva. Prof. Edvard Ravnikar se je že koncem 60-tih let dvajsetega stoletja zavzemal za policentrično poselitev Slovenije ob oblikovanju učinkovitega cestnega in železniškega omrežja in ob razumni rasti velikih mest (nedatiran tipkopis Ravnikarjevega referata pod naslovom »Kratek oris modernega urbanizma v Sloveniji). Ravnikar postavlja ob koncept razvoja velikih mest tudi zamisel o drobnejši in pametni poselitvi krajine, ki bi temeljila na zgodovinskem izročilu. Takšna poselitev naj omogoča kvalitetno življenje v stiku z naravo ter pogojuje odgovorno skrbništvo do krajine. Ob sodobnih tehnikah omogoča visoko stopnjo absorbcije negativnih pojavov, ki jih sicer sprožajo velike urbane koncentracije. Tako pravi:

> *Strah, da bi se naše življenje zato, ker bi ne postala naša mesta bistveno večja, razvijalo v kulturnem in družabnem smislu v provincialnih mejah, je nepotreben. Če je osnova take urbanistične organizacije odlična prometna tehnika, so dane vse možnosti, da se skupine malih naselij povezujejo v organizirano celoto, ki ima prednosti večjih mest, namreč večje izmenjave in stopnjevanja kulturnih in drugih enot. […]*
>
> *Uskladiti to potrebo z možnostjo harmoničnega življenja v skupnosti, ki odgovarja človeškim merilom, bi morala biti končen cilj urbanizacije Slovenije. Ne mislim niti na romantiko, niti ne na nazadnjaško »vračanje k naravi« ampak na to, da damo takšne možnosti življenja v osnovnih enotah, da bodo napredne potrebe neposredno zadovoljene, večje pa v odgovarjajočih višjih enotah. […]*
>
> *Stanovanjskemu bloku in dragim komunalnem napravam ter malo bučni prezentaciji stoji nasproti intimna individualna hišica, kombinirana z visoko zmogljivo prometno*

> *tehniko. Razvijanje prometa ima najširši smisel, najboljše komunalne naprave pa samo lokalni. Preveč smo delali na bloku pod vplivom navidezne nujnosti bloka kot edine in najbolj ekonomične oblike gradnje stanovanj, premalo pa na individualni hiši, katere študij je bistven za razvoj moderne arhitekture. Ali bomo težko nalogo urejanja naselij reševali z največjo iznajdljivostjo za vsak primer posebej ali samo po normah, ki smo jih doslej osvojili? Od te odločitve je odvisna nadaljnja usoda urbanizma v Sloveniji. Za regionalni in urbanistični razvoj, kakršnega sem v kratkih besedah skiciral, ima LR Slovenija vse pogoje. Vsak košček v njej je tako lep, zdrav, z obiljem vode in zelenja, da bi se povsod moglo dobro živeti.*

Spomnim se, kako je bil profesor očaran nad iznajdljivostjo in voljo ljudi, ki so takrat, v obdobju pospešene deagrarizacije, s skromnimi sredstvi in lastnim delom gradili nove domove v lastnem kraju. Bil je prepričan, da bi lahko izkoristili njihov potencial in ob podpori države in stroke razvili idealno obliko zelene urbanizacije in tako ohranili enakomerno poselitev celotne Slovenije. Pomemben delež takšni poselitvi sta prispevala razvoj motorizacije, sprva mopeda, kasneje majhnega avtomobila in javnega prevoza ter seveda prej omenjen koncept policentričnega prostorskega razvoja, ki je »pripeljal« ljudem nova delovna mesta v bližino njihovega doma na podeželju. Njegove zamisli so še kako aktualne v času interneta, ko lokacija ni več zelo pomembna in je mogoče delo na domu in v času razvoja inovativnih komunalnih tehnik in energetsko samooskrbnih sistemov tudi za individualne enote.

V Ravnikarjevih stališčih zlahka zasledimo idejne zamisli Frank Lloyd Wrighta, ki je že v 20 letih prejšnjega stoletja zasnoval koncept novega demokratičnega mesta, ki ga je poimenoval *Broadacre City*. Novo mesto, kot ga je predvidel Wright, bi izkoristilo sodobno tehnologijo in komunikacije za decentralizacijo oblike starega mesta in ustvarjanje novega okolja, ki bi omogočil osebno rast vsakega posameznika. Mesto ni le ureditev cest, zgradb in prostorov, ampak družba v akciji. Mesto je proces, ne pa oblika. »*Mesto bi moralo biti povsod in nikjer*.« To je nov tip mesta, ki se preliva po krajini in se spreminjal glede na teren in potrebe posameznega prebivalca. Prepričan je bil, da ljudem, zaradi razvoja tehnologije in novih prometnih in komunikacijskih sistemov, ni več potrebno živeti v velikih klasičnih mestih. Nasprotno, ljudje bi morali živeti na prostem, na svetlobi in svežem zraku. Vsak človek naj bi imel vsaj en hektar zemlje, na kateri bi pridelal svojo hrano. Koncept je temeljil na ambicioznem transportnem sistemu. Čez celotno mestno krajino se razpreda mreža širokih avtocest. Poskušal je zasnovati urbani sistem, v katerem bi ljudje lahko preživeli več časa s svojimi družinami. Lahko bi delali na domu in ne izgubljali toliko časa za dnevna potovanja. Namesto korporacijskega lastništva je Wright predlagal javno lastništvo nad komunalnimi storitvami za splošne potrebe in hkrati individualno lastništvo majhnih bivalno, delovnih in proizvodnih enot (hibrid stanovanja, delovnega mesta in male »kmetije«). Zagovarjal je idejo, da bi bili ljudje z zemljo manj občutljivi za krizne situacije.

»Ravnikarjeva vizija« se je v Sloveniji že pred osamosvojitvijo deloma uresničila. Kljub kvalitetnim usmeritvam na planski ravni pa je bila zaradi pomanjkanja načrtovanja in kvalitetne strokovne podpore na izvedbenih ravneh manj uspešna. V socializmu je bila ljudem dana velika svoboda pri gradnji lastnega doma. Ne nazadnje jim je ustava zagotavljala to pravico. Ob ugodnih kreditih in ob permisivni prostorski politiki smo bili zato priča kaotični, nespametni poselitvi in slabi arhitekturi. Postopni »furlanizaciji«

prostora, ko se je drobna urbanizacija nekontrolirano širila vzdolž mestnih vpadnic in avtocest globoko v mestno zaledje in v podeželski prostor in ob tem izkoriščala javno dobro, akumulirano v javnih cestah, komunalni opremljenosti manjših naselij in vasi je posledično sledila večja ekološka obremenjenost okolja. Že v obdobju socializma smo bili soočeni z množico majhnih, pogosto družinskih podjetij, ki so poskušala uveljaviti svoje prostorske potrebe za bivanje in delo na lastni parceli. Pogosto s poraznimi posledicami za kvaliteto in podobo prostora. Vendar pa se je razpršena poselitev pokazala v kriznem poosamosvojitvenem obdobju kot nekaj pozitivnega. Morda je prav dejstvo, da je bila večina prebivalstva Slovenije tako ali drugače povezana z zemljo, omogočilo prebroditi poosamosvojitveno krizo brez večjih socialnih posledic. Od tod morda izvira pregovorna trdoživost in odpornost Slovenije na različne krize.

4 Slovenija kot vrtno mesto

V letih po osamosvojitvi in po izgradnji slovenskega avtocestnega križa, ki je omogočil demokratičen pristop do večine lokacij na območju RS, se v arhitekturnih in urbanističnih krogih čedalje bolj uveljavlja ideja o Sloveniji kot velikem vrtnem mestu. Morda tudi na podlagi pozitivnih izkušenj iz obdobja osamosvajanja, ko je razpršena poseljenost Slovenije odigrala pomembno vlogo.

Tako so prav slovenske avtoceste maloštevilni element reda in koherentnosti v splošnem kaosu novejše urbane produkcije. Upirajo se entropiji stihijskih posegov v prostor in soustvarjajo podobo Slovenije, kot na videz še vedno urejene dežele. So turistično ogledalo Slovenije. So turistična razglednica za tranzitnega turista in življenjski prostor za lokalno prebivalstvo, prostor, v katerem mnogi preživimo opazen del dneva. Kvaliteta slovenskega avtocestnega prostora pa ni naključna. Je posledica zavestne odločitve države, da nameni vodenju in oblikovanju avtocest veliko pozornost. Dobro prometno omrežje v obliki prometnega križa je vsaj do nedavnega zagotavljalo učinkovito delovanje slovenske urbane strukture kot funkcionalno in percepcijsko enotnega urbanega prostora, ki je sposobno generirati metropolitansko kulturo in kot tako enakovredno komunicirati z močnimi nadnacionalnimi evropskimi centri. Novo nastalo slovensko »somestje« ima značaj fleksibilno organizirane strukture, ki se je sposobna prilagajati dinamiki nove stvarnosti in ki je sposobna absorbirati tudi obstoječe urbane strukture in izoblikovati nove vitalne celote. Na slovenski prometni križ, ki ga tvorijo avtocestne in železniške povezave, so navezana urbana središča, gospodarske cone, turistična območja ter preko sekundarnih prometnih sistemov tudi periferne regije. V konceptu takšnega »vrtnega mesta« predstavlja bivanje na podeželju enakovredno lokacijo za nastanek nove urbane kulture, kjer zaradi razvoja informatike fizična lokacija ni več tako pomembna in se lahko oblikuje primerljiva izobrazbena, gospodarska in obče družbena kultura na različnih točkah v različno strukturiranem fizičnem okolju.

Ta koncept vodi v brisanje razlike med mestom in podeželjem; govorimo o pojavu nove urbane ali krajinske kompleksnosti, kjer se tudi v mestih postavlja načelo fleksibilnosti in mobilnosti pred kriterij hierarhije in reda. Nastajajoča urbano-krajinska struktura ob oseh prometnega križa je torej dinamičen mozaik naravnih in ustvarjenih elementov in je vsakokrat obarvana izrazito ekološko. Na konceh krakov opisane urbane strukture, z nacionalnimi mejami, se razvijajo območja mednacionalne kulturne in gospodarske pobude kot pomembne koncentracijske točke za ohranjanje lokalne samobitnosti in identitete. Poleg tretje (in morda tudi četrte) razvojne osi bo potrebno v bodoče v obmejnih območjih praznjenja s stimulativnimi pogoji in atraktivnimi dejavnostmi zagotoviti vsaj minimalno poseljenost in tako skleniti urbani obroč okoli nacionalnega prostora. V ta namen bo potrebno vzpostaviti tudi hitre radialne povezave, ki bodo omogočale povezave med posameznimi obmejnimi regijami, kot tudi povezave obmejnih območij praznjenja z avtocestnimi koridorji.

Če smo bili še pred kratkim prepričani, da postajajo nacionalne meje v Evropi antagonizem, stvar preteklosti, ki jo bomo presegli z vseevropskim povezovanjem, v trenutku vsesplošne krize in zapiranjem meja zaradi virusa Covid-19 vidimo, da se evropske države obnašajo drugače, kot bi se morale po dogovorjenih načelih solidarnosti. Zelo sebično skrbijo za svojo lastno varnost in lastne koristi. Meje se zapirajo, lastni resursi se ščitijo. Ponovno bo potrebno razmisliti o najbolj črnogledih scenarijih, ki lahko doletijo našo državo. Mislim, da smo vse premalo skrbeli za našo ozemeljsko, ekonomsko, socialno in kulturno samobitnost, kar je pogoj, kot vidimo, da lahko v kriznih časih preživimo. Morda se bo ponovno kot pravilna izkazala odločitev Slovenije za policentričen prostorski razvoj, ki je ohranil razumno poselitev celotnega prostora, ob sočasno dobri oskrbi lokalnih območij s kvalitetno lokalno terciarno in celo kvartarno oskrbo ter z novimi delovnimi mesti v bližini doma.

Vzpodbudno je dejstvo, da se kljub temu, da po Eurostatovi statistiki živi na podeželju okoli 43 % Slovencev in na vmesnih območjih nadaljnjih 31 %, delovna mesta razporejajo vse bolj enakomerno tudi na podeželju. Na podeželju je zaposlena le petina aktivnega prebivalstva v lastnem okolju, vendar je opaziti premik k bolj propulzivnim dejavnostim (selitev računalniških in storitvenih podjetij na povsem kmetijska območja). Hkrati pa je v zadnjem desetletju opazno povečano doseljevanje mladih družin, ki se doseljujejo zaradi želje po stiku z naravo in zaradi večje socialne varnosti. Morda bo v bodoče smiselno pospešeno graditi na ideji kombiniranja različnih dejavnosti v okviru posameznega gospodinjstva s poudarkom na razvoju lastnih ohišnic. Podeželje bo tako postalo (če že ni) prostor najvišje bivalne kvalitete, prostor življenja v naravi in hkrati z vsemi ugodnostmi urbane kulture.

5 Sklepna misel

Brez dvoma bo imela pričujoča pandemija obsežne in dolgotrajne posledice v prihodnjem družbenem in prostorskem razvoju na globalni ravni. Težko bo obuditi nekdanjo sproščenost v potovalnih navadah, masovnih srečanjih in medsebojnem druženju ljudi. Kratkoročno bodo prizadete predvsem dejavnosti, ki so povezane z masovnimi in neposrednimi človeškimi stiki, kot so turizem, kultura, gostinstvo ter podobno.

Vendar je kriza hkrati tudi priložnost za kvalitativne spremembe. Potrebno bo povrniti zaupanje v varno doživljanje neposredne človeške komunikacije ter ob upoštevanju višjih higienskih standardov in novih organizacijskih ter prostorskih rešitvah zagotoviti varno življenje ljudi tako v stavbah kot v javnem prostoru. Grožnja ponovne ponovitve pandemije bo narekovala ustrezne urbanistične in arhitekturne rešitve, s katerimi bo mogoče hitro in učinkovito zajeziti njeno širitev in hkrati varno sobivanje z virusom. V ta namen bo potrebno v večji meri graditi določeno samozadostnost lokalnih skupnosti in spodbujati sodelovanje in solidarnost prebivalcev v ožjem bivalnem okolju. Slovenski policentrični razvojni model se približuje temu idealu. Slovenija je z dobro geografsko in prometno lego vpeta v globalne gospodarske in kulturne tokove, a je hkrati na lokalnem nivoju ohranila trdoživo sposobnost preživetja in pristnost človeških stikov. Poiskati moramo torej rešitve, ki bodo zagotavljale optimalno družbeno in okoljsko simbiozo med globalnim in lokalnim. Vendar pa prednosti slovenskega modela ne bodo imele učinka, če bodo ljudje neodgovorni in lahkomiselni do preteče nevarnosti, kot se je to dogodilo v drugem valu pandemije jeseni 2020.

2 Pripravljenost slovenskih tehnoloških podjetij na industrijo 4.0 in »pametne tovarne« na področju naprednih možnosti za kontrolo kakovosti izdelkov

Darko Števančec* | Iris Fink Grubačević**

Povzetek: Slovenska podjetja za nadzor kakovosti svojih izdelkov uporabljajo različne tehnologije, na podlagi katerih temeljijo različni senzorski sistemi oz. senzorji detekcije geometrije kontroliranih izdelkov; proizvedeni s strani različnih proizvajalcev merilnih naprav. V članku predstavljamo del rezultatov industrijske raziskave, narejene na vzorcu slovenskih tehnoloških podjetij. Rezultati predstavljajo vpogled v razširjenost posamezne tehnologije merjenja kakovosti izdelka (senzorskega sistema oz. senzorja) ter preference in želje po bodoči implementaciji posameznega sistema v podjetju. V nadaljevanju predstavljamo rezultate raziskave integracije, kompatibilnosti in avtomatizacije naprednih senzorskih sistemov za nadzor kakovosti izdelkov v slovenskih tehnoloških podjetjih.

Ključne besede: merilni sistemi; kontrola kvalitete; pametne tovarne; EAGLE.

JEL: C19

Readiness of Slovenian Technology Companies for Industry 4.0 and "Smart Factories" in the Field of Advanced Options for Product Quality Control

Abstract: Slovenian companies use different technologies to control the quality of their products. Different sensor systems or sensors for detecting geometry of controlled products are based on these technologies and they are produced by various manufacturers of measuring devices. In the article, we present a part of the results of industrial research made on a sample of Slovenian technology companies. The results represent an insight into the prevalence of individual product quality measurement technology (sensor system or sensor) as well as preferences and desires for the future implementation of an individual system in the company. In the following, we present the research results of the integration, compatibility, and automation of advanced sensor systems for product quality control in Slovenian technology companies.

Keywords: measuring systems; quality control; smart factories; EAGLE.

* doc. dr., DOBA Fakulteta za uporabne poslovne in družbene študije, Prešernova ulica 1, 2000 Maribor, Slovenija; darko.stevancec@net.doba.si.

** viš. pred., Univerza v Novem mestu, Fakulteta za industrijski inženiring, Šegova ulica 112, 8000 Novo mest, Slovenija; iris.finkgrubacevic@fini-unm.si.

1 Uvod

Na ekonomski razvoj države ima velik vpliv uspešno delovanje industrije. Četrta industrijska revolucija (industrija 4.0) je prinesla pomemben razvojni trend, kot je kombinacija napredne tehnologije in interneta, ki sta posledično pomembno vplivala na hiter razvoj proizvodnje, kakovost izdelkov ter konkurenčnost. Tehnologija se je začela uporabljati v prid ekonomičnega delovanja podjetja pri rabi sredstev, časa in procesov. Izdelki so postali pametni izdelki, vendar ne samo med procesom proizvodnje, ampak tudi skozi svoj celotni življenjski cikel. Podatki, ki jih v tem času napredna tehnologija pošilja izdelovalcu, se uporablja za iskanje morebitnih napak, ki jih nato lahko popravijo in v nadaljnjih procesih izboljšajo, doseganju večjega zadovoljstva uporabnikov ter ustvarjanju večjega dobička podjetja (Fink Grubačević, Števančec, Lipuš, 2020). Z orodji, ki jih prinaša industrija 4.0 v pametne tovarne (s*mart factories*), se dogajajo nenehne spremembe v proizvodnji izdelkov širokega spektra.

Preoblikovanje industrijskega proizvodnega sistema ter nova paradigma industrije 4.0 nakazujeta spreminjanje mentalitete zaposlenih v podjetju (Paiva Santos, Charrua-Santos, Lima, 2018). Tako zaradi svojega drugačnega pristopa podjetja znižujejo stroške proizvodnje in dela, povečujejo hitrost dela ter kvaliteto procesov in izdelkov. Vse to zahteva veliko sodelovanja in zavezanosti vseh deležnikov k doseganju ciljev, ki jih ta paradigma narekuje. Sčasoma proizvodna industrija začenja ustvarjati več prihodkov in posledično tudi dobička.

Za ustvarjanje inovativnih proizvodnih tovarn je bilo potrebno združiti tehnološko opremo in virtualni svet, kar seveda zahteva visoko izobraženost in usposobljenosti kadra v proizvodnih procesih (Zakoldaev, Shukalov, Zharinov, 2019). V zagotavljanju kakovosti procesov in izdelkov ima povezanost proizvodov, strojev in ljudi zelo pomembno vlogo. Podjetjem je postalo zadovoljstvo končnih kupcev največji izziv kakovosti in temu so podredili vse aktivnosti v smeri rabe novih tehnologij, uporabe in obdelave velikega števila informacij za optimizacijo, načrtovanje aktivnosti, simulacij in prototipiranja.

Podjetja morajo biti v sedanjem poslovnem okolju pripravljena na nove izzive konkurenčnega delovanja. Po mnenju Dratha in Horcha (2014), je razvoj industrije 4.0 na poti brez vrnitve, in postaja konkurenčna prednost za tista podjetja, ki so usmerjena v uresničevanje dolgoročnih ciljev in so zato tudi oblikovala svoje aktivnosti in razvoj v začrtani smeri dolgoročnega preživetja.

2 Razvoj industrije 4.0 in pametnih tovarn

Termin industrija 4.0 je prva predstavila Nemčija in ga razložila kot transformacijo industrijske proizvodnje s pomočjo digitalizacije in izkoriščanje potencialov sodobne tehnologije (Rojko, 2017). Model industrije 4.0, ki zadovoljuje nove potrebe globalne industrije, se je zasnoval zaradi zahteve po večji kompleksnosti procesov, višji kakovosti in zmanjšanih proizvodnih stroških (Hermann, Pentek, Otto, 2016). Razvoj informacijsko-komunikacijske tehnologije (IKT) in njena integracija v proizvodni proces sta prinesla organizacijam veliko sprememb in dodane vrednosti, dvignila produktivnost, zmanjšala proizvodne stroške ter prinesla učinkovite rešitve na področju kakovosti v odnosu do končnih kupcev (Cheng et al., 2015). Palčič (2020) ugotavlja, da imajo podjetja še vedno težave pri dojemanju ideje industrije 4.0 in zato težko določijo, na kateri stopnji razvoja v smeri uresničevanja koncepta so in katera so tista področja njihovega delovanja, ki bi potrebovala razvoj.

V kontekstu industrije 4.0 govorimo o visokotehnoloških strategijah, ki so jih osvojile države in podjetja po svetu. Na vse ravni proizvodnega sistema so vključene najsodobnejše tehnologije, povezane z internetom. Tako so procesi postali bolj fleksibilni in med seboj nujno povezani. Za potrebe sodobne industrije so povezani stroji in ljudje v realnem času, storitve v oblaku (c*loud computing*) in upravljanje z informacijami, kar pomeni, da smo dobili povezavo med proizvodnjo in poslovnimi procesi ter ustvarjeno dodano vrednost za organizacijo (Paiva Santos, Charrua-Santos, Lima, 2018). Rojko (2017) ugotavlja, da v praksi to pomeni 10 - 30% zmanjšanja stroškov proizvodnje, 10 - 30% zmanjšanja stroškov logistike ter 10 - 20% zmanjšanje stroškov menedžmenta kakovosti.

Osnovna ideja Industrije 4.0 je izkoristiti potencial novih tehnologij in konceptov (Rojko, 2017):

- razpoložljivost in uporaba interneta - *Internet of Things* (IoT);
- integracija tehničnih in poslovnih procesov v podjetja;
- virtualizacija realnega sveta;
- pametne tovarne – industrijska proizvodnja in pametni izdelki.

Osnovni komponenti za ustvarjanje pametnih tovarn sta kombinacija virtualnega in fizičnega okolja. Fizične komponente so tehnološka oprema, ki je vključena v proizvodni proces, virtualne komponente pa so storitve v oblakih, do katerih dostopamo s pomočjo industrijskega interneta (IoT) (Zakoldaev, Shukalov, Zharinov, 2019). IoT je tehnologija, ki omogoča povezanost senzorjev, strojev, mobilnih naprav in dopušča notranjo in zunanjo operativnost (Ahuett-Garza, Kurfess, 2018).Vključiti je potrebno tudi tehnologijo oblakov (*cloud comupting*), tehnologijo upravljanja z velikimi količinami podatkov (*big data*), virtualne in fizične tehnologije ter visoko izobražen oz. usposobljen kader, ki organizira in uskladi vse procese (Zakoldaev, Shukalov, Zharinov, 2019). Big Data, kot jo pojmujejo Vaidya et al. (2018) je okolje z velikimi količinami podatkov, ki se zbirajo s pomočjo interneta (IoT) in pomaga pri hitrem in kakovostnem odločanju. Prav tako se srečamo s pojmom umetna inteligenca, ki jo Chun et al. (2019) obravnavajo kot tehnologijo, ki predstavlja racionalizacijo procesov in obvladovanje novega znanja. Da postane sistem inteligenten, po navedbi avtorjev, mora biti sposoben prepoznati vsebino v danem okolju, kjer je bil nameščen, nadalje pa tudi biti sposoben odločanja, kaj narediti v realnem času in dani situaciji, da doseže zastavljeni cilj. Za ustvarjanje okolja pametnih tovarn prihodnosti, so nove proizvodne strategije opremljene z inteligentnimi napravami, ki so priključene na omrežje in v tem primeru so izdelki, stroji ter procesi sposobni med seboj komunicirati in posledično so ključ za doseganje višje stopnje fleksibilnosti, spremenljivosti, prilagodljivosti in zmanjšanja življenjskega cikla izdelka (Paiva Santos, Charrua-Santos, Lima, 2018). Nekatera podjetja si želijo z vpeljevanjem nove tehnologije izboljšati kvaliteto, učinkovitost virov, zmanjšati tveganja in vzdrževati konkurenčnost (Falk, Klien, Schwarz, 2015). Rojko (2017) dodaja še druge pozitivne prednosti, kot so skrajšani čas od izdelka do kupca, izboljšana odzivnost kupcev, možnost masivne proizvodnje brez dodatnega naraščanja stroškov, bolj fleksibilno in prijazno delovno okolje ter bolj učinkovita izraba naravnih virov in energije.

Palčič (2020) meni, da je potrebno tehnologije smiselno prilagoditi procesom v podjetju, in sicer izpostavi tri tehnološka področja: digitalni sistemi upravljanja, brezžična komunikacija človeka in stroja ter kibernetsko-fizični proizvodni procesi. Zadnje področje v primerjavi s prvima dvema, bolj konkretno zajema celostno idejo industrije 4.0.

Senzorji, računalniki in stroji v omrežju komunicirajo med seboj in z uporabniki v realnem času, proizvodni proces postaja bolj viden in nadzorovan, število napak se zmanjšuje, kar vodi v večjo kvaliteto in učinkovitost (Paiva Santos, Charrua-Santos, Lima, 2018). Wang (2019) meni, da sedanji izziv v inteligentni proizvodnji vključuje daljinsko spremljanje v realnem času in kontrolo z majhno zamudo, stroškovno učinkovitost in varno predvidljivo vzdrževanje sredstev Proces globalizacije trga in pritisk zadovoljevanja je kupcev zahteval spremembo v proizvodnji in procesih, ki so morali postati bolj agilni in fleksibilni, da podjetja pridobijo konkurenčno prednost. Bassi (2017) poudari, da je sposobnost načrtovanja preventivnega vzdrževanja v industrijskem okolju zmanjšala izpade proizvodnje.

Razvoj umetne inteligence, računalništva v oblaku, Big Data analitike, IoT in mobilnega interneta 5G, pomenijo za inteligentno proizvodnjo velike priložnosti. Wang (2019) meni, da podjetju te tehnologije na omogočajo zbiranje in obdelavo velike količine podatkov, komuniciranje strojev s senzorji in ljudmi, mobilni internet 5G pa omogoča izjemno hitro izmenjavo podatkov v realnem času. Povečevanje izkoriščenosti informacij in uporaba komunikacijskih tehnologij omogoča podjetjem digitalni inženiring proizvodnih procesov in izdelkov (Brettel et al., 2014).

Slovenska proizvodna podjetja so se že prilagodila ideji industrije 4.0, in sicer 17% do sedaj še ni vpeljalo nobene tehnologije pametnih tovarn v proizvodnjo, približno 57% pa že ima procese, ki so povezani z osnovno uporabo IKT in izkazujejo osnovno pripravljenost na industrijo 4.0. V tej skupini podjetij pa je 14% tistih, ki že uporabljajo tehnologije v vseh tehnoloških področij, predvsem pa že uporabljajo tehnologije s področja kibernetsko-fizičnih proizvodnih sistemov. Z višjo stopnjo vključevanja tehnologij v proizvodnjo, smo bližje pametnim tovarnam (Palčič, 2020).

3 Kakovost izdelkov v inteligentni proizvodnji

Glavna ideja industrije 4.0 temelji na inteligentni (pametni) proizvodnji, kjer stroji odkrivajo znanje, se odločajo in izvajajo akcije, inteligentno in neodvisno od drugih (Qina, Liua, Grosvenora, 2016). Inteligentno proizvodnjo lahko definiramo kot popolnoma integriran, sodelovalni sistem, ki se odziva v realnem času, da bi sledil in zadostil spremembam in pogojem v tovarni, oskrbovalni verigi in potrebam kupcev. Kusia (2018) meni, da inteligentna proizvodnja integrira proizvodna sredstva sedanjosti in prihodnosti (senzorje, računalniške platforme, simulacije, računalništvo v oblaku, umetno inteligenco, podatkovne znanosti). Salkin in drugi (2018) menijo, da se s prehajanjem v izvajanje koncepta pametnih tovarn, inteligentne (pametne) proizvodne procese in pametne izdelke, dogajajo velike spremembe v načinu proizvodnje, in to vpliva tudi na kakovost dela in izdelkov. Pametni izdelki imajo poleg fizične identitete tudi virtualno, kar omogoča pošiljanje velikega števila podatkov o izdelku, njegovih lastnostih, trenutnem stanju in meritvenih testih. Rojko (2017) pravi, da proizvajalci s pomočjo pametnih izdelkov zbirajo in posredujejo podatke o procesu, kontroli in pogojih v okolju.

Proizvodni sistem postaja zelo fleksibilen zaradi večje heterogenosti in zahtevnosti kupcev, močne konkurence in hitrega razvoja tehnologije (Van sen Broeke et al., 2018). V podjetjih, ki želijo slediti ideji industrije 4.0. in konceptu pametne tovarne, se osredotočajo na kakovost in s tem izboljšanje proizvodnje ter menedžmenta kakovosti, z uporabo različnih strategij, aktivnosti, okolja in ljudi (Zaidin et al., 2018).

Iz paradigme industrije 4.0, lahko kontrola kakovosti izdelkov pridobi velike koristi. Inženirji kakovosti zbirajo velike količine podatkov iz meritev, hitreje najdejo napake, ki je sicer ne bi tako hitro odkrili ali pa bi ostale skrite. Godina in Matias (2019) poudarita, da se je podjetjem odprla možnost 100 % beleženja podatkov meritev različnih kazalnikov kakovosti izdelkov. S tem načinom se lažje odkrije izdelek z napako in se g izloči.

Med proizvodnim procesom lahko več različnih dejavnikov povzroči neskladnosti, zato nam pametne tovarne nudijo znanje in rešitve, da lahko v vsak stroj ali v zunanje okolje integriramo senzorje, posledično zbiramo in obdelujemo velike količine podatkov sprotnih meritev. Zunanji dejavniki, na katere lahko deloma vplivamo, kot so vlaga, prah, temperatura v proizvodnem okolju, lahko pomembno vplivajo na verodostojnost podatkov o proizvodu. Godina in Matias (2019) menita, da moramo za odločanje o kakovosti izdelkov pridobiti in kombinirati podatke iz različnih meritev. Kardas in Pustejovska (2018) poudarita, da je glavni dejavnik, ki povzroči slabšo kakovost izdelkov najpogosteje vezan na nižje kvalificiran kader, pomanjkanje koncentracije zaposlenih med delom, monotonost delovnega procesa, pomanjkanje nadzora in slabe delovne pogoje.

Industrija 4.0 omogoča s širokim naborom tehnologije večji nadzor nad kakovostjo izdelkov in storitev. Kombinirane strukture podatkov omogočajo locirati vsak specifičen izdelek in/ali opremo ali katerokoli povezano informacijo (Telukdarie et al., 2018). Vrednost teh struktur podatkov je v tem, da je operativna učinkovitost v realnem času pod tesnejšo kontrolo ,posledično se zmanjšajo proizvodni stroški posameznega kosa izdelka (Meissner, Ilsen, Aurich, 2017).

Inteligentni menedžment kakovosti, ki je nastal kot logična posledica uvajanja paradigme Industrije 4.0 in vpeljevanju koncepta pametnih tovarn, ima fokus na tehnikah uporabe podatkovnega rudarjenja, z namenom izvleči znanje z identificiranjem predhodnih neznanih vzročno-posledičnih povezav ter s tem ponuja podporo menedžmentu kakovosti (Xua, Danga, Munro, 2018).

4 Metoda

Projekt EAGLE (prototip Eagle predstavlja obliko naprednega 3D senzorskega sistema za kontrolo geometrije kompleksih izdelkov) raziskuje možnosti izboljšanja vizualne kontrole izdelkov. Rešitev se išče v razvoju inovativnih kontrolnih naprav, ki bodo temeljile na naprednem senzorskem sistemu za 3D kontrolo geometrije kompleksnih predmetov. Cilj je doseči stalno 100% kontrolo kakovosti izdelka, tako v vmesnih proizvodnih fazah, kot tudi na izhodu, preden se ga dostavi kupcu. Konkurenčna prednost industrije se gradi predvsem na avtomatizaciji in robotizaciji proizvodnih in kontrolnih procesov (TPV, 2018).

V okviru projekta Eagle se izvajajo tudi raziskovalne aktivnosti, kjer želimo analizirati oz. pridobiti podatke o uporabi tovrstnih merilnih metod v tehnoloških podjetjih v Sloveniji.

Reprezentativni vzorec (N=40) sestavljajo mikro, majhna, srednja in velika tehnološka podjetja iz branže kovinske industrije (Tabela 1) iz vse Slovenije.

Tabela 1: Velikost podjetja

		Frekvenca	Odstotek	Validni odstotek	Kumulativni odstotek
Valid	mikro	19	47.5	47.5	47.5
	majhno	11	27.5	27.5	75.0
	srednje	6	15.0	15.0	90.0
	veliko	4	10.0	10.0	100.0
	Skupaj	40	100.0	100.0	

Kot merski instrument smo uporabili anketni vprašalnik, ki so ga sestavljala vprašanja v obliki 7-stopenjskih modificiranih Likertovih lestvic. Zbiranje podatkov se je izvajalo s pomočjo spletnega servisa 1ka. Zanimala nas je razširjenost uporabe obstoječih merilnih sistemov nadzora kakovosti produktov v podjetjih in namere vpeljave novih merilnih metod. Podatke smo obdelali s statističnim paketom IBM SPSS23.

5 Rezultati

V objavljenem članku smo med drugim predstavili rezultate bivariantne regresijske analize - Pearsonove koeficiente povezanosti velikosti podjetja s preferencami za uporabo različnih metod in sistemov nadzora kakovosti produktov.

Zaradi značilnosti vzorca pri ugotavljanju razlik med podjetji nismo mogli uporabiti parametričnih testov, zato smo uporabili »neparametrično ANOVO« - Kruskal Wallisov test in Mann Whitney U test za ugotavljanje razlik med različnimi skupinami.

5.1 Bivariantna regresijska analiza

Korelacijsko matrika Pearsonovih koeficientov je predstavljala povezanost velikosti podjetja z namero vpeljave nove tehnologije kontrole kvalitete produktov.

Tabela 2: Korelacijska matrika velikosti podjetja in namere vpeljave nove tehnologije kontrole kvalitete

		Velikost podjetja	Optični sistem (senzor)	Strojni vid	IR laserski sistem	UZ sistem	Drugo
Velikost podjetja	Pearsonov koef.	1	.424**	.507**	.508**	.613**	.216
	Sig. (2-tailed)		.006	.001	.001	.000	.180
	N	40	40	40	40	40	40
Optični sistem (senzor)	Pearsonov koef.	.424**	1	.479**	.677**	.345*	.159
	Sig. (2-tailed)	.006		.002	.000	.029	.327
	N	40	40	40	40	40	40
Strojni vid	Pearsonov koef.	.507**	.479**	1	.685**	.509**	.497**
	Sig. (2-tailed)	.001	.002		.000	.001	.001
	N	40	40	40	40	40	40
IR laserski sistem	Pearsonov koef.	.508**	.677**	.685**	1	.529**	.274
	Sig. (2-tailed)	.001	.000	.000		.000	.087
	N	40	40	40	40	40	40
UZ sistem	Pearsonov koef.	.613**	.345*	.509**	.529**	1	.336*
	Sig. (2-tailed)	.000	.029	.001	.000		.034
	N	40	40	40	40	40	40
Drugo	Pearsonov koef.	.216	.159	.497**	.274	.336*	1
	Sig. (2-tailed)	.180	.327	.001	.087	.034	
	N	40	40	40	40	40	40

**. Korelacija je pomembna na nivoju 0.01 (2-tailed).
*. Korelacija je pomembna na nivoju 0.05 (2-tailed).

Velikost podjetja se statistično pomembno povezuje z namerami vpeljave naslednjih metod (sistemov) kontrole kvalitete produktov.

Srednje močne povezave so se pokazale med velikostjo podjetja in:

- namero vpeljave optičnega sistema (senzorja) r = -0,613 (p<0.01)
- namero vpeljave IR laserskega sistema r = -0.508 (p<0.01)
- namero vpeljave strojnega vida r = -0,507 (p<0.01).

Korelacijska matrika nam nadalje pove, da se tudi izbire med seboj statistično pomembno povezujejo in sicer imamo visoko povezanost med izbirama:

- namera vpeljave optičnega senzorja in IR laserskega sistema r = 0.677 (p<0.01).
- namera vpeljave strojnega vida in IR laserskega sistema r =0.685 (p<0.01).

Srednje močna povezanost se pojavlja med:

- optičnim senzorjem in strojnim vidom r = 0.479 (p<0.01)
- optičnim senzorjem in UZ sistemom r = 0.345 (p<0.05)
- UZ sistemom in IR laserskim sistemom r = 0.529 (p<0.01)

Korelacijske povezave so pokazale, da je IR laserski sistem tisti, ki se najbolj povezuje z ostalimi, predvsem z optičnim sistemom in strojnim vidom.

5.2 Kruskal Wallisov test

Ker je velikost podjetja pomembno povezana z vpeljavo nove tehnologije nadzora kakovosti produktov, nas je v nadaljevanju zanimalo, ali obstajajo razlike med podjetji in kakšne (Tabela 3).

Tabela 3: Kruskal Wallisov test ugotavljanja razlik med velikostjo podjetja in željami po vpeljavi nove tehnologije za nadzor kvalitet produktov

Test[a,b]	Optični sistem (senzor)	Strojni vid	IR laserski sistem	UZ sistem	Drugo
Hi-kvadrat	4.947	14.134	8.143	6.705	3.632
df	3	3	3	3	3
Asymp. Sig.	.176	.003	.043	.082	.304

a. Kruskal Wallis test

b. Variabla: velikost podjetja

Z neparametričnim testom enosmerne analize variance (ANOVA) – Kruskal Wallisovim testom smo ugotovili statistično pomembne razlike med velikostjo podjetja in željami po vpeljavi strojnega vida ter IR laserskega sistema.

Ker test ne pove, kje se razlike natančno nahajajo, smo v nadaljevanju ugotavljali te razlike z Mann Whitney U testi.

5.3 Mann Whitney U testi

V nadaljevanju članka smo predstavili najpomembnejše ugotovljene statistično pomembne razlike med podjetji, glede na preference vpeljave nove tehnologije nadzora kakovosti produktov. Mikro in majhna podjetja se medsebojno ne razlikujejo. Prav tako se med sabo ne razlikujejo srednja in velika podjetja.

Tabela 4: Rangi in Mann Whitney U test ugotavljanja razlik med mikro in srednjimi podjetji ter preferencami za strojni vid in IR laserski sistem

Rangi	Velikost podjetja	N	Povprečni rang	Vsota rangov
Strojni vid	mikro	19	14.68	279.00
	srednje	6	7.67	46.00
	Total	25		
IR laserski sistem	mikro	19	13.53	257.00
	srednje	6	11.33	68.00
	Total	25		

Test[a]	Strojni vid	IR laserski sistem
Mann-Whitney U	25.000	47.000
Asymp. Sig. (2-tailed)	.006	.359
Exact Sig. [2*(1-tailed Sig.)]	.043[b]	.555[b]

a. Variabla: velikost podjetja

b. Not corrected for ties.

Statistično pomembno razliko predstavljajo mikro podjetja, ki izražajo večjo željo po vpeljavi strojnega vida, kot srednja podjetja. Pri IR laserskem sistemu med tipoma podjetja ni pomembnih razlik.

Tabela 5: Rangi in Mann Whitney U test ugotavljanja razlik med mikro in velikimi podjetji ter preferencami za strojni vid in IR laserski sistem

Rangi	Velikost podjetja	N	Povprečni rang	Vsota rangov
Strojni vid	mikro	19	13.29	252.50
	veliko	4	5.88	23.50
	Total	23		
IR laserski sistem	mikro	19	13.18	250.50
	veliko	4	6.38	25.50
	Total	23		

Test[a]	Strojni vid	IR laserski sistem
Mann-Whitney U	13.500	15.500
Asymp. Sig. (2-tailed)	.005	.017
Exact Sig. [2*(1-tailed Sig.)]	.044[b]	.067[b]

a. Variabla: velikost podjetja

b. Not corrected for ties.

Mikro podjetje se tudi tukaj pomembno razlikuje od velikih. Mikro podjetje izraža večjo željo po novi uporabi strojnega vida. Pri IR laserskem sistemu med tipoma podjetja ni pomembnih razlik.

Tabela 6: Rangi in Mann Whitney U test ugotavljanja razlik med majhnimi in srednjimi podjetji ter preferencami za strojni vid in IR laserski sistem

Rangi	Velikost podjetja	N	Povprečni rang	Vsota rangov
Strojni vid	majhno	11	10.73	118.00
	srednje	6	5.83	35.00
	Total	17		
IR laserski sistem	majhno	11	9.73	107.00
	srednje	6	7.67	46.00
	Total	17		

Test[a]	Strojni vid	IR laserski sistem
Mann-Whitney U	14.000	25.000
Asymp. Sig. (2-tailed)	.016	.224
Exact Sig. [2*(1-tailed Sig.)]	.062[b]	.462[b]

a. Variabla: velikost podjetja

b. Not corrected for ties.

Tudi majhna podjetja se enako kot mikro podjetja razlikujejo od srednjih, in sicer tudi ta izražajo večjo željo po uporabi strojnega vida. Pri željah za vpeljavo IR laserskega sistema med tipoma podjetja ni pomembnih razlik.

Prav tako se majhna podjetja statistično pomembno razlikujejo od velikih. Pri malih je bolj izražena namera bodoče uporabe tako strojnega vida kot tudi IR laserskih sistemov.

Tabela 7: Rangi in Mann Whitney U test ugotavljanja razlik med majhnimi in velikimi podjetji ter preferencami za strojni vid in IR laserski sistem

Rangi	Velikost podjetja	N	Povprečni rang	Vsota rangov
:Strojni vid	majhno	11	9.32	102.50
	veliko	4	4.38	17.50
	Total	15		
IR laserski sistem	majhno	11	9.32	102.50
	veliko	4	4.38	17.50
	Total	15		

Test[a]	Strojni vid	IR laserski sistem
Mann-Whitney U	7.500	7.500
Asymp. Sig. (2-tailed)	.014	.014
Exact Sig. [2*(1-tailed Sig.)]	.056[b]	.056[b]

a. Variabla: velikost podjetja
b. Not corrected for ties.

5.4 Dodatni rezultati preverjanja približevanja podjetij konceptu pametnih tovarn prihodnosti oz. »Smart Factories«

Podjetja smo povprašali v kolikšni meri se približujejo obliki proizvodnje poimenovane "Smart Factories" oz. pametne tovarne prihodnosti. Ugotovili smo, da so preizkušana podjetja še zelo daleč od stopnje popolnoma avtonomnih in avtomatiziranih tovarn (M=2,80). Zanimalo nas je tudi ali morda med oblikami podjetij obstajajo kakšne razlike. S Kruskal-Wallisovim testom smo ugotovili, da le-te obstajajo (Tabela 8):

Tabela 8: Kruskal Wallisov test ugotavljanja razlik med velikostjo podjetja in stopnjo približevanja pametni tovarni

Test [a,b]

	V kolikšni meri se vaše podjetje približuje obliki t.i. pametne tovarne
Chi-Square	8.785
df	3
Asymp. Sig.	.032

a. Kruskal Wallis Test
b. Variabla: Velikost podjetja

S podrobnejšim iskanjem razlik med različnimi tipi podjetij v stopnji približevanja konceptu »Smart Factories«, smo z Mann-Whitneyevim U Testom našli razliko, ki jo predstavljamo v Tabeli 9.

Tabela 9: Rangi in Mann Whitney U test ugotavljanja razlik med mikro in velikimi podjetji v približevanju konceptu »Smart Factories«

Rangi	Velikost podjetja	N	Mean Rank	Sum of Ranks
V kolikšni meri se vaše podjetje:	mikro	16	8.81	141.00
	veliko	4	17.25	69.00
	Total	20		

Test[a]

	V kolikšni meri se vaše podjetje približuje obliki t.i. pametne tovarne
Mann-Whitney U	5.000
Wilcoxon W	141.000
Z	-2.642
Asymp. Sig. (2-tailed)	.008
Exact Sig. [2*(1-tailed Sig.)]	.007[b]

a. Grouping Variable: Velikost podjetja
b. Not corrected for ties.

Rezultati kažejo statistično pomembno razliko med mikro in velikimi podjetji in sicer velika podjetja izkazujejo manjšo nepripravljenost na stanje delovanja pametnih tovarn kot mikro podjetja. Zanimivo pa je, da se majhna podjetja ne razlikujejo od srednjih in velikih v (ne)približevanju konceptu pametnih tovarn prihodnosti.

Respondente smo v nadaljevanju podrobneje povprašali o pomenu integracije in avtomatizacije različnih merilnih sistemov nadzora kakovosti izdelkov v celoto, kot eno izmed pomembnih značilnosti »Smart Factories«. Deskriptivna statistika potrjuje prejšnjo ugotovitev nepripravljenosti podjetij na delovanje v smislu koncepta pametnih tovarn (Tabela 10).

Tabela 10: Povprečne ocene pomembnosti značilnih dejavnikov delovanja »Smart Factories«

Deskriptivna statistika	N	Arit. sredina	St. deviacija
Koliko pomembno je za vas, da kontrola kvalitete ne moti serijske proizvodnje produkta?	35	5.00	2.236
Kolikšno pomembnost vam predstavlja integracija že obstoječih in novih merilnih sistemov v celoto?	35	3.80	1.746
V kolikšni meri so obstoječi merilni sistemi oz. aparati medsebojno že integrirani?	35	2.69	1.530
Koliko vam je pomembna popolna avtomatizacija nadzora kakovosti izdelkov?	35	3.49	2.035
Kolikšno pomembnost vam predstavlja medsebojna kompatibilnost merilnih aparatov?	35	3.80	1.967
N	35		

Rezultati so pokazali, da so podjetja relativno zelo daleč od koncepta pametnih tovarn. Integracija merilnih sistemov nadzora kakovosti izdelkov v zaključeno celoto v podjetjih ni prisotna (M=2,69). Prav tako, bolj ne kot ja podjetja želijo v bodoče implementirati svoje merilne sisteme nadzora kakovosti v medsebojno kompatibilno, avtomatizirano in integrirano celoto, kar pa je sicer osnovni pogoj delovanja pametnih tovarn na področju nadzora kakovosti. Podjetjem je zaenkrat pomembna samo nemotena proizvodnja (M=5,00), kar pa ni samo značilnost »Smart Factories«.

Ugotavljali smo tudi razlike med podjetji pri vprašanju popolne avtomatizacije nadzora kakovosti izdelkov. Med majhnimi, srednjimi in velikimi podjetji medsebojno nismo ugotovili nobenih statistično pomembnih razlik. Samo mikro podjetja se statistično pomembno razlikujejo tako od majhnih, srednjih, kot tudi velikih in sicer izražajo manjšo željo po popolni avtomatizaciji nadzora kakovosti svojih izdelkov.

6 Diskusija in zaključek

Ena izmed glavnih ugotovitev v objavljenem članku, da preverjana podjetja, razen optičnega sistema (senzorja), druge metode in sisteme za nadzor kakovosti svojih produktov redkeje uporabljajo, kaže stanje nepripravljenosti slovenskih tehnoloških podjetij kovinske industrije na kulturni preskok v področje Industrije 4.0. Tezo potrjujejo tudi nadaljnji rezultati, da v podjetjih bolj ne kot ja obstaja želja oz. potreba po implementaciji novih tehnologij kontrole kvalitete produktov. Svetlo točko predstavljajo predvsem mikro in majhna podjetja, ki se statistično pomembno razlikujejo od srednjih ter velikih in izražajo močnejšo željo po vpeljavi in uporabi novega strojnega vida in delno tudi IR laserskih sistemov za nadzor kakovosti produktov.

Tudi nadaljnje raziskovanje je potrdilo naše predhodne izsledke, da so preverjana podjetja še zelo daleč od koncepta pametnih tovarn prihodnosti (*smart factories*). Podobno kot v naših predhodnih ugotovitvah tudi nadaljnji rezultati raziskave predstavljajo majhna podjetja kot skriti potencial v sferi delovanja Industrije 4.0 in izpeljanki le-te v obliki pametnih tovarn prihodnosti. Majhna podjetja se namreč zaradi svoje agilnosti kljub manjšim kapitalskim in finančnim resursom v primerjavi s srednjimi in predvsem velikimi podjetji v ambicijah po doseganju stanja pametne tovarne od večjih ne razlikujejo pomembno. Z nadaljnjim preverjanjem smo izločili mikro podjetja kot potencialno obliko podjetja, ki je sposobna dosegati koncept pametnih tovarn, kar je samo po sebi logična ugotovitev, saj so ta podjetja že po definiciji premajhna za kaj takega.

Članek predstavlja del rezultatov širše industrijske raziskave integracije naprednih merilnih sistemov kakovosti izdelkov v pametne tovarne prihodnosti. Zaradi omejitve raziskave na tehnološka podjetja kovinske industrije, bi bilo smiselno ponoviti raziskavo na razširjenem vzorcu tehnoloških podjetij iz preostalih industrijskih branž.

Literatura

1. Ahuett-Garza, H. in Kurfess, T. (2018). A brief discussion on the trends of habilitating technologies for Industry 4.0 and smart manufacturing. *Manuf. Lett.*, 15(B), str. 60−63.
2. Bassi, L. (2017). Industry 4.0: hope, hype or revolution? *IEEE 3rd International Forum on Research and Technologies for Society and Industry (RTSI)*. 11.-13.9.2017., Modena, str. 1-6.
3. Brettel, M., Friederichsen, N., Keller, M. in Rosenberg, M. (2014). How Virtualization, Decentralization and Network Building Change the Manufacturing Landscape: An Industry 4.0 Perspective. *Information and Communication Engineering*, 8(1), str. 37-44.
4. Cheng, C., Guelfirat, T., Messinger, C., Schmitt, J., Schnelte, M. in Weber, P. (2015). Semantic degrees for industry 4.0 engineering: deciding on the degree of semantic formalization to select appropriate technologies, v *Proc. 10th Joint Meeting on Foundations of Software Engineering* (ESEC/FSE 15), str. 1010−1013.

5. Chun, K.W., Kim, H. in Lee, K. (2019). A study on research trends of technologies for industry 4.0; 3D printing, artificial intelligence, big data, cloud computing, and internet of things: advanced multimedia and ubiquitous engineering. *Lect. Notes Elect. Eng.* 518 (397), str. 403.
6. Drath, R., Horch, A. (2014). Industrie 4.0: hit or hype? *IEEE Ind. Electron. Mag*., str. 56−58.
7. Falk, M., Klien, M. in Schwarz, G. (2015). Large manufacturing firms plan to increase their investments in 2015. Results of the wifo spring 2015 investment survey. *WIFO Monatsberichte* (monthly reports), 88(7), str. 581−591.
8. Fink Grubačević, I., Števančec, in D., Lipuš, I. (2020). Industrija 4.0 in izkoriščanje njenih možnosti za kontrolo kakovosti izdelkov v slovenskih tehnoloških podjetjih. *Razvoj industrijskega inženiringa: priložnosti, potenciali, izzivi. Zbornik recenziranih prispevkov 5. mednarodne konference*. Novo mesto: Fakulteta za industrijski inženiring, str. 47-58.
9. Godina, R. in Matias, J. (2019). Quality Control in the Context of Industry 4.0. *International Joint conference on Industrial Engineering and Operations Management: Industrial Engineering and Operations Management II*, Lisbon, Vol. 281, str. 177-187.
10. Hermann, M., Pentek, T. in Otto, B. (2016). Design principles for industry 4.0 scenarios: a literature review. *Proc. 49th Hawaii International Conference on System Sciences (HICSS)*, str. 3928−3937.
11. Kardas, E. in Pustejovska, P. (2018). The analysis and improvement of product quality using selected methods and tools in automotive industry enterprise. *Enterprise Management*, 21(3), str. 18−25.
12. Kusia, A. (2018). Smart Manufacturing. *International Journal of Production Research*, 56(1−2), str. 508−517.
13. Meissner, H., Ilsen, R. in Aurich, J. (2017). Analysis of Control Architectures in the Context of Industry 4.0. *Procedia CIRP*, 62, str. 165−169.
14. Paiva Santos, B., Charrua-Santos, F. in Lima, T.M. (2018). Industry 4.0: An Overview. *Proceedings of the World Congress on Engineering*, Vol II, July 4-6, str. 415-420.
15. Palčič, I. (2020). Kaj je skupno podjetjem, ki so vse bližje pametni tovarni. Dostopno na: https://tovarna.finance.si/8958393/Kaj-je-skupno-podjetjem-ki-so-vse-blizje-pametni-tovarni?cctest& [dostop: 9.11.2020].
16. Qina, J., Liua, Y. in Grosvenora, R. (2016). A Categorical Framework of Manufacturing for Industry 4.0 and Beyon. *Procedia CIRP* 52, str.173−178.
17. Rojko, A. (2017). Industry 4.0 Concept: Background and Overview. *International Journal of Interactive Mobile Technologies*, 11(5), str. 77-90.
18. Salkin, C., Oner, M., Ustundag, A., Cevikcan, E. (2018). A Conceptual Framework for Industry 4.0. *Industry 4.0: Managing the Digital Transformation*, str. 3−23.
19. Van den Broeke, M., Boute, R. in Van Mieghem, J. (2018). Platform flexibility strategies: R&D investment versus production customization tradeoff. *European Journal of Operational Research,* 270, str. 475−48.
20. Telukdarie, A., Buhulaiga, E., Bag, S., Gupta, S. in Luo, Z. (2018). Industry 4.0 Implementation for Multinationals. *Process Safety and Environment Protection,* 118, str. 316-329.
21. TPV d.o.o. (2018). *Projektna dokumentacija EAGLE*. Neobjavljeni interni dokument.
22. Vaidya, S., Ambad, P. in Bhosle, S. (2018). Industry 4.0 − a glimpse. *Procedia Manuf*. 20, str. 233−238.
23. Xua, Z., Danga, Y. in Munro, P. (2018). Knowledge-driven intelligent quality problem-solving system in the automotive industry. *Advanced Engineering Informatics***,** 38, str. 441-457.
24. Wang, L. (2019). From Intelligence Science to Intelligent Manufacturing". *Engineering,* 5(4), str. 615-618.
25. Zaidin, N., Diah, M., Po, H. in Sorooshian, S. (2018). Quality Management in Industry 4.0 Era. *Journal of Management and Science*, 8(2), str. 82-9.
26. Zakoldaev, D.A., Shukalov A. V. in Zharinov, I.O. (2019). From Industry 3.0 to Industry 4.0: production modernization and creation of innovative digital companies. *IOP Conference Series: Materials Science and Engineering*. IOP Publishing.

3 The Interactions of Stock Prices and Exchange Rates in the ASEAN-5 Countries: The DCCA Approach

Hortense Santos* | Rui Dias**

Abstract: This essay aims to test the synchronizations between the stock markets of Malaysia (KLSE), Singapore (TRX SGP), Indonesia (TRX IDP), Philippines (PSEi), Thailand (SET), and exchange rates of the US Dollar vs the local currencies of the ASEAN-5 markets, weight of the philippines (PHP), Singapore Dollar (SGD), Thailand Baht (THB), Malaysian Ringgit (MYR), and Indonesian Rupee (IDR) for the period between 2 December 2019 to 27 October 2020. The sample was partitioned into two subperiods: the first and second wave of Covid-19. To carry out this analysis, it is intended to respond to the following research questions: (i) the global pandemic has accentuated the integration and persistence in the ASEAN-5 stock and foreign exchange markets? If so, was this effect more pronounced in the first or second wave? The results suggest that they were *rhoDCCA* elevated during the first wave of Covid-19, but this integration decreased significantly in the second wave of Covid-19, that is, they were no longer less synchronized. In addition, *DFA exponents* decreased significantly between subperiods, i.e., markets tend to balance when compared to the first Covid wave, with the exception being the US-THB exchange rate (0.75) that shows marked persistence. These results show that despite the uncertainty in terms of the cure for Covid-19 disease these financial markets show a tendency towards balance in the period of the second wave of Covid, which shows that arbitrage levels decreased significantly. In conclusion, the results suggest that despite the uncertainty experienced in social and economic terms due to the global pandemic outbreak, individual and institutional investors no longer overreact to the global uncertainty arising from the global pandemic, which may promote the hypothesis of portfolio diversification in these regional markets.

Keywords: Covid-19; ASEAN 5; arbitration; portfolio diversification.

JEL**:** C58; F36, F65; G15.

Interakcije borznih in deviznih tečajev v državah ASEAN-5: pristop DCCA

Povzetek: Namen tega prispevka je preizkusiti sinhronizacijo med delniškimi trgi Malezije (KLSE), Singapurja (TRX SGP), Indonezije (TRX IDP), Filipinov (PSEi), Tajske (SET) in menjalnih tečajev ameriškega dolarja glede na lokalne valute trgov ASEAN-5, teža Filipinov (PHP), singapurskega dolarja (SGD), tajskega bahta (THB), malezijskega ringgita (MYR) in indonezijske rupije (IDR) za obdobje med 2. decembrom 2019 in 27.

* School of Business and Administration, Polytechnic Institute of Setúbal, Estefanilha, 2914-503 Setúbal, Portugal; hortense.santos@estudantes.ips.pt.

** Assoc. Prof. Dr., School of Business and Administration, Polytechnic Institute of Setúbal, Estefanilha, 2914-503 Setúbal, Portugal; rui.dias@esce.ips.pt.

oktobrom 2020. vzorec je bil razdeljen na dve podobdobji: prvi in drugi val Covid-19. Za izvedbo te analize naj bi odgovorili na naslednja raziskovalna vprašanja: (i) ali je svetovna pandemija poudarila vključenost in vztrajnost na delniškem in deviznem trgu ASEAN-5? Če je, ali je bil ta učinek bolj izrazit v prvem ali drugem valu? Rezultati kažejo, da so bili v prvem valu Covid-19 povišani *rhoDCCA*, vendar se je ta integracija v drugem valu Covid-19 znatno zmanjšala, kar pomeni, da niso bili manj sinhronizirani. Poleg tega so se *eksponenti DFA* med podobdobji znatno zmanjšali, tj. trgi se praviloma uravnotežijo v primerjavi s prvim valom koronavirusa z izjemo tečaja ZDA in THB (0,75), ki kaže izrazito vztrajnost. Ti rezultati kažejo, da kljub negotovosti glede zdravljenja bolezni Covid-19 ti finančni trgi kažejo težnjo k ravnotežju v obdobju drugega vala koronavirusa, kar kaže, da se je stopnja arbitraže znatno zmanjšala. Rezultati na koncu kažejo, da kljub negotovosti v socialnem in ekonomskem smislu zaradi izbruha globalne pandemije posamezni in institucionalni vlagatelji ne pretiravajo z negotovostjo, ki izhaja iz globalne pandemije, kar lahko spodbuja hipotezo o diverzifikaciji portfelja na regionalnih trgih.

Ključne besede: Covid-19; ASEAN 5; arbitraža; diverzifikacija portfelja.

1 Introduction

The Covid-19 pandemic has negatively affected global trade, as well as social and cultural life, including tourism, trade in goods, production, and sectors such as transportation. The quick spread of coronavirus (Covid-19) has dramatic impacts on financial markets around the world, causing significant losses for investors in a very short period of time. In line with all these negative effects, it seems inevitable that economic growth and financial markets have also been affected in the same way (Ashraf, 2020; Bakar and Rosbi, 2020; Ceylan, 2020; Khan, 2020; Kupferschmidt and Cohen, 2020).

Financial instability is a very important factor for society since a financial crisis or a *stock market crash can* directly or indirectly affect the level of economy well-being of the inhabitants of a country. If a given stock market is strongly linked to the stock market of another country, the financial stability of the first depends in part on the financial stability of the second. Thus, the occurrence of market integration can have significant implications for international risk diversification (Dias, da Silva,and Dionísio, 2019).

In the global financial world, the wealth that an entity has is usually composed of several assets or measured by different currencies, the value which depends on the fluctuation of exchange rates. The analysis of exchange rate dynamics concerns market agents, particularly individual investors, institutional investors, risk managers due to currency shocks, and their impact on the real value of assets (Huang and Zhang, 2019).

ASEAN markets are the fourth largest trading region in the world, the countries that make up ASEAN-5 account for 72.8% of the ASEAN population and 95.1% of its GDP. ASEAN's average annual economic growth rate has been approximately 5% over the past two decades. In fact, China's recent economic growth and the signing of the Free

Trade Agreement with ASEAN for the development of a single market has increased economic integration between the ASEAN markets (Petri, Plummer, and Zhai, 2012; Chachavalpongpun and Chachavalpongpun, 2018).

This research will test the synchronizations between the ASEAN-5 stock markets and the US Dollar exchange rates vs. local currencies of the ASEAN-5 markets in the period between December 2, 2019 to October 27, 2020, and the sample was partitioned into two subperiods: the first and the second wave Covid-19. To carry out this analysis, the aim is to answer the following research question: (i) has the global pandemic accentuated the integration and persistence in the ASEAN-5 stock and exchange markets? If so, was this effect more pronounced in the first or second wave? The results suggest that $rhoDCCA$ and the *DFA exponents* ,mostly, decreased from the first to the second wave of Covid-19,suggesting that the levels of integration and arbitration have decreased, thus promoting the implementation of strategies for the diversification of efficient portfolios.

This research adds two contributions to the literature, the first contribution focuses on the essence of the study, i.e. analyzing the diversification of portfolios in stock markets (ASEAN-5) and the us dollar exchange rates vs local currencies of ASEAN-5 countries during the global pandemic (Covid-19). The second contribution is explained by the preference for these Financial Markets of ASEAN 5 because they have rapidly developing economies and are therefore linked by a cultural heritage and some similar economic conditions. In addition, after the recent financial crisis of 2008 in international emerging markets, and in particular those of ASEAN-5, have become an important investment destination. In this context and bearing in mind the large capital flows is of great importance to understand the interdependencies and links between these regional financial markets. In addition, we note the existence of recent studies investigating the impact of the global pandemic (Covid-19) on financial markets, namely the studies of authors He, Liu, Wang, and Yu (2020), Khan (2020), but the essentially distinct approach: in terms of research issues; methodology; sample period; and the markets analyzed.

In terms of structure this test is organized in 5 sections. Section 2 presents a Literature Review on articles on the integration between stock markets and exchange rates, section 3 describes the methodology and the data, section 4 presents the results; finally, section 5 presents the general conclusions of the work.

2 Literature review

Understanding the international links between stock markets and investigating the occurrence of financial integration phenomenon in the context of stock market crash is important for *investors,* investment fund managers and academics in various aspects, including the diversification of portfolios in an international context (Dias, da Silva,and Dionisio, 2019).

Oh et al. (2010), Auer and Mehrotra (2014) studied the synchronizations between asia's stock markets. Oh et al. (2010) show that the benefits of portfolio diversification in the ASEAN-5 markets have decreased, as these markets increased their integration in the post-financial crisis of 2008. Auer and Mehrotra (2014) show that increased integration has caused significant shocks among Asia-Pacific financial markets. Boubakri and Guillaumin (2015) show that East Asian stock markets were segmented, except for the Japan market until 2008.

Akel, Kandir, and Yavuz (2015), Chancharat (2015), Anggitawati and Ekaputra (2020) analyzed the integration between stock markets and foreign exchange markets. Akel et al. (2015) show the existence of a long-term stationary relationship between stock indexes and exchange rates in the markets analyzed, suggesting that integration implies a significant decrease in the implementation of strategies for diversification of efficient portfolios. Chancharat (2015) shows that the Thai stock market is not integrated with the foreign exchange market. However, the author points to two-way shocks between the two markets, indicating that past innovations in the stock market have a major effect on volatility in the foreign exchange market, and vice versa. Anggitawati and Ekaputra (2020) show two-way shocks between the NFI stock market and the IDR/USD exchange rate. Additionally, the authors show that the holdings of international investors have more impact on the foreign exchange market than on the stock market.

Aslan, Aziz, Nguyen, Mughal, and Khan (2020), Benzid and Chebbi (2020) investigated the impact of the global 2020 pandemic on international exchange rates. Aslan, Aziz, Nguyen, Mughal, and Khan (2020) examined six currencies traded on the foreign exchange markets from 1 October 2019 to 31 March 2020. The authors show the presence of multifractality in foreign exchange markets, which demonstrates, in particular, a decline in the efficiency of foreign exchange markets during the Covid-19 outbreak, that is, the presence of long memories. Benzid and Chebbi (2020) examined the evolution of confirmed Covid-19 cases and deaths and their impact on U.S. exchange rates. The authors show that the increase in the number of cases and deaths (both in returns) in the USA has a positive impact on the exchange rates of USD/EUR, USD/Yuan and USD/Free Sterling.

He, Liu, Wang, and Yu (2020) examined the direct effects and repercussions of Covid-19 on the stock exchanges of the People's Republic of China, Italy, South Korea, France, Spain, Germany, Japan, and the United States. The authors show that Covid-19 has a negative shock in the short term, and that the impact of Covid-19 on stock exchanges causes two-way shocks between Asian, European, and American markets. Khan Khan (2020) investigated the impact of the Covid-19 pandemic on the stock exchanges of sixteen countries. However, once the transmissibility of human to human is confirmed, all stock exchanges reacted negatively to short-and long-term news. The authors argue that the Shanghai Composite Index market, which has been severely affected in short-scale events, has managed to readjust on long scales. This indicates that the Chinese government's drastic measures to contain the spread of the pandemic have led to investor confidence in the Shanghai stock market exchange value.

In summary, this work aims to contribute to the provision of information to investors and regulators in the ASEAN-5 markets, where individual and institutional investors seek to efficiently diversify their portfolios, in a period of uncertainty and lack of confidence arising from the global pandemic (Covid-19).

3 Methodology

The data used for the preparation of the test were the prices index (diaries) of the financial markets of Malaysia (KLSE), Singapore (TRX SGP), Indonesia (TRX IDP), Philippines (PSEi), Thailand (SET), and exchange rates of the US Dollar vs. local currencies of the ASEAN-5 markets, Filipinas peso (PHP), Singapore Dollar (SGD), Thailand's Baht (THB), Malaysian Ringgit (MYR), and Indonesian Rupee (IDR) in the period from 2 December 2019 to 27 October 2020. The sample was partitioned into two subperiods: the first Covid wave covers the period from December 2 to May 29, 2020; the second wave comprises June 1, 2020 to October 27, 2020. The source of information used was the *DataStream* platform, the stock market prices index are in local currency, to mitigate exchange rate distortions.

The development of the research will take place through several stages. The sample will be characterized using descriptive statistics to verify that the data follow a normal distribution. To ensure that the time series follow a white noise (mean = 0; constant variance), we will use the unit root tests in Levin, Lin, and Chu panel (2002), Breitung (2000) that postulate the same null hypotheses. To estimate the structural breakdowns in the financial markets, we used the unit root test of Clemente et al. ((1998). In order to answer the research questions, we will use the *Detrended Fluctuation Analysis (DFA)*) and *Detrended Cross-Correlation Analysis* (DCCA) models. DFA *is* an analysis method that examines temporal dependence on non-stationary data series. This technique by assuming that time series are non-stationary avoids spurious results when the analysis focuses on the relationships of the data series in the longterm. DFA *has* the following interpretation: anti-persistent series; series features $0 < \alpha < 0{,}5 \alpha = 0{,}5$ *random walk;* $0{,}5 < \alpha < 1$ persistent series. The function of this technique is to examine the relationship between values x_k and x_{k+t} in differentiated moments (Guedes et al., 2018). The Zebende (2011) non-trended cross-correlation coefficient is a method to quantify the level of cross-correlation between two non-stationary time series. The coefficient is beased in the methods *DFA* (Peng et al., 1994) and *DCCA* (Podobnik and Stanley, 2008). The cross-correlation coefficient depends on the length of the box s (time scale). One of the advantages of this cross-correlation coefficient is centered on the possibility of measuring the correlations between two non-stationary time series at different time scales. The DCCA cross-correlation *coefficient varies* within the logical range between $-1 \leq \rho\mathrm{DCCA} \leq 1$, 1 means perfect cross correlation, -1 means perfect anti cross-correlation and 0 means that there is no correlation (Podobnik and Stanley, 2008). Tables 1 and 2 show the interpretation of exponents α_{DFA} and $pDCCA$.

Table 1: Detrended Fluctuation Analysisα_{DFA}

Exponent	Type of Signal
$\alpha_{\mathrm{DFA}} < 0.5$	long-range anti-persistent
$\alpha_{\mathrm{DFA}} 0.5$	uncorrelated, white noise
$\alpha_{\mathrm{DFA}} > 0.5$	long-range persistent

Source: Own elaboration

Table 2: Detrended cross-correlation coefficient, levels $\rho DCCA$

Weak	Medium	Strong
$\cong 0{,}000 \rightarrow \cong 0.333$	$\cong 0.333 \rightarrow \cong 0.666$	$\cong 0.666 \rightarrow \cong 1{,}000$

Source: Own elaboration

4 Results

Figure 1 shows the evolution of the 10 financial markets, at levels, in the period from December 2, 2019 to October 27, 2020, and we can see the existence of sharp declines in stockmarkets and exchange rates resulting from uncertainty and pessimism experienced in financial markets due to the global pandemic of 2020 (Covid-19).

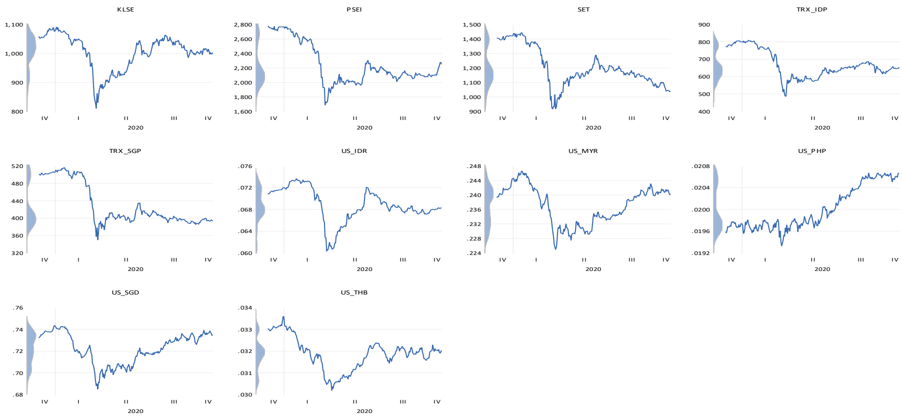


Figure 1: Evolution, in levels, of the 10 financial markets, in the period from December 2, 2019 to October 27, 2020 (Source: Own elaboration)

Figure 2 shows the averages of the 10 financial markets under review. The stock markets KLSE (-0.000230), PSEi (-0.000887), SET (-0.001292), TRX IDP (-0.000738), TRX SGP (-0.001025) and exchange rates US/IDR (-0.000147), US/THB (-0.000128) have negative average daily yields. On the other, exchange rates US/MYR (1.67E-05), US/PHP (0.000226), US/SGD (1.67E-05) show negative average yields.

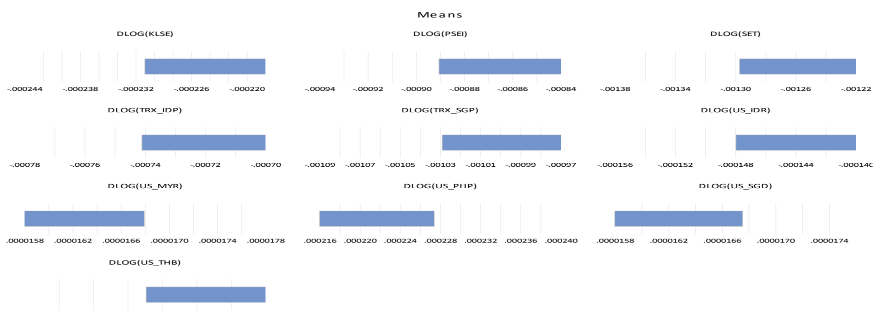


Figure 2: Evolution of the averages of the 10 financial markets in the period from 02 December 2019 to October 27, 2020 (Source: Own elaboration)

Figure 3 shows the standard deviations related to the 10 financial markets under analysis. Thailand's stock market is the one with the sharpest standard deviation (SET; 0.019806), while the stock markets TRX IDP (0.018941), PSEi (0.018059), TRX SGP (0.014412), KLSE (0.011245). When compared to the stock markets, the exchange rates US/IDR (0.006745), US/THB (0.003315) US/MYR (0.003239), US/PHP (0.002852), US/SGD (0.003042) have less pronounced standard deviations.

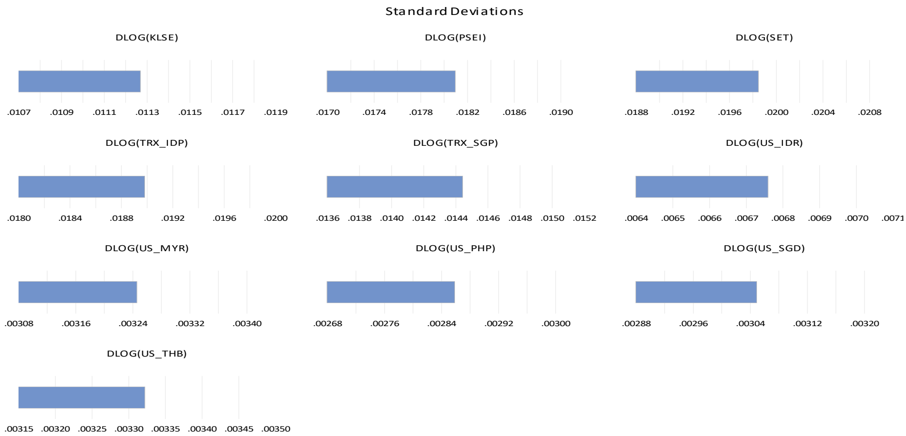


Figure 3: Evolution of the standard deviations of the 10 financial markets, in the period from December 02, 2019 to October 27, 2020 (Source: Own elaboration)

Figure 4 shows the Skewness of the 10 financial markets under analysis and we can verify that the PSEi stock index (-2.303804) presents the most significant asymmetry. In the stock markets SET (-1.583355), TRX SGP (-0.826096), KLSE (-0.582674) have negative asymmetries, but the TRX IDP market (0.440393) shows positive asymmetry. Exchange rates US/IDR (-1.637878), US/THB (-0.628767) US/PHP (-0.610531), US/SGD (-0.415788) have negative asymmetries, with the exception of the US/MYR pair (1.637878) showing positive asymmetries. These results indicate that the data do not follow a normal distribution (Skewness = 0).

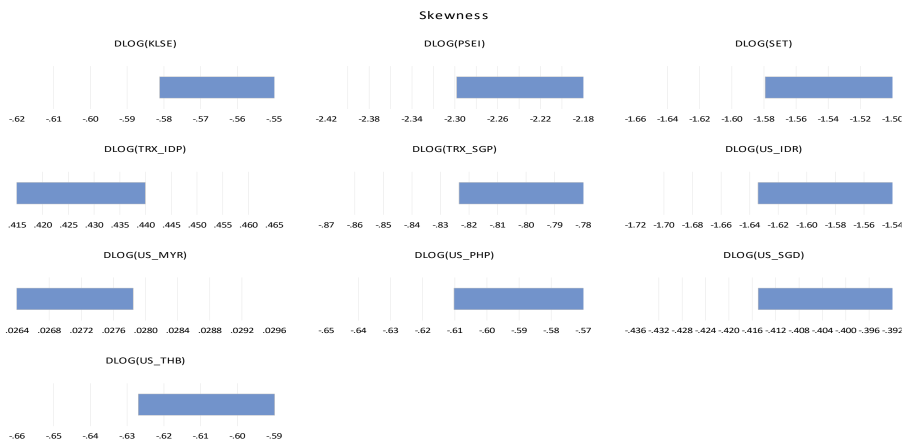


Figure 4: Evolution of the Skewness of the 10 financial markets, in the period from December 02, 2019 to October 27, 2020 (Source: Own elaboration)

Figure 5 shows the Kurtoses of the 10 financial markets under analysis and we can see that the PSEi stock index (18.27797) has the sharpest kurtosis. The stock markets SET (14.82757), TRX IDP (11.96105), KLSE (10.18372), while exchange rates US/IDR (17.30800), US/PHP (5.296898), US/MYR (5.288334), US/SGD (4.974720), US/THB (4.859872). These results validate that time series do not follow a normal distribution, because asymmetry and kurtosis s are different from reference values (Skewness = 0; Kurtoses = 3).

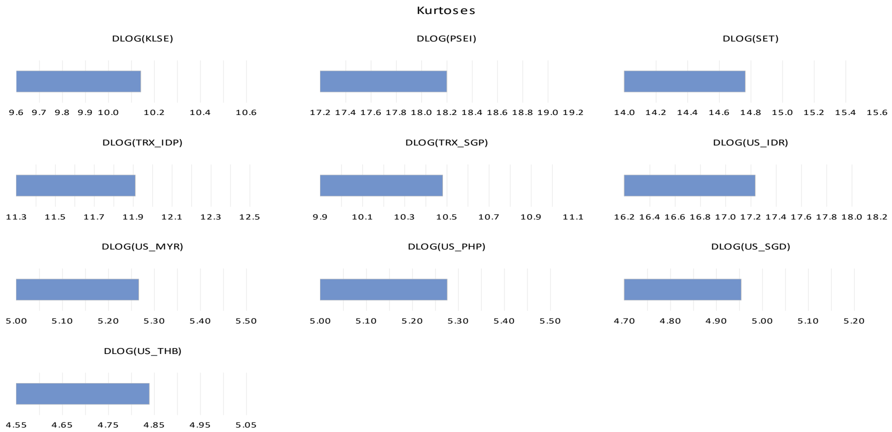


Figure 5: Evolution of the Kurtoses in the 10 financial markets, in the period from December 02, 2019 to October 27, 2020 (Source: Own elaboration)

Tables 3 and 4 show unit root tests in Levin, Lin, and Chu panel (2002), Breitung (2000), in the first differences, referring to the 10 financial markets, which postulate the same null hypotheses (unitary roots). The intersection of the unit root tests in panel show the stationary of the time series (return), that is, we are facing a white noise (mean = 0; constant variance).

Table 3: Levin, Lin, and Chu parkingtest (2002), in first differences, applied to the 10 financial markets, in the period from December 02, 2019 to October 27, 2020.

Method	Statistic	Prob.**
Levin, Lin & Chu t*	-42.6950	0.0000

Series	2nd Stage Coefficient	Variance of Reg	HAC of Dep.	Lag	Max Lag	Band-width	Obs
D(KLSE)	-0.96871	112.32	4.4205	0	14	52.0	235
D(PSEI)	-0.72283	1324.0	54.007	2	14	58.0	233
D(SET)	-1.16082	460.92	33.222	0	14	27.0	235
D(TRX IDP)	-0.91325	130.43	5.6810	0	14	41.0	235
D(TRX SGP)	-0.64131	30.238	2.6188	4	14	26.0	231
D(US/IDR)	-0.58146	2.E-07	2.E-08	1	14	21.0	234
D(US/MYR)	-0.77133	5.E-07	3.E-08	0	14	43.0	235
D(US/PHP)	-1.16784	3.E-09	2.E-10	0	14	45.0	235
D(US/SGD)	-0.71753	4.E-06	2.E-07	1	14	36.0	234
D(US/THB)	-0.85521	1.E-08	6.E-10	0	14	39.0	235
	Coefficient	t-Stat	SE Reg	mu*	sig*		Obs
Pooled	-0.90082	-38.421	1.014	-0.510	0.746		2342

Source: Own elaboration

Note: ** Probabilities for Fisher tests are computed using an asymptotic Chi-square distribution. All other tests assume asymptotic normality.

Table 4: Breitung parking test (2000),in the first differences, applied to the 10 financial markets, in the period from 02 December 2019 to October 27 2020.

Method			Statistic	Prob.**
Breitung t-stat			-32.0964	0.0000
Series	S.E. of Regression	Lag	Max Lag	Obs
D(KLSE)	14.7911	0	14	235
D(PSEI)	39.7637	2	14	233
D(SET)	33.2142	0	14	235
D(TRX IDP)	15.5256	0	14	235
D(TRX SGP)	5.79446	4	14	231
D(US/IDR)	0.00046	1	14	234
D(US/MYR)	0.00095	0	14	235
D(US/PHP)	8.7E-05	0	14	235
D(US/SGD)	0.00239	1	14	234
D(US/THB)	0.00014	0	14	235
	Coefficient	t-Stat	SE Reg	Obs
Pooled	-0.78084	-32.096	0.024	2332

Source: Own elaboration

Note: ** Probabilities for Fisher tests are computed using an asymptotic Chi-square distribution. All other tests assume asymptotic normality.

Table 5 shows the results of unit root tests with structure breaks by Clemente et al. (1998)0, referring to the first Covid wave(2 December 2019 to 29 May 2020). Based on the results, we easily verified that stock indexes and exchange rates show structural breakdowns in March 2020, with exception made to the US/THB exchange market (01/04/2020). These results are corroborated by the authors Lahmiri and Bekiros (2020), which show breakdowns of structures in financial markets resulting from the global pandemic (Covid-19).

Table 5: Unit root tests, with structural breaks, by Clemente et al. (1998) , referring to the 10 financial markets, in the period 2 December 2019 to 29 May 2020 (I Wave).

Index	T-stat	Break Date
KLSE	-12.61(0)***	16/03/2020
PSEi	-14.54(0)***	19/03/2020
Set	-16. 21(0)***	21/2/03/2020
TRX IDP	-10.53(0)***	919/03/2020
TRX SGP	-14.68(0)***	919/03/2020
US/IDR	-11.92(0)***	23/03/2020
US/MYR	-9.41(0)***	26/03/2020
US/PHP	-14.93(0)***	21/2/03/2020
US/SGD	-10.78(0)***	26/03/2020
US/THB	-10. 88(0)***	01/04/2020

Source: Own elaboration.

Note: Break Type: Innovational outliers. Lag Length (Automatic - based on Schwarz information criterion, maxlag = 12). Break Selection: Minimize Dickey-Fuller t-statistic. The lateral values in parentheses refer to lags. ***. **. *. represent significance at 1%. 5% and 10%, respectively.

In Table 6 we can see the results of the tests of unit roots with structural breaks, by Clemente et al. (1998), from 1 June 2020 to 27 October 2020 for the second Covid wave. Based on the results of t-Statistic and Break Date, we found that the breaks increased in June 2020.

Table 6: Unit root tests, with structural breaks, by Clemente et al. (1998), referring to the 10 financial markets, for the period from 1 June 2020 to 27 October 2020

Index	T-stat	Break Date
KLSE	-11.73(0)***	15/06/2020 5
PSEi	-11.56(0)***	04/06/2020
Set	-11.31(0)***	09/06/2020
TRX IDP	-12.11(0)***	10/060/2020
TRX SGP	-11.81(0)***	11/06/2020
US/IDR	-10.15(0)***	05/06/2020
US/MYR	-10.17(0)***	04/06/2020
US/PHP	-12.61(0)***	11/06/2020
US/SGD	-12.08(0)***	08/06/2020
US/THB	-9.43(0)***	10/060/2020

Source: Own elaboration.

Note: Break Type: Innovational outliers. Lag Length (Automatic - based on Schwarz information criterion, maxlag = 12). Break Selection: Minimize Dickey-Fuller t-statistic. The lateral values in parentheses refer to lags. ***. **. *. represent significance at 1%. 5% and 10%. respectively.

In Table 7 we can check *the Detrended cross-correlation coefficient* $(pDCCA)$for the 5 Financial Markets ASEAN-5, and the 5 us dollar exchange rates vs local currency of the ASEAN-5 markets. Regarding the first Covid wave, $rhoDCCA$ show 25 average correlation coefficients (≌≌ 0.333 → ≌ 0.666), 19 strong untrended cross-correlation coefficients (0.666→ ≌ 1,000), and 1 weak correlation coefficient (≌ 0.000 → ≌ 0.333). While in the second wave we found the existence of 26 weak coefficients, 12 medium, 6 anti-persistent (negative autocorrelation), and 1 strong. When we compared the two subperiods, we found, for the most part, that $rhoDCCA$ the ones have decreased significantly i.e. they are no longer less integrated. In conclusion, the results suggest that despite the uncertainty experienced in social and economic terms due to the global pandemic outbreak, individual and institutional investors no longer overreact to the global uncertainty arising from the global pandemic, which may promote the hypothesis of efficient portfolio diversification. In a complementary way, it was not the subject of this study to evaluate trading strategies, much less the trading volume (long and short positions).

Table 7: Table summary of the coefficients, $rhoDCCA$ referring to the 10 financial markets, referring to the 1st and 2nd waves of Covid-19

	I VAGA			II VAGA		
Index	$rhoDCCA$	Time scale (days)	Trend	$rhoDCCA$	Time scale (days)	Trend
US-MYR / US-PHP	0.33	n > 13 days	Medium	0.06	n > 22 days	Weak
US-MYR / US-SGD	0.67	n > 9 days	Strong	0.31	n > 6 days	Weak
US-MYR /US-THB	0.38	n > 8 days	Medium	0.23	n > 8 days	Weak
US-MYR / US-IDR	0.51	n > 4 days	Medium	0.14	n > 4 days	Weak
US-MYR / SET	0.44	n > 4 days	Medium	0.17	n > 9 days	Weak
US-MYR / TRX SGP	0.66	n > 20 days	Strong	0.22	n > 7 days	Weak
US-MYR / KLSE	0.60	n > 19 days	Medium	0.10	n > 9 days	Weak
US-MYR / IDP TRX	0.66	n > 15 days	Strong	0.22	n > 7 days	Weak
US-MYR / PSEi	0.67	n > 17 days	Strong	-0.11	n > 7 days	Anti persistence
US-PHP / US-SGD	0.54	n > 4 days	Medium	0.40	n > 12 days	Medium
US-PHP / US-THB	0.37	n > 4 days	Medium	0.18	n > 8 days	Weak
US-PHP / US-IDR	0.11	n > 19 days	Weak	0.09	n > 7 days	Weak
US-PHP / SET	0.37	n > 10 days	Medium	0.10	n > 4 days	Weak
US-PHP /TRX SGP	0.33	n > 17 days	Medium	0.24	n > 8 days	Weak
US-PHP / KLSE	0.36	n > 16 days	Medium	0.16	n > 4 days	Weak
US-PHP / TRX IDP	0.34	n > 21 days	Medium	0.11	n > 7 days	Weak
US-PHP / PSEi	0.31	n > 17 days	Medium	0.14	n > 11 days	Weak
US-SGD / US-THB	0.66	n > 29 days	Strong	0.51	n > 4 days	Medium
US-SGD / US-IDR	0.45	n > 8 days	Medium	0.33	n > 14 days	Medium
US-SGD / SET	0.34	n > 10 days	Medium	0.19	n > 6 days	Medium
US-SGD /TRX SGP	0.66	n > 22 days	Strong	0.33	n > 10 days	Weak
US-SGD / KLSE	0.36	n > 10 days	Medium	0.17	n > 8 days	Weak
US-SGD / IDP TRX	0.67	n > 20 days	Strong	0.13	n > 6 days	Weak
US-SGD / PSEi	0.66	n > 22 days	Strong	0.05	n > 7 days	Weak
US-THB /US-IDR	0.34	n > 14 days	Medium	0.33	n > 16 days	Medium
US-THB / SET	0.33	n > 16 days	Medium	0.10	n > 10 days	Weak
US-THB/TRX SGP	0.34	n > 11 days	Medium	0.09	n > 12 days	Weak
US-THB / KLSE	0.34	n > 12 days	Medium	-0.02	n > 5 days	Anti persistence
US-THB/IDP TRX	0.34	n > 15 days	Medium	-0.05	n > 5 days	Anti persistence
US-THB / PSEi	0.34	n > 14 days	Medium	-0.09	n > 4 days	Anti persistence
US-IDR / SET	0.33	n > 23 days	Medium	-0.01	n > 21 days	Anti persistence
US-IDR /TRX SGP	0.66	n > 27 days	Strong	0.14	n > 4 days	Weak
US-IDR / KLSE	0.56	n > 5 days	Medium	0.04	n > 9 days	Weak
US-IDR /TRX IDP	0.55	n > 4 days	Medium	0.19	n > 4 days	Weak
US-IDR / PSEi	0.49	n > 4 days	Medium	-0.04	n > 12 days	Anti persistence
SET / TRX SGP	0.66	n > 16 days	Strong	0.67	n > 9 days	Strong
SET / KLSE	0.66	n > 16 days	Strong	0.34	n > 9 days	Medium
SET / IDP TRX	0.66	n > 26 days	Strong	0.33	n > 11 days	Medium
SET / PSEi	0.66	n > 22 days	Strong	0.35	n > 8 days	Medium
TRX SGP / KLSE	0.77	n > 4 days	Strong	0.37	n > 4 days	Medium
TRX SGP / TRX IDP	0.66	n > 19 days	Strong	0.39	n > 4 days	Medium
TRX SGP / PSEi	0.67	n > 10 days	Strong	0.36	n > 7 days	Medium
KLSE / IDP TRX	0.66	n > 22 days	Strong	0.33	n > 4 days	Medium
KLSE / PSEi	0.66	n > 15 days	Strong	0.32	n > 15 days	Weak
IDP TRX / PSEi	0.67	n > 10 days	Strong	0.31	n > 9 days	Weak

Source: Own elaboration.

In Table 8 we can see the exponents referring to the DFA ASEAN-5 stock markets, in particular the stock indexes of Malaysia (KLSE), Singapore (TRX SGP), Indonesia (TRX IDP), Philippines (PSEi), Thailand (SET), and the 5 US dollar exchange rates vs the local currencies of the ASEAN-5 markets, namely the exchange rates MYR (MALAYSIA), PHP (PHILIPPINE), SGD (SINGAPORE), THB (THAILAND), IDR (INDONESIA). The *exponents Detrended Fluctuation Analysis* (*DFA*), referring to the first wave Covid show sharp long memories, namely the exchange rates US-IDR (0.81), US-SGD (0.79), US-MYR (0.76), US-THB (0.67), except for the exchange rate US-PHP (0.49). In addition to the TRX IDP (0.72), KLSE (0.71), PSEi (0.69), SINGAPORE (0.67), TRX SGP (0.60) scholarship indexes also show long memories. In the second Covid wave, *dfa exponents* decreased significantly, that is, markets tend to balance when compared to the first Covid wave, with the exception being the US-THB exchange rate (0.75) that shows marked persistence. These results show that despite the uncertainty in terms of the cure for Covid-19 disease these financial markets show a tendency towards balance in the period of the second wave of Covid, which shows that arbitrage levels decreased significantly.

Table 8: DFA exponent for index and return. The values of the linear adjustments for α DFA always had R2 > 0.99.

Market	DFA exponent (1st wave Covid) 02/12/2019 – 29/05/2020	DFA exponent (2nd wave Covid) 01/06/2020 – 27/10/2020
US-MYR	0.76 ≅ 0.0117	0.50 ≅ 0.0204
US-PHP	0.49 ≅ 0.0253	0.36 ≅ 0.0175
US-SGD	0.79 ≅ 0.0017	0.50 ≅ 0.0316
US-THB	0.67 ≅ 0.0064	**0.75 ≅ 0.0013**
Us-IDR	0.81 ≅ 0.0039	0.57 ≅ 0.0386
Set	0.60 ≅ 0.0016	0.46 ≅ 0.0618
TRX SGP	0.67 ≅ 0.0139	0.44 ≅ 0.0716
KLSE	0.71 ≅ 0.0002	0.47 ≅ 0.0052
TRX IDP	0.72 ≅ 0.0015	0.32 ≅ 0.0254
PSEi	0.69 ≅ 0.0095	0.50 ≅ 0.091

Source: Own elaboration.

Note: The hypotheses are: H_0α = 0.5 and: H_1α ≠ 0.5.

5 Conclusions

The general conclusion to be withheld and sustained in the results obtained, through tests carried out with econophysical models, show that the global pandemic in a significant impact on the memory properties of asian financial markets. In response to the first research $rhoDCCA$ question, they show 25 average correlation coefficients the (≅ 0.333 → ≅ 0.666), 19 strong trendless cross-correlation coefficients (≅ 0.666→ ≅ 1,000), and 1 weak correlation coefficient (≅ 0,000 → ≅ 0.333) during the first wave of Covid. While in the second wave we found the existence of 26 weak coefficients, 12 medium, 6 anti-persistent (negative autocorrelation), and 1 strong. When we compared the two subperiods, we found that the $rhoDCCA$ ones have decreased significantly i.e. they are no longer less integrated, which partly validates the first research question. In addition to the exponents *Detrended Fluctuation Analysis (DFA),*referring to the first wave Covid show sharp long memories, namely the exchange rates US-IDR (0.81), US-SGD (0.79), US-MYR (0.76), US-THB (0.67), except for the exchange rate US-PHP (0.49). he TRX IDP (0.72), KLSE (0.71), PSEi (0.69), SINGAPORE (0.67), TRX SGP (0.60) scholarship indexes also show long memories. When we analyzed the second Covid wave, *dfa exponents* decreased significantly, that is, the markets tend to balance when compared to the first Covid wave, with the exception being the US-THB exchange rate(0.75) which shows marked persistence. These results show that despite the uncertainty in terms of the cure for Covid-19 disease these financial markets show a tendency towards balance in the period of the second wave of Covid, which shows that arbitrage levels decreased significantly. In conclusion, the results suggest that despite the uncertainty experienced in social and economic terms due to the global pandemic outbreak, individual and institutional investors no longer overreact to the global uncertainty arising from the global pandemic, which may promote the hypothesis of efficient portfolio diversification. In a complementary way, it was not the subject of this study to evaluate trading strategies, much less the trading volume (long and short positions).

References

1. Akel, V., Kandir, S. Y., & Yavuz, Ö. S. (2015). Dynamic relationship between stock prices and exchange rates in emerging markets: Evidence from fragile five economies. In *Handbook of Research on Strategic Developments and Regulatory Practice in Global Finance*.https://doi.org/10.4018/978-1-4666-7288-8.ch011
2. Anggitawati, D., & Ekaputra, I. A. (2020). Foreign Portfolio Investment Flows and Exchange Rate: Evidence in Indonesia. *Emerging Markets Finance and Trade*. https://doi.org/10.1080/1540496X.2018.1496419
3. Ashraf, B. N. (2020). Stock markets' reaction to Covid-19: Cases or fatalities? *Research in International Business and Finance*. Https://doi.org/10.1016/j.ribaf.2020.101249
4. Aslan, F., Aziz, S., Nguyen, D. K., Mughal, K. S., & Khan, M. (2020). On the efficiency of foreign exchange markets in times of the Covid-19 pandemic. *Technological Forecasting and Social Change*. https://doi.org/10.1016/j.techfore.2020.120261
5. Auer, R. A., & Mehrotra, A. (2014). Trade linkages and the globalisation of inflation in Asia and the Pacific. *Journal of International Money and Finance*. https://doi.org/10.1016/j.jimonfin.2014.05.008
6. Bakar, N. A., & Rosbi, S. (2020). Impact of Coronavirus Disease 2019 (Covid-19) to Equity Market and Currency Exchange Rate. *Journal of Economics and Finance*. https://doi.org/10.9790/5933-1102062231,
7. Benzid, L., & Chebbi, K. (2020). The Impact of Covid-19 on Exchange Rate Volatility: Evidence Through GARCH Model. *SSRN Electronic Journal*. https://doi.org/10.2139/ssrn.3612141,
8. Boubakri, S., & Guillaumin, C. (2015). Regional integration of the East Asian stock markets: An empirical assessment. *Journal of International Money and Finance*. https://doi.org/10.1016/j.jimonfin.2015.07.011
9. Breitung, J. (2000). The local power of some unit root tests for panel data. *Advances in Econometrics*. https://doi.org/10.1016/S0731-9053(00)15006-6

10. Ceylan, Z. (2020). Estimation of Covid-19 prevalence in Italy, Spain, and France. *Science of the Total Environment*. HTTPS://DOI.ORG/10.1016/J.SCITOTENV.2020.138817
11. Chancharat, S. (2015). The relationships between Thai stock market and exchange rate: New evidence on structural cointegration test. *International Journal of Applied Business and Economic Research*.
12. Clemente, J., Montañés, A., & Reyes, M. (1998). Testing for a unit root in variables with a double change in the mean. *Economics Letters*, *59*(2), 175–182. https://doi.org/10.1016/S0165-1765(98)00052-4
13. Dias, R., da Silva, J.V., & Dionysius, A. (2019a). Financial markets of the LAC region: Does the crisis influence the financial integration? *International Review of Financial Analysis*, *63*(February), 160–173. https://doi.org/10.1016/j.irfa.2019.02.008
14. Dias, R., da Silva, J.V., & Dionysius, A. (2019b). Financial markets of the LAC region: Does the crisis influence the financial integration? *International Review of Financial Analysis*. https://doi.org/10.1016/j.irfa.2019.02.008
15. Guedes, E.F., Brito, A.A., Oliveira Filho, F.M., Fernandez, B.F., de Castro, A.P.N., da Silva Filho, A.M., & Zebende, G.F. (2018). Statistical test for ΔρDCCA: Methods and data. *Data in Brief*. https://doi.org/10.1016/j.dib.2018.03.080
16. He, Q., Liu, J., Wang, S., & Yu, J. (2020). The impact of Covid-19 on stock markets. *Economic and Political Studies*. https://doi.org/10.1080/20954816.2020.1757570
17. Huang, H., & Zhang, Z. (2019). Virtual Standard Currency for Approximating Foreign Exchange Rates. *International Journal of Electronic Commerce*. https://doi.org/10.1080/10864415.2018.1512273
18. Khan, K. (2020). The impact of Covid-19 pandemic on stock markets: An empirical analysis of world major stock indices. *Journal of Asian Finance, Economics and Business*. https://doi.org/10.13106/jafeb.2020.vol7.no7.463
19. Kupferschmidt, K., & Cohen, J. (2020). Can China's Covid-19 strategy work elsewhere? *Science, science.* https://doi.org/10.1126/science.367.6482.1061
20. Lahmiri, S., & Bekiros, S. (2020). The impact of Covid-19 pandemic upon stability and sequential irregularity of equity and cryptocurrency markets. *Chaos, Solitons and Fractals.* https://doi.org/10.1016/j.chaos.2020.109936
21. Levin, A., Lin, C.F., & Chu, C.S.J. (2002). Unit root tests in panel data: Asymptotic and finite-sample properties. *Journal of Econometrics*. https://doi.org/10.1016/S0304-4076(01)00098-7
22. Oh, S.-L., Lau, E., Puah, C.-H., & Abu Mansor, S. (2010). Volatility Co-movement of ASEAN-5 Equity Markets. *Journal of Advanced Studies in Finance*.
23. Peng, C.K., Buldyrev, S.V., Havlin, S., Simons, M., Stanley, H. E., & Goldberger, A. L. (1994). Mosaic organization of DNA nucleotides. *Physical Review E*, *49*(2), 1685–1689. https://doi.org/10.1103/PhysRevE.49.1685
24. Petri, P.A., Plummer, M.G., & Zhai, F. (2012). ASEAN Economic Community: A General Equilibrium Analysis. *Asian Economic Journal.* https://doi.org/10.1111/j.1467-8381.2012.02079.x
25. Podobnik, B., & Stanley, H.E. (2008). Detrended cross-correlation analysis: A new method for analyzing two nonstationary time series. *Physical Review Letters*, *100*(8). https://doi.org/10.1103/PhysRevLett.100.084102
26. Zebende, G.F. (2011). DCCA cross-correlation coefficient: Quantifying level of cross-correlation. *Physica A: Statistical Mechanics and Its Applications*, *390*(4), 614–618. https://doi.org/10.1016/j.physa.2010.10.022

4 The Challenging Aspects of Women Migration and Integration in Austria: Social and Financial Resources

Yeimy Kantner* | Vito Bobek** | Tatjana Horvat***

Abstract: The migration and integration policy of Europe and Austria has developed very positively in the treaty reforms. It has been adapted to current needs and prepared for future European requirements. One of the EU's most significant achievements is creating the Schengen area, which offers mobility opportunities for people residing in the EU, education, financial and work opportunities in the member states. Making the host society aware that integration only works on a bilateral basis is the greatest challenge for future Europe, including Austria. This chapter aims to examine the immigration laws that have been developed and adapted to European needs. Further, it aims at presenting the history of migration and its influences on today's legal migration. Applying a qualitative approach using case studies, the authors aim to analyze the challenges of immigration, its development opportunities, and the integral role of the interviewed women and their integration status and that of their family members. It has been shown that, despite the measures in place, there is still much work to be done in Europe. This chapter presents possible measures that can help to improve the integration of women in from the aspect of social and financial resources.

Keywords: women; migration; integration; financial resources; EU migration policy; Austria.

JEL: R23, F36, M48

Izzivi migracij in integracije žensk v Avstriji: socialni in finančni viri

Povzetek: Migracijska in integracijska politika Evrope in Avstrije se je v pogodbenih reformah zelo pozitivno razvila. Prilagojena je trenutnim potrebam in pripravljena prihodnjim evropske potrebam. Eden najpomembnejših dosežkov EU je oblikovanje Schengenskega območja, ki ljudem, ki prebivajo v EU, ponuja možnosti mobilnosti, izobraževanje ter finančne in delovne možnosti v državah članicah. Ozavestiti družbo gostiteljico, da integracija deluje le dvostransko, je največji izziv za Evropo, vključno z Avstrijo. Namen tega poglavja je preučiti zakone o priseljevanju, ki so bili razviti in prilagojeni evropskim potrebam. Poleg tega želi predstaviti zgodovino migracij in njene vplive na današnje zakonite migracije. Z uporabo kvalitativnega pristopa s pomočjo študij primerov želijo avtorji analizirati izzive priseljevanja, njegove razvojne priložnosti

* University of Applied Sciences FH Joanneum, Eggenberger Allee 1, 8020 Graz, Austria; yeimy.kantner@edu.fh-joanneum.at.

** Prof. Dr., DOBA Business School, Prešernova ulica 1, 2000 Maribor, Slovenia; vito.bobek@net.doba.si.

*** Assoc. Prof. Dr., University of Primorska, Faculty of Management, Cankarjeva 5, 6000 Koper, Slovenia; tatjana.horvat@fm-kp.si.

in celostno vlogo intervjuvanih žensk ter njihov integracijski status in status njihovih družinskih članov. Pokazalo se je, da je kljub sprejetim ukrepom v Evropi potrebno še veliko dela. To poglavje predstavlja možne ukrepe, ki lahko pomagajo izboljšati vključevanje žensk-migrantk v socialne in finančne vire.

Ključne besede: ženske; migracije; integracija; finančna sredstva; migracijska politika EU; Avstrija.

1 Introduction

Social and financial crises in many parts of the world have destabilised whole societies and forced their inhabitants to look for new opportunities in Europe. This follows the general observation that Europe offers social and financial security and in general provides a positive image world-wide.

Today, non-European citizens make up 4% of the total EU population. Human mobility, to varying degrees and for various reasons, is an inherent feature of the 21st century for both Europe and the world. A fact that has accelerated globalisation which means that the EU has had to create migration and integration policies. In 2014, the Justice and Home Affairs Council reaffirmed the Common Basic Principles for Immigrant Integration Policy, adopted in 2004, which set out a common approach towards the integration of third country nationals across the EU (OECD, 2015).

However, many Member States developed their own integration policies in keeping with their respective national context and the EU played an important role in supporting some of these measures. Despite those efforts, third-country nationals still face unequal social and financial conditions compared to EU citizens where employment, education and social integration are concerned (OECD, 2015).

While the root causes of this are well understood, the migration stream has created tension amongst ordinary inhabitants of Europe. Persons migrating face many different obstacles, both social and administrative, as well as political challenges. They are required to integrate into a new culture and learn a new language to name only a few (European Commission, 2020).

To allow for successful migration and integration, the European Union has created migration policies. Some of those have been implemented as part of Austrian migration policy.

Integration and migration are two sides of the same political coin. The effective integration of migrants into host societies is essential to the success of any migration policy. A learning process must be initiated on the one hand, but receiving societies must also ensure that they embrace migrants, welcome diversity and offer a dignified integration process which presents job opportunities, financial security and educational options to new members of society on the other hand (European Commission 2016).

Without this inclusion, the migrant, whether a worker or a family member, finds it difficult to get a job and financial resources for living, and faces the prospect of social exclusion and poverty, a high price for the individual and society. Where the legality of migration is concerned, the European Union legislation establishes a common legal framework regarding conditions of entry and stay and a common set of fundamental rights which must ensure fair treatment of third country nationals legally resident in EU territory (European Commission 2016).

Proficiency in the language of the host country and access to its labour market are essential to the integration process of all migrants. However, migrant women in particular often assume family and childcare obligations, which pose an additional threat to the integration process, as confirmed by research studies.

To frame the context of the issue and provide background details, this research aims firstly to provide an overview of the history of legal migration policy in the EU and its policies and to illustrate the present-day situation. Following that, the EU legal migration policy will be compared with the Austrian migration policy by analysing the current situation in modern-day Austria and the needs of legal migrant women as part of three case studies with focus on three different migrant scenarios: that of a student, a worker (getting job and financial resources) and a family reunification.

The aim of this research is to show that immigration laws have been developed and adapted to European needs and that the history of migration has been of great help in terms of organising legal migration, which as a result provides and guarantees human rights for migrants. However, with regard to the integration process and the fundamentally correct idea that the immigrant must adapt to the host society, it is absolutely necessary that by law, the host country, and consequently also the population living there, adapts in the same way leading to the result that the integration process is advantageous for both sides. However, in the last centuries there has been a huge political and human gap in this area as migration laws are based on migration but not on integration. Migration is only successful when integration is successful and for that migrants must obtain legal support and the necessary tools to realize themselves as well as human beings in the host society. This can only happen when they have access to decent work and housing, to the health system, to access to social security and education, and integration is really successful when there is a cultural and emotional synergy in the host country. When immigrants feel a sense of belonging to the societies that receive them, and this will be reflected in the case studies presented in the empirical chapter of this research (Integration, 2018).

As there are different reasons of migration to the European Union, the first research question aims to identify the most common reasons and identify the EU migration policies agreed and implemented by the EC and its EU-27 and the reflection of those in Austrian migration policies:

RQ1: What are the main reasons for legal migration to the European Union and how are they reflected in Austrian migration policies?

Later, the theoretical part also deals with the second research question. The aim is to narrow down the analysis group and identify the main reasons for the legal migration of women to Austria:

RQ2: What are the main reasons for legal women migration in Austria?

The first research question aims to identify the legal challenges faced by migrants from third countries, the second research question seeks to identify the legal challenges faced by women migrants to Austria. Since the first two research questions are based exclusively on theoretical studies, statistical and bibliographical descriptions, the third question makes a more detailed analysis to find out the integration and immigration factors faced by women from third countries, and will allow the identification of the main migration pattern of this target group:

RQ3a: How does the case studies reflect the migration and integration social challenges faced by third country national migrating women in Austria?

RQ3b: What is the integration critical success factors?

The authors use the case studies as a research tool and apply the descriptive narrative. The most important criterion for choosing the interviewees is the fact, the interviewees have to live in Austria for more than 10 years, as integration is a long-term process. These cases are more likely to reflect the success or failure of integration into Austrian society, as they concern and investigate a longer time span. This in turn is important for generating valid data. Immigrant women have not been the focus of research since they have been considered as accompanying their husbands, who migrate in search of labour opportunities and take their wives with them in order to keep the family together. However, much research has shown that women, with their social and family networks, studies, work, and income, are also responsible for the survival of their families and for decision making when it comes to migration, integration plays an essential role in migration processes and has a great influence on employment opportunities and coexistence in the host country.

This research is developed based on firstly desktop work, research of available literature and data, bibliography, and statistical analysis as well as guided case studies with key stakeholders on migration, migrants' organizations in Austria and Austrian Immigrants itself. At European level "Eurostat" is the platform in charge of managing the metadata research, analyses and statistics for the European Commission. Austrian metadata is generated by "Statistik Austria" as official organisation. These are the main governmental sources that have the metadata bases with the statistical information used by the authors for the development of this master thesis.

2 Literature review

2.1 Overview of current EU migration policies

Migration policy aims to establish a legal framework covering the conditions of entry and residence of certain categories of migrants, such as highly qualified workers subject to the "EU Blue Card Directive" and students or researchers and family reunification (European Commission, 2020).

The EU has different directives with the aim of simplifying and harmonising workers' migration procedures and clarifying their rights and supporting them accordingly. In 2011 the "Single Permit Directive" was created, which deals with the rights of non-EU workers legally residing in an EU state. In 2014 two new directives were created, one for seasonal workers and one for intra-corporate transferees (European Commission, 2020).

The EU also stipulates legislation for illegal migration by establishing political, financial, and legal margins, nevertheless this topic is not in the scope of this research.

One of the objectives of the EU is to promote cooperation between its member states and the successful integration of European immigrants, to improve development and exchange at the EU level. EU nationals are challenged by the same issues although these immigrants are members of one of the EU states, there are still many financial and socio-cultural challenges that are faced by the so-called mobility migrants (European Commission, 2020).

Even greater is the challenge of third country nationals, non-EU-27 nationals are confronted to major adverse working conditions, discriminations and more extensive paperwork in order to fulfil the European migration regulations, part of the external migration policy.

2.1.1 Labour migration

Systemic labour migration aims to boost long-term economic migration and support the demographic challenges facing the EU. The EU takes action through the development of organised, responsible and flexible migration policies that respond to the needs of EU states and aims at establishing a single work and residence permit. There are different entry criteria and different ways of getting financial resources: highly qualified workers, seasonal workers and intra-corporate transferees (European Commission, 2020).

The »EU Blue Card« created to accelerate the process and the admission criteria, it can be obtained if there is a working contract, professional qualifications, and a minimum income level. But this strategy did not work out so good as expected, the EU is not attractive in comparison to Australia, the United States or Canada which have a high skilled migration rate. With their admission policy for migrants with high human capital. And therefore, generating a positive outcome of labour market integration with positive impact by the host residents as it reduces social and financial investment in the incoming inhabitants (Zimmermann, 2005, p. 1-15).

In 2015, after evaluating the situation, the results showed that the policy needed to be changed. In 2016 a more harmonised, simplified and streamlined approach was created which aims to introduce more inclusive and flexible admission conditions, faster and more flexible procedures, better rights and greater facilitation of mobility within the EU, to attract highly qualified workers through an EU-wide system that increases efficiency and financial security, and reduces bureaucracy (Zimmermann, 2005, p. 1-15).

Many Member States have additional national policies for attracting highly qualified migrants, the following policies are the conditions given by the EC to the European Parliament and the Council on the entry conditions of third-country nationals to the EU for highly qualified migration (EU Blue Card, 2014):

- Volumes of admission, not applicable for the majority of the member states (MS).

- Ethical recruitment, to assure ethical recruitment in sectors suffering from a lack of personnel in developing countries.
- Transposition by definitions, at least five years of relevant professional experience are comparable to a higher education qualification.
- Criteria for admission and salary threshold, required a valid working contract, most of the MS ask explicitly for minimum of one-year duration.
- Period of validity of the EU Blue Card, between one and four years, renewed process will be in the respective MS. Austria set a period for two years.
- Labour market test, most of the MS apply the option to verify if the concerned vacancy could not be fulfilled by actual residence or EU national.
- Withdrawal or non-renewal of the EU Blue Card, for reasons of public policy, public security or public health, if the card holder does not have financial resources for himself and his family, if the card holder does not have access to the social assistance system of the MS hosting or the card holder applies for social assistance.
- Applications for admission, by most of the MS the applications are to be made by the migrant, in Belgium and Latvia, the application has to be made by both, the migrant and the employer. In Austria and the Netherlands, the application must be submitted by a lawyer.
- Procedural safeguards, the decision has to be given in writing form in a time limit of 90 days.
- Rights
  - Labour market access, granted the equal treatment as nationals
  - Temporary unemployment, different in most MS
  - Equal treatment, education and training restrictions and access to goods and services, in Austria is possible to access to university and post-secondary education with special permission.
  - Family members, permit is granted, however most card holders are under 35 and have not started a family.
  - EU Long-term resident status, restricted by most MS.
- Residence in other MS, it is possible only after 18 months, the migrant need to start the process from the beginning according to the arrival MS policies.

Seasonal workers need a more powerful protection, studies show that there are more than 100.000 non-EU-27 seasonal workers, most of them in agriculture and tourism, most of them are illegal within the EU-27 without health insurance or social security facing work exploitation. Therefore, the European Parliament harmonised admission rules in 2014 where stablishing their rights and trying to reduce illegality and abuse (European Commission, 2020).

In December 2011, the Directive implement the “Single Permit Directive” a procedure where workers could at the same time apply for working and residence and family reunification permission, it aims to protect the rights of the third country nationals and getting financial security. Third national country nationals that are entering legally the EU-27 must get the same working rights, educational rights, recognition of past studies, access to social and health security and tax benefits as the MS national (European Commission, Migration and Home Affairs, 2020).

2.1.2 Studies migration

The number of individuals entering Europe to study is constantly increasing, however these students do not stabilise only between 16 percent and 30 percent of graduates remain in the EU. Many MS have made changes in internal policies to encourage those students to integrate into the labour market, for example some of the policies implemented are students have the possibility to stay 9 months after finishing their studies to look for a job or to create a company, lowering salary requirements, full access to the labour market (European Home affairs, EMN, 2020, p. 1-3).

The students are recognised in some MS as a potential source of high-level skills to meet labour market needs in specific sectors, for that reason they also increase the courses in English instead of the national language. One of the aims of the EU policies is the focus on advancing the EU as a centre of excellence, the EU has bilateral agreements for entry of third country nationals for the purposes of studies, pupil exchange, unremunerated training or voluntary service, as well as provide scholarships and funding opportunities. The MS facilitate the entry of students, flexible duration permits, or permits for the families nevertheless the students are confronted with man challenges, for example there are some MS where the applicants need to visit in person the Consulate, they may have some high fees for processing the visa and the students fees may be higher than that to national MS citizens and some MS limited the working hours per week (EMN Synthesis Report, 2012, P 6-8).

Unfortunately, in some cases there is abuse in the application for student permits, as some third national citizens apply for student visa and once, they come to the EU MS host, they apply for asylum. Other type of abuse that is common is to never attend the courses and use the permission to work under illegal conditions. Some MS are including grades checks and inspection regimes. Bilateral and multilateral agreements facilitate the educational opportunities and in the right framework or with the right strategy, they can meet the needs of a specific sector. The International Standard Classification of Education (ISCED) provides six educational levels. Higher education begins at the fifth level and comprises Bachelor and master's degrees, having a certain theoretical duration and for a period of at least two years. The sixth level is a doctorate degree and requires a thesis submission or dissertation of publishable quality that is the result of original research makes a substantial contribution to knowledge (EMN Synthesis Report, 2012, p. 10).

2.1.3 Family reunification

Family reunification is one of the main reasons for immigration. Family reunification helps to encourage socio-cultural stability, financial and social cohesion, and aids in the integration of third country nationals into EU-28 Member States. For Family members of EU-28 citizens, mobility citizens, a different directive applies. There are specific rules governing the process, individuals' rights, and applicant criteria. Out of the EU-28, only two members are not bound by this Directive, namely Ireland, and Denmark (European Commission, Migration and home affairs, 2020).

Although, the Commission has harmonized migration policies, there is scope for each MS to apply national regulations to ensure its own stability or to prevent attempted fraud, such as marriage or adoption for convenience. Furthermore, the solicitude can be denied if the sponsor of MS nationals is under the age of 21, to prevent forced marriages, or if the national is in a polygamous relationship, or if there are threats to the nation's security or public health (European Web Site On Integration, 2018).

The MS may ask the sponsor to provide evidence of stable and regular financial resources, to ensure that the migrant shall not require undue levels of social assistance from the MS welfare system. This would include providing proof of health insurance and accommodation for the applicant/s.

The Directive has established the policy framework for family reunification with the purpose of determining the family rights. The family reunification right is applicable to already legal third country nationals within the EU-28 as well as if they and their family enter the Member State together. There is no exception for relationships started prior to or following the point of entry to the MS. This law applies to spouses and minors, regardless of whether they are together or not, and the age of majority for taking up a sponsorship is determined by each Member State (Council of the European Union, 2003).

The family reunification regulation must be applied within the framework of the protection of human rights, respect the interests of the family, women's rights and children's rights. It should be transparent, and should not discriminate, for instance, on the grounds of race, colour, religion, disability or ethnicity. In the case of other family relations such as grandparents or adult children, each MS can apply individual policies. For refugee family reunification, other rules may apply, depending on each individual circumstance (Council of the European Union, 2003). However, the refugee status is not included as part of this research.

- The Directive introduces an optional clause with "integration measures", which allows the MS to require the applicant to attend language courses and take an introductory test. The aim is to facilitate the integration process for the family members in the country of arrival. (European Commission, 2011) Since 2004, the EU council aims to harmonise and facilitate the integrations. The Dutch Presidency stated to "develop clear goals, indicators and evaluation mechanisms in order to adjust policy and evaluate progress on integration" (Eurostat 2011, p. 9). Then the Council of Justice and Home Affairs was established with the participation of representatives of the governments of each MS. Within this context, common rules were developed, as were basic principles for the success of the migrations and integration. These integration rules should be transparent to all and can be summarized as followed: Integration is a two-way process. Immigrants and host residents must work for a successful integration. Immigrants have rights and responsibilities in their welcome society. They should provide financial, culture and social opportunities to the immigrants. Integration can only work by respecting the fundamental values laid down in the Europeans treaties. These values include principle of liberty, democracy, respect for human rights. As well as the fundamental rights of the Union, which enshrine the concepts of dignity, freedom, equality and non-discrimination, solidarity, citizen's rights, and justice.
- The host MS should give access to work, education, including long-live-education, and training opportunities.

- The MS should encourage the immigrants to take part in programs, basic knowledge of the host society language, history, and institutions is indispensable to integration.
- Access without any kind of discrimination to social security, healthcare, access to goods and services, and housing.
- Frequent immigrant population groups are concentrated in poor urban areas. The host MS should contribute to improve the living environment, concerning decent housing, good health care, neighbourhood safety, and the availability of opportunities for education, voluntary work and job training is also necessary.
- Guaranty of free religion and safe practices of it.
- Stimulate the participation of a structured dialogue between immigrant and government groups. And if possible, immigrants should be able to participate in elections, voting and joining political parties.

In 2018, almost 3.2 million first residence visas were issued in the EU. 28% of these were family reunifications, 27% working visas and 20% study visas. The rest were a mixture of reasons, refugees, in search of political or humanitarian protection. The main working permissions were submitted by Poland with 37%, for educational reasons United Kingdom with 30% and for family reunification Spain with 52% Poland received the highest number of immigrants- 527.000 Ukrainians entered in Poland territory mainly for employment reasons, 206.000 Chinese immigrated to the United Kingdom for education reasons and Moroccans entered Spain mainly for family reunification reasons (Hojny et al., 2019).

2.1.4 Integration of migrant women in the EU

For most of the immigrants there are two key factors for a successful integration process. The first one is to master the language of the host country and the second one is to get access to the labour market. Women are in many cases confronted with two more challenges - family and childcare. Consequently, migrating women have worse employment opportunities than native born women and they may be confronted with less income for the same job. Being migrant and being women is a double disadvantage in the migration process (Filsinger, 2008).

The difference between women born outside and inside a European member state is minimal at only 2%. Nevertheless, the difference in the employment rate is 14% bigger. And the female employees overqualified for their position are even 17% bigger, which shows that their potential is not being exploited. A key factor is the difficulty by having their skills recognised, which is due to the fact that many women from developing countries do not have a diploma certification.

Women are coming to Europe out of different reasons. Some are coming to fill the lack in the service sector where the great part of migrant women is actively involved - elderly or childcare, tourism, etc. Some are coming with their family members and some are coming as highly specialised employees. Without distinction, all these women need support and guidance through their integration process. Women must be informed by their host countries of their rights and duties, for example. Further, they need to have access to training, and must be able to take full advantage of their skills. This will not only help the women themselves, but also make a huge contribution to the society and economy of their host country (Li, 2018).

A male third country immigrant coming to a MS with a labour permission, has immediate access to a high skill employment, while his wife, who is admitted with family reunification permission, sometimes has to wait one year or more to obtain working permission, and if she has no language skills, she cannot receive training benefits or be participant in assessment or work integration programs. This situation becomes even more visible when the women takes over childcare (Li, 2018).

The EU proposed adoption of early integration policies. Some of the MS are having compulsory courses such as language learning and social orientation courses. The EU also offers funding projects with focus on migrant women, for example, with career and education guidelines, entrepreneurship for women, mothers with a migration background, business language skills, information and support on administrative, legal and social issues, help with domestic violence, health information and opportunities, empowerment and women's rights workshops, gender equality, among others.

2.2 Overview of current Austrian migration policies

Third national countries citizens applied in Austria for a resident permission out of three main reasons to study, to enter the labour market or to join family members, this is what the statistical data that is provided by official government sources present.

A third national citizen that is already holding a resident permission, but with a sponsor, can only ask for personal/individual allowance permit (without sponsor) after 6 years. Further, the citizen needs to prove that own income is available and that there is no need to receive any social support, for example unemployment payments from the AMS, and fulfil the establishment criteria given by the Federal Ministry of Austria. In the following sections, the criteria for the three main legal migration reason will be presented.

During 2017, the statistics from the Federal Ministry of Austria in the Figure 12, showed that out of nearly 458.000 applications, the biggest reason of permits issued have been represented for permanent EU residents with 59 percent, followed by applicants of Red-White-Red Card plus (family members of holder of the Red-White-Red Card, will be explain in detail in the following section) with 21 percent and reunification of family members with 9 percent (Bundesministerium für Inneres, 2017).

Since 2017, Austria has been active in the development of integration projects and policies. It is compulsory for every immigrant to attend German language courses, integration counselling and values courses. If these requirements are not fulfilled, social benefits will be reduced. However, if the grades of the courses are excellent, the language course fees will be proportional reimbursed to the immigrants. There is an existing gap for migrants prior to the language courses law, immigrants from the sixties, seventies, and eighties - some of them are now parents of second generations. German courses for parents had been created since 2020, which were introduced due to the fact that these immigrant group did not receive governmental support for their integration.

Third country nationals that are not part of the EEA citizens group or Swiss citizens need to apply for a permanent resident permission in Austria. Third nationals who are qualified workers, can apply for the Red-Withe-Red Card. The process takes up to 24 months. Each case is an individual case, exceptions to the rules may change the requirements, the duration or the conditions. Austria divides the eligible applicants in six different groups. The applicant needs to have a job offer and fulfil other requirements. These are shown in the table 1. The table is a reunion of prerequisites for the applicants from the Austrian migration policies:

Table 1: Permanent migration requirements for Austria

Very Highly Qualified Workers	The applicant needs to have a job offer and to show financial resources. They also need to fulfil a minimum of 70 points of the eligible criteria (APPENDIX 9), or 65 if they are in a special occupation fell.
Skilled Workers in Shortage Occupations	The applicant needs to prove that they finished a training in a shortage occupation. The applicant had a binding job offer in Austria. And a minimum of 55 points for the eligible criteria. (APPENDIX 9).
Austria-wide shortage occupations	There are some special occupations that receive this permission, for example, agricultural workers, special technicians, special operators, construction joiners, carpenters, etc.
Regional shortage occupations	These shortage occupations apply in some provinces, and a maximum of 300 admissions can be granted per year. For example, hairdressers, housekeepers, waiters, confectioners, cosmeticians, etc.
Other Key Workers	The key worker category, it is for applicants with high monthly payments, for applicants over 30 years a minimum of € 3.222 and under 30 years is € 2.685 in both cases plus Holiday and Christmas payments
Self-employed Key Workers	A self-employed in Austria needs to create a macroeconomic benefit going beyond its own operational benefit, and the applicant occupation: involves a sustained transfer of investment capital to Austria amounting to € 100.000 minimum or creates new jobs or secures existing jobs in Austria or involves the transfer of know-how respectively the introduction of new technologies or the business is of considerable significance for the region.
Start-up Founders	The applicants needs to establish a company that develop and launch on the market innovative products, services, processing methods or technologies, submit a consistent business plan for establishing and running that company, controlling influence on the management of the newly set-up company, prove capital for the company to be founded amounting to € 50.000 minimum with an equity share of at least 50 %, and a minimum of 50 points of the eligible criteria.
EU Blue Card	The applicant must have completed a course of study at a university or other tertiary educational institution with a minimum duration of three years, have a binding job offer for at least one year in Austria and must corresponds to the education feel of the applicant, will earn a gross annual income of at least one and a half times the average gross annual income of full-time employees, and the labour market shows that there is no equally qualified worker registered as a jobseeker in the Public Employment Service - AMS available for these specific jobs.

Source: Bundesministerium für Inneres, 2020.

Education is one of the greatest challenges in the integration process, there are considerable differences in the training and education of persons with foreign origin, gender differences or with a migrant background living in Austria. Austria has a high proportion of the non-German everyday language having impact on educational success. Also, hotspot schools are particularly challenging, such a school have a negative impact in the future of the children. Therefore, Austria needs to develop project where language courses in the school, during the holidays or in the afternoons help the immigrants in their integration process. As well as increasing, especially for women, the vocational training for career guidance (Integration, 2018).

Austria applies very clear rules for students from third countries, a clear announcement on documentation and how it must be presented. It has an additional fee that only applies to third national students, and not to OeAD scholarship holders. Students with a scholarship are not allowed to work in case they need to work they can ask for a specific permission or they can lose their scholarship. If a student wants to apply for a scholarship from the OeAD, he or she must fulfil specific requirements (OeAD-GmbH / Österreichischer Austauschdienst, 2020).

The families of the students can bring their families with them. However, they need to certify that they can cover the expenses of the family, the members of the family have to apply in their national country only in special cases this may not apply on their own, but for the student himself the application can be submitted to the Austrian authorities in Austria. Of course, after having entered the country on legal grounds and the application has to be submitted during the legal stay. In any case, the application has to be submitted in person. The student who obtains the legal permission obtains the permission to travel to and through other members of the Schengen EU for a maximum of 90 days. Again, individual cases may be exceptional.

Family members of third country nationals living in Austrian that already have a "Red-White-Red - Card" or a "Blue Card EU" can apply to the residence permit "Red-White-Red - Card plus" only if they fulfil the needed conditions. The conditions have been changed according of the governmental needs and the latest version can be found on the website of the "Bundesministerium" Federal Ministry of Austria. There are special cases where the needed conditions may not apply and nevertheless the applicant may get the residence permission, for example, death of spouse, a registered partner or parent, divorce or dissolution of marriage, or out of reasons that require special care.

2.3 Women migration in Austria

The granted residence permits issued during 2017 are balanced between men and women in most of the categories of migration reason. However, there is one category where women are underrepresented - the resident and employment permit, the holders of the Red-With-Red- Cards in Austria and call Blue cards in EU.

It is remarkable that more than double the number of women, 26 percent, who complete compulsory education is more than double the number of women of Austrian origin, 10.1 percent. A similar difference is noted for the school leaving examination (Matura) or higher educational degree with a difference of 36 percent women without migrant background versus 43 percent on women with migrant background.

The education sector remains a major focus of integration work, as it has to overcome mission in integration policy. The Austrian education system itself has always faced great purposes, but the current situation, namely that Austria is an interesting country for third-country nationals, poses even greater tasks for the education system. The current efforts to promote language learning have not yet produced the desired results and need to be revised, in order to achieve the major goals of integration, take part in further training courses to help immigrants to cope with the new situation.

The big general goal must be that students should attend classes as regular students very quickly. German language courses alone cannot achieve this goal, but other teaching formats, such as buddy programs, must be offered to improve language teaching and cultural inclusion. Courses already offered during school vacations or in the afternoons should be expanded. Also, extracurricular projects should be developed to learn German language and Austrian culture faster and better.

Family reunification of third-country nationals is one of the main reasons for immigration in Austria. The number of people who move to the EU to join a partner has remained the same for many years. Women who come to Austria under this title face different challenges than other migrant groups. It is necessary to continue the targeted expansion of integration measures specific to women. (e.g. through advanced courses for women within the framework of the Austrian Integration Fund value and orientation courses, own qualification, and mentoring programs for women etc.)

The reason for family reunification currently only applies to a very small number of cases to the classic reunification of spouses and children of "first-time immigrants" who immigrated to an EU country at an earlier date. Today, however, the influx of persons immigrating out of marriage (also registered as "family reunification") is more frequent. These are couples in which one partner lives or was born in Austria. Around 13.100 third-country nationals came to the country (Austria) for family reunification in 2018. (Bundesministerium Inneres, 2019)

Women are less integrated into the labour market than men, both in terms of participation and unemployment. In contrast to men, the educational level (higher and academic) of unemployed women is significantly higher. In general, there are very large differences in origin, with only about one-third of women from third countries having completed compulsory schooling. In order to make it easier for women from abroad to have their education recognized, the recognition and evaluation law (BGBl. I No. 55/2016, in short AuBG) (Bundesministerium für Digitalisierung und Wirtschaftsstandort, 2020) was introduced in 2016. This federal law is intended to ensure that the process of recognition of foreign educational qualifications, as well as professional qualifications acquired in a third country, is standardized and simplified. The number of unemployed women has also been reduced because women who come from abroad, especially from third-nation countries, often have a higher education and a higher quota of academic degrees than men, out of this the number of unemployed women has also been reduced, especially from third countries. Shortly after the introduction of the recognition and evaluation law, it became clear that more women than men have made use of this possibility.

Unfortunately, this positive development is not continuing due to the Covid-19 crisis. It will be a very difficult and long way to get back to the very positive figures of the past years.

3 Methods

This section deals with the concept and methodology of the empirical research. Since the first two questions have been answered in the previous sections, this section now aims to explain the research methodology for answering the third research question. The case study analysis has been used for this for this scientific approach. The main objective of the case studies is to provide a wide range of information, by gathering information the authors will be able to design the right questions for the study. (Bogner et al. 2014, p. 32). A case study also focuses on a single unit for analysis - one person, one group, one event, one organization, among others, the target group for this case studies are migrating women to Austria. (Saldana, 2011, p. 8)

In this research, a total of three case studies about different women that migrated to Austria with different backgrounds, are included. These three cases provide a good overview about the three main reasons why people immigrate to Europe and Austria during the last decades. The author's intense respective research is crucial when working on a case study. It is the decisive reason to be able to focus the problems correctly, to address them, to identify them, to analyse them and finally to be able to make a proposal for improvement. Due to the current situation of Covid-19, personal and virtual interviews were proposed. The main focus is on the human component and on conveying a sense of security to the interviewees. Therefore, all interviews were conducted in person.

First, the participant's current situation had to be examined and analysed. The authors had to be aware of the difference between facts and opinions. Paying attention to the pace of change, government trends and policies, specific regulations, social responsibility, financial context. The objectives, constraints, management philosophy, strengths and weaknesses during the migration and integration process (Rasche and Seisreiner, p. 5).

During the second step, the authors analysed and recorded problems and their core elements. The problems and their basic elements had been clearly stated and listed in order of importance during and after the research phase. This step refers to the analysis of what can be done to solve the defined problem. The authors designed a checklist with the type of questions that needed to be answered at this stage of the analysis.

Considering the above analysis, the alternative that best solves the problem with minimal creation of new problems has been selected. It is important to identify that logic and reasoning should not precipitate the selection of a previous alternative, since the result may include not only the originally selected alternative but also new possible alternatives. (Dawson et al., 2006)

For this research, the interpretation and reduction of the collected data during the expert interviews has been done by the authors based on Mayring's theory (Mayring, 2010, p. 72):

- Paraphrasing
- Generalization to the level of abstraction
- First reduction

- Second reduction.

In addressing the origin of the question of the authors, and as explained in the introduction, it was clear that the authors' research is to be conducted within the scope of migrant women in the context of migration for work, study, or family reunification. At the same time, it was important that individual cases reflect the migration and integration policies of Europe and Austria presented during the theoretical sections. As all data will be made anonymous, all the participants will then be referred to the person and an identification number will be used as description and their reason for migration, e.g. Person 1. The interviewees live in Austria for more than 10 years, making the analysis effective of the integration process these cases are more appropriate to reflect the success or not of the integration into the Austrian society.

The authors aimed to cover the following aspects during the interview. It is important to note that they will be analysed in both ways, the behaviour of the Austrian society as a host country and the behaviour of the immigrant as a new resident of the Austrian society:

- Do the policies which the immigrants were subjected provide and guarantee the success of their integration and adaptation process? What did they do to help themselves to success this goal? What did the Austrian Government or/and society help you in the integration process?
- Do they obtain legal support and the necessary tools to realize themselves as well as human beings in Austrian society? What did they do to help themselves to success this goal? What did the Austrian Government or/and society help you in the integration process?
- Do they have access to decent work and housing, to the health system, to access to social security and education? What did they do to help themselves to success this goal? What did the Austrian Government or/and society help you in the integration process?
- Do they have a cultural and emotional synergy with Austria? What did they do to help themselves to success this goal? What did the Austrian Government or/and society help you in the integration process?
- Do they feel some sense of belonging to the Austrian society? What did they do to help themselves to success this goal? What did the Austrian Government or/and society help you in the integration process?

Interviewees:

1 Person 1- Family reunification: She is a South American woman that came to Austria in 2009, accompanied by her Austrian-born fiancée. She has been living in Austria for 13 years. The first years were dedicated to taking care for her children, learning German and finding a position in this new society. During this time, she developed a business idea that resulted in the creation of a micro enterprise. After many social, cultural, and family challenges this woman is living in an Austrian city as a single mother, has a C1 level of German, is coursing management, controlling and accounting studies and is an entrepreneurial in the import sector.

2 Person 2 - Family reunification: She is an Asian woman that came with her husband of Austrian origin in 2000 to Austria, she is divorced and lives alone, but not lonely

in Austria, and has two adult children. They were born and grew up in Austria but are not longer living in Austria. She started working part time at a fast-food chain where she got an offer to take management training work that she does since then. She speaks German very well. She learned it with her parents in law, because they did not speak English. She lives surrounded by an international community and some Austrian friends.

3 Person 3 - Study: She came to Austria ten years ago, after finishing her studies in an Austrian School in Middle America. She packed her Matura documents and came to start her Biomedical studies at the university, where - after getting the Master of science diploma and having different part time jobs to pay her student life - she is now coursing a payed Doctor studies at the university, in the development of medicaments to reduce the growing effect of cancer cells.

4 Person 4 to join the labour market: Her origin is Balkan. She became a widow in 1996 and then she moved to Austria in a search of a job and better opportunities. She cannot understand German. Nevertheless, communication was possible thanks to the help of her granddaughter as a translator. She receives a small Austrian retirement pension, which she had acquired through her work. She has two sons, two daughters,13 grandchildren and four great grandchildren. Her husband came first to Austria in 1991 to work, for five years she remained with the kids in Bosnia, then he got sick and died. As a consequence, she took the train and moved to Austria to work in a fabric. Her kids stay in Bosnia and over time she picked them up one by one. Her kids are all living in Austria, "We are like a real Bosnian family. In Bosnia large families are quite normal", and she is really satisfied with that. She did not need to learn German for her job as her boss wrote the instructions in Serbo-Croatian language, and since she was and is surrounded by a Bosnian community, she had hardly any contact with the Austrian population.

5 Person 5 to join the labour market: She came to Austria for the first time in 2011 to work in cultural and artistic projects as Austria is multicultural and multifaceted in a cultural and artistic aspect way. She had the opportunity to go on with her studies while at the same time having a part time job and go on with the development of art and cultural projects. She has a high German level because her first immigration experience was in Germany two years before her arrival to Austria. Even though her social cycle is international; she feels a big synergy with the Austrian culture, Nevertheless, she described some discrimination situations during the interview.

6 Person 6 it is working in a NGO dedicate to support and help immigrants: She, herself is a migrant woman from a third country, came to Austria 9 years ago, it is important to take in consideration that for these women moving to Austria was a second migration process. Her first immigration experience was when she moved to a North American country with her family where they lived for 5 years. She has been working for the last 4 years in an organization in the area of health and integration supporting issues related to the mental and physical health of immigrants in Austria. She is a single mother and has a minor working hour contract. She is in charge of conducting workshops for women in different stages of life, teenagers, mothers, qualified and unqualified women, employed or unemployed.

The interviews were conducted individually in the period from June to August 2020 and under the guarantee of confidentiality and anonymity. The interviews took place in environments where the interviewees were safe and under strict health measures of the current situation of Covid-19. Each interview lasted about one and a half hour and were audio recorded. Some interviews needed two sessions, each of them for the same period.

The questions in the interview guide were adapted to each interviewed, nevertheless in the next table the authors summarize the course of the interview.

Table 2: Interview guideline

Categories	*Main questions*
Immigration	Where are you coming from? How was your regulation experience for your residence permit? Which educational level do you had? Did you validate your studies? Do you have working experience? Do you have special skills? Did you speak German or English? Which was your family status? What did you know about Austria before moving here? How was your financial situation before you move to Austria? How was the regulation process with the Austrian authorities (Visa process)?
Development opportunities in Austria	During this part the interviewer intend to find out the development / changes of the immigrants on the same points as the previous segment.
Integration status	Description of the cultural and social live, circle of friends, activities, language skills (German), Do you belong to Austria, do you have synergy with Austrian culture? Did you have governmental and/or society support for your integration process?
Recommendation s for new immigrants	Open question with subjective added value. It is there anything else you would like to add?

Source: Own.

4 Results

The common factors for the immigrants at the arrival time were confrontation with a new language and culture, most of them got to know someone living in Austria, that help them to fulfil the governmental requirements to get the appropriate legal resident permission. Only in the educational case, there was some previous German knowledge (high level C1). All other immigrants moved to Austria with no German knowledge. Nevertheless, most of them learned it in educational institutions or with daily live activities after moving to Austria. Only one of the interviewed persons continues with no German knowledge and needs a translator for her contact with the Austrian society, doctor visits or legal aspects.

The governmental requirements such as documents, bank legitimation, certificates, contract, among other, were in all cases. Sadly, all interviewed described institutional racism experiences on the behalf of the authorities in charge of providing the necessary visas for residing in Austria, in more than one occasion they used the sentence "You learn with the time when and to which institutions you need to take your husband with you". To the question if they feel discrimination for the fact that they are women or because they are immigrants, they all related the experiences to the fact that they are immigrants.

Nevertheless, one of the cases was a special case, a scientist with excellent qualifications who was invited by the research area to work and live in Austria. For working reasons, it was necessary for Austrian government to provide him with the Austrian nationality in a short period and thanks to this the Austrian government took over the whole legal procedure for the immigrant and the family members. Even this family members how were asking by the Austrian government to accept Austrian nationality experienced moments where they faced discrimination on the hand of institutional employees.

The interviewees have had differences in the financial status, in some cases they had support from family members or had own financial resources, there was only one case were the financial circumstances had not been favourable.

The general knowledge about Austrian culture and society is not balanced, most of them knew that Austria was a country that offers good quality of life, with working opportunities. Only in one case, out of previous visits for working reasons the interviewed had a better knowledge about Austria society, this person describes Austria - specially the Styrian State as a highly development in art, rich in culture, multicultural and multifaceted.

The marital status of the interviewees was maintained in two cases, the widowed woman and the woman married to a foreigner. The other women were married to Austrian men, men with a good professional career in all cases, these women are now divorced and if some of them are now in a romantic relationship are not together with an Austrian native man. They did not give details of their marriage, but they say that with the time they did not get support from their partner or that they have been in an oppressed relationship.

They got personal and professional improvements in general and all were confronted with difficulties, the following are some examples of positive and negative experiences during their years in Austria:

- The state of Styria, especially the capital city of Graz, is highly developed in public art area. It is an excellent place to develop professionally for an artist. It may be socially a small town, but it is very multi-faceted and that makes it culturally reach, the artistic social group is full of very open-minded people making the artistic life in Austria really pleasant.
- The universities are making big investments in scientific research and offers many opportunities for paid Ph.D. students. Skill students from third national countries are getting big chances for a professional development in Austria, and their families are getting as well resident benefits.

- Austrian companies offer to their employee's development opportunities, and the labour market offers opportunities in different branches, qualified and not qualified persons can find appropriate opportunities depending on their motivation and skills.
- Finding a part time job to support the student life, even if some Austrians are also working to pay their student life, for an immigrant the economical gap between the European financial position and a third financial status makes it difficult to afford their student life. Europe has a stronger currency compared with third national countries economy, and a third national country student need to prove that they have enough resources for the complete academic year lying on the bank account to get the student resident permission.
- Disadvantages in income compared to men
- There are works and positions that are offered more often to men than to women.
- Disadvantage in obtaining credit to buy a home or to start a business, interest rates are higher for immigrants in comparison to Austrian, because they are seen as risk customer.
- Austrian government support the immigrants with language courses even if the immigrants are not able to pay for them, in some cases the immigrants are getting unemployment benefits for taking German courses, giving the immigrants the opportunity to grow in their integration process.
- Some interviewees described discrimination experiences against them by their co-workers and/or subordinates, they describe that there are always persons that are not open to immigrant colleagues.
- Discrimination in some areas out of the fact that they are women and not because they are immigrants.

Among all interviewees, only one woman did not succeed in the integration with Austrian society. There cannot be synergy with Austrian culture if after so many years of living in this country, she did not learn German language or got involved with Austrian citizens. She feels happy to be surrounded by Bosnian persons, dreams of spending the last years of her life in her hometown. She is thankful for the opportunities that she got in this country, but she does not feel any commitment with Austrian society.

The integration by their family members differs in all cases, however below we will present an interesting case of the primary school of the children of two of the interviewees:

- They have children between 10 and 13 years old, where the classes of the primary school already had special classes called "integration classes", those classes are for children with special needs, for example: there are children who do not have German as their mother tongue, there are children with learning problems and there are children with physical difficulties. This class is usually made up of three adults, two pedagogues and an assistant who is responsible for the children with special needs.
- The two mothers stressed the richness for the personal development for the kids that are attending this classes, however, they wonder if all classes should not be integrative classes, where all children learn to live with physical and learning differences, where children who have German as their mother tongue and those

who have a different language as their mother tongue are mixed and learn from each other. Dividing the kids is already generating a social division inside their heads, that they are better and therefore there is no need to attend an "integration class". It is the wrong message for the future generations in Austria, where social inclusion, acceptance, respect, and tolerance should be part of basis values.

- Putting all challenging cases into the same classroom represents an immense responsibility, not only for the teachers, but also for the children who learn grammatical mistakes made by their classmates, and get the message that they are different and they belong to a special class in the school. If all classes in basic primary education are integrated it would make the process of integration faster and richer for the kids, and for the benefit the whole society, the community would be enriched, the children would learn to be more open to other cultures and not to see others as different, in order to counteract polarisation within society.

All other interviewed women feel synergy with Austrian culture and feel that they have two hometowns, some of them describes that they enjoy visiting their original home country but that they are looking forward to get back to their new hometown.

5 Discussion

The European Union law and each member state internal policies are deciding who is allowed and who is not allowed to live in a country that is not your birth country, there are 3 main options, either you got a first circle family member already living in the country you want to move, or you are a high qualified employed or you can somehow afford to study abroad, own resources or stipendium; or you need to move out of your birth country out of humanitarian reasons, somewhere where the law accepts you and gives you the opportunity of a dignified life.

From this point of view, immigration is a political issue. But we, as citizens, choose in democratic elections the political way of our communities. The point is, however, that the real integration challenge, for someone who is not born in the country where he nowadays lives, is to open the border, the limit, the boundary, the barrier, the demarcation or the lines that some citizens have drown inside their heads and hearts. We decide in our daily life with our daily actions - together - the host and the arrivals, the success of integration.

The research questions were answered in the following way:

RQ1: What are the main reasons for legal migration to the European Union and how are they reflected in the migration policies?

In Europe migration is an issue that has always existed; however, it can be said that there are some main factors that marked predominant times in history post-war periods and migrant labour to get better financial resources for living. These factors represent large waves of migration during the end of the First and Second World Wars, the abolition of European colonies, European economic growth, the fall of the Soviet Union and the division of Yugoslavia. As a result, in the late 1970s and early 1980s, European countries began to implement migration restrictions.

After the post-war periods most immigrants came in search of work, even when there was economic growth, as a result most of the residence permits were granted for work, however these workers decided to stay and from there the statistics started to change, the most issued residence permits were for family reunification. And in a more recent era, residence permits have been issued for humanitarian reasons.

However, when everything had been rebuilt in Europe and the required labour force (migrants) were no longer "needed", the return of the migrants to their home countries did not happen. The topic that occupies Europe at that time, and subsequently Austria, is the fact that almost all the people who entered the Member States stayed.

Migration policies were initially established freely by each Member State of the Union, but when immigrants began to grow rapidly and stay in Europe and bring their families with them, the Union understood that it had a gap in migration policies and began to develop migration policies in its treaties, as were presented in detail in the development of this thesis.

The statistic from 2018 shows that most of the issued resident permissions were for family reunification, with a small difference was in second place the working permission. Nevertheless, nowadays it is illegal migration that occupies the greatest concern and division in migration policies at the European Union level, as Members have failed to reach agreement and many of the issues are of free will for MS, and the decisions that some MS make are not always in alignment with the values and objectives of the EU.

Trends in regular migration to the European Union are not affecting all European Union Member States in the same way, as not all European countries offer the same social and financial conditions, there are not standard unemployment or family benefits or working opportunities within the EU. This gap is a big challenge for migration policies.

RQ2: What are the main reasons for legal migration to the Austrian and how are they reflected in the migration policies?

As at the European level, migration in Austria initially reflects the attempt to meet Austria's labour needs and later the family reunification of these workers. Today, family reunification is the highest representative for the issuance of residence permits. In 2018, approximately 16 percent of the Austrian population were foreigners.

As far as migration policies are concerned, Austria maintains an alignment with the policies at European level, keeping the free determination of the quota limit for the issuance of residence permits for work purposes. Because Austria is a very attractive country to live in, it is a country with many socio-financial facilities, with an amazing quality of life (Vienna was elected as number one city for the best quality of life all over the world, a couple of times), governmental assistance, financial security, working and studying opportunities with a focus in research and development of new technologies.

RQ3a: How does the case studies reflect the migration and integration social and financial challenges faced by third country national migrating women in Austria?

RQ3b: What is the integration critical success factors?

If asking why it is important to invest in immigrating women, then there is the need to see them as a multiplicator of each society, they are the ones growing the future generation, women are forming the future society.

The need to invest in the critical challenges that those women are being confronted with, some of the main facts are:

- Opposed to men, women have a longer life expectation, but also in worse conditions and with a lower quality of life.
- Immigrant women are more vulnerable than immigrant men, they are in higher danger to discrimination labour and gender and inequality, reduce chances of education and professional growth.
- Work life balance is harder for women, many women are confronted with financial pressure if there is a lack on family support.

It will also be necessary to increase the number of language courses, job-related language formats and vocational qualification measures, as well as daily-life German courses, if they already exist, to expand them and if they have not been offered yet, to create them. For women, it is an absolute necessity to be able to take advantage of those opportunities, to set up adequate childcare facilities and to integrate them into the course offerings. In this way, they will gain greater financial security.

It can also be useful to combine the identification of competencies more intensively with vocational orientation and internships, thus increasing the chances of integration in the labour market for getting financial security. Furthermore, integration grants can help companies that have already implemented integration measures to find new employees.

To make the host society aware that integration only works on a bilateral basis, just as the new member of society is expected to adapt to the culture and values of their new country of residence, so the host society is expected to provide the new members with opportunities for social, educational and personal development.

The European Union aim, based in the freedom of movement and residence give all MS residence the right to build a home and to feel at home in other MS members, at the same time give responsibilities in order to help the immigration and the integration process of the immigrants. Nevertheless, to build synergy between the host and the guest is a partner job, the guest and the host need to work together, need to be open to changes and will to adapt. We could all ask ourselves what I am doing, how I am helping to enrich Austrian society and their host and guest citizens?

References

1. Arbeitsmarktservice Österreich. (2019). Retrieved from http://www.arbeitsmarktprofile.at/teil_05.html on 04/08/2020.
2. Bundesministerium für Inneres. 2017. Retrieved from https://www.bundeskanzleramt.gv.at/dam/jcr:9436d0c7-f111-487e-b5e0-bf4e9b0f43d2/migration-integration-2019.pdf on 04/08/2020.
3. Council of the European Union. (2003). Council Directive 2003/86/EC of 22 September 2003 on the right to family reunification. Official Journal of the European Union, 7.

4. Dawson R. Hancock and Bob Algozzine (2006). Doing Case Study Research. New York and London: Teachers College Press.
5. *OeAD*. Retrieved from https://oead.at/de/der-oead/ on 27/08/2020
6. European Commission (2011). *EU initiatives supporting the integration of third-country nationals - Communication from the Commission to the Euopean Parliament, the Council, the Euopean Economic and Social Committee and the Committee of the Regions.* Brussels 20.07.2011: European Commission.
7. European Commission (2014). *Conditions of entry and residence of third-country nationals for the purpose of highly qualified employment - EU Blue Card*. Commission, E. (2014). Retrieved from https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52014DC0287&from=EN on 23/08/2020
8. European Commission. (2016). *Action Plan on the integration of third country nationals.* Brussels, 7.6.2016: European Commission.
9. European Commission. (2019). Asylum, Migration and Integration Fund - Call for proposals. Retrieved from https://ec.europa.eu/home-affairs/content/call-proposals-transnational-actions-asylum-migration-and-integration-amif-2019-ag-call_en on 22/08/2020.
10. *European Commission*. Eurostat. (2020). Retrieved from https://ec.europa.eu/eurostat/en/web/products-datasets/-/TPS00176 Retrieved on 05/08/2020.
11. European Commission. (2020). *Family reunifications.* Migration and home affairs. Retrieved from https://ec.europa.eu/home-affairs/what-we-do/policies/legal-migration/family-reunification_en Retrieved on 23/08/2020
12. Eurostat (2011). Indicators of Immigrant Integration. Luxembourg: Eurostat.
13. Filsinger, D. 2008. Bedingungen erfolgreicher Integration – Integrationsmonitoring und Evaluation. Retreived from https://library.fes.de/pdf-files/wiso/05767.pdf on 21/08/2020.
14. Integration, E. f. (2018). INTEGRATIONSBERICHT 2018. Retrieved from https://www.bmeia.gv.at/integration/integrationsbericht/ on 24/06/2020.
15. Mayring, P. (2010). Qualitative Inhaltsanalyse. Weinheim: Beltz.
16. OECD, E. U. (2015). Indicators of Immigrant. Paris: OECD Publishing.
17. Rasche, Seisreiner. (n.d.). *Guidelines for business case analyses.* Potsdam: University of Potsdam.
18. *Report – Immigration of International Students to the EU:* EMN Synthesis Report. (2012). *European Commission.* Retrieved from https://ec.europa.eu/home-affairs/sites/homeaffairs/files/what-we-do/networks/european_migration_network/reports/docs/emn-studies/immigration-students/0_immigration_of_international_students_to_the_eu_sr_24april2013_final_en.pdf/ on 22/09/2020
19. *Residence Permit – Student.* OeAD-GmbH / Österreichischer Austauschdienst. Retrieved from https://oead.at/en/to-austria/entry-and-residence/residence-permit-student-mobility-programme/ on 28/08/2020
20. *Residence permits for non-EU citizens.* Paulina HOJNY, Veronika LANG, Pilor JUCHNO. (2019). Retrieved from Migrant integration statistics introduced: https://ec.europa.eu/eurostat/documents/2995521/10189082/3-25102019-AP-EN.pdf/95e08bc8-476d-1f7d-a519-300bdec438cb Retrieved on 21/07/2020
21. *Retaining third-country national students*. European Home affairs, EMN. European Commission. Retrieved from https://ec.europa.eu/home-affairs/sites/homeaffairs/files/00_inform_student_retention_final_en.pdf on 27/08/2020
22. Saldana, J. (2011). Fundamentals of qualitative research. New York: Oxford University Press, Inc.
23. Zimmermann, K. F. (2005). European Migration What Do We Know? New York: Oxford University Press Inc.

5 Could Older Workers be Opportunity for Smart Companies?

Bojana Drev*

Abstract: Better recognition and knowledge about the older working population can help organisations to change challenges into opportunities. The challenge of the lack of skilled workers, which is becoming a great obstacle for productivity, can be addressed with the correct measures, which will also help to postpone the age of leaving the labour market. There are ways to recognise of how to have more skilled people employed after the age of 45. The study contributes to the theory and practice of age management and points out the less-researched fact that discrimination towards older people can start with recruitment. The paper contributes to the literature of older workforce competitiveness by examining the data on digitalisation and the value system of the older working population. It helps organisations to recognise the potential of older workers that are already employees of or are potential new employees. The guidelines are intended for management and HR departments, whose primary concern is to have a skilled working population.

Keywords: skilled working population; ageism; age discrimination; digitalisation; active work age.

Bi bili lahko starejši delavci priložnost za pametna podjetja?

Povzetek: Boljše prepoznavanje in poznavanje starejšega delovno aktivnega prebivalstva lahko pomaga organizacijam spremeniti izzive v priložnosti. Izziv pomanjkanja kvalificiranih delavcev, ki postaja velika ovira za produktivnost, je mogoče rešiti s pravilnimi ukrepi, ki bodo pripomogli tudi k preložitvi starosti zapuščanja trga dela. Obstajajo načini, kako prepoznati, kako zaposliti bolj usposobljene ljudi po 45. letu. Študija prispeva k teoriji in praksi upravljanja starosti in opozarja na manj raziskano dejstvo, da se lahko diskriminacija starejših začne z zaposlovanjem. Prispevek prispeva k literaturi o konkurenčnosti starejše delovne sile s preučitvijo podatkov o digitalizaciji in vrednostnega sistema starejše delovne populacije. Organizacijam pomaga prepoznati potencial starejših delavcev, ki so že zaposleni ali so novi zaposleni. Smernice so namenjene vodstvenim in kadrovskim oddelkom, katerih glavna skrb je usposobljeno delovno sposobno prebivalstvo.

Ključne besede: kvalificirano delovno sposobno prebivalstvo; ageizem; starostna diskriminacija; digitalizacija; aktivna delovna doba.

* DOBA Business School Maribor, Prešernova ulica 1, 2000 Maribor, Slovenia; bojana.drev@net.doba.si.

1 Introduction and literature review

Ageing of the population is affecting European societies and economies. There is also an evident lack of skilled workers in many areas of production. However, as the research: New Perspectives on a Longer Working Life in Croatia and Slovenia, from 2008, showed, older workers were participating less in the labour market. The research also pointed out that there was almost no new employment for workers in age from 50 to 64 years (Vehovec, 2008). It can be an opportunity if we recognise the potential of people that is not recognised because of various reasons.

Could stereotypes that older workers lack sufficient information and communication technology (ICT) knowledge and skills be a factor when deciding about the recruitment of older workers? Age-based discrimination at work, recruitment of older workers, and stereotypes about lack of ICT knowledge of older workers can be some of the challenges that smart companies can address and take measures to prevent. When considering present and future with an ageing population, we should start thinking not only about the lack of ICT knowledge of older workers but also if and in which ways we are excluding them from the ICT sector.

1.1 Purpose and goals

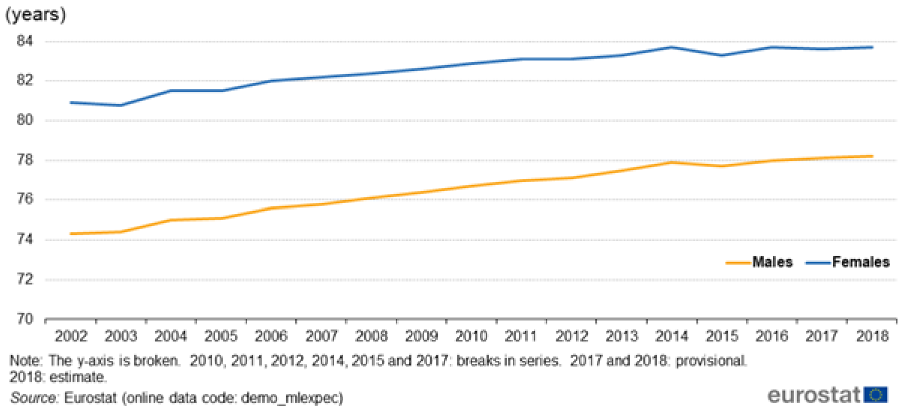
The main goal of this paper is helping to change perspectives on ageing and determining whether the older working population is skilled enough for digital transformation as well as helping human resources department, managers and decision-makers to understand the potential of workers above 45.

In this paper, we attempt to determine the level of development of Slovenian digital society and the digital skills of the 45+ population. We will present how the EU (European Union), Australia, and the USA are dealing with the same issue.

1.2 Ageing population, challenges, and consequences

For demographic changes, in particular, the increase of the older population, society as a whole must be prepared at several levels: in the family, in civil society, at the state level and in companies and other organisations (Ramovš, 2003). It is essential that awareness about losing the experience and knowledge of the older workforce can potentially lead to losing competitive advantage on the market. More than a decade ago, Schirrmacher (2007) said that getting older does not have to be equal to weakness or tiredness and that older people should not be considered or 'made to be' weak because they will be a foundation of survival for our threatened society. He is also pointing out psychological war as a battle of words and humiliation, in which young people destroy the identity of older people with almost exclusively using memes and caricatures. The self-confidence of older people is destroyed by taking from them confidence and – most importantly – their common sense. Ageism at work is noted in hiring (younger applicants are often favoured), at work (verbal harassment, blocked advancement opportunities) and dismissal (due to often-false perceptions about their pay levels and contributions) (AARP, 2019). If people are supported in engaging and remaining in employment through the working life, decent living standards and poverty protection is ensured (OSHA EUROPA, 2017).

Data on life expectancy at birth in the EU-27 shows (graph 1), that between 2002 and 2018, life expectancy in the EU-27 increased by 3.3 years, from 77.7 to 81.0 years. For women, the increase was by 2.8 years and for men 3.9 years (EUROSTAT, 2020).



Graph 1: Life expectancy at birth, EU-27, 2002-2018
Source: EUROSTAT

The population of Slovenia is projected to increase until around 2025, and then slowly decrease. On 1 January 2080 Slovenia's population is expected to be 6% less than in the projections' base year 2015. In the next 65 years, the age structure of Slovenia's population is expected to change significantly. In 2015, the elderly (aged 65 or more) stood for 17.9% of the population, while in 2057 this share is projected to be at nearly 31% (SURS, 2017). Even if projection seems far away, the future is almost here.

Because of increasing life expectancy and persistently low birth rates, structural changes to the demographic of the EU population are inevitable. One of consequences of this process is shrinking size of the working-age population and that's why policymakers trying to encourage older people to remain, for as long as possible, in the labour force. A pension reform implemented in 2013 put in place a gradual increase of the retirement age in Slovenia.

1.2.1 Slovenia in terms of labour market and older people

In Slovenia, public stakeholders are more aware of the fact that the integration of older people into the labour market will constitute a critical factor for ensuring economic growth in the future, only since the end of 1990 (Pušnik, et al., 2007, 78), which is why there is room for improvement in this area. Of course, the support of the public sector in the development of strategies, taking necessary measurements are important, but also raising awareness of every employee with support of companies and organisation can be of great value for the future.

As the research, New Perspectives on a Longer Working Life in Croatia and Slovenia, from 2008, showed, older workers were participating less in the labour market. The research also pointed out that there was almost no new employment for workers aged from 50 to 64 years. It can be an opportunity if we recognise the potential of people that is not recognised because of various reasons.

Sadly, it is the conclusion of the paper The age as resource: active ageing in Slovenia and the New EU member states that "It is of particular concern that active age management strategies at workplace do not constitute a priority issue for companies and public organisations in Slovenia. Generally younger employees are preferred, and older ones are only inserted 'if there is no other choice' due to labour or qualification shortage. Without a clearly identified business need or legally binding requirements top management is unlikely to be interested in actively engaged in aged management" (Pušnik, et al., 2007, 120).

There is always important question about health of older working population. Absence from work due to illness in terms of working days lost, Slovenia exceeds the EU average 11.9 with 13.5 in Slovenia (UMAR, 2020). But when we take a closer look at health and wellbeing of older Slovenian population (older person, is a person aged 65 or more), we see that more than a half of older persons feel calm and peaceful (SURS, 2020).

Finding a healthy balance between demanding work and safe and healthy workplaces for older workers, so that they can have a peaceful retirement, should be an organizational goal. In Slovenia, there is still much room for new measures and improvements.

1.2.2 Predictions for automation and robotisation on the labour market

As stated in Ekonomski izzivi (UMAR, 2019), Central and Eastern European countries, including Slovenia, have a low degree of automation compared to older EU Member States. Nevertheless, they are making rapid progress in this area. The International Federation of Robots (IFR) estimates that the number of industrial robots in the Central and Eastern European countries will record 22% yearly growth in the next three years, compared to only 5% in Germany (IFR, 2018 in Ekonomski izzivi, 2019).

Digitalisation, as an ongoing process, requires constant improvement. It is important and necessary that companies do not discriminate against their employees by age but enable them to go with the digital flow. The responsibility of every company should be to give equal opportunity for digital transformation, regardless of age, to all employees. Lack of opportunity for employees to enter that transformation can result in losing a competitive advantage for the company on global markets. However, we also must be aware that older employees can resist changes since new things disrupt established habits.

With 25% of all existing jobs threatened by automation, Slovenia ranks among the countries with high job automation risk. Over the long term, however, automation may, in fact, increase demand for labour, but the newly created jobs will require more skills and higher education (UMAR, 2019).

As we can see, Slovenia's ICT sector shows constant growth. The number of enterprises in the ICT sector in Slovenia in the 2005–2013 period increased by almost 120%, the number of manufacturing ICT companies by 16%, and the service ICT sector by almost 130%. (SURS, 2017). In 2018, 27,759 persons were employed in the ICT sector, which is 6% more than in 2017. As in the previous year, they represented 4.2% of all people employed by all enterprises active in predominantly market activities. In the ICT manufacturing sector, the number employed increased by 10% and in the service ICT sector by 5%. Enterprises in the ICT sector generated around 4,139 million EUR of turnover in 2018, which is 4% more than in 2017 (SURS, 2020a).

Also, in terms of salaries, ICT is a promising sector for employees. Enterprises in that sector allocated in 2018 around 665 million EUR for wages and salaries, which is 9% more than in 2017. Enterprises in activity J62 (Computer programming, consultancy and related activities) allocated more than half of the entire amount of the ICT sector for wages and salaries (55%) and enterprises in activity J61 (Telecommunications) 21% (SURS, 2020a).

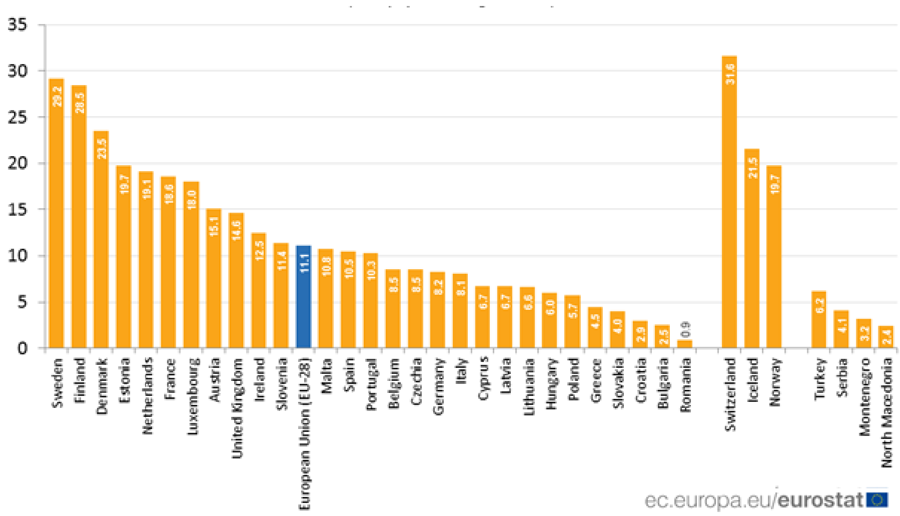
To maintain the growth of the ICT sector, we will have to invest in the enhancement of digital skills for all employees, because the 'digital language' is becoming an essential language for everyone.

There are many projects and programmes in Slovenia, since the Ministry of Labour, Family, Social Affairs, and Equal Opportunities and the relevant stakeholders work together towards a common goal: extending the working lives of older workers by enhancing their skills and competencies, to address prejudices and negative stereotypes about older workers, and to empower employers to manage an ageing workforce successfully. Numerous measures promote the employment of older workers and active and healthy ageing as well as to encourage intergenerational cooperation.

The programme Comprehensive Support for Actively Ageing Workforce which is supported by the Ministry of Labour, Family, Social Affairs, and Equal opportunities and the European Union under the European Social Fund responding to negative demographic trends (increased life expectancy, early retirement age, low levels of participation of older employees in lifelong learning and a general decline in birth rates) and promotes prolonging the work period, strengthening the competencies of older employees, the elimination of stereotypes about older employees and empowering employers with skills to manage an ageing workforce.

A key factor to address digital future is lifelong learning. In Slovenia, was highest adult participation in learning among employed people. Unfortunately, it dropped the most among this group, over a long period. Now it is 11.4, just above EU average 11.1 (Graph 2).

Detailed data shows that participation in lifelong learning in small enterprises (up to ten employees) is lower than in those with more than ten employees and in the public sector it is higher than in the private sector. The lowest is in those occupational groups and sectors that have larger shares of people with low education (UMAR, 2020).



Graph 2: Adult participation in learning, 2018 (% of population aged 25-64)
Source: EUROSTAT

1.2.3 Slovenian digital society (45+)

Slovenian data on usage of the internet, instant messaging, electronic banking and interaction with smart households' equipment shows that 83% of individuals aged 16–74 years regularly use the internet, 49% use instant messaging, 47% electronic banking, and 6% interact with smart household equipment or appliances via the internet. Eleven per cent of individuals received fraudulent messages (phishing) in a 12-month period (SURS, 2019). A closer look at the age group of 45-54 years reveals the following results in the first quarter of 2019: the share of regular Internet users is 89%, internet banking was used by 57%, and 5% of 45–54-year-olds interacted via the internet with household equipment or appliances (SURS, 2019).

1.2.4 Slovenian older employees (45+)

From TGI research, carried out by Mediana on a sample of 4000 Slovenian residents aged from 15 to 75 years, we can obtain deeper insight into the population of older employees. It is more likely that experienced Slovenian employees are self-confident and have better self-esteem. Data show that older employees (45+) are above average when they state that 'no matter what happens, they will be back on their feet again' (Mediana TGI, 2019), which is a particularly important point of view in these uncertain times.

They are regularly active users of the internet; in fact, the data show that they are above average (Mediana TGI, 2019). They also follow different media above average: read magazines, listen to the radio and watch TV (Mediana TGI, 2019), which enables them to see a broader picture of the world. They practice sport at least once a week (Mediana TGI, 2019), which leads us to conclude that they care for their health and wish to remain healthy and in good shape. We can be certain that this kind of employee has the potential to remain active in the workplace as long as possible and to prolong the work period. They are interested in keeping in touch with the newest technologies and continuing to learn new things.

From my own experience when recruiting, it happened far too many times that candidates with skills that perfectly matched the open position but were not even included in the pool of selected candidates for a job interview solely because of their age. The unofficial rules of the recruitment process (i.e., that younger people are preferred by managers) were not written but noticeably clear.

Slovenian case study (Grah et al., 2019) showed that intrinsic motivation of an older employee is the most important for the encouragement to remain in the labour market longer, after meeting the official retirement age. Beside that they have to stay healthy, be positive and open to adult, lifelong learning.

1.2.5 Digitalisation and transformation of jobs in the US

Older Americans are judged if they still work and if they are not working. If they stay at work, they are criticised for taking jobs from young people and if they step out of the working process are criticised as 'greedy old folks', who take more resources from young employees than they should (Applewhite, 2016). As stated in The Future of Work (2016, 6) there are differences in labour markets of Europe and the U.S. in terms of structure and terms of performance, which are key to understanding the difference in reaction to digitalisation.

A closer look at job dynamics in the U.S. shows that digitalisation has led to significant growth in tech-related jobs: 31% faster growth than other expanding sectors. ICT, media, professional services, and financial services are considered to be sectors with the highest degree of digitalisation and are still expanding. They account for 19% of total employment, while the impact of increased digitalisation on other sectors is unclear (The Future of Work, 2016, 9). The U.S is strong in digitalisation and technology innovation, according to The Global Competitiveness Report due to the encouragement of institutional stakeholders, well-known business dynamism, strong financing mechanisms, and innovation focus (Schwab, 2018).

There is a difference in European and U.S. labour markets in terms of working conditions within the digital economy due to the traditionally lower level of protection in America. However, digitalisation on both markets (e.g., digital data, workers able to work anytime and anywhere, high-speed internet, audio and video technology, etc.) changes the organisation of work. Businesses can now hire specialists on demand, which enables more flexibility. Platforms designed to match companies with talent (e.g., online gig economy, crowdsourcing platforms) are driving this evolution. Potential downsides exist in concerns about the protection of gig workers, as independent contractors are not covered by protections and benefits provided by some federal labour and employment laws. If Silicon Valley is considered to be an example of a digital future, with a strong entrepreneurial spirit and a focus on innovation and collaboration, it is also a place with increasing wage inequality, a white- and male-dominated landscape, and gender discrimination (The Future of Work, 2016, 7). We can easily assume that there is age discrimination as well.

To address the problem of getting the workforce ready for the increasingly digitalised labour market in the U.S., a number of measures have been taken in three policy fields: immigration, education, and R&D.

1.2.6 Australia challenges and solutions

Australia is collecting important data about older Australians; unfortunately, the numbers are showing that they are not immune to age discrimination. As stated in the Australian Human Rights Commission Willing to Work inquiry (2016) in 2014–15, 70.9% of complaints made by people over the age of 45 about age discrimination to the Australian Human Rights Commission were in the area of employment.

Because of information gathered in this inquiry, appropriate recommendations were prepared according to the themes priority government commitments, improving existing systems, and what employers and business can do.

We will focus on the advice that helps employers and business.

1. Leadership commitment with specific goals: meeting voluntary targets for the employment of older people.
2. Monitoring and reporting performance with regard to these targets and ensuring inclusive practices in relation to recruitment.
3. Networking and mentoring by older employees (Australian Human Rights Commission Willing to Work Inquiry, 2016).

Furthermore, there are possibilities to ensure non-discriminatory recruitment and retention practices. It is always possible to review attraction, recruitment, and retention processes to ensure non-discriminatory practices, language, and accessibility, as well to state clearly organisational expectations about diversity, non-discriminatory practices, and compliance with legal obligations into contracts when recruitment agencies are used (Australian Human Rights Commission Willing to Work Inquiry, 2016).

2 Methods

Our case study is built based on the content analysis of secondary data, a review of the relevant literature of local and foreign authors and an analysis of some demographical data. Secondary information, such as the results of earlier studies and regional and global government websites were used for data results comparison. The methodology of description, comparison, synthesis, and analysis were used.

3 Results

Research reveals that older Slovenian employees (45+) have the potential to stay in tune with digitalisation and that they are prepared in the digital era. They just must be included in digital development and be a valuable source for Smart Companies. There are already some good practices and encouragement. These include suggested measures connected to promotion and health care, healthy workplaces, and adjustments to work and working time; HR development, competences, and education; knowledge transfer and cooperation, and engagement and integration (Sklad-Kadri, 2019).

Managers, HR departments, recruiters and decision-makers should be aware that their stereotypes can mislead them when hiring new employees. There are many opportunities to include older employees. Leaders have an essential role when including older employees in the work process or giving them a chance for new employment. Companies should also pay more attention to the recruitment process and be aware of the possibility of discriminating against older people. Legal obligations can be included into contracts when recruitment agencies are used.

Coping with demographic change in labour markets, can be supported with more knowledge about the older work population.

4 Discussion

There is a constant challenge of how to not exclude employees from ICT. At the same time, ICT companies should also start to consider that having older employees could also be an advantage. A society with growing numbers of older people and a shortage of older employees in the ICT sector can cause a severe gap between the needs of society and reality. Older people have different needs, and we are losing important share of different views, information and needs in digital business if we are not aware of this challenge. There is also another trap; Applewhite (2016) insightfully reminds us that collective wish of the denial of ageing can lead to postpone or even halt the reform and development of health care and long-term care, which unfortunately is not a threat only in the U.S. Further development of measures that should be taken to address the problem for getting the workforce ready for the increasingly digitalised labour market is necessary.

The use of secondary data for analysis can be a limitation for this research.

It should also be clear that employees have a responsibility to make a self-evaluation about their digital knowledge. Employees should follow digital trends, read articles, and encourage debates about new technologies, propose new solutions, above all, take digitalisation as an advantage, not as a threat.

5 Conclusion

The lack of qualified workers is a persistent problem of rapid technological evolution. However, smart companies will be aware of demographic changes and will not ignore the challenges that are coming with the ageing workforce. They will manage to retain the knowledge and experience of older employees and, at the same time, be aware of their needs, which could be a source for new ideas and opportunities for launching new businesses.

There is still room to improve cooperation between companies and educational institutions to increase digital skills. Companies will also have to constantly invest in the training of digital skills of their workforce and have plans and strategies on how to strengthen the digital knowledge of their employees in an ongoing manner.

Collecting data about the recruitment process for older employees can be addressed in further research, which may reveal interesting outcomes about age discrimination in Slovenia, as well as the challenge of raising awareness of leaders, managers and owners about employment or unemployment of older people. In a changing society in which the number of older people is rising, the demands and needs of this share of the population can be a source for new ideas, innovations, and solutions. If we exclude them from the work environment, we will lose critical insight into real life and the needs of the ageing population.

References

1. AARP Bulletin. (2019). Ageism in the Workplace Remains Rampant. *PR Newswire US* [online], 30. December 2019. Available at: https://www.prnewswire.com/news-releases/januaryfebruary-aarp-bulletin-ageism-in-the-workplace-remains-rampant-300979854.html [Accessed: 5.3.2020].
2. Applewhite, A. (2016). *Lepota let: Manifest proti starizmu.* Nova Gorica: Eno.
3. Australian Human Rights. (2016). Willing to Work: National Inquiry into Employment Discrimination against Older Australians and Australians with Disability. Available at: https://humanrights.gov.au/our-work/disability-rights/publications/willing-work-national-inquiry-employment-discrimination [Accessed: 21. 8. 2020].
4. European Parliament. (2016). The Future of Work: Digitalisation in the US Labour Market. Available at: https://www.europarl.europa.eu/RegData/etudes/BRIE/2016/578959/IPOL_BRI%282016%29578959_EN.pdf [Accessed: 24. 8. 2020].
5. EUROSTAT. (2019). 11.1 % of adults participate in lifelong learning. Available at: https://ec.europa.eu/eurostat/web/products-eurostat-news/-/DDN-20190517-1 [Accessed: 18. 10. 2020].
6. EUROSTAT. (2020). Mortality and life expectancy statistics. Available at https://ec.europa.eu/eurostat/statistics-explained/ index.php?title=File:Life_expectancy_at_birth,_EU-27,_2002-2018_(years).png [Accessed: 8. 10. 2020].
7. Grah B., Pwerme, E., Colnar, S., Penger, S. (2019). Age Management: What Can we Learn from High-End Luxury Fashion Designer with More than 50 Years of Working Experience? *Organizacija*, 52(4), November 2019.
8. Mediana. (2019). *TGI Research Slovenia: 2019/2-2019/1. N=4.000*. Ljubljana: Mediana.
9. OECED/EU (2018). *Health at a Glance: Europe 2018: State of Health in the EU Cycle*. Paris: OECD Publishing.
10. OSHA.EUROPA. (2017). Towards age-friendly work in Europe: a life-course perspective on work and ageing from EU Agencies. Available at: https://www.cedefop.europa.eu/files/2220_en.pdf [Accessed: 23. 3. 2020].
11. Pušnik K., Šlebinger, M., Bradač, B., Rebernik, M. (2007). *The age as resource: active ageing in Slovenia and the New EU member states.* Maribor: Faculty of Economics and Business.
12. Ramovš J. (2003). Kakovostna starost: socialna gerontologija in gerontagogika. Ljubljana: Inštitut Antona Trstenjaka.
13. Schirrmacher, F. (2007). *Zarota metuzalemov*. Ljubljana: Vale-Novak.
14. Schwab, K. (2018). The Global Competitiveness Report 2018. World Economic Forum. Available at: http://www3.weforum.org/docs/GCR2018/05FullReport/TheGlobalCompetitivenessReport2018.pdf [Accessed: 30.3. 2020].

15. Sklad-kadri. (2019). Katalog upravljanja starejših zaposlenih. Available at: https://www.srips-rs.si/storage/app/media/katalogi/e-katalog_ukrepov_za_UUSZ_10_2019/ index.html [Accessed: 30.3. 2020].
16. SURS. (2013). Novo v SI-STAT: Podatki o sektorju IKT v Sloveniji. Available at: www.stat.si/StatWeb/prikazi-novico?id=5313&idp=25&headerbar=16 [Accessed 3.10.2020].
17. SURS. (2017). Projections 2015: in 2080 population down, the share of the elderly up. Available at: https://www.stat.si/StatWeb/en/News/Index/6584 [Accessed 3.10.2020].
18. SURS. (2019). The development of Slovenian digital society: purposes and problems in using the Internet. Available at: https://www.stat.si/StatWeb/en/News/Index/8423 [Accessed: 5.8.2020]
19. SURS. (2020). Older persons (65+) assess their general health better and better. Available at: https://www.stat.si/StatWeb/en/News/Index/9076 [Accessed: 8.10.2020].
20. SURS. (2020a). New in the SiStat Database: Performance of the ICT sector in Slovenia, 2018. Available at: https://www.stat.si/StatWeb/en/News/Index/8946 [Accessed: 5.8.2020].
21. UMAR. (2019). *Ekonomski izzivi 2019*. Ljubljana: Urad RS za makroekonomske analize in razvoj.
22. UMAR. (2020). Development Report 2020. Available at: https://www.umar.gov.si/ fileadmin/user_upload/razvoj_slovenije/2020/angleski/Development_report_2020.pdf [Accessed: 8.10.2020].
23. Vehovec, M. (2008). *New Perspectives on a longer working life in Croatia and Slovenia*. Zagreb: The Institute of Economics and Friedrich Ebert Stiftung.

6 Use of Business Models of Customer Relationships in Slovenian Socially Responsible Smaller Family Firms

Marina Letonja* | Boris Cizelj** | Pedja Ašanin Gole***

Abstract: The aim of this paper is to analyse which business models of customer relationships are used by smaller family firms in Slovenia. Also, to discuss whether having a policy to ensure honesty and quality in all their contracts, dealings and advertising, within a process to ensure effective feedback, consultation and/or dialogue with customers, registering and resolving complaints from customers as a socially responsible practice. 25 smaller family firms, employing from 10 to 249 people, were included in the study. A qualitative, case study research, based on personal interviews with semi-structured questions was conducted. Also, secondary data on communicating CSR to the public on the website were collected. Our sample of smaller family firms demonstrates that there is enough space to integrate elements of socially responsible behaviour in the business models of offering products and services through CSR customer relationships, thus acting sustainable in their social and physical environment. Only a few of the smaller family firms communicate their CSR behaviour through their websites which may indicate that smaller family firms do not conduct CSR for media attention, but because they want to apply it.

Keywords: family business; corporate social responsibility; CSR business models; customer relationships; Slovenia.

JEL: M14, O35

Uporaba poslovnih modelov odnosov s strankami v manjših slovenskih družbeno odgovornih družinskih podjetjih

Povzetek: Cilj tega prispevka je analizirati, katere poslovne modele odnosov s strankami uporabljajo manjša družinska podjetja v Sloveniji, in razpravljati o tem, ali je treba v vseh pogodbenih odnosih, poslih in oglaševanju oblikovati politiko, ki zagotavlja poštenost in kakovost ter postopek, ki zagotavlja učinkovite povratne informacije, posvetovanje in/ali dialog s strankami, registriranje in reševanje pritožb strank kot družbeno odgovorno prakso. V raziskavo je bilo vključenih 25 manjših družinskih podjetij, ki zaposlujejo od 10 do 249 ljudi. Izvedena je bila kvalitativna študija primera na podlagi osebnih intervjujev s pomočjo polstrukturiranih vprašanj. Zbrani so bili tudi sekundarni podatki o komuniciranju družbene odgovornosti podjetij

* Assist. Prof. Dr., DOBA Business School, Prešernova ulica 1, 2000 Maribor, Slovenia; marina.letonja@doba.si.

** Prof. Dr., DOBA Business School, Prešernova ulica 1, 2000 Maribor, Slovenia; boris.cicelj@siol.net.

*** Sen. Lect., DOBA Business School, Prešernova ulica 1, 2000 Maribor, Slovenia; pedja.asanin-gole@net.doba.si.

na spletnih straneh. Naš vzorec manjših družinskih podjetij dokazuje, da je dovolj prostora za vključitev elementov družbeno odgovornega ravnanja v poslovne modele ponujanja izdelkov in storitev prek družbeno odgovornih odnosov s strankami, s čimer se ravna trajnostno v njihovem družbenem in fizičnem okolju. Le nekaj manjših družinskih podjetij svoje vedenje družbene odgovornosti gospodarskih družb komunicira na svojih spletnih straneh, kar lahko pomeni, da manjša družinska podjetja ne izvajajo družbene odgovornosti podjetij zaradi medijske pozornosti, ampak ker to želijo.

Ključne besede: družinsko podjetje; družbena odgovornost podjetij; poslovni modeli družbene odgovornosti podjetij; odnosi s strankami; Slovenija.

1 Introduction and literature review

Scholarly interest in family businesses and succession has been increasing and - while the question of their sustainability is of high importance for the national economies (family firms represent 83% of all firms in Slovenia; Antončič, Auer Antončič, Juričič, 2015) - we decided to explore the business models of smaller family firms in Slovenia related to introduction of corporate social responsibility (CSR) into their daily practice. We assume that CSR in family firms contributes to the trust of stakeholders into the company and enables the company to maintain favorable relationships with them. A pro-active approach to CSR in smaller family firms includes also commitment to good *relationships with customers* and suppliers, a strong presence and significant roots in the community, long-term perspective, greater respect and positive treatment of employees, and finally respect for family values. We will focus on business models of customer relationships.

Various sources define the concept of social responsibility in different ways. CSR can broadly be defined as how firms are socially and environmentally integrated on a voluntary basis and demonstrate concern regarding their ongoing operations and their interactions with stakeholders (Ašanin Gole et al., 2018). The EU currently applies a definition under Standard ISO 26000, which reads: "Social responsibility is the responsibility of an organization for the impact of its decisions and activities on society and the environment, which through transparent and ethical conduct contributes to sustainable development, including health and well-being, stakeholders, is in accordance with applicable legislation and international standards of conduct and is integrated into the entire organization and is implemented in all its relations" (ISO, 2010). Slovenian philanthropy (Slovenska filantropija, 2020) defines social responsibility as "the obligation of humanity to achieve common goals". Hrast (2020) defines social responsibility as an ethically based, transparent and fair attitude of companies towards various stakeholders: employees - in the field of salaries, payment of contributions, good relations and care for well-being at work, with balanced schedules, education, etc.; environment - with a respectful attitude towards nature, ecological orientation by exceeding certain standards; communities - through charitable and humanitarian campaigns, donations and sponsorships, and care for cultural heritage; market: customers and suppliers - by providing quality products and services, regular payment for products and services.

According to stakeholder theory (Freeman, 1984; Freeman et al., 2017), a company is a constellation of interacting stakeholders (positively acting together or abstaining from interfering with and obstructing the other stakeholder co-operations) coordinated through the company's managerial and entrepreneurial strategy and the governance structure, so that they are encouraged to cooperate in order to create as much value as possible to their mutual advantage. Social responsibility assumes that the functioning of organisations must be balanced with the expectations, values and standards of stakeholders and communities. According to Carroll (1991; 2016) it is suggested that four kinds of social responsibilities constitute the totality of CSR (like in Maslow's hierarchy of needs): economic, legal, ethical, and philanthropic. Economic and legal responsibilities are required, the ethical responsibility is expected, and the philanthropic responsibility is desired. The CSR driven firm should strive to make a profit, obey the law, engage in ethical practices and be a good corporate citizen. When seen in this way, the pyramid is viewed as a unified or integrated whole (Carroll and Buchholtz, 2015). These four components of CSR can be depicted as a pyramid and their characteristics are seen from Picture 1.

Picture 1: Components of Corporate Social Responsibility
Source: Adopted from Carroll (1979, 1991)

Companies must operate in accordance with the acquis and economically profitable. Carroll (2016) explains this: "In today's hypercompetitive global business environment, economic performance and sustainability have become urgent topics. Those firms that are not successful in their economic or financial sphere go out of business and any other responsibilities that may be incumbent upon them become moot considerations. Therefore, the economic responsibility is a baseline requirement that must be met in a competitive business world".

Businesses are expected and required to comply with minimal ground rules which include laws and regulations and in effect reflect society's view of "codified ethics" in that they articulate fundamental notions of fair business practices. According to

Carroll (2016) »they should perform in a manner consistent with expectations of government and law; comply with various federal, state, and local regulations; conduct themselves as law-abiding corporate citizens; fulfill all their legal obligations to societal stakeholders; provide goods and services that at least meet minimal legal requirements«.

In addition to what is required by laws and regulations, society expects businesses to operate and conduct their affairs in an ethical fashion. Important aspect of the ethical expectation is that businesses conduct their affairs in a fair and objective fashion with respect to the protection of stakeholders' moral rights even in those cases when laws do not provide guidance or dictate courses of action (Carroll, 2016).

To fulfill its perceived philanthropic responsibilities, according to Carroll (2016), companies engage in a variety of forms – financial contributions, product and service donations, volunteering by employees and management, community development and any other discretionary contribution to the community or stakeholder groups that make up the community.

Each of the four components of responsibility affects different stakeholders - while economic responsibilities impact shareholders and employees because if the business is not financially viable both of these groups will be significantly affected, legal responsibilities - the threat of litigation against businesses arise most often from employees and consumer stakeholders, ethical responsibilities affect all stakeholder groups and philanthropic responsibilities most affect the community and nonprofit organizations (Carroll, 2016).

Companies need to have a good and clearly defined business model for successful business. In recent years, therefore, experts, in collaboration with owners of successful companies, have developed business models tailored to the goals of individual companies in order for companies to achieve better results and achieve the desired effect (Walaszczyk et al., 2016). The social innovators of the future state that the business model is "the essence of every company that generates cash flow, which drives the company. The chosen business model must, on the one hand, create value for customers and distribute this value to them in an appropriate way. On the other hand, business model has to generate sufficiently large cash flow to enable the company to operate smoothly and develop its business" (Mesojedec et al., 2012).

The design of a firm's business model has been identified according to Morris et.al. (2005) as a source of competitive advantage, and according to Amit and Zott (2010) as a driver of firm's performance. According to previous research (Johnson et al., 2008) business model innovation involves the firm's value proposition, target customers, *product and service offering*, resources, revenue model, cost structure, processes, rules and norms. The CSR approach has over 50 years of history and according to Carroll and Buchholtz (2003) become a global concern and also reality in the companies' life (Du et.al., 2013). Szegedi (2014) defines the main focuses of CSR as: focus on environmental and social interrelationships, *focus on stakeholders' approach, focus on ethical behavior*, focus on volunteering. A few companies restructure their business model or develop new company forms (Rangan, Chase and Karim, 2015).

Within the elements of a business model, such as e.g. customer relationships, there is enough space to integrate CSR model according to which companies do both in an integrated manner: they conduct profitable business while simultaneously act responsibly, not only vis-a-vis their immediate social and physical environment, but actually because they conduct their business in a responsible way by not creating socio-economic imbalances (Mashelkar, 2018; Cizelj, Fošner and Letonja, 2019).

In our study we will relate the business models of customer relationships with the economic, legal and ethical responsibilities from the Carroll's pyramid model of CSR. In summary, a company's performance can be considered in line with the principles of CSR if and to the extent it is not contradicting the public interest.

In view of the above, we are interested in the following research question in this paper: "*Which business models of customer relationships are most commonly used by smaller socially responsible family firms?"*

2 Methods

The nature of our study is explanatory thus we applied a case study approach (Yin, 2003) using a qualitative research strategy by means of a semi-structured questionnaire to collect data.

2.1 Description of the instrument

The semi-structured questionnaire was adopted on the basis of the Awareness Raising Questionnaire for CSR, an instrument developed as an initiative of the European Commission, Directorate-General for Enterprise. A set of questions for market policies assessment, focused on customer relationships, was selected, adapted and used in our research.

The semi-structured questionnaire contains three questions:

- Does your smaller family firm have a policy to ensure honesty and quality in all its contracts, dealings and advertising (e.g. provisions for consumer protection)?
- Does your smaller family firm have a process to ensure effective feedback, consultation and/or dialogue with customers and other people you do business with?
- Does your smaller family firm registers and resolves complaints from customers?

These questions helped us find out if the smaller family firms include socially responsible behaviour and practice in their respective socio-economic environments.

Also, web pages of all smaller family firms in our sample were checked for the information available on CSR policies adapted in their organizations.

2.2 Sample description

The target group of our research are smaller family firms, employing between 10 and 249 people, in Slovenia. Large firms are not included in the sample as most of family firms in Slovenia are smaller family firms. We defined a family firm as a business where

Table 1: Demography of the surveyed smaller family firms

No.	Family firm	Statistical region	Size of family firm	Industry	Net income 2019 (mio EUR)
1	FF1	Central Slovenia	small	Whole-sale trade	8,1
2	FF2	Savinja	medium	Manufacturing special high-end bolts	6,8
3	FF3	Central Slovenia	medium	Manufacturing machinery for other special purposes	42,0
4	FF4	Southeast Slovenia	medium	Whole-sale and retail trade of electronic materials	21,0
5	FF5	Mura	medium	Production of meat products	7,4
6	FF6	Upper Carniola	small	Production of beekeeping equipment	3,5
7	FF7	Upper Carniola	medium	Natural stone processing	14,9
8	FF8	Southeast Slovenia	medium	Manufacture of fabricated metal products	20,2
9	FF9	Central Slovenia	medium	Manufacture of concrete products for construction	9,8
10	FF10	Savinja	small	Organization of expositions, fairs, meetings	5,1
11	FF11	Savinja	medium	Manufacture of other plastic products	5,2
12	FF12	Upper Carniola	medium	Manufacture of wood processing machines	12,0
13	FF13	Upper Carniola	small	Catering	4,9
14	FF14	Central Slovenia	small	Production of dairy products and cheese making	4,8
15	FF15	Upper Carniola	small	Production of fertilizers and nitrogen compounds	2,4
16	FF16	Drava	medium	Production and sale of joinery	20,3
17	FF17	Drava	medium	Installation of electrical appliances	5,8
18	FF18	Upper Carniola	small	Mechanical treatment of metals	6,5
19	FF19	Gorizia	small	Production of kitchen furniture	1,0
20	FF20	Savinja	small	Whole-sale trade	3,2
21	FF21	Coastal-Carst	Small	Cultivation and sale of marine organisms	1,1
22	FF22	Upper Carniola	small	Production of other metal tanks and cisterns	3,7
23	FF23	Gorizia	small	Production of furniture	2,7
24	FF24	Savinja	medium	Production and sale of joinery	17,8
25	FF25	Upper Carniola	medium	Production of medical and laboratory equipment, measuring systems and devices	4,3

Source: own research results.

the owner considers the firm as a family firm. Therefore, we first asked the owners, if they consider their firm a family firm thus making the concept of family firms operational (e.g., Lambrecht and Lievens, 2008, in Letonja, 2016).

From our data base of family firms in Slovenia 25 were selected randomly. These cases are not necessarily typical representatives of the numerous Slovenian smaller family firms, but the ones that commit to the CSR in relation to their customers - knowing that this is an important factor of their long-term sustainability and competitiveness.

The sample consists of 12 (48 %) small, and 13 (53 %) medium sized family firms (FF). Four firms (16 %) are from the whole-sale trade sector, three (12 %) are from the service sector, and 18 (72 %) are from production sector. These family firms generate between 1,0 and 42,0 mio EUR (2019). Geographically the sample covers 8 out of 12 statistical regions. Regionally, most family firms are from Upper Carniola SR (8; 32 %), followed by Savinja SR (5; 20 %), Central Slovenia SR (4; 16 %), Southeast Slovenia SR, Drava SR and Gorizia SR (each 2; 8 %) and Mura and Coastal-Carst SR (each 1; 4 %).

2.3 Description of conducted research and data processing

The 25 smaller family firms were interviewed in Spring of 2020 during the pandemic of Covid-19 (April to May). Interviews were conducted via MicrosoftTeams. On average they took around 8 minutes. Interviews were recorded and transcribed immediately after the interview. The obtained data - transcripts - were then analyzed with the software tool ATLAS.ti. Decision of the smaller family firms founders to participate was voluntary and anonymity of the respondents was assured.

In September 2020 also web pages of the selected 25 smaller family firms were visited for the information on CSR acitivities of these firms.

For analysis data was organized and content analysis was conducted. Based on the questions applied in interviews three indicators to measure presence of CSR in business models of customer relationships were selected:

- I1: has a policy to ensure honesty and quality in all its contracts, dealings and advertising (e.g. provisions for consumer protection), this was evaluated by 1 point, if not, 0 points.
- I2: has a process to ensure effective feedback, consultation and/or dialogue with customers and other people they do business with, it was evaluated by 1 point, if not, 0 points.
- I3: registration and solving complaints from customers, this was evaluated by 1 point, if not, 0 points.

If the smaller family firm communicates CSR on its web page, this was evaluated by additional 1 point, if not, 0 points were added.

3 Results

Analysis of the results of our research on business models of customer relationships in socially responsible smaller family firms (FFs) in Slovenia revealed the following:

- That in FF1, customers are their guide to achieve quality and excellence. Experiences are included into collaboration with customers. They create effective, long-term good solutions at the crossroads of a lot of professional information and knowledge on the one hand, and customer problems and needs on the other. They advise their customers and teach them to use the products correctly.
- In FF2, with constant process control, they ensure a high level of responsiveness to customer needs and high reliability of products which are certified. Constant innovation and investment enable them to meet the individual needs of customers.
- In FF3, they work with customers from a complex process challenge to an optimal solution tailored to the customer. They focus on customer satisfaction, are characterized by flexibility, rich experience, innovative technical solutions and by their brand. Long-term, solid partnerships are important. They constantly monitor the effectiveness of the quality management system. In order to avoid mistakes and in favor of mutual satisfaction, they test their products in 3 phases - first on their own, second when delivering with a customer, and third when in the field at mashine launch. Together with the customer, they go through the entire path of designing an innovative and efficient processing solution.
- In FF4, they are developing long-term customer relationships and for the first time they want to provide the service in accordance with customer requirements.
- In FF5, they provide finished products with higher added value, high quality and adhering to standards. They have a number of certifications for allergen-free products. They have two brands. The customer can view the production of the product, try it, feel it, and then decide to buy it. It is important to make customers aware of a different understanding of nutrition.
- In FF6, they take into account the wishes of customers when developing new products. Their products have greater added value. They are known for quality and responsiveness to customer needs. The door is open to customers to see how beekeeping works. They are innovative, present at international fairs, consistent in fulfilling what has been agreed. They systematically build their own brand.
- In FF7, satisfied customers are the best reference for new business. The products are of top quality and made within the agreed deadlines. Customers are involved in the product creation process. They work according to the customer's wishes and even if the wishes are sometimes difficult to understand, they make them come true.
- In FF8, they are honest and focused on sustainable development. Their solutions are based on modern, world-renowned technologies and trends, which allows them to provide customers with the greatest possible, long-term satisfaction with selected products. Quality is the result of careful planning of input components, flawless workmanship. They cultivate a respectful relationship and long-term partnerships with customers.
- FF9 enjoys the trust of customers due to the quality and innovation of products, well-organized sales, regular customer education, excellent customer relations from socializing with them, assistance in organizing transportation, unloading,

installation of products. The ordered products work in accordance with the wishes of customers and prescribed standards. They use the highest quality materials, certified production quality control.

- At FF10, they adapt to customers and provide the best services based on their rich experience. The emphasis is on the constant development of products and the integrity and innovation of the offer. They focus on innovation and service simplification. They cultivate honest, warm and patient relationships with customers.
- FF11 builds the foundations of a respectful attitude towards customers, takes into account the interests of customers and partners in the local and wider community, is development-oriented - develops modern solutions in technology, quality, sales, after-sales activities, meets the expectations of partners in the global market. They are constantly investing in technological improvements, respecting environmental principles, and following international standards. The products are of high quality, modern, technically sophisticated elements are installed. They provide excellent service, they are always available to customers, even when there are complications.
- In FF12, they offer their customers new, complete solutions (all in one place) of high quality. Customizations are typical because they understand their specific needs. They educate customers for the best operation and maintenance of machines. By honest attitude, by advising what is the best solution for the customer they show their concern for the customer. Excellent references open the door to new customers.
- In relation to customers, FF13 is distinguished by its cordiality, dedication, and love of cuisine. They are oriented towards sustainable development, comprehensive guest care, guest satisfaction; their approach is complete and comprehensive; they have developed a diverse range of activities to work with customers, treat guests responsibly. They have developed an academy and other various initiatives involving the public. At FF14, they offer their customers healthy, fresh, ecologically sound products in cooperation with local farmers, for whom they have obtained certificates. They run a blog to communicate with customers. Their production of dairy products is safe and high quality, intended for highly aware customers. Their products are impeccable, made to high standards of food safety.
- FF15 - develops comprehensive solutions for urban landscaping. Their services and products are tailored to the wishes of customers. They advise their customers on product selection and later maintenance.
- FF16 - customer satisfaction is measured using survey questionnaires. The emphasis in customer relations is placed on professionalism, education, awareness of the correct and most optimal choice of solution - this is followed by the sale of the product. Customers assess consulting, especially in the technical field, as excellent as well the responsiveness of the service department, professional work and the friendliness of the installers.
- FF17 - has developed a responsible, transparent attitude towards its clients. Their relationship with customers is characterized by satisfaction, customer

confidentiality, personal approach, long-term relationship with partners, the integrity of solutions written on the skin of the customer. They ensure the reliability of the operation of technical systems to achieve the policy standards of each company. They are creative, innovative - they make custom solutions to any customers' challenge.

- The FF18 focuses on customer satisfaction. They develop long-term relationships based on trust. Their products and services are of high quality, they provide them in the shortest possible time, they respond quickly to complaints and also resolve them for the benefit of good business relationships. Together with customers, they develop innovative solutions and technologies with the aim of optimizing product life and reducing production costs.
- In FF19, they create high added value for their boutique production. They have developed a holistic approach to customers, listen to their wishes and have no major complaints.
- The FF20 adapts its offer to customers. It constantly informs them about news. The location of the company in the local environment is very important for instilling confidence in the quality of products. They manage the entire product life cycle for long-term existence, stability and development. For loyal customers, they have wholesale catalogs, advertisements, news updates on the Internet, run advertising campaigns, make sales through their own salespeople, and have developed a brand.
- FF21 offers customers healthy, organically and in a healthy environment raised fish in conditions that do not harm the environment. They allow customers to view production and advise on fish storage and preparation.
- In FF22, they design solutions that are green and customer-friendly, with high added value for them. They are a trend setter in the plastics industry. They develop inspiring solutions for customers and fulfill given promises. Vital generation of e-marketing C2C2B. They are committed to sustainable development.
- FF23 excels in quality offer, honesty, reliability, innovation, speed and ongoing response to orders as a competitive advantage. It is characterized by fast delivery of high-quality products and constant innovation in new technological processes.
- At FF24, they provide their customers with products and comprehensive, innovative solutions of the highest quality. They use environmentally friendly materials. They build a partnership and professional relationship with customers. They meet their expectations, protect their privacy and data. They are distinguished by business excellence; their products comply with CE standards and are the recipient of the quality mark in construction.
- FF25 - their qualities are honesty, professionalism, purity - customers respect their quality and accuracy. They build partnerships and mutual respect with customers. They gain confidence in internationally valid measurements by certifying qualifications in national and international institutions.

The results show that all smaller family firms in our sample (100 %) run a policy of honesty and quality when dealing with their customers, all to the benefit of their customers (Table 2).

All, but one (96 %), also provide effective feedback, lead a dialogue with their customers, consult their customers in/ through different stages of the sales process.

Table 2: Business models of customer relationships indicators in CSR smaller family firms

No.	Family firm	I1	I2		I3	CSR on web	Total
1	FF1	1	1		1	0	3
2	FF2	1	1		1	1	4
3	FF3	1	1		1	0	3
4	FF4	1	1		0	0	2
5	FF5	1	1		1	0	3
6	FF6	1	1		1	0	3
7	FF7	1	1		1	0	3
8	FF8	1	1		1	0	3
9	FF9	1	1		1	0	3
10	FF10	1	1		1	0	3
11	FF11	1	1		1	1	4
12	FF12	1	1		1	0	3
13	FF13	1	1		1	0	3
14	FF14	1	1		1	0	3
15	FF15	1	1		1	0	3
16	FF16	1	1		1	1	4
17	FF17	1	1		1	1	4
18	FF18	1	1		1	0	3
19	FF19	1	0		1	0	2
20	FF20	1	1		1	1	4
21	FF21	1	1		1	0	3
22	FF22	1	1		1	1	4
23	FF23	1	1		1	0	3
24	FF24	1	1		1	1	4
25	FF25	1	1		1	1	4

Source: own research results.

As well all, but one (96 %) act very responsively in case of complaints from customers – they do not risk to damage their reputation, which is in case of family firms especially very important as their business's name is often associated with their family name.

Only 8 (32 %) of smaller family firms in the sample communicate their CSR strategies on their web pages.

4 Discussion

The way CSR is integrated into the business models of smaller family firms in Slovenia was checked with help of the specific research questions. Our research has shown that

CSR in smaller family firms contributes to the trust of stakeholders, e.g. customers in the company and enables the company to maintain favorable relationships with them. A pro-active approach to CSR in family firms involves a strong presence and significant roots in the relationships with customers. The importance of CSR in smaller family firms is growing. In a long run they will benefit from it.

In this study, we examined the use of business models in customer relationships at 25 smaller family firms in Slovenia in the light of corporate social responsibility, according to Carroll's 4-level CSR pyramid. The companies in the sample were randomly selected. We found that each company included in the sample operates economically profitable, that is, they meet the criteria of economic social responsibility. Regarding customer relations, each company in the sample also acts legally responsible, as all of them have also established the required procedures for consumer complaints, thus respecting the legislation in the field of consumer protection. The vast majority of companies involve customers and other stakeholders in all stages of the sales process and engage in a proactive dialogue with customers (96 %), some of whom involve customers - future consumers even in the planning and design phases of products for the market. Encouraging, maintaining a dialogue with customers as key stakeholders and their involvement in individual or even all phases of sales and/or process of product development indicates a high awareness of the studied smaller family firms. Undoubtedly, this also shows their own ethical social responsibility, which is desirable even if it is not prescribed by legal norms.

It is indeed logical, that particularly in smaller family firms the CSR principles come to be understood somehow naturally when developing customer relationships, since these are more personal than in large companies – irrespective of their ownership structure. Therefore, it was not surprising to conclude that most of the firms from the sample actually give rather high priority to customer relationship as a guiding principle of their business models.

It is indeed important for these firms to fully understand that following such customer-friendly approach they actually strengthen their competitive position at the market, and surely at least in the long run it makes a positive difference also in terms of profitability – on top of stability (customer loyalty pays), and consistent growth.

The most critical finding of our research relates to CSR communication by the smaller family firms studied. Only less than a third of these firms (32%) have at least a mention CSR on their websites. As Ašanin Gole et al. (2018, p. 49) note, "Today's companies decide how their communication should be, depending on their business strategies and on the structure of the target groups that they want to reach. Businesses increasingly shape their communication activities through CSR efforts in order to get closer to their target groups and to gain trust of the public. However, it should be examined in detail whether the purpose of those CSR activities really is to fulfill this task or not, or if the business is interested in CSR activities only to gain media coverage." These findings regarding the modest communication of CSR may otherwise indicate that smaller family firms do not conduct CSR for media attention, but because they want to apply it. However, there may be other reasons for this. CSR communication not only attracts media attention, but above all shows a sincere, honest and responsible attitude of the organization and its owners towards stakeholders. Of course, for the field of CSR communication - as well as for relations with all stakeholders - it is necessary to have a qualified professional in the field of business communication, public relations, or marketing communication. This - the lack of professional staff in the field of communication - we assume to be the main reason for the lack of awareness of the studied companies about the need to communicate their CSR, or lack of CSR communication.

What could be recommended to these firms for the future? Basically, their future efforts should go into the following 3 directions:

(1) Emphasize your firm’s commitment to good customer relations in all your communications with existing and future customers – including at your website, which should be updated as frequently as possible.

(2)

(3) Provide adequate training on good customer relations to the staff.

(4)

(5) Keep open as many channels of two-way communication with your customers – making them feel that their opinion and proposals are welcome and taken seriously.

An important limitation of the research is that the results of the research can’t be generalized to any population of companies, as they are limited to smaller family firms. The study was conducted on a limited sample of 25 smaller family firms which are presented and analyzed in this paper.

However, when comparing the results of the survey with the positions taken in literature, we did not encounter any major inconsistencies or differencies. Quite contrary, we were satisfied that survey results have indeed confirmed our hypotheses, and that smaller Slovenian family firms follow the international patters as analysed by experts.

5 Conclusion

Corporate social responsibility (CSR) is one of the key concepts in the academic studies of business and society relations and is usually defined as a broad term that generally refers to the ethical role of companies in society, as corporate actions and policies that have a positive impact on society. Companies are involved in a series of challenges with their stakeholders that might essentially affect their business and economic functioning, and CSR may be realised as the appropriate method for addressing those challenges.

The findings of the research are useful for family entrepreneurs and other stakeholders, as well for future economic policy, as application of CSR principles in companies co-creates closer personal relationships between the founders, managers, strategic partners, it contributes to building trust and raises awareness that CSR is not against making profits, it is against profits being made by manipulation of consumers and other business partners through dishonest business practices and fake information.

We believe that transparent and fair business practice, with strong emphasis on good customer relations – as conducted by small family firms – has great future and will increasingly influence broader business community. Therefore, it deserves more attention by business and consumer associations, local, regional, and national authorities, as well as the media. Through support of public opinion this practice will grow to be more recognised and appreciated, which is clearly in the interest of accelerated economic growth.

This paper is expected to provide a contribution to the theoretical background of CSR and the entrepreneurship theory; therefore, the results could be used for further scientific research as well as for practical application by the small family firms.

References

1. Ammit, R., Zott, C. (2010). *Business model Innovation: Creating Value in times of change. Working paper*. IESE, University of Navarra.
2. Antončič, B., Auer Antončič, J., Juričič, D. (2015). *Družinsko podjetništvo: značilnosti v Sloveniji*. Ljubljana: EY.
3. Ašanin Gole, P., Okay, A., Trajkoska, Ž. (2018). Linking Business Strategies and Communication: Corporate Governance as a Corporate Social Responsibility. In P. Ašanin Gole (Ed.), *Linking Business and Communication: From a Sparkle to a Flame* (pp. 49–71). DOBA Business School.
4. Behringer, K., Szegedi, K. (2016). The role of CSR in achieving Sustainable development – Theoretical Approach, *European scientific Journal*, 12(22), 10-25.
5. Carroll, A. B. (1979). A Three-dimensional Conceptual Model of Corporate Social Performance. *Academy of Management Review*, *4*, pp. 497–505.
6. Carroll, A.B. (1991). The Pyramid of Corporate Social responsibility: Toward the moral management of organizational stakeholders, *Business Horizons,* 34(4), 39-48. DOI: 10.1016/0007-6813(91)90005-G
7. Carroll, A.B., Buchholtz, A.K. (2003). *Business and Society: Ethics and Stakeholder Management (*5th Edition). Mason, OH: South-Western Thomson Learning.
8. Carroll, A.B., Buchholtz, A.K. (2015). *Business and society: ethics, sustainability, and stakeholder management* (9th Edition). Stamford: Cengage Learning.
9. Carroll, A.B. (2016). Carroll's Pyramid of CSR: taking another look. *International Journal of Corporate Social Responsibility,* Vol. 1(3), 1-8.
10. Cizelj, B., Fošner, A., Letonja, M. (2019). Socially responsible entrepreneurship and the smaller family firm. In A. Hrast, M. Mulej, I. Perko (Eds.), *Social responsibility: development, applications and impact measurement: conference proceedings* (pp. 1-8). Maribor: IRDO.
11. Du, S., Swaen, V., Lindgreen, A., Sen, S. (2013). The roles of leadership styles in CSR, *Journal of Business ethics* 114(1), 1-43.
12. Freeman, R.E. (1984). *Strategic Management: A Stakeholder Approach*. Pitman Publishing.
13. Freeman, R.E., Kujala, J., Sachs, S. (Eds.). (2017). *Stakeholder Engagement: Clinical Research Cases*. Springer International Publishing. https://doi.org/10.1007/978-3-319-62785-4
14. Hrast, A. (2020). Zakaj biti družbeno odgovorna organizacija. Available at: https://www.hrm-revija.si/zakaj-biti-druzbeno-odgovorna organizacija. [Accessed on October 20, 2020].
15. ISO. (2010). *ISO 26000:2010: Guidance on social responsibility*. International Organization for Standardization.

16. Johnson, M.W., Christensen, C.C., Kagerman, H. (2008). Reiventing your business model. *Harvard Business Review,* 87(12), 52-60.
17. Mashelkar, R.A. (2018). Dismantling Inequality through ASSURED Innovation (1/2) (11.1.2018). Available at: http://www.mashelkar.com/blog/194-dismantling-inequality-through-assured-innovation. [Accessed on April 13, 2020]
18. Mesojedec, T., Šporar, P., Strojan, K., Valentinčič, T., Bačar, F., Sakovič, G., Strojan, T. (2012). Socialno podjetništvo. Ljubljana: Salve.
19. Morris, M., Schindehutte, M., Allen, J. (2005). The entrepreneur's business model: Toward a unifiedperspective. *Journal of Business research*, 58(6), 726–735.
20. Rangan, V.K., Chase, L., Karim, S. (2015). The truth about CSR. *Harvard Business Review [online].* Available at: https://hbr.org/2015/01/the-truth-about-csr [Accessed: 10. 4. 2020].
21. Slovenska filantropija. (2020). *Družbena odgovornost*. https://www.filantropija.org/druzbena-odgovornost/ [Accessed: 10. 4. 2020].
22. Szegedi, K. (2014). Possibilities of CSR. In L. Berenyi, Ed. *Management challenges in the 21st century.* LAP Lambert Academic Publishing.
23. Walaszczyk, L., De Angelis, E., De Angelis, K., Vujović, M., Vlckova, G., Batzogiani, E. Ioannou, S. (2016). *Poslovni modeli – kompendij.* Available at: http://www.lu-rogaska.si/si/539/Developing_and_Understanding_Business_Models_ProBM.asp. [Accessed on May 6, 2020]
24. Yin, K. R. (2003). *Case Study Research, Design and Methods* (3rd Edition) Los Angeles: SAGE Publications.

7 Ethical Aspects in Neuromarketing Research

Milica Slijepčević* | Nevenka Popović Šević** | Ivana Radojević*** | Pedja Ašanin Gole****

Abstract: We have explored the ethics of neuromarketing research techniques, manipulation of sales of products and services through neuromarketing knowledge, unauthorized sharing of neuromarketing results to third parties and the potential side effects of using neuroscientific instruments during the research process. This paper enhances the understanding of neuromarketing research in the context of general ethical principles. The main focus of the quantitative research conducted on 107 respondents in the Republic of Serbia (comprising neurologists, academic community and professionals) was the ethical aspect of grasping and controlling the neurobiological consumer sensations. Neuromarketing has been confirmed as a contemporary research method that helps us understand the buying behaviour and abides by the general principles of ethics. The respect of ethical codes by the initiator of neuromarketing research, regardless of whether it is a for-profit or non-profit institution, would additionally ensure full responsibility and professionalism towards all subjects in the neuromarketing research process. This study contributes to our understanding of the ethics of neuromarketing research techniques and it extends the neuromarketing literature on ethics, ethical principles, and ethical codes in neuromarketing research.

Keywords: neuromarketing; neuromarketing research; consumer behaviour; neuroscience; neuroethics.

JEL: M31, M39

Etični vidiki v nevromarketinškem raziskovanju

Povzetek: Raziskovali smo etiko tehnik nevromarketinških raziskav, manipulacijo pri prodaji izdelkov in storitev s pomočjo neuromarketinškega znanja, nepooblaščeno delitev rezultatov neuromarketinga tretjim osebam in morebitne stranske učinke uporabe nevroznanstvenih inštrumentov tekom raziskovalnega procesa. Članek izboljšuje razumevanje nevromarketinških raziskav v okviru splošnih etičnih načel. Glavni poudarek kvantitativne raziskave, izvedene na vzorcu 107 anketirancev v Republiki Srbiji (vzorec je vključeval nevrologe, akademsko skupnost in strokovnjake), je bil etični vidik zajemanja in nadzora nevrobioloških občutkov potrošnikov. Nevromarketing je bil potrjen kot sodobna raziskovalna metoda, ki pomaga razumeti

* Assoc. Prof. Dr., Metropolitan University Belgrade, Faculty of Management, Tadeuša Košćuška 63, 11000 Beograd, Serbia; milica.slijepcevic@metropolitan.ac.rs.

** Assist. Prof. Dr., University Business Academy in Novi Sad, Faculty of Contemporary Arts, Svetozara Miletića 12, 11108 Beograd, Serbia; nevenka.popovic.sevic@fsu.edu.rs.

*** Teach. Assist., Metropolitan University Belgrade, Faculty of Management, Tadeuša Košćuška 63, 11000 Beograd, Serbia; ivana.radojevic@metropolitan.ac.rs.

**** Senior Lecturer, DOBA Business School Maribor, Prešernova ulica 1, 2000 Maribor, Slovenia; pedja.asanin-gole@net.doba.si.

nakupno vedenje in spoštuje splošna etična načela. Spoštovanje etičnih kodeksov s strani pobudnika nevromarketinške raziskave, ne glede na to, ali gre za profitno ali neprofitno organizacijo, bi dodatno zagotovilo polno odgovornost in strokovnost vseh akterjev v nevromarketinškem raziskovalnem procesu. Ta študija prispeva k našemu razumevanju etike nevromarketinške raziskovalne tehnike in širi neuromarketinško literaturo o etiki, etičnih načelih in etičnih kodeksih v nevromarketinških raziskavah.

Ključne besede: nevromarketing; nevromarketinško raziskovanje; vedenje porabnikov; nevroznanost; nevroetika.

1 Introduction

Today, companies are prominently striving to provide information to the client based on neuromarketing research, since it is more complex and more comprehensive in terms of consumer habits, desires and in general, preferences. At the same time, many social sciences have not yet fully adapted themselves to the methods and techniques of neuromarketing research, in terms of its acceptance as one of the standard forms of market research.

The term 'neuromarketing' encompasses a new field of marketing research, whether carried out by academics or practitioners from the sphere of marketing, which makes significant use of all the benefits that the neuroscience provides to illuminate how the consumer's brain reacts to different marketing stimuli (Senior et al., 2007).

The term itself – neuromarketing, represents the combination of two important thematic units - marketing and neuroscience (Morin, 2011). The relationship between neuromarketing and marketing is almost identical to the one that exists between neuropsychology and psychology. Neuropsychology studies relationships between the brain and the psychological functions of the individual, while neuromarketing studies the behaviour of a consumer through the prism of his/her brain activity.

Neuromarketing as a science based on a consumer neural response, identifies the customer selection purchase decision, whether it is an individual or group purchase (Tichindelean, Cetina and Tichindelean, 2018). As a unifier of psychology, economics and neuroscience, neuromarketing doctrine gives a better interpretation of the response of consumers, in order to provide adequate marketing strategies of companies and the subsequent implementation of the market (Bakardjieva and Kimmel, 2017). Thanks to the use of neurotechnology, communicators provide analysis of the frequency and timing of neural activity engagement of consumers, which further defines more precisely how these same consumers react to the design of the products, packaging, installed windows in the shops, etc. Consequently, we get the answers why consumers prefer certain brands and why some advertising campaigns are more successful than others.

Other authors describe neuromarketing as a science that requires the use of the principle, methodology and applications of the significant achievements of the neuroscience, with a view to a better understanding of neurological and psychological base of consumers' behaviour (Thomas et al., 2017). It is believed that practitioners in the field of neuromarketing should have an adequate knowledge in the area of the nervous system in general as well as how the human brain functions in order to reach efficient conclusions.

The primary objective of neuromarketing research is to obtain optimal and objective results in terms of how the brain of the consumer works (Gallego et al., 2010).

At the same time, neuromarketing is also a study discipline within which a wide range of non-scientific tools are used to comprehensively understand the behavior of consumers as well as the market itself. There is a noticeable increase in the use of various neuroscientific methods in marketing, with the aim of more adequately understanding consumer behavior in many areas. All this leads to the formation of a specific terminology of 'neuroculture' (Frazzetto and Anker, 2009).

From the aspect of marketing as a science, exceptional attention is paid to the unconscious and emotional aspects of consumer behavior in the decision-making process. On the other hand, the contribution of neuroscience imputes added value to the cognitive, perceptual and emotional aspects of consumers that appear in the form of electrochemical activities of specific cells in the brain of each one (Cohen, 2012). This originates in the fact that both disciplines support the view that consumer emotion is the basis for any spending, especially for consumer perception, attention, and memory. Neuroscience in correlation with cognitive science, psychology, and marketing is of great importance for the business process and strategic leadership, especially when it comes to determining and analyzing consumer behavior and how consumers make decisions (Slijepčevič, Popović-Šević and Radojević, 2018).

Despite the fact that the offer on the market is higher than ever, customers are confused, and many complain that they cannot find what they are looking for. Therefore, companies are investing great efforts and huge funds, to discover what it is that would satisfy today's customer (Slijepčević, 2016).

Each decision in the purchasing process activates certain parts in the consumer's mind, and therefore cannot be ignored. Some authors believe that neuromarketing cannot in any way have the same impact as it once had in the consumer behavior field the theory of a conditional answer in investigating dog behavior in Pavlov's famous research (Hammou, Galib and Melloul, 2013).

The focus of the consumption process lies in meeting the desires and needs of consumers (Slijepčević, Popović-Šević, Radojević, 2019). However, the modern marketing paradigm, as shown in Figure 1, shows a possible way of tracking consumers through the prism of the most diverse sensations and experiences through which they go in the process of determining the desired course of action in the purchase.

Sustainable marketing in various forms of social engagement has an outstanding challenge in the 21st century, which is to establish a certain synchronization in relations between producers, consumers, and communicators (marketers). The application of neuromarketing and neuromarketing research resulted in obtaining more objective results than those obtained using traditional research methods and revealing hidden information about human behavior (Slijepčević, Popović-Šević and Radojević, 2017).

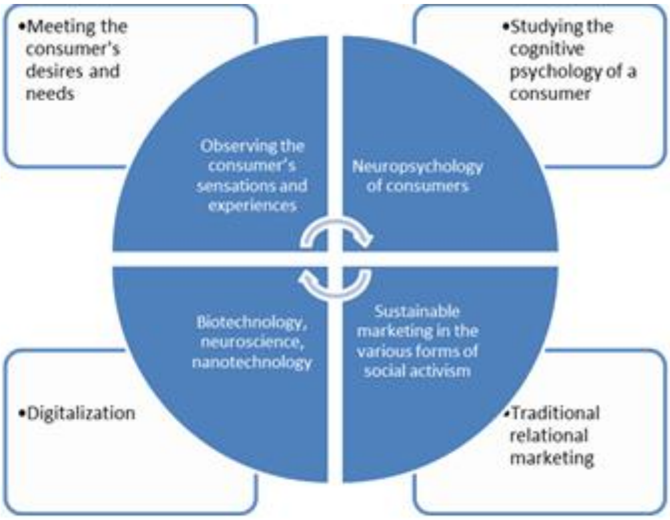


Figure 1: The phenomenon of new forms of marketing
Source: author's elaboration.

Neuromarketing rests on two foundations: a) personal sensors and motor systems in consumers can be identified in separate brain cell networks; b) the processing of data that researchers receive from designated networks can clearly separate the unconscious from emotional characteristics of consumers, which are crucial to making purchasing decisions - something that the traditional methods of marketing research (quantitative and qualitative methods) have not been successful to resolve so far (Achrol and Kotler, 2012).

Neuromarketing research using the fMRI method allows for measuring the activity of the customer's brain up to 300,000 points per second, which speaks clearly about the methodological superiority of modern neuromarketing tools (Hubert, 2010).

Neuroeconomics is a scientific discipline that closely explains the behavior of consumers in terms of a proper understanding of neural and physiological processes (Riedl, Hubert and Kenning, 2010). Neural methods for marketing research purposes are mainly used to better understand consumer behavior, more precisely to make decisions related to the purchasing process. As far as marketing areas are concerned, neural methods help in the better allocation of marketing campaigns, advertising, and product placement. Examples of this type of research are related to the study of the brand's impact, the price sensitivity of products, and the analysis of consumer purchasing decisions (Reimann et al., 2011).

Tallis (2011) is very critical of the neuromarketing research, who argues that it is impossible that all human complexity of emotions and decisions be reduced solely to brain activity. Some researchers emphasize the significance of the relationship between cognitive processes occurring in the consumer before purchase, which, in their view, cannot and should not be limited to the monitoring of only one part of the brain (Ariely and Berns, 2010). In this regard, there is a recommendation to use various techniques that could significantly improve the results of neuromarketing research when it comes to monitoring consumer behavior (Zurawicki, 2010). Barkin (2013) also believes that when it is performed in extremely synthetic conditions, neuromarketing at the start encounters the limits of its performance in the real world. Neuromarketing has the ability to recognize and define the consumer's preferences before that they were aware of the consumer. Thanks to the neuroimaging technologies, researchers are carried out more efficiently at a lower cost than it was in its beginnings (Dinu, Săvoiu and Dabija, 2016). However, neuromarking must be viewed within the broader context of operational competitive performance, whereby it is necessary to apply appropriate corporate social responsibility practices (Šević, Popović-Šević and Bajalski, 2017).

2 Literature review

Bioethics emerged as a separate discipline in the late 1960s. The ethical problems initially studied were mainly in the medical spheres. Neuroethics, as a new interdisciplinary science derived from bioethics, has, in the meantime become independent and seeks answers to very specific issues concerning neuromarketing and ethics (Levy, 2007). Post-modern neuroethics developed over time to include medical biotics, philosophy, law, and neuroscience in 2002 as a multidisciplinary field (Fukushi and Sakura, 2008).

Today, neuroethics deals with different types of so-called procedural ethics in the field of neurobiology, but also with certain sociological consequences that may result from neuroscientific research. As a special branch of ethics, it deals with ethical issues of potential manipulation of the human brain (Murphy, Illes and Reiner, 2008). This discipline sheds light on so-called nonaggressive neuromarketing techniques. It manages moral, social, and ethical dilemmas that correlate with the design and application of neuromarketing research.

The importance of neuroethics is particularly evident in growing concern and open protests by the public in neuromarketing research (Ulman, Cakar and Yildix, 2015). Public reactions are specifically directed at the so-called manipulating neuromarketing techniques when it comes to 'tracking consumers' and literally 'guiding' them in the buying process. The criticisms relate to the abuse of bioethical principles and the impairment of confidentiality and even the private life of consumers. Although methods used for neuromarketing research are mostly non-invasive, research into neurological methods rests on invasive forms such as transcranial magnetic or direct current stimulation (Javor et al., 2013).

The question of the use of neuroscientific methods for any commercial reasons is an initial ethical question that arises when it comes to neuromarketing. Some authors believe that autonomy and consumer independence are directly threatened by neuromarketing (Murphy, Illes and Reiner, 2008). It is believed that the tools used by neuroscience in the process of collecting consumer information simultaneously manipulate these same consumers. In this sense, the same authors suggest a two-way reaction on this occasion: first, the absolute protection of all participants in the process of neuromarketing research; secondly, protecting consumer's autonomy (Vlasceanu, 2014).

Although the neuromarketing relies on neuroethics and bioethics, it is recommended that the conceptual ethics in neuromarketing is developed on the basis of technology in neuromarketing and subsequent commercial applications. The core of the problem can be sought in the method of data collection and consequently the results placement.

Concerns may arise in situations of protection of respondents who participate in the neuromarketing researches, because it is believed that the ethical question has less to do with scientific approaches of conducting research comparing with the manner of implementation by the communicator in the immediate practice (Szentesi, 2017). It is also assumed that sometimes an exaggeration or a misunderstanding of the results of neuromarketing research can bring unethical access to all of the above (Pop, Dabija and Iorga, 2014). For this reason, it is essential to define a way of exploring in neuromarketing, both for the respondents and wider audience. No less significant is a guarantee of privacy and the manner of processing and archiving the processed data in order to eliminate any possible doubt that a third party can come into the possession of the same and misused.

The bulk of neuromarketing polemics is related to possible consequences that research can cause to consumers, which refers to better understanding and monitoring of neurobiological mechanisms in consumer behavior (Javor et al., 2013). Certainly, the ethical problem arises in the sphere of customer confidence versus the advertised product, but also the field of buyer's rights. The basic ethical problem is that customers are not aware of and cannot detect the power of neuromarketing techniques in the research process. The research process itself does not provide sufficient or adequate information for participants in neuromarketing research (Wilson, Gaines and Hill, 2008).

Ethical dilemmas regarding neuromarketing research are the most common in marketing academics, marketing professionals and neurologists (Eser, Isin Bahar and Tolon, 2011). The most prominent criticism of neuromarketing comes from consumer vulnerability manipulated by research companies (McDowell and Dick, 2013). The authors are concerned with the idea of using a special stimulus that targets certain 'manipulated' consumer responses and is achieved by techniques of neuromarketing research.

On the other hand, Graham (2012) believes that the effects of methods used by neuromarketing in field research are very limited because consumers cannot unconsciously and unwillingly, without any prior knowledge and experience about the products, buy the same while they are in the store.

It is considered that the basic ethical dilemma in neuromarketing is the deterioration of privacy and the control of the minds of both the respondents and, ultimately, consumers (Lindstrom, 2017). It is similar to subliminal advertising that directly attacks consumer's unconscious thoughts and ultimately acts on their purchasing decisions.

In the field of neuromarketing, the main criticism comes from the scanning of the consumer's brain and the use of special techniques that reveal the most effective way to communicate with consumers, which are ultimately the basic trigger for the purchase of products and/or services. It is believed that basic ethical disadvantages in neuromarketing come from the sphere of potential consumer buying, but also certain oral recommendations by consumers that have been influenced by neuroimaging techniques (Flores, Baruca and Saldivar, 2014).

The correct ethical aspect of neuromarketing comprises in addition to the protection of subjects involved in research, socially responsible company advertising, as well as the final reporting of the results obtained in the public. Compliance with ethical codes by companies dealing with neuromarketing research would confirm the moral business conduct, but at the same time protect this young marketing discipline from being labelled to behave irresponsibly and unprofessionally towards subjects in the research.

The state and the private sector should join in promoting public confidence in neuromarketing research in the form of clear and unequivocal communication on the potential risks posed by research, but also immeasurable benefits that neuromarketing brings to the entire consumer society. It is similar in the sphere of non-profit institutions for which there are a widespread understanding and the belief that they have a stronger code of ethics in the conduct of neuromarketing research than it can have for-profit organizations. Some research in this area goes so far as to believe that neuromarketing conducted by non-profit organizations leads to affirmative response from potential donating foundations and that the public is more positive about their activities (Cohen and Dienhart, 2013).

Any scientific research involving consumers should unite the respect for all legal, ethical and moral codes. This further means that the results of the research process cannot and must not be used for other purposes than those promised at the beginning of the research process.

In this sense, the Neuromarketing Science and Business Association was established, which prescribes ethical codes and norms of behavior within neuromarketing research, whose strict observance and adherence to the conditions of the same are a preliminary condition for joining the mentioned association. The very high standards of the research process thus advocate that under any circumstances one must not misuse bad pre-knowledge or inexperience in the knowledge about neuroscience by the respondents. Participation in neuromarketing research in this context should be exclusively voluntary, with all previously provided information relevant to the course of the research itself (NMSBA, 2013). This further means that participants from the research process can withdraw at any time. The data obtained in the research process are and can be used exclusively for the research project.

There are different views on the use of neuromarketing for commercial and academic purposes. Namely, it is noteworthy that scientific studies are mainly based on seeing consumers, while commercial studies focus exclusively on variables that indicate how to sell a product and/or service more efficiently (Lee, Senior and Butler, 2012). Academic research with the aid of neuromarketing has special interdisciplinarity and includes primarily neuroscience, psychiatry, and radiology. For example, through behavioral neurology, a lot can be learned and understood when it comes to human behavior because it incorporates the vision of neuroscience in the eyes of consumers (Lee, Senior and Butler, 2011). Commercial neuromarketing research finds its argument in improving the functional and other peculiarities of products and/or services and in this context, it is considered necessary for consumers. For the above reasons, it is very important to underline the differences in academic and commercial research, as the media often regard them as the same ones.

3 Methodology of research

The research was supported by the Association of Neurologists of the Republic of Serbia, Association of Economic Propagandists of Serbia (membership comprised of highest professionals in companies and marketing agencies), Public Relations Society of Serbia, Metropolitan University, Belgrade University and the University of Novi Sad, the academic workers employed at these universities holding a doctoral dissertations in the field of management and subgroup marketing.

The data were gathered by the survey method. The research sample was collected using a deliberate approach. The respondents included marketing professionals (marketing practitioners), members of the academic society (marketing professors and lecturers at faculties) and medical doctors specializing in neurology. Observed groups of respondents were contacted via the Internet (electronic questionnaire test method). The questionnaire consisted of two parts with closed-end questions. The first part comprised the background questions, whereas the second concerned the neuromarketing research from the aspect of recognition, usability, cost-effectiveness and ethics. The questions were measured using a nominal and ordinal scale (Likert's scale of attitudes and statements of the respondents).

Respondents were asked to express their approval or disapproval of each statement, adequately marking a five-step scale that said they completely disagreed, disagreed, had no opinion, agreed, or completely agreed. The answers were scored and the sum of scores assigned to each statement led to the final score that revealed the attitude of the respondent, that is, the level of his agreement or disagreement with the statement.

The SPSS and statistical functions package were applied to process the statistical data. Moreover, depending on the types of variables selected for hypothesis testing, we used the $\chi 2$ test that revealed a possible statistically important liaison in the recurrence of two attributive features or between the obtained and expected recurrences of a particular hypothesis.

We drew a statistical conclusion from the statistical set and tested the hypothesis and/or assumption in a standard statistical hypotheses testing procedure, whereby the tested hypothesis was a null hypothesis (H0) (as opposed to the alternative hypothesis - H1) and/or a trusted statement in case the sampled data caused the rejection of the zero hypothesis (Man, 2010).

H0 - Neuromarketing represents a contemporary research method that helps us understand the buying behavior and abides by the general principles of ethics.

The statistical conclusion was drawn from the value of test statistics. Where the value of the test statistics is acceptable (when the probability value principle (p-value[1]) is applied, the p-value exceeds the significance level), the zero hypothesis is also accepted; Otherwise, it is rejected (the p-value equals or is under the level of significance) (Man, 2010). The test significance level is assumed at 0.05, for the purposes of this paper.

4 Results, analysis and discussions

The survey covered 109 respondents, 33.9% male and 66.1% female. The Table 1 below shows that almost 50% of respondents were marketing professionals. The following Tables represent more detailed data on the structure of the sample used.

Table 1: Vocational structure of respondents

Vocation	Recurrence	Effective %	Cumulative %
Academic workers	31	28.4	28.4
Neurology specialists	22	20.2	48.6
Marketing professionals	51	48.6	97.2
Others	3	2.8	100.0
Total	107	100.0	

Source: own research results.

Observing the gender and vocational structure of the respondents, it is obvious that both male and female respondents account for approximately the same percentage of marketing professionals, while one third are either female academic workers or male neurology specialists and vice versa. Out of the total male respondents, 45.9% are marketing professionals, 32.4% neurologists, 18.9% academic society members and 2.7% pertain to the category of “others”. Of the total number of surveyed women, 50% are professionally trained marketers, 13.9% neurologists, 33.3% academic workers and 2.8% the category “others”.

Figure 2 represents a comparative overview of vocational structure of male and female respondents. As regards the gender and vocational structure of the respondents, the highest percentage, irrespective of gender, is accounted for by marketing professionals. On the other hand, male respondents are more dominant among neurologists, while female respondents among academic workers.

[1] p-value - the lowest significance level where zero hypothesis is rejected.

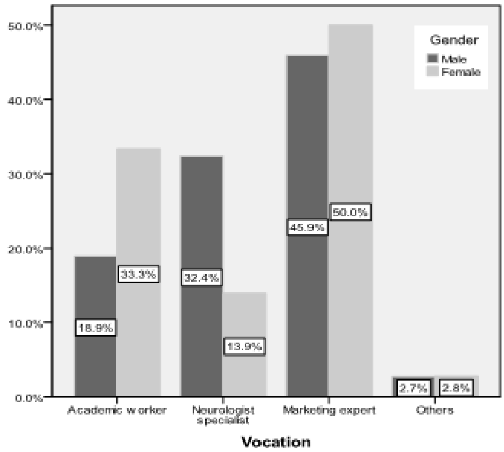


Figure 2: Gender structure of respondents by profession
Source: own research results.

Question 1: Neuromarketing research techniques are ethical.

Table 2: Test statistics (Sig.)

With respect to:	Test statistics (Sig.)
Gender	0,015
Age	0,047
Vocation	0,567

Source: own research results.

A statistically significant difference occurs in gender and age. As for neuromarketing techniques, there is a statistically significant difference in the respondents' responses (recurrence) concerning gender and age (the values of test statistics in Figure 3 are less than 0.05).

In terms of gender (Figure 3), the largest percentage of men (59.45%) has no opinion on the observed hypothesis. While the percentage of women with no opinion to that effect is smaller (38.9%), and 41.7% of women agree with the hypothesis. No female respondents stated they fully agreed with the hypothesis, while 8.1% of male respondents answered the question affirmatively.

A higher percentage of female respondents (16.7%) disagreed with the statement, while with male respondents, this percentage was slightly lower and amounted to 10.8%. According to the results of the survey, it can be argued that women agreed more with the view above, whereas the highest percentage of men had no opinion on that hypothesis.

Also, the results obtained lead to the conclusion that the oldest and the youngest respondents mostly agree with the observed hypothesis, while the middle-aged have no opinion.

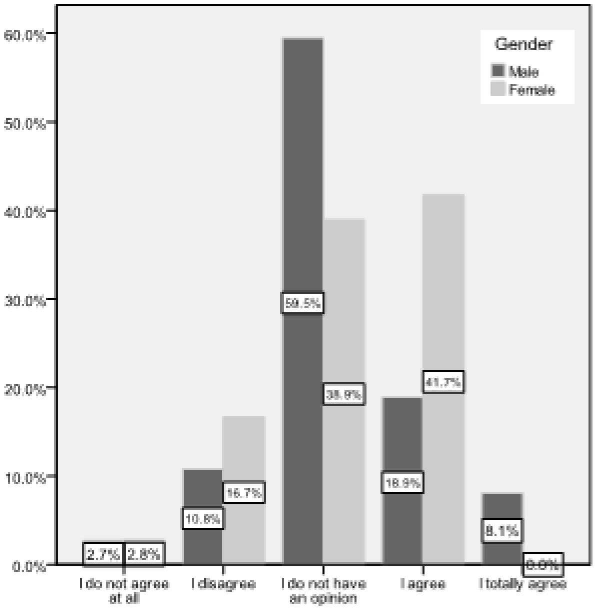


Figure 3: Neuromarketing research techniques are ethical
Source: own research results.

Question 2: Neuromarketing is a manipulative method of products and services sale.

Speaking of neuromarketing as a manipulative method of sales, there is a statistically significant difference between the respondents' answers (recurrence) in terms of gender and age (the test statistics value in Table 3 is below 0.05).

Table 3: Test statistics (Sig.)

With respect to:	Test statistics (Sig.)
Gender	0,001
Age	0,048
Vocation	0,214

Source: own research results.

43.2% of men have no opinion, and 29.7% of male respondents disagree with statement. 43.1% of women disagree and 15.3% have no opinion. A significant percentage of women (34.7%) agree that neuromarketing is a manipulative method of sale, as opposed to 13.5% of men. Moreover, 6.9% women and 5.4% men responded they agreed fully with the observed hypothesis. Interestingly, 0.0% of women responded that they did not agree at all, while 8.1% of men had such an attitude.

So, we conclude that women have less confidence in neuromarketing research and that, to a greater extent, the ethics of this type of data collection and market analysis is considered more manipulative than among male respondents. Also, female respondents agree more with the observed statement (41.6%) compared to male respondents (18.9%).

Observed by the age structure of the respondents, the largest number aged 21-30 disagree or fully disagree with the hypothesis. While respondents in the age categories 31-40 and 41-50 mostly agree or fully agree with the hypothesis.

Based on the results obtained, we can conclude that the observed hypothesis is least supported by the youngest and most by the middle-aged respondents. The results indicate that respondents from the youngest category would be most suitable for neuromarketing research. Also, results show that neurology specialists and marketing professionals are more in agreement with this hypothesis compared to other respondents, but there is a room for further training and research in this field. Academic workers are at the beginning of researching this topic, while other respondents absolutely disagree or have no opinion on the observed problem of neuromarketing as a manipulative method of products and services sale.

Question 3: The findings of neuromarketing research may be subsequently shared to third unauthorized parties.

When looking at the answers to question No. 3: it can be noticed that there are no statistically significant differences in respondents' responses (frequencies) (the test statistics in Table 4 are greater than 0.05).

Table 4: Test statistics (Sig.)

With respect to:	Test statistics (Sig.)
Gender	0,081
Age	0,326
Vocation	0,266

Source: own research results.

The results show (Figure 4) that the 40.3% of female and 29.7% of male respondents have no opinion regarding the statement above, whereas the same percentage (29.7%) of male responders agree with it. A slightly lower percentage of female respondents agreed with 26.4%, while 4.2% fully agreed with the observed statement. The highest percentage of male respondents (40.5%) disagree or do not agree with the observed statement. On the other hand, 25% of female respondents disagree, while 4.2% do not agree at all.

From the foregoing, it can be concluded that male respondents are to a lesser degree consistent with the observed hypothesis that “the findings of neuromarketing research may be subsequently shared to third unauthorized parties”, while female respondents have not much considered this statement at all.

According to the age structure of the respondents, most respondents in each age segment have no opinion on the hypothesis above. From the foregoing, we can conclude that experienced respondents agree more with the observed hypothesis, while others generally do not agree or have no opinion. The results indicate that respondents from the youngest category would be most suitable for neuromarketing research.

Observed by vocations, the largest number of respondents in the category of marketing professionals have no opinion regarding the statement. Academic workers and neurology specialists mostly either agree or fully agree with the hypothesis.

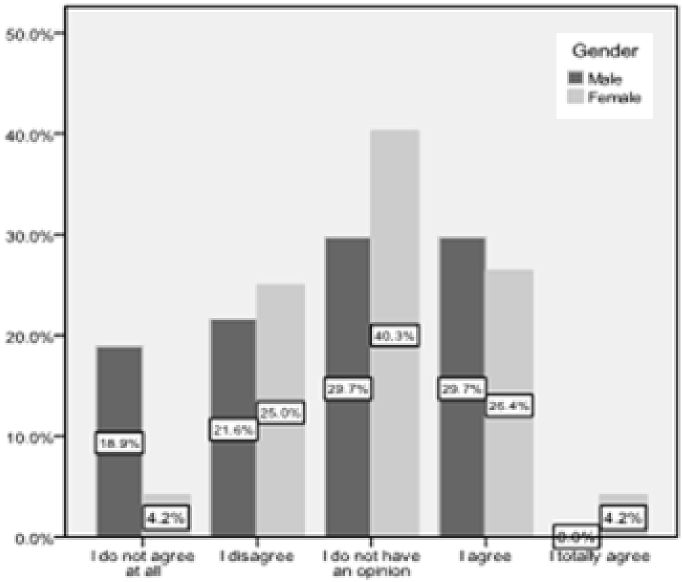


Figure 4: The findings of neuromarketing research may be subsequently shared to third unauthorized parties

Source: own research results.

Following the results of the survey, we can conclude that neurologists and academic workers are more concerned about the possibility of unauthorized sharing of neuromarketing research results.

Question 4: I believe that there are no adverse effects of using medical tools during neuromarketing research (for example, that they can harm the health of respondents).

When we look at the answers to question No. 4: it can be noticed that statistically significant differences do not exist in respondents' responses (frequencies) (the value of test statistics in Table 5 is greater than 0.05).

Table 5: Test statistics (Sig.)

With respect to:	Test statistics (Sig.)
Gender	0,603
Age	0,358
Vocation	0,268

Source: own research results.

From the obtained results, we can conclude that, irrespective of gender, the respondents generally have no opinion on the observed hypothesis. It can also be concluded that male respondents are more likely to agree.

According to the age of the respondents, from the survey findings, we can conclude that respondents aged 41-50 mostly agree with the hypothesis that "they believe there are no adverse effects of using medical tools during neuromarketing research" (for example, they can deteriorate the health of the respondents), while the others generally have no opinion on the mentioned hypothesis.

All respondents from the vocational cohort of "*others"* had no opinion on the observed hypothesis, while this percentage is high for both marketing professionals (56.6%) and neurologists (50%). The hypothesis is mostly supported by the academic workers (45.2%) followed by the neurology specialists (36.4%) and marketing professionals (18.9%). The same number of marketing professionals (18.9%) disagreed with the hypothesis.

4 Conclusion

Despite the numerous opposing claims, neuromarketing research is a very popular way to test consumer behavior, which can be illustrated by the fact that as many as 13 out of 100 major brands in the US use this research technique in their business development and that the number of companies in the world engaged in the implementation of neuromarketing research keeps increasing (McDowell and Dick, 2013).

In the real world, there is no real basis as to why marketing would not benefit from neuroscience and research if different neuroimaging techniques are used exclusively for economic purposes. Neuromarketing should be considered as one growing discipline that is able to provide us with incredible data on the behavior of consumers and explain what the entire mechanism of purchase decision-making would look like in the near future. Thanks to this discipline, communicators can easily see the effects of certain marketing strategies, but also certain marketing stimuli with which we influence potential customers.

Unlike traditional marketing research techniques, neuromarketing provides extremely precise quantitative data on consumers, which can reduce significant marketing costs for inefficient marketing campaigns. Unfounded criticism is being made on account of neuromarketing tools in the sphere of the research process, and it is inflated with claims that it is a 'consumer mind reader' because every purchase decision is individual. The conducted research confirmed the hypothesis that neuromarketing is a contemporary research method that helps us understand the buying behavior and abides by the general principles of ethics There is a false statement that neuromarketing does not work in the interests of consumers. On the contrary, thanks to this modern marketing discipline, consumers can learn more about themselves in the process of promoting and purchasing certain products and services. This primarily refers to the so-called compulsive shopping. However, what neuromarketing can offer as a significant innovation and quality is the new dimension of advertising and marketing strategies, which will now reach customers more directly.

Neuromarketing provides exceptional information and conclusions about how the (human) brain works, primarily through neural methods. All inventions are the result of a very active work of economists (communicators), biologists, psychologists, neurologists, and psychiatrists. Particularly interesting areas for further neuromarketing research are compulsive buying and consumer's trust. It is extremely important to see in the future the further development of the ethical debate on the use of the so-called invasive methods in neuromarketing, and in neuroscience, in general.

We believe that it will take much more time for neuromarketing research to be completely accepted, both academically and commercially. Regardless of its still pioneering role in the world of science, neuromarketing has already seen significant growth in the field of science through various forms of scientific research projects and articles, but also via direct applications in practice.

References

1. Achrol, R.S., Kotler P. (2012). Frontiers of the Marketing Paradigm in the Third Millennium. *Journal of the Academy of Marketing Science*, 40(1), 35-52, doi: 10.1007/s11747-011-0255-4.
2. Ariely, D., Berns, G.S. (2010). Neuromarketing: The Hope and Hype of Neuroimaging in Business. *Nature Reviews Neuroscience*, 11(4), 284-292, doi: 10.1308/nrn2795.
3. Bakardjieva, E., Kimmel, J.A. (2017). Neuromarketing Research Practices: Attitudes, Ethics, and Behavioral Intentions. *Ethics and Behavior,* 27(3),179-200, doi: 10.1080/10508422.2016.1162719.
4. Barkin, J. (2013). The Prospects and Limitations of Neuromarketing: Companies Bring an Emerging Science to the Art of Marketing. *CRM Magazine,* 17(7) [online], available at: https://www.questia.com/magazine/1G1-335734811/the-prospects-and-limitations-of-neuromarketing-companies [20.9.2020].
5. Cohen, M.A, Dienhart, J. (2013). Moral and Amoral Conceptions of Trust, with an Application in Organizational Ethics. *Journal of Business Ethics,* 112(1), 1-13, doi: 10.1007/s10551-012-1218-5.
6. Cohen, M.X. (2012). *Approaches and Assumptions in Human Neuroscience*. Lausanne: Frontiers Media, doi: 10.3389/978-2-88919-015-7.
7. Dinu, V., Săvoiu, G., Dabija, D.C. (2016). A concepe, a redacta şi a publica un articol științific. O abordare în contextul cercetării economice. București: Editura ASE.
8. Eser, Z., Isin Bahar, F., Tolon, M. (2011). Perceptions of Marketing Academics, Neurologists, and Marketing Professionals about Neuromarketing. *Journal of Marketing Management*, 27(7-8), 854-868, doi: 10.1080/02672571003719070.
9. Flores, J., Baruca, A. Saldivar, R. (2014). Is Neuromarketing Ethical? Consumers Say YES. Consumers Say NO. *Ethical and Regulatory Issues*, 17(2), 77-91.
10. Frazzetto, G., Anker, S. (2009). Neuroculture. *Nature Reviews Neuroscience*, 10(11), 815-21, doi: 10.1038/nrn2736.
11. Fukushi, T., Sakura, O. (2008). Exploring the Origin of Neuroethics: From the Viewpoints of Expression and Concepts. *The American Journal of Bioethics*, 8(1), 56-57, doi: 10.1080/15265160701839672.
12. Gallego, J., Lemos, D., Meneses, G., Hernandez, A. (2010). Development of a Wearable Vital Signs Monitor for Healthcare. *Annual International IEEE EMBS Conference*. Buenos Aires: IEEE.
13. Graham, P. (2012). Scientific Realism: What 'Neuromarketing' can and can't Tell us about Consumers. *International Journal of Market Research*, 54(2), 287-290, doi: 10.2501/IJMR-54-2-287-290.

14. Hammou, K.A., Galib, M.H., Melloul, J. (2013). The Contributions of Neuromarketing in Marketing Research. *Journal of Management Research*, 5(4), 20-33, doi: 10.5296/jmr.v5i4.4023.
15. Hubert, M. (2013). Does Neuroeconomics Give New Impetus to Economic and Consumer Research? *Journal of Economic Psychology*, 31(5), 812-817, doi: 10.1016/j.joep.2010.03.009.
16. Javor, A., Koller, M., Lee, N., Chamberlain, L., Ransmayr, G. (2013). Neuromarketing and Consumer Neuroscience: Contributions to Neurology. *BMC Neurology*, 13(13), 1-13, doi: 10.1186/1471-2377-13-13.
17. Lee, N., Senior, C., Butler, M. (2011). Leadership Research and Cognitive Neuroscience: The State of This Union. *The Leadership Quarterly,* 23(2), 213-218, doi: 10.1016/j.lequa.2011.08.001.
18. Lee, N., Senior. C., Butler, M. (2012). The Domain of Organizational Cognitive Neuroscience: Theoretical and Empirical Challenges. *Journal of Management,* 38(4), 921-931, doi: 10.1177/0149206312439471.
19. Levy, N. (2007). *Neuroethics: Challanges for the 21st Century*. Cambridge University Press.
20. Lindstrom, M. (2012). Fast Company: We Know What You Want and When You'll Buy It. Available at: https://www.martinlindstrom.com/fast-company-we-know-what-you-want-and-when-you-will-buy-it/ [Accessed 10 April 2020].
21. Man, P.S. (2010). *Uvod u statistiku.* Beograd: Ekonomski fakultet Univerziteta u Beogradu.
22. McDowell, W.S., Dick, S.J. (2013). The Marketing of Neuromarketing: Brand Differentiation Strategies Employed by Prominent Neuromarketing Firms to Attract Media Clients. *Journal of Media Business Studies*, 10(1), 25-40, doi: 0.1080/16522354.2013.11073558.
23. Morin, C. (2011). Neuromarketing: The New Science of Consumer Behavior. *Society*, 48(2), 131-135.
24. Murphy, R.E., Illes, J., Reiner, B.P. (2008). Neuroethics of Neuromarketing. *Journal of Consumer Behaviour*, 7(4-5), 293-302, doi: 10.1002/cb.252.
25. NMSBA, 2013. Code of Ethics 2013. *Neuromarketing, Science and Business Association* [online]. Available at: http://www.neuromarketing-association.com/ethics [Accessed 10 April 2020].
26. Pop, A.N., Dabija, D., Iorga, A.M. (2014). Ethical Responsibility of Neuromarketing Companies in Harnessing the Market Research – A Global Exploratory Approach. *Amfiteatru Economic*, 16(35), pp. 26-40.
27. Reimann, M., Schilke, O., Weber, B., Neuhaus, C., Zaichkowsky, J. (2011). Functional Magnetic Resonance Imaging in Consumer Research: A Review and Application. *Psychology and Marketing*, 28(6), 608-637, doi: 10.1002/mar.20403.
28. Riedl, R., Hubert, M., Kenning, P. (2010). Are There Neural Gender Differences in Online Trust? An Empathizing-Systemizing-Theory-Based fMRI Study on the Perceived Trustworthiness of eBay Offers. *MIS Quarterly*, 34(2), 397-428.
29. Senior, C., Smyth, H., Cooke, R., Shaw, R.L., Peel, E. (2007). Mapping the Mind for the Modern Market Researcher. *Qualitative Market Research: An International Journal*, 10(2), 153-167, doi: 10.1108/13522750710740826.
30. Slijepčević, M. (2016). *Modni marketing*. Beograd: HERAEdu.
31. Slijepčević, M., Popović-Šević, N., Radojević, I. (2017). Neuromarketing research - a new mirror on consumer behavior. In *The Second Conference on Innovation, Competitiveness and Sustainable Development* (pp. 15-22). Belgrade: Belgrade Metropolitan University.
32. Slijepčević, M., Popović-Šević, N., Radojević, I. (2018). Neuromarketing as a Business strategy. In: R. Ovin, P. Ašanin Gole, A. Maček (Eds.), *Challenges of applied business and social studies: 2018 Monograph of the DOBA Business School* (pp. 241-255). Maribor: DOBA Business School, doi: 10.32015/DOBA-MON/2018/IZZIVI.

33. Slijepčević, M., Popović-Šević, N., Radojević, I. (2019). Limiting Aspects of Neuromarketing Research. *Mednarodno inovativno poslovanje = Journal of Innovative Business and Management,* 1(11), 72-83, doi: 10.32015/JIMB/2019-11-1-8.
34. Šević, A., Popović-Šević, N., Bajalski, B. (2017). Connection Between Theory and Practice of Corporate Social Responsibility. *Limes Plus, Journal of Social Sciences and Humanities*, 3(17), 9-30.
35. Szentesi, S.G. (2017). Book Review: Ethics and Neuromarketing, Implications for Market Research and Business Practice. *Amfiteatru Economic*, 19(46), 918-928.
36. Tallis, R. (2011). Aping Mankind: Neuromania, Darwinitis and the Misrepresentation of Humanity. London, Acumen.
37. Thomas, A., Pop, N.A., Iorga, A.M., Ducu, C. (2017). Ethics and Neuromarketing - Implications for Market Research and Business Practice. Cham: Springer.
38. Tichindelean, M., Cetina, I., Tichindelean, M. (2018). Neuromarketing Services: An Analysis of International Specialists' Experience. *Proceedings of the 12th International management conference Management Perspectives in the Digital Era* (pp. 807-816). Bucharest: Faculty of Management, Academy of Economic Studies.
39. Ulman, Y.I., Cakar, T., Yildix, G. (2015). Ethical Issue in Neuromarketing: 'I Consume, therefore I'm'. *Sceince and Engineering Ethics,* 21(5), 1271-1284, doi: 10.1007/s11948-014-9581-5.
40. Vlasceanu, S. (2014). Neuromarketing and Neuroethics. *Procedia – Social and Behavioral Sciences*, 127, 763-768, doi: 10.1016/j.sbspro.2014.03.351.
41. Wilson, R.M., Gaines, J., Hill, R.P. (2008). Neuromarketing Need Consumer Free Will. *Journal of Consumer Affairs,* 42(3), 389-410.
42. Zurawicki, L. (2010). Neuromarketing – Exploring the Brain of the Consumer. Berlin: Springer Verlag.

8 Probiotic Milk Products as Functional Foods: Attitudes and Consumer Behaviour

Tina Vukasović* | Aleksandra Zajc** | John L. Stanton***

Abstract: The food processing industry is faced with complex challenges that are, among other things, associated with changes in the global environment. Probiotic dairy products represent an important part of the functional foodstuffs which demonstrate growth and opportunity in expansion in the market. Consumers' opinions with regard to such foodstuffs are an important source of information in the research of consumer behaviour, and it is by marketing approaches that the providers of such products wish to influence the viewpoints held by consumers about a particular product or service. Hence, the objective of this research is to better understand consumers' attitudes, expectations and behaviour toward probiotic milk yoghurts among consumers in selected European country (Slovenia). The method used for data collection was a structured online questionnaire. The survey revealed an important functional correlation between consumers and probiotic dairy products in terms of their beneficial effects on digestion and overall health. In addition to the good taste that consumers have recognized in probiotic dairy products, the quality and naturalness of the product, which is expressed in the attributes "natural aroma" and "free of colourants", are also important. The aforementioned label messages (attributes) have proved to be crucial for the future communication strategy of probiotic dairy products.

Keywords: consumer attitudes; yoghurts; probiotic; attributes; Europe; Slovenia.

JEL: M31

Probiotični mlečni izdelki kot funkcionalna hrana: stališča in vedenje potrošnikov

Povzetek: Prehrambena industrija se spopada s kompleksnimi izzivi, ki so med drugim, povezani s spremembami v svetovnem okolju. Probiotični mlečni izdelki predstavljajo pomemben del funkcionalnih živil, ki kažejo rast in priložnost za širitev na trgu. Mnenja potrošnikov glede teh živil so pomemben vir informacij pri raziskovanju vedenja potrošnikov. Ponudniki izdelkov želijo s trženjskimi pristopi vplivati na stališča potrošnikov glede določenih izdelkov ali storitev. Cilj te raziskave je v izbrani evropski državi (Slovenija) boljše razumeti stališča, pričakovanja in vedenja potrošnikov do probiotičnih mlečnih jogurtov. Uporabljena metoda za zbiranje podatkov je bil strukturiran spletni vprašalnik. Raziskava je pokazala pomembno funkcionalno povezavo potrošnikov s probiotičnimi mlečnimi izdelki, in sicer v smislu njihovega ugodnega vpliva na prebavo in vpliva na splošno zdravje. Poleg dobrega okusa, ki so

* Assoc. Prof. Dr., DOBA Business School Maribor, Prešernova ulica 1, 2000 Maribor, and International School for Social and Business Studies Celje, Slovenia; tina.vukasovic@net.doba.si.

** Mlekarna Celeia, Arja vas, Slovenia; aleksandra.zajc@gmail.com.

*** Prof. Dr., Department of Food Marketing, St. Joseph's University, Philadelphia, USA; jstanton@sju.edu.

ga potrošniki prepoznali pri probiotičnih mlečnih izdelkih, sta jim pomembna tudi kakovost in naravnost izdelka, ki se izraža v atributih "naravna aroma" in "brez barvil". Zgoraj navedena sporočila (atributa) sta se izkazala kot ključna v komunikacijski strategiji probiotičnih mlečnih izdelkov v prihodnosti.

Ključne besede: stališča potrošnikov; jogurti; probiotik; atributi; Evropa; Slovenija.

1 Introduction

In today's fast paced lifestyle, healthy eating is extremely important. Food is basically related to the component necessary for many life sustaining functions such as production of energy, supply of nutrients, support of various metabolic activities besides growth and maintenance of the body (Kaur and Das, 2011). People are becoming more and more aware of this, which is why we are increasingly choosing wholesome and nutritional foodstuffs. In the modern era there is demand for such foods which not only provides nutrients but also prevents diseases and gives other health benefits to the consumers. These types of health promoting foods are commonly referred as functional foods. Milk and dairy products also belong to the category of such foodstuffs.

In the early of twenty-first century, consumers are increasingly concerned about their health and pay more attention to their lifestyle together with the healthiness of their diet. A continuous increase in life expectancy with greater attention to the quality of food started (Vicentini, et al., 2016). The field of health in nutrition has been identified as an area with many potentials for improving the health of consumers (Vukasović and Stanton, 2017). It is also an area that has so far been relatively poorly researched. An increased demand for 'healthy' food stimulates innovation and new product development (Vukasović, 2015).

'Functional food' is a term that has evolved in the context of thinking about food, nutrients and health. It is necessary to know the background of how the science of nutrients has changed. Nutrients were originally a preventative for health in the event of nutritional deficiency, while today they affect the overall well-being and health, and reduce the risk of disease. Challenges that occurred at the turn of the 21st century mainly had to do with the use of new scientific findings concerning nutrients, improvement of scientific knowledge about the relation between diet and disease, exponential growth of health care costs, increase in life expectancy, consumer awareness of the relation between nutrients and health, and advances in food technology (Roberfroid, 2011).

The term 'functional food' is not easily explained, as it is a concept / idea that is constantly being upgraded with new discoveries. In the early 1980s, the Government of Japan earmarked funds for systematic research programmes on the effects that nutrients and foods have on health. The result of the study was known in 1991 as the introduction of a new category of foods (FOSHU – foods for specified health use) for specific health-beneficial uses.

The term "Functional Food" was first introduced in Japan in the early 1990s as an alternative to conventional foods to prevent disease and reduce health-care costs

(Shimizu, 2003). The term functional food refers to processed foods containing ingredients that aid specific body functions in addition to being nutritious (Arai, 2002; Siro, et al., 2008; Kaur and Das, 2011).

According to Functional Food Center, functional food may be defined as natural or processed foods that contains known or unknown biologically active compounds; the foods, in defined, effective and non-toxic amounts, provide a clinically proven and documented health benefit for the prevention, management or treatment of chronic disease (Martirosyan and Singh, 2015). Global demand for functional foods is expanding dramatically because of technological innovations, development of new products (Granato, et al., 2010) coupled with increasing consumer's consciousness about health (Szakaly, et al., 2012) and demand for healthy foods (Bigliardi and Galati, 2013; Sarkar, 2019).

World Health Organization defines probiotics as "live microorganisms which when administered in adequate amounts confer a health benefit on the host" (FAO, 2002).

Roberfroid (2011) summarises simple definitions offered by a number of different authors, stating that functional foods are foods that provide health benefits to a greater extent than the basic diet; they are foods or food products marketed with messages stating that they have positive health effects; they are everyday food that is transformed into a potential life-saver with the addition of a magical ingredient. He also addresses more complex definitions, classifying functional foods among food and drink that is produced from natural ingredients, consumed as part of the daily diet and having specific physiological effects after consumption; among foods derived from natural ingredients that have to be consumed as part of a daily diet.

It has been shown that functional foods consumption depends not only on the factors mentioned above, but also on other factors such as product characteristics. Among sensory characteristics, taste plays a major role in driving the consumers to choose a functional food (Ares, et al., 2008; Leathwood, et al., 2007; Verbeke, 2006; Vukasović and Stanton, 2017) because many consumers may be hesitant to compromise on taste for health benefits (Verbeke, 2006, Vukasović and Stanton, 2017). Non-sensory product characteristics such as brand and price (Ares, et al., 2008; Krystallis, et al., 2008; Vukasović and Stanton, 2017), packaging and convenience of consumption (Urala and Lahteenmaki, 2003) and health claims related to functional foods (Christidis, et al., 2011; Coleman, et al., 2014; Siegrist, et al., 2008) have an important role in informing consumers about the product's properties, attracting and influencing consumer purchasing decisions (Bazhan, et al., 2018).

1.1 Factors affecting consumer's interest in functional food

Research indicated existence of a significant relationship between lifestyle and health behavior towards consumer's preference for functional food products (Szakaly, et al., 2012). Reviewed literature also indicated that generalized predictions regarding consumer choices regarding different functional foods could not be made, as it is differs considerably with gender, age, level of education, personal health status and consumer understanding of the health claims of functional foods (Ozen, et al., 2012). Worldwide demand for functional food is steadily increasing, but few factors such as demographic and socio-economic characteristics (Carrillo, et al., 2013), awareness and perception related to functional foods (Annunziata and Vecchio, 2013) have been identified as possible constraints for the consumer's acceptance and subsequently development of the functional food market (Sarkar, 2019).

Based on their research results, Urala and Lähteenmäki, 2003, list the following key attributes of the respondents for the selection of functional foodstuffs: knowledge of the product, price, positive health impacts (improvement of digestion) and product's weight. The results of the consumption of such foodstuffs, as defined by the respondents in the survey, included good flavour, good sensory quality, positive effects on health, convenience, healthy and long life, and individuality.

According to Vukasović and Stanton (2017) Slovenian young consumers express a positive attitude towards functional foods. Three factors that explain young consumers' attitudes towards functional food are health awareness and confidence, lack of trust for functional food and its price and quality.

Diverse factors affecting consumer's interest in functional food are depicted below (Sarkar, 2019):

- rising health care costs resulting in growing trend to self-medicate to keep costs
- lower (Schieber, 2012)
- increasing age of the population, the obesity epidemic, and the high levels of lifestyle
- diseases (Thompson and Moughan, 2008); and
- scientific evidence ensuring that diet can reduce diseases risk (Saini, 2017).

1.2 Health benefits of functional foods

Marco et al. (2017) reported that enhanced nutritional and functional properties of fermented foods may be because of transformation of substrates and formation of bioactive or bioavailable end-products. Sarkar, et al. (2016) and Sarkar (2019) declared the most promising targets of functional foods as:

- intestinal function including those control transit time, bowel habits, mucosal
- motility and modulate epithelial cell proliferation
- gastrointestinal (GI) function that are associated with a balanced colonic microflora
- control of nutrient bioavailability, modify GI immune activity or that are mediated
- by the endocrine activity of the GI system; and
- systemic function such as lipid homeostasis that are indirectly influenced by
- nutrient dosage or fermentation.

Further, Sarkar, et al. (2016) and Sarkar (2019) also highlighted extension of following health benefits to human beings due to consumption of functional foods:

- reduced risk of cardiovascular disease
- reduced risk of cancer
- improved health in general
- improved memory

- improved weight loss/management
- reduced risk of other diseases
- reduced osteoporosis
- improved mental health
- quicker reaction time, and
- improved fetal health.

Health benefits extended by probiotic include preventing allergies (Singh, et al., 2013), relieving constipation (Agrawal, et al., 2009), reducing drug-associated diarrhea (de Vrese, et al., 2011), reducing the duration of acute respiratory infections (King, et al., 2014), reducing anxiety (Messaoudi, et al., 2011), improving immune parameters in HIV patients (Hemsworth, et al., 2012), prevention and control of cancer, reduction of cholesterol, regulation of blood fat, facilitation, enhancement of mineral absorption and body immune (Mishra and Mishra, 2012), management of gastric ulcers (Khoder, et al., 2016), reducing skin and urogenital diseases (Iannitti and Palmieri, 2010) and extend antimutagenic, anticarcinogenic, antiosteoporosis and immunomodulatory effects on the host (Chiang and Pan, 2012; Sarkar, 2019).

Probiotic dairy products represent an important part of the functional foodstuffs which demonstrate growth and opportunity in expansion in the market.

1.3 Probiotic dairy products as functional foods

One of the most important types of functional foods are functional dairy products, including low fat/skim dairy products (Ozen, et al., 2012), probiotic dairy products (Granato, et al., 2010), dairy products fortified with vitamins/minerals/or omega-3 fatty acids and low lactose/lactose-free milk (ADA, 2009). Probiotic products such as yoghurt and other fermented dairy products are considered as the first and the most important functional food products by some authors (Azizpour, et al., 2009). There are some strong evidences indicating that these products have health benefits such as improving the immune system, lowering cholesterol, treating alcoholic liver disease, improving lactose intolerance, preventing and controlling cancer especially colon cancer, lowering urinary tract infection, gastric ulcer, diarrhea and gastrointestinal diseases (Kirpich, et al., 2008; Rampengan, et al., 2010; Zhao, et al., 2007; Bazhan, et al., 2018).

2 Methodology and research sample

We have used a quantitative research method to measure consumer attitudes toward probiotic dairy products. The research was conducted through an online survey. It took place over a period of 30 July to 30 August 2019. The survey sample was random. The questionnaires have been distributed via electronic mail (personal contacts) and social media (Facebook – a public profile, Instagram, etc.), as well as online blogs and discussions. The questionnaire was viewed by 120 people, and 114 people proceeded to answer. 105 (92%) of these were eligible for further processing as they were people consuming dairy products. Of the latter, 13 were only partially completed and were thus excluded from the survey. The total sample of the analysed surveys, hence, consisted of 92 respondents.

Three-quarters of respondents included in the survey represented the female population. The male population was 25%. Looking at the latest data from the Statistical Office of the Republic of Slovenia – SURS (1 January, 2019), this was not in accordance with the Slovenian population average, since, on 1 January, 2019, the website (Statistični urad Republike Slovenije, 2019) lists data by which the female population represents 51.2%. According to the Slovenian average, the survey included an above-average number of women and a below-average number of men. It is anticipated that this deviation will not be problematic, since the aim of the research is to determine the attitudes of consumers who are users of probiotic yoghurts. Assuming that the female population are the buying decision-makers more than once, the larger number of female respondents does not represent a limitation in the survey.

When examining the age structure of respondents, we covered 11% of those belonging to older population (aged 55 and more). In comparison with the data applicable to the residents of the Republic of Slovenia, and according to the latest data from the Statistical Office of the Republic of Slovenia, this age group accounts for 34% of the population (Statistični urad Republike Slovenije, 2019). Therefore, in the upper age group, we are below the Slovenian average. The target group of the survey are the people from 25 to 54 years of age. 81% of them were included in the survey. In comparison with the statistical data for the Republic of Slovenia, these were covered twice as many (the average representation of people aged between 25 and 54 years in Slovenia is 41.5%). However, the number of young people (up to 24 years) was 8%. Here, in terms of the number of respondents within this group, we are much closer to the Slovenian average of 6.7%. The deviation in the age structure is also not a limitation, since we want to place the biggest emphasis on the people who make the purchasing decisions and the majority of these people are in the largest age group.

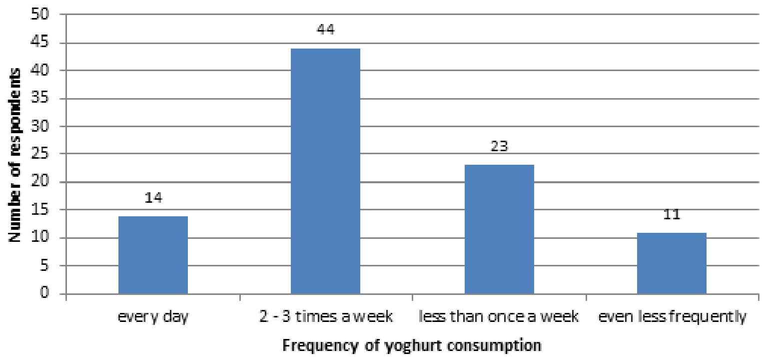
According to the educational structure, the survey included 75% of people with college education or higher. The rest of the respondents, 25%, have a high school diploma. The attained formal education of our respondents is relatively high, so we expect greater awareness of the legislative changes and understanding of the term 'probiotic yoghurt.'

3 Results and discussion

The survey revealed an important functional correlation between consumers and probiotic dairy products in terms of their beneficial effects on digestion and overall health.

The study comprised questions sorted into blocks, so that we could exclude inappropriate respondents – people who do not consume probiotic yoghurts. The first question we asked the respondents in the survey was whether they consumed fermented dairy products – yoghurts. Of the 114 responses, 9 (8%) respondents answered in the negative. These 8% were, therefore, done with completing the survey because they were not relevant to the subject of our research. We also excluded 13 respondents from the data analysis because they did not answer all the questions in the survey questionnaire.

In the following, we were interested in consumers' habits with regard to the frequency of yoghurt consumption.



Graph 1: How often do you eat yoghurts?
(author's own source, 2019)

Of the respondents who consume yoghurts, only 12% do so rarely (Graph 1). The main group of respondents, who eat yoghurts at least 2 to 3 times a week, covers 63% of all respondents in the survey. Thus, we have the majority of people who are good yoghurt eaters, consuming it frequently.

In the next question, we sought respondents who would be key in exploring the current attitudes regarding probiotic yoghurts.

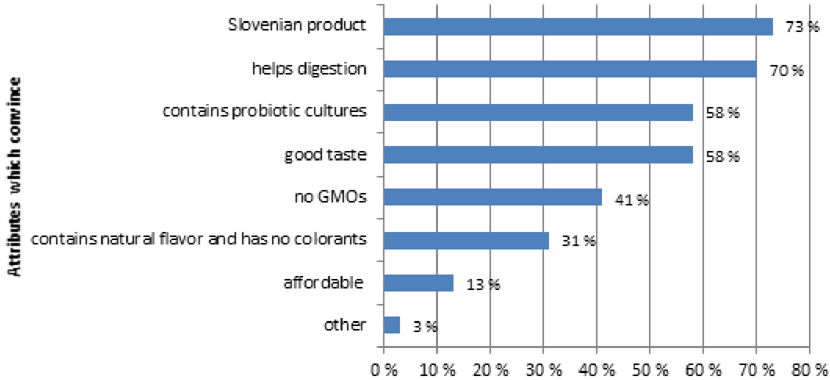
Respondents consume probiotic yoghurts in a high proportion (63%) – probiotic as well as ordinary (non-probiotic) yoghurts. 26% of respondents prefer probiotic yoghurts, while 37% prefer ordinary (non-probiotic) yoghurts.

Next, we were interested in why some respondents preferred probiotic yoghurts. 96% responded "because they contain probiotic cultures that are beneficial to our health", while 4% stated that "they generally taste better to me than non-probiotic yoghurts".

In the next question, we were interested in whether the respondents knew the term 'probiotic' in relation to yoghurts. 95% of respondents were familiar with the term. 5% replied that they do not connect probiotics with yoghurts. Since all respondents consume yoghurt, and because ordinary and probiotic yoghurts appear in stores on the same cooling racks, 5% is a relatively large proportion of those who do not associate the term with 'probiotics.' To them, the term 'probiotic' on yoghurt labels has a positive connotation.

We went on to ask what is the first word that comes to mind when they hear the phrase 'probiotic yoghurt'. 39% of respondents associate the term 'probiotic yoghurt' with digestion (improves digestion, healthy digestion, promotes metabolism, regulated digestion, positive effect on gut action, healthy bowel). In the second place (35%) is the word 'health', while 11% of respondents mentioned a connection with good bacteria (positive bacteria, beneficial bacteria, microorganisms, healthy bacteria, microbiome, probiotic bacteria).

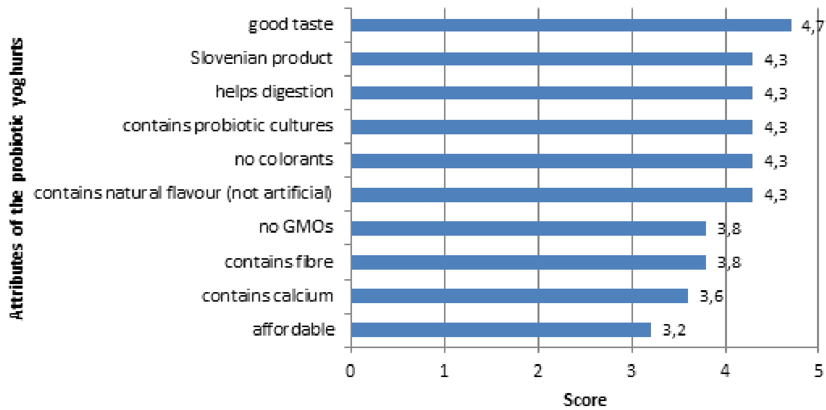
In order to get a better idea of consumer attitudes toward probiotic dairy products, we were predominantly interested in knowing which attributes persuaded consumers to choose probiotic yoghurts at the point of sale.



Graph 2: What convinces you to choose a probiotic yoghurt at the point of sale?
(author's own source, 2019)

The results show (Graph 2) that the most important factor for the selection is the label stating 'Slovenian product' (73%). Second most important is the information that the product 'helps digestion' (70%). Respondents were equally inclined to the importance of 'good taste' and 'content of probiotic cultures' (58%). Other attributes, such as: 'no GMOs', 'contains natural flavour' and 'no colorants, were important to a smaller extent. It is also surprising to hear that price is a less important factor.

Furthermore, based on the Likert scale, we examined the importance of certain traits of probiotic yoghurts to respondents. On a scale of 1 – least important to 5 – extremely important, they defined their affinity for the given characteristics.



Graph 3: How important is a characteristic of a probiotic yoghurt stated on label?
(author's own source, 2019)

Graph 3 shows that respondents with a mean score of 4.7 indicated that taste plays a key role among the attributes of a probiotic yoghurt. This result well supports the claim that a relatively high number of people like the taste of a probiotic yoghurt. With an average score of 4.3, respondents rated the following attributes to be relevant: 'Slovenian product', 'helps digestion', 'contains probiotic cultures', 'contains no colorants' and 'contains natural flavour (not artificial)'. The attributes 'no GMOs' and 'contains fibres' were placed between the medium-important and quite important (average score of 3.8). The attribute 'contains calcium' followed with an average score of 3.6. Finally, the least significant is the price of the product, as respondents rated it at 3.2, which shows that a probiotic yoghurt is an affordable product.

Given the current developments regarding the messages that producers are allowed to put on their products' labels, we were interested in the following question: to what extent are respondents familiar with the EU legislation that stipulates the aforementioned? The results show that a fifth (21%) of respondents are familiar with the law on labelling of functional foods with such messages, while 79% are not acquainted with this legislation.

In the next question, we were interested in how much consumers trusted what they read on food labels, so we asked for their opinion. The results suggest that consumers are very much in doubt, given that 42% of all respondents do not believe the messages on product labels to be true. A follow-up question was to find out why this is so. Those respondents who answered that they believed that producers are honest in their messages on product labels, based their decision on the following beliefs: fines at the detection of offense, strict supervision carried out by the inspection bodies, they trust the manufacturer, because the competition in the market is fierce and manufacturers are struggling, because good reputation goes far and bad one even further, because laws in food industry are strict.

The respondents who said that they did not believe the messages on product labels to be true, gave that opinion for the following reasons: false marketing in order to facilitate market penetration, predominant interest of maximizing profits, inadequate legislation, because it is easy to fool a buyer and guarantee oneself a market, because buyers are not familiar with the legislation, there is no control, penalties in the case of discrepancies are too low, the problem is mainly found in connection with imported products because they are not controlled by food inspectors.

4 Conclusion

Taking care of a healthy diet is extremely important in today's fast paced life. People are becoming increasingly aware of this, so the choice of the right foods is of key importance to an individual's own contribution to health. In this context, functional foods are important, which, as the word implies, give a functionality to the consumer. Functional foods offer consumers a new kind of positive health message. Probiotics play an important role among functional foods. Awareness about the diet and the related health is gaining increasing popularity among consumers. The benefits of probiotic microorganisms in the foods that contain them are also becoming increasingly important to consumers. These microorganisms have been gaining even more recognition by the increasing number of lifestyle-related diseases (Roy and Kumar, 2018).

The results of the survey provided us with key information pointing to the fact that consumers have a positive view of probiotic yoghurts. They also trust the products and largely build their loyalty to the company (the producer) and to the products themselves. We can talk about a strong emotional component. The consumers consume the products mainly because of their good taste, which was confirmed by the hypothesis. In addition to the taste, the content of probiotic cultures means a lot to them. The importance attached to the probiotic yoghurt and its associated positive effects is mainly expressed in improving digestion and health in general.

During the study, as we discovered the different degrees of importance attributed by consumers to individual properties of such yoghurts, we concluded that taste came first and was extremely important to consumers; the taste in the case of probiotic yoghurts received a high score, namely good (4.7 of 5 points). In addition to the taste, the respondents equally chose the following attributes: 'Slovenian product' (from the Slovenian milk), 'helps digestion', 'contains probiotic cultures', 'colourants-free', and 'contains natural aroma' (not artificial). Some of the less important attributes were 'GMO-free', 'contains fibres' and 'contains calcium'. Functional foods are usually more expensive compared to their usual alternatives (non-probiotic yoghurts). It is encouraging that the price of probiotic yoghurts does not play a key role to consumers; instead, first and foremost is the good taste and the related functionality of the product, which is related to digestion and to good health effects in general. Scientists say there are consumer groups willing to pay a lot for functional foods and that the price has, but little impact on the purchase.

Trusting a product signifies a high degree of confidence in attitudes. According to Vukasović (2020), attitudes with a high degree of confidence are more related to behaviour. In the case of probiotic yoghurts, this is useful information as we expect consumer attitudes towards probiotic products to demonstrate a higher level of trust and, as a result, to be more resistant to change.

Paper presents consumers' attitudes, expectations and behaviour toward probiotic milk yoghurts among consumers in selected European country (Slovenia). These results are particularly useful for product marketing and future product development in the probiotic dairy sector, as they provide an indication as how it can better reach and satisfy existing consumers. Our study shows significant opportunities, challenges and potentials in the development of the probiotic dairy sector in selected European country.

References

1. ADA—American Dietetic Association. (2009). Position of the American Dietetic Association: Functional Foods. *Journal of the American Dietetic Association,* 109(4), pp. 735– 746.
2. Agrawal, A., Houghton, L.A., Morris, J., Reilly, B., Guyonnet, D., Goupil Feuillerat, N., Schlumberger, A., Jakob, S. and Whorwell, P.J. (2009). Clinical Trial: The Effects of a Fermented Milk Product Containing Bifidobacterium Lactis DN-173 010 on Abdominal

Distension and Gastrointestinal Transit in Irritable Bowel Syndrome with Constipation. *Alimentary Pharmacology & Therapeutics*, 29(1), pp. 104-114.
3. Annunziata, A. and Vecchio, R. (2013). Consumer Perception of Functional Foods: A Conjoint Analysis with Probiotics. *Food Quality and Preference*, 28(1), pp. 348-355.
4. Arai, S. (2002). Global View on Functional Foods: Asian Perspectives. *British Journal of Nutrition,* 88(2), pp. 139-143.
5. Ares, G., Giménez, A. and Gámbaro, A. (2008). Influence of Nutritional Knowledge on Perceived Healthiness and Willingness to Try Functional Foods. *Appetite,* 51(3), pp. 663-668.
6. Azizpour, K., Bahrambeygi, S., Mahmoodpour, S. and Azizpour, A. (2009). History and Basic of Probiotics. *Research Journal of Biological Sciences,* 4(4), pp. 409-426.
7. Bazhan, M., Kalantari, N., Keshavarz-Mohammadi, N., Hosseini, H., Eini-Zinab H. and Alavi-Majd, H. (2018). Applying Social Marketing Mix to Identify Consumers' Preferences towards Functional Dairy Products in Iran. *Nutrition & Food Science,* 48(1), pp. 45-60.
8. Bigliardi, B. and Galati, F. (2013). Innovation Trends in the Food Industry: The Case of Functional Foods. *Trends in Food Science and Technology,* 31(2), pp. 118-129.
9. Carrillo, E., Fiszman, S., Prado-Gasco, V. and Varela, P. (2013). Why Buying Functional Foods? Understanding Spending Behaviour through Structural Equation Modelling. *Food Research International*, 50(1), pp. 361-368.
10. Chiang, S.S. and Pan, T.M. (2012). Beneficial Effects of Lactobacillus Paracasei Subsp. Paracasei NTU 101 and its Fermented Products. *Applied Microbiology and Biotechnology*, 93(3), pp. 903-916.
11. Christidis, N., Tsoulfa, G., Varagunam, M. and Babatzimopoulou, M. (2011). A Cross Ssectional Study of Consumer Awareness of Functional Foods in Thessaloniki, Greece. *Nutrition & Food Science,* 41(3), pp. 165-174.
12. Coleman, K., Miah, E., Morris, G. and Morris, C. (2014). Impact of Health Claims in Prebiotic-Enriched Breads on Purchase Intent, Emotional Response and Product Liking. *International Journal of Food Sciences and Nutrition,* 65(2), pp. 164-171.
13. de Vrese, M., Kristen, H., Rautenberg, P., Laue, C. and Schrezenmeir, J. (2011). Probiotic Lactobacilli and Bifidobacteria in a Fermented Milk Product with Added Fruit Preparation Reduce Antibiotic Associated Diarrhea and Helicobacter Pylori Activity. *Journal of Dairy Research*, 78(4), pp. 396-403.
14. FAO (2002). Food and Agriculture Organization of the United Nations and World Health Organization. Guidelines for the Evaluation of Probiotics in Food. Rome: Food and Agriculture Organization [online]. Available at: ftp://ftp.fao.org/es/esn/food/wgreport2.pdf [Accessed: 9.2.2020].
15. Granato, D., Branco, G., Cruz, A., Faria, J. and Shah, N. (2010). Probiotic Dairy Products as Functional Foods. *Comprehensive Reviews in Food Science and Food Safety,* 9(5), pp. 455-470.
16. Hemsworth, J.C., Hekmat, S. and Reid, G. (2012). Micronutrient Supplemented Probiotic Yogurt for HIV Infected Adults Taking HAART in London, Canada. *Gut Microbes*, 3(5), pp. 414-419.
17. Iannitti, T. and Palmieri, B. (2010). Therapeutical Use of Probiotic Formulations in Clinical Practice. *Clinical Nutrition*, 29(6), pp. 701-725.
18. Kaur, S. and Das, M. (2011). Functional Foods: An Overview. *Food Science and Biotechnology,* 20(4), pp. 861-875.
19. Khoder, G., Al-Menhali, A.A., Al-Yassir, F. and Karam, S.M. (2016). Potential Role of Probiotics in the Management of Gastric Ulcer (Review). *Experimental and Therapeutic Medicine*, 12(1), pp. 3-17.
20. King, S., Glanville, J., Sanders, M.E., Fitzgerald, A. and Varley, D. (2014). Effectiveness of Probiotics on the Duration of Illness in Healthy Children and Adults who Develop Common Acute Respiratory Infectious Conditions: A Systematic Review and Meta Analysis. *British Journal of Nutrition*, 112(1), pp. 41-54.

21. Kirpich, I., Solovieva, N., Leikhter, S., Shidakova, N., Lebedeva, O., Sidorov, P. and Cave, M. (2008). Probiotics Restore Bowel Flora and Improve Liver Enzymes in Human Alcohol-Induced Liver Injury: A Pilot Study. *Alcohol,* 42(8), pp. 675-682.
22. Krystallis, A., Maglaras, G. and Mamalis, S. (2008). Motivations and Cognitive Structures of Consumers in their Purchasing of Functional Foods. *Food Quality and Preference,* 19(6), pp. 525-538.
23. Leathwood, P.D., Richardson, D.P., Strater, P., Todd, P.M., and van Trijp, H.C. (2007). Consumer Understanding of Nutrition and Health Claims: Sources of Evidence. *British Journal of Nutrition,* 98(3), pp. 474-484.
24. Marco, M.L., Heeney, D., Binda, S., Cifelli, C.J., Cotter, P.D., Foligne, B., Ganzle, M., Kort, R., Pasin, G., Pihlanto, A., Smid, E.J. and Hutkins, R. (2017). Health Benefits of Fermented Foods: Microbiota and Beyond. *Current Opinion in Biotechnology*, 44, pp. 94-102.
25. Martirosyan, D.M. and Singh, J. (2015). A New Definition of Functional Food by FFC. *Functional Foods in Health and Disease,* 5(6), pp. 209-223.
26. Messaoudi, M., Lalonde, R., Violle, N., Javelot, H., Desor, D., Nejdi, A., Bisson, J.F., Rougeot, C., Pichelin, M., Cazaubiel, M. and Cazaubiel, J.M. (2011). Assessment of Psychotropic-like Properties of a Probiotic Formulation (Lactobacillus helveticus R0052 and Bifidobacterium longum R0175) in Rats and Human Subjects. *British Journal of Nutrition*, 105(5), pp. 755-764.
27. Mishra, S. and Mishra, H. (2012). Effect of Synbiotic of Fructooligosaccharide and Probiotics on the Acidification Profile, Textural and Rheological Characteristics of Fermented Soy Milk. *Food Bioprocess Technology*, 5, pp. 2941-2950.
28. Ozen, A.E., Pons, A. and Tur, J.A. (2012). Worldwide Consumption of Functional Foods: A Systematic Review. *Nutrition Reviews*, 70(8), pp. 472-481.
29. Rampengan, N., Manoppo, J. and Warouw, S. (2010). Comparison of Efficacies Between Live and Killed Probiotics in Children with Lactose Malabsorption. *Southeast Asian Journal of Tropical Medicine and Public Health,* 41(2), pp. 474-481.
30. Roberfroid, M. (2011). Defining Functional Foods and Associated Claims. In M. Saarela (Ed.), *Functional Foods: Concept to Product*. Cambridge: Worldhead Publishing Limited, pp. 3-22.
31. Roy P., Kumar V. (2018). Functional Food: Probiotic as Health Booster. *Journal of food, nutrition and population health*, 2(2), pp. 1-3.
32. Saini, R.D. (2017). Chemistry of Functional Foods and Their Role in Disease Control. *International Journal of Biotechnology and Biochemistry,* 13(2), pp. 191-203.
33. Sarkar, S. (2019). Potentiality of Probiotic Yoghurt as a Functional Food – A Review. *Nutrition & Food Science*, 49(2), pp. 182-202.
34. Sarkar, S., Sarkar, K., Majhi, R., Sur, A., Basu, S. and Chatterjee, K. (2016). Probiotics: A Way of Value Addition in Functional Food. *International Journal of Food Science*, *Nutrition and Dietetics,* 3(2016), pp. 290-293.
35. Schieber, A. (2012). Functional Foods and Nutraceuticals. *Food Research International,* 46(2), pp. 437.
36. Shimizu, T. (2003). Health Claims and Scientific Substantiation of Functional Foods - Japanese System Aiming the Global Standard. *Current Topics in Nutraceutical Research,* 1(2), pp. 1-12.
37. Siegrist, M., Stampfli, N. and Kastenholz, H. (2008). Consumers' Willingness to Buy Functional Foods, the Influence of Carrier, Benefit and Trust. *Appetite,* 51(3), pp. 526-529.
38. Singh, A., Hacini-Rachinel, F., Gosoniu, M.L., Bourdeau, T., Holvoet, S., Doucet-Ladeveze, R., Beaumont, M., Mercenier, A. and Nutten, S. (2013). Immune-modulatory Effect of Probiotic Bifidobacterium Lactis NCC2818 in Individuals Suffering from Seasonal Allergic Rhinitis to Grass Pollen: An Exploratory, Randomized, Placebo-controlled Clinical Trial. *European Journal of Clinical Nutrition*, 67 (2), pp. 161-167.
39. Siro, I., Kápolna, E., Kápolna, B. and Lugasi, A. (2008). Functional Dood: Product Development, Marketing and Consumer Acceptance - A Review. *Appetite,* 51(3), pp. 456-467.

40. Statistični urad Republike Slovenije. (2019). Plače. Available at: https://www.stat.si/StatWeb/Field/Index/15/74 [Accessed: 9.2.2020].
41. Szakaly, Z., Szente, V., Kover, G., Polereczki, Z. and Szigeti, O. (2012). The Influence of Lifestyle on Health Behavior and Preference for Functional Foods. *Appetite,* 58(1), pp. 406-413.
42. Thompson, A.K. and Moughan, P.J. (2008). Innovation in the Foods Industry: Functional Foods. *Innovation Management, Policy and Practice,* 10(1), pp. 61-73.
43. Urala, N. and Lahteenmaki, L. (2003). Reasons Behind Consumers' Functional Food Choices. *Nutrition & Food Science,* 33(4), pp. 148-158.
44. Verbeke, W. (2006). Functional Foods: Consumer Willingness to Compromise on Taste for Health? *Food Quality and Preference,* 17(1/2), pp. 126-131.
45. Vicentini, A., Liberatore, L. and Mastrocola, D. (2016). Functional Foods: Trends and Developments of the Global Market. *Italian Journal of Food Science,* 28(2), pp. 338-351.
46. Vukasović, T. (2015). Attitudes towards Organic Fruits and Vegetables. *Agricultural Economics Review,* 16(1), pp. 20-34.
47. Vukasović, T. (2020). *Koncepti sodobnega trženja*. Harlow: Pearson Education Limited.
48. Vukasović, T., Stanton, J.L. (2017). Going Local: Exploring Millennials Preferences for locally sourced and Produced Fresh Poultry in a Developing Economy. *World's Poultry Science Journal,* 73(4), pp. 757-766
49. Zhao, R., Sun, J. and Zhu, Y. (2007). Analysis of Functional Properties of Lactobacillus Acidophilus. *World Journal of Microbiology and Biotechnology,* 23(2), pp. 195 -200.

9 Distribution Channels and Trends in Online and Direct Sales and Marketing of Hotel Accommodation

Tina Vukasović* | Vlaho Mihač**

Abstract: Tourism has been recognized as a strategic sector for economic growth in many countries, as well as one of the most important industries in the world. The Internet, like in all other industries, has a great impact on tourism and hospitality, which is leading to various changes in the way of managing business, distribution, and guest structure. The task of every hotel sales, i.e. revenue manager, is to achieve the optimal combination / share in the sales of marketing segments, and to achieve a business plan created by their superiors. The research is focused on elaborating distribution channels, trends and innovations in online and direct sales, and the marketing of hotel accommodation in the Republic of Croatia. The Authors were also interested in the growth of online sales over the last three years (2017 – 2019) as well as the list of OTA channels used for distribution. The main findings of the research are distribution channels used in hotel online sales, the growth of online sales in the last three years (2017 –2019), and the list and the average of OTA channels used in online hotel sales in the Republic of Croatia.

Keywords: sales and marketing; distribution channels; hotel online sales; trends; growth of online sales; OTA channels; Croatia.

JEL: M31

Distribucijski kanali in trendi v spletni in neposredni prodaji ter trženju hotelskih nastanitev

Povzetek: Turizem je v mnogih državah prepoznan kot strateški sektor za gospodarsko rast in tudi kot ena najpomembnejših industrijskih panog na svetu. Internet, tako kot v vseh drugih panogah, močno vpliva na turizem in gostinstvo, kar vodi do različnih sprememb v načinu poslovanja, distribucije in strukture gostov. Naloga vsake hotelske prodaje, tj. vodij prihodkov, je doseči optimalno kombinacijo oz. delež v prodaji tržnih segmentov in uresničiti poslovni načrt, ki so ga ustvarili njihovi nadrejeni. Raziskava se osredotoča na distribucijske kanale, trende in novosti v spletni in neposredni prodaji ter na trženje hotelskih nastanitev v Republiki Hrvaški. Avtorje je zanimala tudi rast spletne prodaje v zadnjih treh letih (2017-2019), pa tudi seznam OTA kanalov, ki so bili uporabljeni za distribucijo. Glavne ugotovitve raziskave so distribucijski kanali, ki se uporabljajo pri spletni prodaji hotelov, rast spletne prodaje v zadnjih treh letih (2017-2019) ter seznam in povprečje OTA kanalov, ki se uporabljajo pri spletni prodaji hotelskih nastanitev v Republiki Hrvaški.

* Assoc. Prof. Dr., DOBA Business School Maribor, Prešernova ulica 1, 2000 Maribor, Slovenia, and International School for Social and Business Studies Celje, Slovenija; tina.vukasovic@net.doba.si.

** PHOBS Dubrovnik, Vukovarska ulica 19, 20000 Dubrovnik, Croatia; vlaho.mihac@phobs.net.

Ključne besede: prodaja in trženje; distribucijski kanali; spletna prodaja hotelskih nastanitev; trendi; rast spletne prodaje; OTA kanali; Hrvaška.

1 Introduction

Tourism represents the largest generator of well-being and employment in the world, and an engine for economic development, both in developed and the developing countries (Blažević, 2007). According to the European Commission, it is the third largest socio-economic activity in the EU (after the trade and distribution, and construction sectors), and has an overall positive impact on economic growth and employment. Traditionally, Europe plays a significant role in the overall international tourism flow, with a share of 51% (World Tourism Organization, 2019) in 2018. In the last five years, this sector has registered positive growth, a trend projected to continue over the next decade. The online travel sales worldwide increased in double-digits every year and the online booking market reached the scale of $189.62 billion USD in 2017 (eMarketer, 2017). According to the World Travel & Tourism Council (2014), the arrival of international tourists increased from 528 million in 1995 to 1087 million in 2013 and is expected to reach 1762 million in 2024 (Silva and Martins, 2016, 6). The economic value of international tourism can be measured by examining the ratio of international travel benefits with regard to GDP. In 2017, the ratio of travel receipts to GDP was highest, among the EU Member States, in Croatia (19.3%), Cyprus (14.1%) and Malta (13.7%), confirming the importance of tourism to these countries. In absolute terms, the highest international travel receipts in 2017 were recorded in Spain (EUR 60.3 billion), France (EUR 53.7 billion) and the United Kingdom (EUR 45.3 billion), followed by Italy (EUR 39.2 billion) and Germany (EUR 35.3 billion) (Eurostat, 2018).

Croatia's tourism industry is characterized by mass tourism and the 'sun and sea' as the main tourism product. Recently, a number of attempts to move away from such products have been made, resulting in the development of various selective forms of tourism such as cultural, health, sports tourism etc. Furthermore, considering the economic variables in the observed countries, it can be concluded that tourism in Croatia is a more significant backbone of economic development, due to its greater contribution to GDP and employment. On the one hand, this can be an advantage, but on the other hand, changeable tourism cannot be the main and sole driver of economic development, nor would it be desirable in Croatia. The development of tourism in Europe, and hence in Croatia, contributes to a stronger consolidation of the European Union, guaranteeing a link between regions and countries with their own systems, languages, traditions, and cultures (Krstinić Nižić et al., 2016, 79).

The hotel industry has become one of the most important service industries in Croatia, with a sharp rise in growth in recent years. Furthermore, the competition has increased within this industry in Croatia. This increased competition has forced hoteliers to create strategies to retain current clients, and to attract new clients. In line with these arguments, improving quality service through increased employee performance is the solution for this industry to remain competitive (Tsaur & Lin, 2004). The potential tourist surfs through so many websites and promotional messages before making a final decision on which hotel to book such as hotel websites, third-party websites, social media channels, search engines, mobile search (Aggarwal and Aggarwal 2010, p. 20). It depends on the hotel, and its marketing strategies and activities to determine which of those stops will move the guests to generate business in its hotel.

According to Ambrož and Gomezelj Omerzel (2017), like other industry sectors, the tourism industry has also encountered a variety of changes recently. New technologies and new tourist habits are the main reasons for the constant development. The revolution of the E-Commerce industry boosts the immense growth and potential business opportunities of the online tourism market. 95% of consumers search online before making a travel purchase. Best deals are an important motivation for customers to go online. Since the online agencies provide flexibility and accessibility, it is easy for tourists to search and buy travel products and services within a small fraction of time. Train and air tickets, car rentals or accommodation can be researched, evaluated and reserved through the online sites 24 *7 (Akhila and Manikandan, 2018, 9).

With a rise in online competition, popular models have come up with online travel agents (OTAs) offering a single marketplace for all travel-related needs. Online booking availability not only benefits customers by making travel arrangements easier, it also increases the profits of businesses such as airlines, hotels and other package tour companies. Price transparency of online channels adds more pressure to hotel room rates and thereby forces hotels to keep rate parity in all channels, keep online rates as low as possible, or provide "low price guarantees" on hotel websites (Estis Green and Lomanno, 2012). Most consumers are concerned with acquiring good value for their money instead of solely seeking the lowest possible price.

1.1 Hotel Sales

Guests usually book an accommodation in a hotel for a specific date in advance. A reservation implies a prior insurance for a future use of a hotel service (accommodation service, meals, beverage serving and other additional services) (Galičić et al., 2005, p 93).

Depending on the booking method of the reservation, sales can be divided into 4 basic marketing segments:
- Group sales
- Allotment (Agency) sales, i.e. classic Tour Operator
- Online Travel Agency (OTA) Sales
- Individual Sale.

Considering the price that the hotel sales achieve, group sales have the lowest price, followed by the allotment sales, the sales achieved by online agencies and the individual sales come last.

The representation of each marketing segment in the total sales share and the price ration between them depends on the season. In the pre-and-post-season period, which is also considered to be a period of weaker demand, the marketing segments that achieve lower prices are more represented. The price difference between all segments will be smaller in such cases as well. In the period of high season and demand, the preference will be given to marketing segments that achieve a higher price, primarily the individual segment. As opposed to group and allotment sales, which are pricewise static (prices of services and conditions are set in advance), the price of individual and OTA sales is dynamic, i.e. subject to changes even on a daily basis, which directly depend on the demand of the service on a specific date. This means that if the demand for a specific period increases, then sales can react, raise the individual and OTA price, and thus generate revenue. Companies believed that if they obtained more information about customers through segmentation and applied it properly, then segmentation would guide them in effectively selling their products and services (Yankelovich and Meer, 2006).

An individual guest is such a guest that books an accommodation directly via the Hotel – over their webpage, by a phone call, or by sending an e-mail inquiry. Walk-in-Guests are still present as well (since the internet in smaller numbers though) that make their booking directly at the reception desk when they arrive. A guest who books an accommodation via OTA can also be considered as an individual guest because he made his reservation himself, he just did not make it directly, but rather indirectly through the travel agency. The cost of the OTA reservation for hotels amounts 10-20%.

The task of each hotel sales, i.e. of each Revenue Manager is to achieve an optimal combination / share in the sales of the mentioned segments in order to achieve a business plan created by their superiors. The amount of the segments in the complete sale depends on multiple parameters such as destination, facility type, facility size, programme and the planned aim to be achieved.

A distribution channel is a set of independent organisations involved in the process of making a product or service available to the consumer or business user. (Stern & El-Ansary, 2015.)

1.2 Purpose and goals

Purpose of this research is to get more insight into the online distribution network of hotel accommodation sales in the Republic of Croatia. For that reason, we are setting following research questions:

- Which distribution channels are used in online sales?
- How much did online sales grow in the last three years (2016 – 2019)?
- How many OTA channels are used on average per company in the Republic of Croatia?
- Which were the top 10 OTA channels by productivity in 2019 in Republic of Croatia?

The author’s goals were to acquire knowledge about the used distribution channels, and to investigate how many channels on average are used by a hotel company, and which are those channels.

To answer the questions above, the authors have conducted a qualitative research and a of secondary data from PHOBS CRS (Central Reservation System).

The name PHOBS in Croatian stands for ‘*Prvi Hrvatski Online Booking Sustav*’ or translated ‘First Croatian Online Booking System’. Today, three hotel groups - the Luksic Group, the Valamar Riviera, and Maistra - manage more than half of the total hotel, resort and camp accommodations in Croatia (Istarski.hr, 2018). Besides the above mentioned hotel groups, some of the other multi-property groups in Croatia that use PHOBS CRS are Liburnia Rivijera Hotel, Arena Hospitality Group, Bluesun Hotels and Resort, Suncani Hvar Hotels, Jadran Hotels and Campsites, Aminess Hotels and Campsites, and many more. The PHOBS system is a Croatian product well known outside of Croatia. As a virtual sales office for hotels, resorts, camps, and villas, it offers revenue-generating solutions for hospitality: property management interfaces, booking engine, yield manager, channel manager, revenue management interface, business intelligence & analytics, B2B manager etc. (PHOBS, 2018).

2 Methodology and research sample

This research was based on a qualitative research method and a research of secondary data from PHOBS CRS (Central Reservation System).

2.1 Description of the instrument

In this research the authors conducted a qualitative survey in form of an online questionnaire which was sent via email on the 29th of January in 2020. The survey consisted of four questions whose goal was to find out more information about the used online distribution channels in hotel sales and the number of OTS channels which were used. The online questionnaire was sent to a list of categorized facilities available on the website of the Ministry of Tourism published on the 3rd of January in 2020.

2.2 Sample description

According to the Ministry of Tourism, at the time of the survey, there were 784 hotels in the Republic of Croatia. Hotels per category type are listed in Table 1.

Table 1: Number of hotels in the Republic of Croatia on 03-01-2020

Hotel category	Hotels in total
2*	50
3*	313
4*	329
5*	44
Heritage hotels	22
Scattered hotel	2
Dispersed hotel	20
Special standard hotels	4
Total hotel number:	784

Source: Croatian Ministry of Tourism (2020)

The research was conducted on the total population. The original database was filtered by deleting all but one property within the same company. Multiple property companies usually have centralized sales offices, and that is the reason why the authors decided not to send an e-mail to each property within the same company individually. Filtering the mentioned database reduced the number of e-mail addresses to 573, and to which anonymous surveys were sent on the 29th of January in 2020. For 15 of them, the server reported an invalid e-mail address. By the date of processing, 78 (13.97%) responses were received.

2.3 Description of conducted research and data processing

The share of online reservations, revenues as well as the list of used distribution channels in daily online sales can be labelled as secret and strategic information by each hotel company. Therefore, a hotel company may decide not to disclose such information to the public because that could result in loss of some advantage over the competition in the market. Nevertheless, most of the distribution channels used in the hotel's online sales is publicly known to all employees of the mentioned branch, and such information can be found by browsing the internet or browsing the internet pages of the technology service providers on which the hotel companies are for instance listed as reference.

Therefore, all financial and other sensitive data, in order to protect companies, will be listed as average and will not be directly associated with any company, unless such an information is already publicly available on specific webpages. The anonymity of the respondents was ensured in way that no registration was necessary for the completion of the survey.

3 Results and discussion

In the following section we have described the most important research results based on research questions.

3.1 Sales channels used in online sales

In following part answer on first research question "Which sales channels are used in online sales?" is presented. According to the qualitative research most used online sales channels are shown in the Table 2.

Table 2: Sales channels used in online sales

Sales channel	Used in hotels (%)
Official Website	97,44%
Online Travel Agencies (OTA's)	96,15%
Social Networks	70,51
Meta Search Channels	57,69
Global Distribution Systems	16,67

Source: Author's research (2020).

Beside channels mentioned in the table 2 flash and coupon sale was also mentioned as one of the used channels.

3.2 Official Website

The official webpage is the central place used by the Owner/Manager to communicate information on their products with visitors in order to achieve the desired result. An online booking system, which allows the reservation of the hotel offer in real time is implemented on the webpage. Hotels always prefer direct reservations, because of greater values they can achieve with them by bypassing the intermediaries to whom they have to pay the commission for the reservation.

3.3 Online travel agencies (OTA's)

The most famous online hotel booking agencies in Croatia today are Booking.com, Expedia, Hotelbeds and HRS, of which Booking.com is the global leader. After Booking.com, the most dominant guests are the guests of the Expedia agency, whose guests are especially represented in airline destinations. The number of online agencies is growing on a daily basis, and most of the classic (allotment) agencies have recognized the advantages of working online and started competing for market share.

3.4 Social networks

Social media refers to the means of interaction among people in which they create, share, and/or exchange information and ideas in virtual communities and networks. The *Bug* Magazine (Croatian IT magazine) states that according to the *Hootsuite*, and *We are Social Q4 Global Digital Statshot* report out of the total of 7.655 billion people, 4.176 billion, or about 55% of them, are in one way or another connected to the Internet.

There are about 3.4 billion social network users. In other words, 44% of all people in the world use one of the social networks or other sites in this category (Bug, 2018).

The most common five social networks published on webpages of the observed companies are:
- Facebook (21 out of 24 companies)
- Instagram (19 out 24 companies)
- Twitter (16 out 24 companies)
- YouTube (13 out 24 companies)
- Google My Business (10 out 24 companies).

3.5 Meta search channels

Meta search engines of hotel accommodation are websites that display prices from several different channels within their ad for a facility, thus providing the guest with the opportunity to book accommodation at the most affordable price. The most famous meta search engines are Tripadvisor, Google, Trivago, Kayak and SkyScanner.

3.6 Global distribution systems

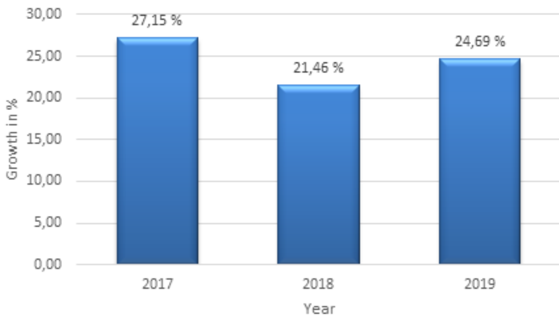
GDS system are global distribution system intended for the distribution of tourism products. These are information and communication systems that connect tourism service providers with service sellers (agencies) and with buyers of the touristic services. The most represented and developed global distribution systems are Amadeus, Galileo, Saber and Worldspan (Tourism and Travel, n.d.).

3.7 Flash and coupon sale

The coupon sale is a form of an online store where it is possible to buy coupons with certain discounts for advertised products and/or services in a limited period of time with the conditioned minimal number of sold coupons (Profitiraj.hr, 2014). The most famous ones are Megabon, 1nadan, Kuponko and Crno Jaje. An offer with a certain discount is usually given in periods with low numbers of bookings, usually in the low season in order to further motivate guests to make a reservation. The purchase of a coupon does not provide a reservation for a specific date, rather this is additionally agreed with the hotel sales office, and it depends on the available number of accommodation units in the requested moment.

3.8 Growth of online sales in the last three years

In this section, the answer to the second research question "How much did online sales grow in the last three years (2017 – 2019)" will be presented. The research has been conducted according to the database of PHOBS CRS on 241 hotels in the Republic of Croatia.

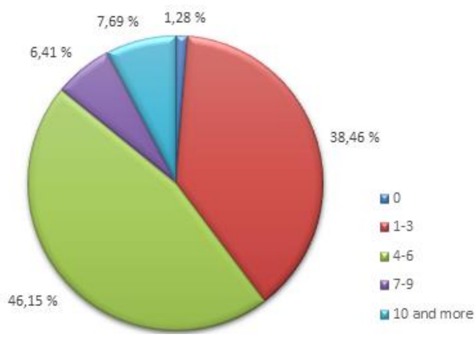


Graph 1: Growth of online sales 2017-2019
Source: Author's research (2020)

According to Graph 1, we can see that the hotel online sales has grown on average 24.43% in the last three years

3.9 Average number of OTA channels used per company in the Republic of Croatia

The answer to the third research "How many OTA channels is used on average per a hotel company in the Republic of Croatia?" was obtained from a quantitative study and it is presented in Graph 2.



Graph 2: Average number of used OTA channels per hotel company in Republic of Croatia
Source: Author's research (2020)

From the Graph 2 can be observed that the largest number of accommodations is represented on 4-6 channels (46.15% of them), while 1-3 of them are represented on 1-

3 channels (38.46% of them). The average of used channels per facility amounts 4.45% while the most often number of joined channels is 5.

3.10 Top 10 OTA channels per number of confirmed reservations in 2019 in Republic of Croatia

In this section, the answer to the fourth research question "Which are the top 10 OTA channels by productivity in 2019 in the Republic of Croatia?" will be presented. To find the answer, the authors researched the database of the PHOBS CRS system, and compared the confirmed reservations created through the active OTA channel in 2019. Confirmed reservations are such reservations that are left after cancelled reservations were subtracted from all created reservations.

Top 10 OTA channels per number of confirmed reservations in 2019 in the Republic of Croatia are the following:

- Booking.com
- Expedia
- Hotelbeds
- Sunhotels
- Agoda
- HRS
- 1 na dan
- Hotusa
- Destinations of The World
- Travel Republic.

4 Conclusion

Although the authors in the given paper did not consider the impact of trending circumstances (for instance Covid-19) on the current situation in tourism, it is important to keep in mind that (at the time of writing, May 2020) the drop in the rate of online hotel sales in 2020 compared to the first five months in 2019 amounted 60%. Therefore, it will be very uncertain how 2020 will end. According to some forecasts, a return to the figures (prices, revenue) from 2019 are expected to happen in 2022-2023.

In any case, it will be necessary to compare and analyse in great detail the impact of the virus on all sales segments (group, allotment and individual) and especially on MICE, i.e. congress tourism.

In this paper, the authors touched upon the leading distribution channels within the individual, i.e. online segment in which it is important to mention the official website as a source to which all hotel companies aspire (due to lower costs for reservations made through mentioned channel). Although the online sales have grown by an average of 24.43% in the last three years, it is difficult to expect (for the above stated reasons) the same situation to happen in 2020.

The paper also lists the number of the most common connected OTA channels (average 4.45) per facility, as well as a list of the most productive distribution channels in the Republic of Croatia in 2019.

References

1. Aggarwal, B., and Aggarwal, A. (2010). *From Hotels to HTMLs, A Complete Guide to Internet Marketing for the Lodging Industry* (Third Edition). Amer Hotel & Motel Assn.
2. Akhila, S., and Manikandan, C. (2018). A Study on Growing Ttrends of Online Hotel Booking. *International Journal of Commerce and Management Research,* 4(3), 9-15.
3. Ambrož, R., and Gomezelj Omerzel, D. (2017). Business Model Innovation in Tourism: How to Survive in Highly Competitive Environments. *Academica Turistica,* 10(1), 175 – 183.
4. Blažević, B. (2007). *Turizam u gospodarskom sustavu*. Opatija: Fakultet za turistički i hotelski menadžment.
5. Eurostat (2018). Tourism statistics [online]. Available at: https://ec.europa.eu/eurostat/statistics-explained/pdfscache/1171.pdf [Accessed: 9.2.2020].
6. eMarketer (2017). Mobile Drives Growth of Online Travel Bookings [online]. Available at: https://www.emarketer.com/Article/Mobile-Drives-Growth-of-Online-Travel-Bookings/1016053 [Accessed: 14.2.2020].
7. Galičić, V., Ivanović, S., Lupić, M. (2005). *Hotelska prodaja i recepcijsko poslovanje*. Rijeka: Sveučilište u Rijeci.
8. Green, E., and Lomanno, M. (2012). *Distribution Channel Analysis: A Guide for Hotels*. HSMAI Foundation.
9. Istarski.hr (2018) Tri istarske hotelske tvrtke drže polovicu hrvatskih ležaja. Available at: from: https://istarski.hr/node/47160-tri-istarske-hotelske-tvrtke-drze-polovicu-hrvatskih-lezaja [Accessed: 10.10.2019].
10. Krstinić Nižić, M., Šverko Grdić, Z., and Hustić, A. (2016). The Importance of Energy for the Tourism Sector. *Academica Turistica,* 9(2), 77-83.
11. Markin, A. (2014) 'Kuponska prodaja', Profitiraj [online], Available at: https://profitiraj.hr/kuponska-prodaja/ [Accessed: 29.5.2019.].
12. Croatian Ministry of Tourism (2020). Kategorizacija. Available at: https://mint.gov.hr/pristup-informacijama/kategorizacija-11512/arhiva-11516/11516 [Accessed: 5.1.2020].
13. PHOBS (2018) Trendovi u online rezerviranju i rast direktnih kanala prodaje. Dubrovnik: PHOBS.
14. Silva, S., and Martins, D. (2016). Human Resource Management in Hotel Units: The Portuguese Case. *Academica Turistica,* 9(1), 5-18.
15. Stern, L.W., and El-Ansary, A. (1988). *Marketing Channels* (Third Edition). Englewood Clifs, NJ: Prentice Hall.
16. Tsaur, S.H., and Lin, Y.-C. (2004). Promoting Service Quality in Tourist Hotels: The Role of HRM Practices and Service Behavior. *Tourism Management,* 25(4), 471–481.
17. Turizam i putovanja (n.d.) Globalni distribucioni sistemi. Available at: https://www.turizamiputovanja.com/globalni-distribucioni-sitemi-gds/ [Accessed: 23.4.2019].
18. World Tourism Organization (UNWTO). (2019). *International Tourism Highlights* (2019 Edition). Madrid: World Tourism Organization.
19. World Travel & Tourism Council (2015). Travel and Tourism. Economic Impact 2014 World.
20. Yankelovich, D. and Meer, D. (2006). Rediscovering market segmentation. *Harvard Business Review* [online]. Available at: https://hbr.org/2006/02/rediscovering-market-segmentation [Accessed: 4.10.2020].

10 The Exploring of Young Consumers' Behaviour in the Market of Locally Produced Food

Bojana Korez*

Abstract: We live in a time when we are increasingly obsessed with what we are bringing into our bodies. However, do we really know what is good for our health? Locally produced and possibly organic food has many advantages over imported food. Not only it has a positive impact on the local economy, it also supports our local growers and farmers. By buying products directly from them and avoiding larger traders, we enable farmers to make more money and, as a result, increase the chance of additional quantities of newly produced food. All of it certainly affects our health as well. The purpose of the study is to determine whether young people (students) are aware of the importance and origin of locally produced food, whether their daily routine includes consuming of locally produced food for school lunch, what factors affect the purchase of locally grown food and whether they know the impact of locally produced food on sustainable development and food self-supply. We used a quantitative research method, an online survey. The sample included students from 14 to 18 years of age. The results show that as many as 28% of respondents do not know the term “locally produced food”. Most of the respondents often enjoy locally produced food. What is worrying, however, is that as many as 54% of the surveyed do not know whether they are eating locally produced food at school, which means that greater emphasis should be placed on raising awareness of what food the students eat and where it comes from. As many as 97% of respondents believe that locally sourced food should be appropriately labeled, which should be the responsibility of retailers (consumer awareness). These results are particularly useful for product marketing and future product development in the locally sourced and produced food sector, as they provide an indication of how it can better reach and satisfy existing consumers. Our study shows significant opportunities, challenges and potentials in the development of the locally sourced and produced food sector in Slovenia.

Keywords: consumer behaviour; attitudes; locally sourced and produced food; Slovenia.

Analiza nakupnih navad mladih potrošnikov na trgu lokalno pridelane hrane

Povzetek: Živimo v času, ko smo vedno bolj obsedeni s tem, kaj vnašamo v svoje telo. Lokalno in morebiti še ekološko pridelana hrana ima veliko prednosti pred uvoženo hrano. Ne le, da ima pozitiven vpliv na lokalno gospodarstvo, podpira naše lokalne pridelovalce in kmete, saj če izdelke kupimo neposredno pri njih in se izognemo večjim trgovcem, omogočamo loklanim pridelovalcem večji zaslužek in posledično večjo možnost pridelave novih in dodatnih količin hrane. Vse to zagotovo vpliva tudi na naše zdravje. Namen raziskave je ugotoviti, ali mladi (dijaki) poznajo pomen in izvor

* DOBA Business School, Prešernova ulica 1, 2000 Maribor, Slovenia; bojana.korez@gmail.com.

lokalno pridelane hrane, ali njihov vsakdanjik vključuje uživanje lokalno pridelane hrane v času šolske malice, kateri dejavniki vplivajo na nakup lokalno pridelane hrane in ali poznajo vpliv lokalno pridelane hrane na trajnostni razvoj in samooskrbo. Uporabili smo kvantitativno metodo raziskave, spletno anketiranje. V vzorec raziskave smo vključili dijake, v starosti od 14 – 18 let. Ugotovili smo, da kar 28 % anketiranih ne pozna pojma "lokalno pridelana hrana". Večina anketiranih pogosto uživa lokalno pridelano hrano.Zaskrbljujoče pa je, da kar 54% anketiranih ne ve, ali v šoli pri malici uživajo lokalno pridelano hrano, kar pomeni, da bi morali dati večji poudarek na ozaveščanju, kakšno hrano uživajo in od kod ta hrana prihaja. Kar 97 % anketirancev meni, da bi morala biti lokalno pridelana hrana pri trgovcih ustrezno označena, za kar bi morali poskrbeti trgovci (seznanjenost potrošnikov). Rezultati raziskave so koristni za razvoj in trženje lokalno proizvedene in pridelane hrane. Rezultati raziskave kažejo velike priložnosti, izzive in potenciale v razvoju lokalno proizvedene in pridelane hrane v Sloveniji.

Ključne besede: vedenje potrošnikov; stališča; lokalno pridelana hrana; Slovenija.

1 Introduction and literature review

Food choices affect our health, the quality of the environment, jobs in our communities, the culture and diversity of our society, so it is increasingly important to us where the food we consume comes from. We are aware that food is a basic source of livelihood and a fundamental good that meets basic human needs.

A few decades ago, people were poisoning the earth with various pesticides and chemical fertilizers. The food was beautiful to look at, but they did not know how much effect this appearance had on their health and the "health" of Earth. The water was being polluted, the fertility of the earth declined, and diseases, that had not existed before, appeared. We are now increasingly trying to stop, or at least limit, this type of farming. Organic food may not look so attractive, but in the long term it affects our health and the development of children, young people and adults.

Local and possibly organic food has many advantages over imported food, and by purchasing locally produced and processed food, we also take a small but important step in supporting the local economy. Local sustainable supply has a broader societal importance, as by increasing the consumpiton of local produce and products it takes care of a wider society – among others, it preserves jobs, it preserves and develops rural areas and enables a coherent regional development. Healthy eating habits, which are based, inter alia, on the regular and sufficient consumption of vegetables and fruits, are of extreme importance for health, quality of life and well-being.

According to Article 61 of the Law on Agriculture the entire territory of Republic of Slovenia is defined as the local environment- the local market, to which we include sales at the location where the food was processed, sales at individual local markets, sales at mobile facilities, sales at events, fairs, online sales and door-to-door sales (Law on Agriculture, 2015). Klander (2012) believes that the locally produced food is of a better and fuller taste, because it does not travel thousands of miles, and it is brought to the market immediately after its production. So, it remains fresh and tasteful. By purchasing locally grown food, we support agriculture in the local environment and thus contribute to the sustainable development of the area. Last but not least, by buying locally grown food, we benefit not only local farmers and growers, but also ourselves.

The purpose of the study is to determine whether students are aware of the importance and origin of locally produced food, whether their daily routine includes consuming of locally produced food for school lunch, whether they know what factors influence the purchase of locally grown food and whether they know the impact of locally produced food on sustainable development and food self-supply.

1.1 Factors of purchasing decision making

Development of the world food market has, in recent years, been marked by rapid, unexpected and complex changes. The world food industry is operating in an explicitly dynamic environment which demands constant adjustments and responses. These intensive processes increase the competitive advantage of operating activities on the global market and are the result of numerous changes in the period of new economy (Vukasović, 2015). In this saturated market environment, distribution channels, marketing activities, diversification strategies and food quality are increasingly important. In addition, consumers have become more concerned about the nutrition, health and quality of food they eat (Gil et al., 2000; Vukasović, 2015).

As food production and distribution become increasingly industrialized and globalized, consumers are becoming more cognizant of the potentially negative consequences posed by the current food system. Environmental issues (Guthman, 2004), food-safety scares and distrust of the food system (de Jonge, van Trijp, Renes, and Frewer, 2007; de Jonge, van Trijp, van der Lans, Renes, and Frewer, 2008a; de Jonge, van Trijp, Goddard and Frewer, 2008b; Eden, Bear and Walker, 2008) and the ever-increasing opacity of the food production system (Nicolosi, 2006; Pollan, 2006) have left many consumers looking for alternatives to the dominant agro-industrial food paradigm (Roininen, Arvola and Lähteenmäki, 2006; Selfa and Qazi, 2005). One response to the globalized food system has been a resurgence in "buying local." The buy-local alternative has started to make its way into the mainstream consumer market as people become more conscious of what they eat and, in particular, where their food comes from (Darby et al., 2008; Roininen, Arvola and Lähteenmäki, 2006). Although research on buying local from the consumer perspective has been relatively sparse (Dukeshire et al., 2011).

Consumer behaviour is defined as a behaviour consumers demonstrate while searching for, buying, using, disposing of and evaluating products, services, ideas that are expected to satisfy their needs (Schiffman and Kanuk, 2015). The process of buying decision making is defined as a comprehensive process of consumer decision making that occurs mostly in five, and occasionally, in seven consecutive levels (Peter and Olson, 2005, p. 156; Solomon et al. 2006, p. 258).

Consumer behaviour is, during the process of buying decision making, affected by various factors. These can be divided into several factor (influence) groups: psychological (motivation, attitude, learning and memory), social (reference groups, family, individual's role and position, status), personal (age and level of a family's life cycle, occupation and financial situation, lifestyle, personality and self-image, values and beliefs), cultural (culture, social class), economic (price-monetary in non-monetary aspect, income, quality), individual differences and environmental impacts (Blackwell, Miniard and Engel, 2006; Bennett, 2011; Prodnik, 2011; Kotler and Armstrong, 2018; Vukasović, 2020).

Purchase and consumption behavior of food consumers have undergone considerable change in last few years (Vukasović, 2015). Studies have indicated that food consumers' buying behavior has been influenced by combination of social, economic, cultural, and psychological factors (Goyal and Singh, 2007; Kuhar and Juvancic, 2010; Al-Gahaifi and Svetlik, 2011; Vukasović and Stanton, 2017). In a developing economy with rising per capita income, there have been changes in the consumer demand for food attributes such as safety, freshness, appearance and texture (Hadi et al., 2010). Studies have indicated that in addition of socio-demographic and socio-cultural factors like, product quality, price, place of sale, ambience, country of origin and convenience in purchasing affect purchase decisions of food consumers (Fox et. al. 2004; Van Waterschoot et al., 2008; Akpinar, et al.; 2009, Vukasović, 2013).

While there are likely many factors influencing the choice to buy local, such as protection of the environment, perceived health benefits, and better quality and fresher products, the main underlying factor seems to be a desire to support local farmers and the local economy. People believe that buying local food is good for the economy and beneficial for rural areas (Roininen et al., 2006; Dukeshire et al., 2011).

2 Methodology and research sample

For the purposes of quantitative research, a survey questionnaire has been prepared and posted on the website 1ka.si as well as on the social network Facebook.

We designed a questionnaire that covers both open and closed questions.

We designed 21 questions (of which 2 are demographic questions). The questionnaire will mainly summarize quantitative data. We also included in the survey questions modeled on the Likert scale, where the numbers mean the following: 1 - very important, 2 - important, 3 - neither important nor insignificant, 4 - irrelevant, 5 - very insignificant. Restrictions also appeared in the implementation of the survey, such as the possible lack of seriousness of students in completing the survey questionnaire. 94 respondents answered the questionnaire. Before enabling the questionnaire to operate in an online environment, we conducted a pilot testing of the questionnaire in order to identify potential ambiguities in answering the survey questions. The answers were processed, graphically presented, and interpreted by using the Microsoft Excel computer program. The results and the individual variables were compared and displayed.

The survey included 94 respondents, of whom 34 (36%) were male and 60 (64%) were female. Participating students were from different high schools. The majority (59%) were aged from 17 to 18. At least (4%) of surveyed persons were up to 14 years old.

2.1 Hypotheses

According to Article 61 of the Law on Agriculture the entire territory of Republic of Slovenia is defined as the local environment- the local market, to which we include sales at the location where the food was processed, sales at individual local markets, sales at mobile facilities, sales at events, fairs, online sales and door-to-door sales (Law on Agriculture, 2015). Klander (2012) believes that the locally produced food is of a better and fuller taste, because it does not travel thousands of miles, and it is brought to the market immediately after its production.

The aim of the research was to achieve the following goals:

- Find out if students know the importance of locally grown food.
- Determine if students consume locally produced food.
- Identify young people's awareness of locally produced food and how it affects sustainable development and local self-sufficiency.

To achieve the desired goal, we have set hypotheses, which we refer to below:

H1: Young people (students) are not familiar with the use of locally produced food for school lunch.

H2: Young people (students) are not familiar with the term *locally produced food*.

H3: Young people (students) think that locally produced food is properly labeled.

H4: Young people (students) think that the price of locally produced food is too high.

3 Results and discussion

Figure 1 shows that 72% of respondents know the meaning of the term “locally produced food” and 28% of the respondents do not even know the meaning of the term “locally produced food”.

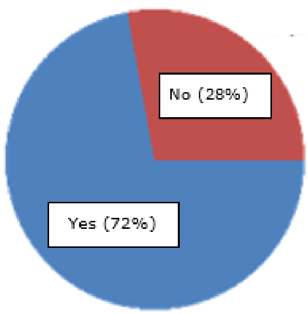


Figure 1: Graphic display of the data collected to the question “Do you know what locally grown food is?”
Source: author’s own source.

We asked the respondents in the survey how often they eat locally produced food. 93 respondents answered this question. The most common answer was "often", which was chosen by 44% of all respondents.

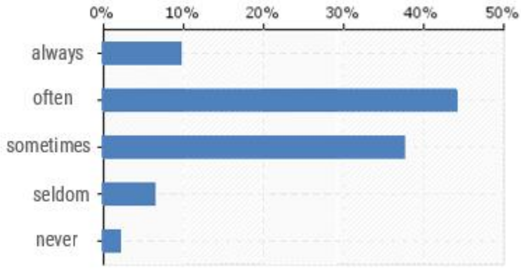


Figure 2: Graphic display of the data collected to the question »How often do you eat locally grown food?« (Source: author's own source)

Figure 3 shows that, out of 94 respondents, as many as 50 (54%) did not know whether they were eating locally produced food for school lunch. We can determine that more than half of the surveyed students in schools are not properly informed about what they get on their plates, which is of course worth worrying. 13 (14%) respondents said that they are served food from the local environment for school lunch, and 31 (33%) said that they did not consume locally produced food at school.

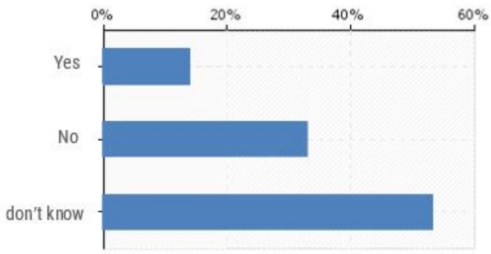


Figure 3: Graphic display of the data collected to the question »Do you eat locally produced food for lunch at school?«
Source: author's own source.

The survey results show that as many as 84% of respondents want to eat more locally produced food at school. This is definitely a piece of information that all schools should know. However, 16% of respondents do not want to enjoy that kind of food. We also asked the question "What do you pay most attention to when buying food?". Several answers could be chosen (Table 1).

Table 1: Factors influencing the decision to buy locally grown food - What do you pay most attention to when buying food?

Factor for the purchase	Reference in %
Price	26 %
Quality	41 %
Accessibility	6 %
Marks (ECO, BIO, without GMO, …)	15 %
Methods of cultivation	11 %
Other	1 %
SUMME	100 %

Source: author's own source.

As shown in Table 1, 92 respondents most often chose quality (41%) and price (26%). The rearest chosen answer was accessibility. Under the possible answer "other" two respondents wrote "*everything*" and "*farming method of eggs*".

Figure 4 shows that 47% of respondents believe that locally produced food is too expensive. 33% of respondents believe that the price of locally produced food is not too high and 20% of respondents did not state their opinion.

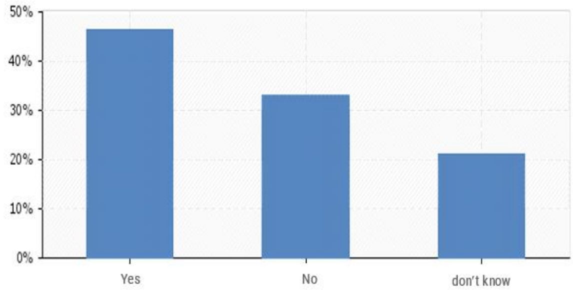


Figure 4: Graphic display of the data collected to the question »Do you think locally grown food is too expensive?«
Source: author's own source.

The results of the survey confirm that almost all respondents (97%) believe that locally produced food should be properly labeled at retailers. Three respondents disagree with the labeling (Figure 5).

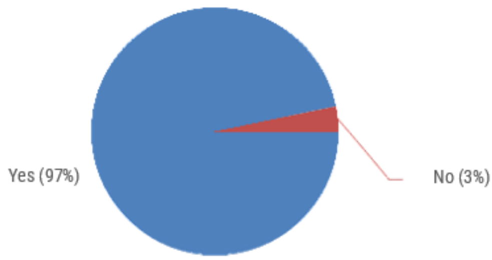


Figure 5: Graphic display of the data collected to the question »Do you think that locally produced food should be properly labeled?«
Source: author's own source.

The research pursued the goal of determining whether locally grown food affects sustainable development and local self-supply. Some guidelines for consumers and local food producers, who can contribute to enhancing of sustainable local self-supply, are listed below:

- buying quality food from small producers in our local area
- networking of sustainable producers/consumers
- involvement in partner farming
- participation in organizing short market chains, green boxes
- growing your own healthy food in your home garden
- be informed and inform others
- set a good example for our and younger generations

- appropriate institutions' approach to raising awareness of the benefits of locally grown food
- schools' efforts to inform students about using of locally sourced food for school lunch in appropriate way.

3.1 Hypotheses testing

Based on the results of the research, we confirm the hypothesis 1 (H1): “Young people (students) are not familiar with the use of locally produced food for school lunch.” Figure 3 shows that as many as 54% of the students surveyed do not know whether they are getting locally produced food at their school, which seems to be a worrying fact. It is also interesting to note that 31 (33%) of the 94 respondents claim that they do not receive locally produced food for school lunch.

We reject the hypothesis 2 (H2): “Young people (students) are not familiar with the term *locally produced food*.” Figure 1 namely shows that 72% of the students surveyed think they know the term *locally produced food*.

Almost all respondents (97%) think that locally produced food is not properly labeled, which is also why students are not familiar with the use of locally produced food at school. So we reject the hypothesis 3 (H3): ”Young people (students) think that locally produced food is properly labeled.”

One of the important influential factors for the purchase is the price, although the price is the most flexible among all elements of marketing. Depending on the market situation and the supply / demand ratio, the price can change quickly. The survey shows that 47% of those surveyed thought that locally grown food had a price too high. 33% of respondents believe that the price of locally produced food is not too high and 20% of respondents did not give their opinion. Based on the results of the research, we confirm the hypothesis 4 (H4):” Young people (students) think that the price of locally produced food is too high.”

4 Conclusion

The survey outcome shows that as many as 28% of respondents did not know the term "locally produced food". We also found out that most respondents often consume locally produced food.

It is worrying that 54% of the respondents do not know whether they are eating locally produced food prepared in the school kitchen for lunch. Schools should definitely make students aware of the inclusion of locally grown food in their school lunch meals. 84% of respondents would like to eat more locally produced food at school. Almost half of respondents believe that prices of locally produced food are too high, which we agree with. As many as 97% of respondents believe that locally sourced food should be appropriately labelled by retailers (consumer informing). Questioning the awareness of consumers about locally produced food, we also checked the labelling of food from the local environment. We found out that it depends on each individual retailer how much attention they pay to the food offered on the store shelves. Food originating from Slovenian producers is appropriately labelled by some retailers.

This study provided an opportunity to better understand the factors that influence young people to buy locally sourced and produced food. The results of the survey are intended to highlight the importance of locally grown food, which should be appropriately introduced to children, young people and other people.

By using locally produced food in an appropriate, health-friendly way, we take care of health and contribute to better food self-supply of the region and the country. By purchasing local products, we encourage the development and existence of local food producers, thus personally helping to raise awareness of the importance of locally produced food and its impact on sustainable development.

References

1. Akpinar, M.G., Aykin, S.M., Sayin C., and Ozkan, B. (2009). The role of demographic variables in purchasing decisions on fresh fruit and vegetables. *Journal of Food Agriculture & Environment*, 7(3&4), pp. 106 – 110.
2. Al-Gahaifi, T.H., and Svetlik, J. (2011). Factors influencing consumer behavior in market vegetable in Yemen. *Acta Universitatis Agriculture et Silviculturae Mendelianae*, 59(7), pp. 17-27.
3. Bennett, J. (2011). *The international handbook on non-market environmental valuation*. Cheltenham in Northampton: Edward Elgar Publishing.
4. Blackwell, R.D., Miniard, P.W., and Engel, J.F. (2006). *Consumer Behavior.* London: Harourt College Publishers.
5. Darby, K., Batte, M.T., Ernst, S., and Roe, B. (2008). Decomposing local: A conjoint analysis of locally produced foods. *American Journal of Agricultural Economics*, 90 (2), 476–486.
6. De Jonge, J., van Trijp, H.C.M., Renes, R.J., and Frewer, L. (2007). Understanding consumer confidence in the safety of food: Its two-dimensional structure and determinants. *Risk Analysis*, 27(3), pp. 729–740.
7. De Jonge, J., van Trijp, J.C M., van der Lans, I.A., Renes, R.J., and Frewer, L.J. (2008a). How trust in institutions and organizations builds general consumer confidence in the safety of food: A decomposition of effects. *Appetite*, 51(2), pp. 311–317.
8. De Jonge, J., van Trijp, H., Goddard, E., and Frewer, L. (2008b). Consumer confidence in the safety of food in Canada and the Netherlands: The validation of a generic framework. *Food Quality and Preference,* 19(5), pp. 439–451.
9. Dukeshire, S., Garbes, R., Kennedy, C., Boudreau, A., and Osborne, T. (2011). Beliefs, attitudes, and propensity to buy locally produced food. *Journal of Agriculture, Food Systems, and Community Development,* 1(3), pp. 19–29.
10. Eden, S., Bear, C., and Walker, G. (2008). Understanding and (dis)trusting food assurance schemes: Consumer confidence and the "knowledge fix. *Journal of Rural Studies*, 24(1), pp. 1–14.
11. Fox, E.J., Montgomery, A., and Lodish, L.M. (2004). Consumer shopping and spending across retail formats. *The Journal of Business,* 77(2), pp. 25-60.
12. Gil, J.M., Gracia, A., and Sanchez, M. (2000). Market segmentation and willingness to pay for organic products in Spain. *The International Food and Agribusiness Management Review,* 3(2), pp. 207-26.
13. Goyal, A., and Singh, N.P. (2007). Consumer perception about fast food in India: an exploratory study. *British Food Journal,* 109(2), pp. 182 – 95.
14. Guthman, J. (2004). *Agrarian dreams: The paradox of organic farming in California*. Berkeley: University of California Press.

15. Hadi, A.H.I.A., Selamat, J., Shamsudin M.N., and Radam, A. (2010). Demand for Food Safety Attributes for Vegetables in Malaysia. *Environment Asia*, 3(special issue), pp. 160 – 167.
16. Klander, K. (2012). Vrnimo se nazaj k lokalni hrani. Available at: http://www.ekomagazin.si/component/content/article/143-karla-klander/3666-vrnimose-nazaj-k-lokalni-hrani?Itemid=194 [Accessed:15. 9. 2019].
17. Kotler, P., and Armstrong, G. (2018). *Principles of Marketing.* Harlow: Pearson Education Limited.
18. Kuhar, A., and L. Juvancic (2010). Determinants of purchasing behaviour for organic and integrated fruits and vegetables in Slovenia. *Agricultural Economic Review,* 11(2), pp. 70-83.
19. Nicolosi, G. (2006). Biotechnologies, alimentary fears and the orthorexic society. *Tailoring Biotechnologies*, 2(3), pp. 37–56.
20. Peter, J.P. and Olson, J.C. (2005). *Consumer behavior and marketing strategy*. New Delhi: McGraw-Hill.
21. Pollan, M. (2006). The omnivore's dilemma: A natural history of four meals. New York: Penguin Press.
22. Prodnik, J. (2011). *Vedenje porabnikov.* Ljubljana: Zavod IRC.
23. Roininen, K., Arvola, A., and Lähteenmäki, L. (2006). Exploring consumers' perceptions of local food with two different qualitative techniques: Laddering and word association. *Food Quality and Preference*, 17(1–2), pp. 20–30.
24. Schiffman, L.G. and Kanuk, L.L. (2015). *Consumer behavior.* Harlow: Pearson Education Limited.
25. Selfa, T., & Qazi, J. (2005). Place, taste, or face-to-face? Understanding producer-consumer networks in "local" food systems in Washington State. *Agriculture and Human Values*, 22(4), 451–464.
26. Solomon, M.R., Bamossy, G. Askegaard, S., and Hogg, M.K. (2006). *Consumer behaviour: A European perspective*. Harlow: Pearson Education Limited.
27. Van Waterschoot, W., Sinha P. K., Van Kenhove, P., and De Wulf, K. (2008). Consumer learning and its impact on store format selection. *Journal of Retailing and Consumer Services,* 15(3), pp. 194 – 210.
28. Vukasović, T. (2013). Attitude towards organic meat: an empirical investigation on West Balkans Countries (WBC) consumers. *World's Poultry Science Journal*, 69(3), pp. 527-539.
29. Vukasović, T. (2015). Attitudes towards organic fruits and vegetables. *Agricultural Economics Review,* 16(1), pp. 20-34.
30. Vukasović, T., Stanton, J.L. (2017). Going local: exploring millennials preferences for locally sourced and produced fresh poultry in a developing economy. *World's Poultry Science Journal*, 73(4), pp. 757-766.
31. Vukasović, T. (2020). *Koncepti sodobnega trženja.* Harlow: Pearson Education Limited.
32. Zakon o kmetijstvu. (ZKme-UPB1) (2006). Uradni list Republike Slovenije, št. 51. [online]. Available at: https://www.uradni-list.si/glasilo-uradni-list-rs/vsebina/73399 [Accessed:10. 3. 2020].

11 Social Media Adoption and Usage: A New Challenge for Small and Medium Enterprises in Albania

Fatma Jaupi[*] | Ariola Memia[**]

Abstract: Social media has been recognized as one of the most powerful tools for economic growth of many enterprises, especially in the last decades. The purpose of this paper is to investigate the impact of social media in SMEs' outcomes as well as to find out how they set their social media strategy in order to gain loyal customers and long-term growth. In addition, the objective of this paper is to examine if there is any correlation between the sector where Albanian SMEs operate (manufacturing, technology, communication, etc.) and their social media usage. It is also interesting to understand the correlation between their experience in the market and their orientation toward social media. This research came as a need to understand how small and medium-sized enterprises are adapting the challenges of growth and /or survival during the pandemic of Covid-19, studied in the perspective of social media as a tool to cooperate with customers.

Keywords: small and medium-sized enterprises; social media; marketing strategy; growth; marketing.

JEL: L86, M31, N14

Sprejemanje in uporaba družbenih medijev: nov izziv za mala in srednje velika podjetja v Albaniji

Povzetek: Družbeni mediji so bili prepoznani kot eno najmočnejših orodij za gospodarsko rast številnih podjetij, zlasti v zadnjih desetletjih. Namen tega prispevka je raziskati vpliv socialnih medijev na rezultate malih in srednje velikih podjetij (MSP) in ugotoviti, kako so si zastavili strategijo družbenih medijev, da bi pridobili zveste stranke in dolgoročno rast. Poleg tega je cilj tega članka raziskati, ali obstaja kakšna povezava med sektorjem, v katerem delujejo albanska MSP (proizvodnja, tehnologija, komunikacija itd.), in njihovo uporabo družbenih omrežij. Zanimivo je tudi razumeti povezavo med njihovimi izkušnjami na trgu in njihovo usmerjenostjo v družbene medije. To raziskavo je povzročila potreba po razumevanju, kako MSP prilagajajo izzive rasti in / ali preživetje med pandemijo Covis-19, kar preučujemo v perspektivi družbenih medijev kot orodja za sodelovanje s strankami.

Ključne besede: mala in srednje velika podjetja; družbeni mediji; marketinška strategija; rast; trženje.

* Lecturer and Researcher, Dr., Faculty of Economy, University of Tirana, Arben Broci, 1001 Tirana, Albania; fatmajaupi@feut.edu.al.

** Invited Academic Staff, Faculty of Economy, University of Tirana, Arben Broci, 1001 Tirana, Albania; ariola.memia@unitir.edu.al.

1 Introduction and theoretical background

In recent decades, the online environment is considered by users from a different perspective, from the perspective of a potential costumer. This way, the development and emergence of online products/services has turned users into consumers. Worth to be mentioned, as one of the most important roles of social media, is the way how consumers and marketers communicate (Hennig-Thurau, Gwinner, Walsh, & Gremler, 2004). Online influencers affect the consumer decision processes, product estimations and social media provides a new channel to acquire product information through peer communication (Kozinets, 1999).

Small and medium-sized enterprises (SMEs) play a significant role in the development of local economies, thus contributing to poverty alleviation, employment generation, and general economic growth. Their role in job creation, innovation and industry development has been extensively studied. SMEs represent 99,8% of the total active enterprises in Albania with a contribution on employment of 79.8 % (INSTAT, 2020). The trade sector has the largest share of SMEs with 41.4%, followed by the "other services" sector with 21.2%. During the year 2018, only 2.5% of SMEs in Albania accessed international markets for exporting goods. However, the value of SME exports is 58.2% of the total exports value (INSTAT, 2020). Small and medium-sized enterprises are facing many challenges, especially in developing countries and small markets. Operating as local enterprises and struggling for long-term growth, they continuously compete for customers.

The use of social media gives new thoughts and ideas to discover new horizons of their product through new technologies and other experiments according to their customers' demand. Social media gives rise to innovative ideas which in turn discover new fronts for products to be expanded by using customer demand related technologies. SMEs are expected to enhance business performance and competitiveness by using Internet-based applications (Shang, Nienhaus, & Nienhaus, 2014). Obviously, SMEs are expected to be significant users of the Internet and social media while competing for customers, improving performance, aiming for growth, etc. However, there is a shift from the basic function of social media to be used for marketing purpose. Nowadays, they tend to increase and capture new clients. The above-mentioned trends are particularly evident in developed countries, while there is much to understand the situation of the counties "in development" phase, where the level of economic development and digitalization remain low. Social media impacting the growth of small medium-sized enterprises remains an important area of interest for scholars and researchers from various fields (Miller & Lammas, 2010).

Some of them even suggest that social media channels have a significant impact on the growth of small medium-sized enterprises in long terms as far as they have a strategy which clearly indicates the importance of "social commerce" and "online-based media".

According to them, this allows enterprises to integrate people of different backgrounds and nationalities in decisions related with promoting, selling, comparing, and buying of services and products in huge online markets.

The extremely rapid growth of social commerce mainly comes due to the rapid diffusion of social media networks such as Facebook, Instagram, LinkedIn, Twitter, etc. Furthermore, these media can radically transform traditional enterprise priorities and processes by providing a better customer relationship and a better costumer shopping experience (e.g., access to friends purchasing experiences, real-time sharing of purchase actions with friends before final purchase decisions) (Wamba & Carter, 2016). Social media channels main role is known for the improvement of relationships and collaboration between the small, medium-sized enterprises and other parties engaged in the process, such as suppliers, staff, business partners, etc. And the most important above all, is the contribution of social media on attracting and retaining online customers who are part of a huge global market. Being known as "user-generated communication", social media has reformed the strategies and policies implemented by several enterprises. Mangold & Faulds (2009) refer to social media as the new hybrid element of the promotion mix and the latest statistics suggest that there are over 2.7 billion active monthly users of Facebook and 500 million active daily users on Instagram who are responsible for more than 1.79 billion posts/photos daily uploaded on Facebook and for more than 50 million photos/videos daily uploaded on Instagram. Evidently, the massive spread of the internet has also given consumers a greater access to the social media channels and web, resulting in a significant change in the conduct of operations and processes by all categories of businesses, not only by small medium-sized ones (Coleman et al., 2016). Social networking sites and channels are becoming more powerful day after day and the online platforms are getting everyday more in charge for building and managing all activities and relationships with business stakeholders. The impact of SMEs in costumer behavior, in employment rates and in the economy overall has been growing each year. According to the Annual Report on European SMEs, in 2018, there were slightly more than 25 million SMEs in the EU-28, of which 93% were micro-SMEs. SMEs accounted for 99.8% of all enterprises in the EU-28 non-financial business sector, generating 56.4% of value added and 66.6% of employment in this sector.

Based on a Spring 2019 forecast, EU SME value added is predicted to grow by 4.1% in 2019 and 4.2% in 2020, while EU SME employment is expected to grow by 1.6% in 2019 and 1.4% in 2020. However, these predictions have been significantly impacted by the pandemic of Covid-19 and online operations have been adapted by all SMEs and other businesses which now have a greater engagement on technological transactions. Overall, the effects of social media usage are positive but tend to be diverse among product-based and service-based small medium-sized enterprises. Moreover, SMEs who offer products are more likely to employ social media channels based on cost-effective motives while service SMEs are more likely to consider interactivity as a key motivation for costumer experiences.

2 Design and methodology

"Quantitative researchers seek explanations and predictions that will generate to other persons and places. The intent is to establish, confirm, or validate relationships and to develop generalizations that contribute to theory" (Leedy & Ormrod, 2001). Usually, quantitative research begins with a problem statement and involves the formation of a hypothesis, a literature review, and a quantitative data analysis. Creswell (2003) emphasizes that quantitative research "employ strategies of inquiry such as experimental and surveys and collect data on predetermined instruments that yield statistical data" (p. 18). The findings from quantitative research can be predictive, explanatory, and confirming. In the context of this study, this method was chosen for various reasons: First, the massive usage of social networks by enterprises is a relatively new phenomenon and it is in its initial stages (Alhalwachi, Hamdan, & Albinali, 2019). Second, despite the depth research on social media, studies on this topic in the Balkan region are somehow limited, which calls for exploratory studies and for further investigation on the field (Sevrani & Bahiti, 2013).

The data collection was carried out through an online questionnaire distributed to 90 SMEs in Tirana County, which is the largest and the most important economic County in Albania, incorporating five municipalities and 29 administrative units (Official Gazette of Republic of Albania, 2014). Additionally, it is crucial to mention that Tirana County has a broad coverage of internet which enterprises are keener to use it in daily operations.

The questionnaire aimed to capture data on the perception of Albanian SMEs with regard to the level of usage of social media and its impact on, the primary purpose of using it and its potential impact on enterprise growth. In addition, a question was addressed with regard to how these enterprises have shaped the usage of social media during the pandemic of Covid-19. The online form of the questionnaire contained 18 questions, covering demographic data on gender, group age and sector of activity, aiming to understand more in depth the linkage of social media usage and gender/age/profile of the enterprise. The questions have a three-point Likert Scale which are good enough for marketing research and perception approach (Jacoby & Matelli, 1971). Whenever deemed necessary, the respondents had the opportunity to further elaborate their respones with open- ended questions.

The survey was carried out in the timeframe of April 22nd and May 6th, 2020. The sample size is composed of 90 SMEs, retrieved randomly from the Business Register of INSTAT (Institute of Statistics of Albania). The sample size chosen meets the criteria of equal numbers of questionnaires being distributed to micro/small and medium enterprises.

3 Findings/results and conclusions

The research is focused on understanding the approach of Albanian small and medium-sized enterprises toward social media usage. In addition, the study was focused on their perception on the impact that social media has on enterprise performance. Some efforts are made to deeper understand if the enterprises do analyze the financial profit they have since using the social media. The response rate is 84.4% equal to 79 out of 90 respondents.

The section below elaborates further the results:

- The data shows that 37 out of 76 respondents are women operating in trade and service enterprises, which are relatively new ones (less than 10 years in the market). Facebook and Instagram are the social media broadly used by this category. They use this channel as a tool to receive customer feedback, reaching out new customers and promoting new products/ services.

- Overall, 72.4% of enterprises declare to have included social media in their marketing strategy and 40.8% of enterprises reported that they use social media to follow up and evaluate customer feedback. There is a low percentage (approximately 1.3 %) of respondents that do not use social media at all.

- Approximately 33 % of respondents are in the market as new enterprises (2-5 years) and all of them declare to have more than 10 employees. They operate in services and trade and consider social media as part of their marketing strategy.

- The majority of enterprises (72%) mention that social media "must be an inseparable part of the marketing strategy". Meanwhile the other part of respondents admits that if not at current moment, at a later stage, social media should definitely be included in marketing and business strategies. And when considering the "dark side of the social media", 27 enterprises declare that social networks are often manipulative and do not promote the right values, adding the statement of 20 other SMEs which also declare that social media often confuses the audience/ customers.

- Overall, 40.8% of the respondents declare to constantly follow discussions on social media about their enterprise, products, and services in order to be updated with all requirements, complaints and needs of their customers. Largely, SMEs report to have an Instagram page (47.4%), followed by Facebook (31.6%), YouTube, LinkedIn and Twitter. It can be concluded that all of them have started to use social networks since the establishment of the enterprise. Albanian language is used as the primary language of communication in social media among these enterprises, even though they aim for growth and new markets. However, in order to cater the needs of the costumers, some Small and medium-sized enterprises have posted regularly information in both English and Albanian.

- The questionnaire attempted to collect data on the SMEs' social media approach during the pandemic of Covid-19. Around 79.8% of the respondents emphasized the crucial role and the benefits of using social media during the pandemic situation. Additionally, 25,4 % believed that they would go bankrupt during the pandemic if there were no social media channels. Online orders through social media applications brought new perspectives to enterprises operating mostly in trade/services. The data analysis shows that a positive trend on social media usage was acknowledged for all enterprises and particularly for micro ones.

However, going deeper in the analysis, it is identified that the enterprises do not have financial data or evaluation to measure the direct impact coming from the social media. Often, they are happy with the increased number of followers in the social media and increased interactions with the customers. The revenue figures are not analyzed to understand if the new customers have an impact.

Around 32% of the respondents mentioned that they are using local "Influencers" to increase the number of followers and sales. This approach is more evident in fashion stores, esthetic centers, gym, and restaurants. However, this trend is not strategically studied and with a long-term vision, it is still fragmented and on occasional basis.

In general, findings based on 76 responses indicate that SMEs have initially started to use social media networks in order to have better relationships with their customers, to support collaboration among employees and to improve knowledge management.

However, Albanian SMEs still face challenges to manage adoption and to identify relevant business values. Based on our results, we derive several implications for SMEs. Particularly, how to overcome the obstacles to a wider adoption of social media. It is crucial to mention that the companies largely do not have a business strategy or marketing strategy how to turn into an advantage the social media. The enterprises very often do not have a strategy how to reach out the customers new customers or be in contact with the loyal ones through social media. The decisions are taken ad-hoc and without a proper strategy. Additionally, the enterprises very often do not make proper analysis in terms of revenues deriving from social media or converting the followers into potential buyers.

The estimation results show for a significant relation between trade/ service sector and the usage of social media. Based on the responses that we received from the enterprises, we can conclude that having social media where thousands or even millions of people can interact offers these SMEs new ways to market and advertise their products and services. Social media is an ideal venue to employ viral marketing techniques, i.e., to build brand awareness for small medium-sized enterprises. Social media enables the customers to forward advertising brochures, messages, and promotions to their friends and family members very easily and very quickly. Moreover, social networks help businesses to have an aggressive advertising and leverage user dynamics, such as peer pressure, recommendations, and likes.

4 Research limitations/implications

The implications of this study provide some interesting highlights for future research on the field. The sample size of 76 small medium-sized enterprises located in Tirana County may be considered as one of the limitations. A sample size at country level would be more representative for Albania. In addition, the enterprises outside Tirana County are not very keen on using internet in their daily operations and adopting social media for business purposes. A study at national level would allow the generalization of the results and comparison of results between enterprises and countries.

The research uses information provided only by one key representative of the enterprise, which is the owner/administrator of SME, albeit they are the ones who best fit the study criteria, which has made the outcomes susceptible to method bias. Furthermore, in order to have validated and quantifiable data, it would be better for our future research to collect empirical evidence by using any quantitative method.

The study found it difficult to collect data on revenues and business strategies aiming to make an in-depth analysis on the impact of social media on company revenues or increased sales. However, the analysis mostly is relayed on the perception of the owners/administrators of the enterprises.

5 Practical and/or social implications

Social media and the whole marketing process going through these media channels is important because it aligns with the way consumers nowadays make purchasing decisions. Research of the field indicates that increasing numbers of consumers who are using internet services, comes due to the increasing need of the later to explore several characteristics of the product and to make some price research before making final decisions. Social media marketing enables enterprises to build relations with customers and prospects through regular, low-cost personalized communication, reflecting this way the traditional point of view for promotion and sale of the products/services.

Marketing of the products and services by using social media channels costs less than traditional marketing and is much more effective in the terms of achieving large number of customers.

Online marketing enables to personalize offers to customers by building a profile of their purchasing history and based on their preferences. The study carried out so far support the idea for a positive influence of social media on the SMEs growth.

6 Originality/value

When considering the adoption of novel technology in the area of information and communications technologies (ICT), SMEs are often viewed as laggards when viewed against their larger counterparts (Bianchini & Michalkova, 2019). Moreover, SMEs are considered as the main driver for a country's economic growth, especially for countries which are still in a development stage, such as Albania. As long as the number of SMEs increases, competition increases, which later results in a very dynamic market functioning. These dynamics tend to result in a slower rate of growth for SMEs but their impact on the economic growth of the country remains significant.

The usage of technology and social media networks by small medium-sized enterprises has had a positive impact on the overall performance of SMEs in Albania. Having a clear business and marketing strategy was also found to be very important when it comes to using new technologies new manners of doing business (i.e. using social networks for marketing, sales and other collaborations). SMEs are still a vital part of the Albanian economy and seems that each day there is growing interest in ICT, digitalization and social media usage, but the level of innovation is still low, mostly due to financial sources, which are limited. However, it is also seen that SMEs are very flexible and it is easy for them to adopt the changes coming from the technology advancement, especially those related to the social media channels and online activities. Currently, ICT is one of the major moving forces of the national economy and Albania is in the phase of aiming for a digital agenda. Adoption of ICT channels of communication and innovative ways of interacting with stakeholders would be valuable tools for Albanian SMEs.

References

1. Alhalwachi, L.F., Hamdan, A., & Albinali, A. (2019). The Impact of Viral Branding on SME's Brand recognition in the GCC. *International Conference on Innovation and Entrepreneurship*. Kalamata: Academic Conferences International (pp. 41–XVIII). DOI: 0.34190/ECIE.19.273.
2. Bianchini, M., & Michalkova, V. (2019). Data Analytics in SMEs: Trends and Policies. Paris: OECD SME and Entrepreneurship Papers. DOI: 10.1787/f493861e-en.
3. Coleman, S., Göb, R., Manco, G., Pievatolo, A., Tort-Martorell, X., & Reis, M.S. (2016). How can SMEs benefit from big data? Challenges and a path forward. *Quality and Reliability Engineering International, 32*, 2151–2164.
4. Creswell, J.W. (2003). Research Design: Qualitative, Quantitative, and Mixed Methods Approaches. (2nd Edn.) Thousand Oaks: SAGE.
5. Hennig-Thurau, T., Gwinner, K.P., Walsh, G., & Gremler, D. D. (2004). Electronic Word-of-mouth Via Consumer-opinion Platforms: What Motivates Consumers to Articulate Themselves on the Internet? *Journal of interactive marketing,* 18(1), 38–52. DOI: 10.1002/dir.10073.
6. INSTAT. (2020). Final Results of Structural Survey of Enterprises 2018. Tirana: INSTAT.
7. Jacoby, J., & Matell, M.S. (1971). Three–Point Likert Scales Are Good Enough. *Journal of Marketing Research,* 8(4), 495-500.
8. Kozinets, R.V. (1999). E-tribalized Marketing?: The Strategic Implications of Virtual communities of Consumption. *European management journal,* 17(3), 252–264. DOI: 10.1016/S0263-2373(99)00004-3.
9. Leedy, P., & Ormrod, J. (2001). *Practical research.* Upper Saddle River: Prentice-Hall.
10. Mangold, W.G., & Faulds, D.J. (2009). Social Media: The New Hybrid Element of the Promotion Mix. *Business horizons,* 52(4), 357–365. DOI: 10.1016/j.bushor.2009.03.002.
11. Miller, R., & Lammas, N. (2010). Social Media and Its Implications for Viral Marketing. *Asia Pacific Public Relations Journal,* 11, 1–9.
12. Official Gazette of Republic of Albania: Fletorja Zyrtare E Republikës Së Shqipërisë, 1 September 2001. pp 89-114.
13. Sevrani, K., & Bahiti, R. (2013). *ICT in Small and Medium Enterprises (Case of Albania)*. Epoka Universtiy Press. Available at: http://92.119.236.203/handle/1/189?show=full.
14. Shang, L., Nienhaus, K., & Nienhaus, G.U. (2014). Engineered Nanoparticles Interacting with Cells: Size Matters. *Journal of Nanobiotechnology,* 12(5), DOI: 10.1186/1477-3155-12-5-
15. Wamba, S.F., & Carter, L. (2016). Social media tools adoption and use by SMEs: An empirical study. In *Social Media and Networking: Concepts, Methodologies, Tools, and Applications* (pp. 791–806). IGI Global.

12 Facebook Contests for Sales Promotion and Brand Building

Miranda Čović*

Abstract: The purpose of this paper is research on Facebook contests for sales improvement and ideal customer attraction. Key questions related to specific variables influence, in relation to organization and participation in contests, are highlighted throughout the paper. The research is aimed at finding how popular are the contests on Facebook in the Republic of Croatia within small business entities as well as the response (participation) in contests. We were also interested whether the participants number depend on pre-festive or post-festive period, creativity of the contest's rules and the respect of Facebook rules when organizing the contests. For that purpose, following research questions were set: (1.) What is the response of the participants in Facebook contests? (2.) How creative are the organizers in term of making rules for the participants? (3.) Does the number of participants depend on the pre-festive and post-festive periods? Findings have shown that contests popularity with regards to participants number does not depend on pre-festive or post-festive period but rather on the prize given. While popularity also does not depend on rules of contest creativity large number of survey participants tries to be as creative as possible while creating the content itself.

Keywords: marketing; social networks; Facebook; Facebook contests; sales promotion; marketing mix.
JEL: M31

Organiziranje nagradnih iger na Facebooku z namenom pospeševanja prodaje in izgradnje znamke

Povzetek: V članku predstavljamo raziskavo nagradnih iger na družbenem omrežju Facebook, ki imajo namen izboljšati prodajo in privabiti idealnega kupca. Prispevek izpostavlja ključna vprašanja, povezana z vplivom nekaterih spremenljivk na organizacijo in sodelovanje v nagradnih igrah. Cilj raziskave je bil ugotoviti, kako priljubljene nagradne igre so na Facebooku med organizatorji - manjšimi poslovnimi subjekti, pa tudi med udeleženci. Zanimalo nas je tudi, ali je število udeležencev nagradnih iger odvisno od predprazničnega in počitniškega obdobja, kreativnosti pravil nagradnih iger in spoštovanja Facebook pravil pri organizaciji nagradnih iger. V ta namen so bila zastavljena naslednja raziskovalna vprašanja: (1) Kakšen je bil odziv udeležencev pri organizaciji nagradnih iger na Facebooku? (2) Kako kreativni so organizatorji pri ustvarjanju pravil za tekmovalce? (3) Ali je število udeležencev nagradnih iger odvisno od predprazničnega in počitniškega obdobja? Rezultati so pokazali, da priljubljenost nagradnih iger med udeleženci ni odvisna od predprazničnega in poprazničnega obdobja, temveč od nagrade. Čeprav priljubljenost

* Vigo, Spain; mirandaklaric@gmail.com.

nagradnih iger ni odvisna od kreativnosti pravil, se veliko podjetij trudi biti čim bolj kreativno pri ustvarjanju vsebin.

Ključne besede: marketing, družbena omrežja; Facebook, nagradne igre; pospeševanje prodaje; marketinški splet.

1 Introduction

With its intensive development, Internet has become a significant marketing medium that in the future will be an indispensable factor in business. With the development of social networks there have been significant changes in marketing and in the way companies interact with customers (Stanojević, 2011, p. 165). Internet marketing is a subset of digital marketing. This is, in fact, the most important part of digital marketing since most digital marketing activities fall within the scope of internet marketing.

Figure 1 shows the internet marketing channels.

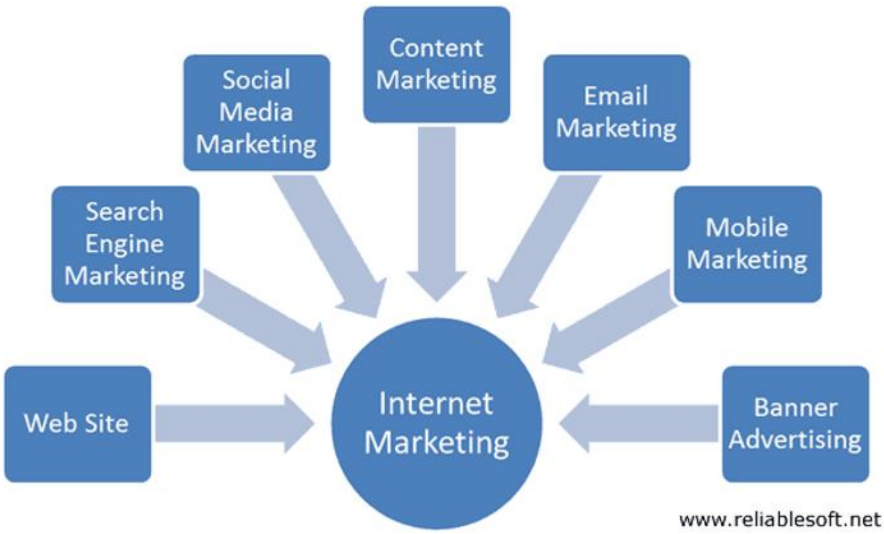


Figure 1: Internet marketing (Chris 2019)

Chris (2019) states that digital marketing has outpaced the success of traditional marketing. Furthemore, Marker (2014) states that digital promotion is better than classic if our store is set up online and that, unlike classic, it is precisely measurable. Internet marketing is growing at a dramatic pace and is affecting customer and market behavior. This has forced companies to start incorporating internet marketing as a major form of marketing and try to meet the needs of their target customers. The Internet, the web and related information technologies have proven transformational. While these technologies have affected all parts of the corporation, the marketing function may have been most affected.

1.1 Purpose and goals

Through the theoretical part, the paper will focus on marketing on the Internet and social network Facebook as well as the organization of contests on Facebook. The purpose is to investigate and analyze the extent to which small business entities are represented in organization as well as the response (participation) in contests on Facebook in the Republic of Croatia. The research is aimed at finding how popular are the contests on Facebook in the Republic of Croatia within small business entities.

Since the research on the popularity of contests on the social network Facebook has not been conducted yet, i.e. there are no data available at the time of writing the paper, the application part deals with the research and analysis of topics.

The goals of the paper are as follows:

1) Establish the popularity of contests on Facebook by looking at the number of participants
2) Establish the popularity of contests regarding small business entities
3) Propose ideas for quality inclusion of Facebook contests in marketing strategy, in order to attract and retain potential customers.

1.2 Social networks

Social networks have become an integral part of our daily lives, and therefore we often take them for granted. Social networks are living systems, huge companies, many of which often end up being forgotten, while others evolve into standards of everyday communication (Kalinić, 2013). Social networks are becoming more widespread and popular with consumers. Duffett (2015) states that social media has become imperative for global marketing communication requiring investment in advertising especially for reaching younger generations.

Appel et al. (2020) stress that we can also think of social media more broadly, seeing it less as digital media and specific technology services, and more as digital places where people conduct significant parts of their lives. From this perspective, it means that social media becomes less about the specific techologies or platform, and more about what people do in these enviroments.

The cornerstone of any success on social networks is interaction. Interactive website features and marketing efforts can act as a mediator in customer interaction, but it should be taken into account that not all clients interact the same when given the opportunity (Mishra, 2019).

Social media allows people to freely interact with others and offers multiple ways for marketers to reach and engage with consumers (Appel et al., 2020).

Statistics have shown the following important data (Media Marketing, 2014):

1) Between 70% and 80% of respondents confirmed that social media posts influence their purchase
2) 93% of marketing experts confirmed that they use social networks for business purposes
3) A quarter of Facebook users check their account five or more times a day

Social networks are the most popular activity on the internet today. Each social network has its advantages and disadvantages, so it is necessary to choose the one that best fits the goals of the business entity.

1.2.1 Social network Facebook

Social media is attracting increasing attention from businesses as marketing channels, with Facebook the largest social network in the world.

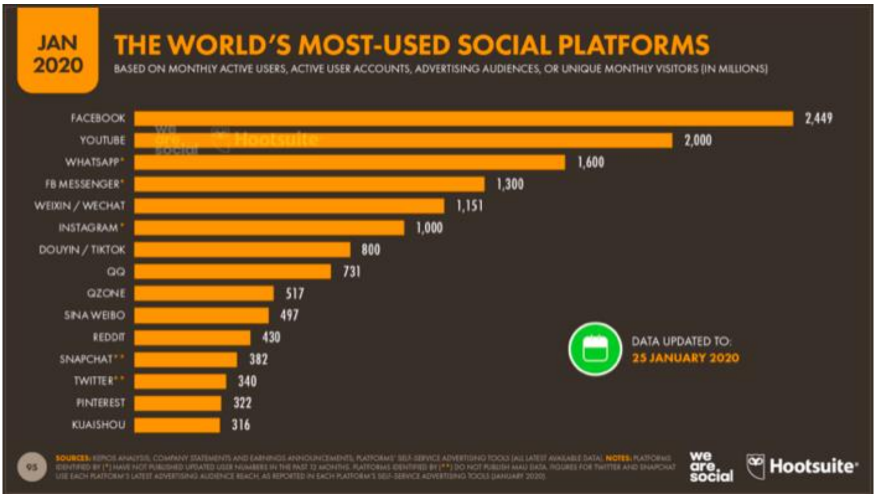


Figure 2: The world's most-used social platforms
(Datareportal, 2020)

Both positive and negative business information can be found on Facebook, so it is important for businesses to manage their Facebook pages in a way that turns them to their advantage. Although most users are familiar with business and marketing activities on Facebook, they primarily use it for personal and entertainment purposes (Hansson, et al., 2013). Because Facebook is a consumer-oriented social network, it affects how users perceive Facebook and the ethical standards they require from the service.

Businesses are able to share their messages, interact with customers and build relationships on Facebook (Ibidem).

Social media has increased as a marketing channel, and Facebook is the biggest social media company globally. Facebook contains both positive and negative information about companies; therefore, it is important for companies to manage their Facebook page to best serve their own interests (Hansson, et al., 2013).

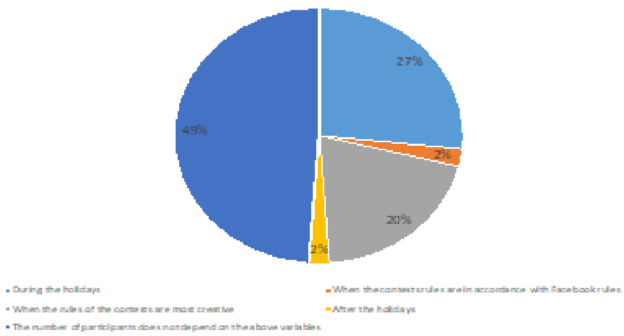
One of the main advantages of using Facebook as a marketing channel is the ability of the client to communicate with the company about their desires and needs. When companies use social networks for sales purposes, they have the potencial to influence better quality of service. Companies which are using social networks are also better associated with the market trends because they receive real-time feedback from users.

2 Methods

A quantitative method was used for research purposes. The survey was conducted between October 3, 2018. and February 19, 2019. An electronic questionnaire survey was designed to measure different variables. The survey questionnaire consisted of 9 close-ended questions. The quota sample was used to select units, and the criteria for fulfilling the quota were: (1.) that it is a small business entity (less than 50 employees), (2.) that the business entity is from the Republic of Croatia. The quota set was 45 eligible businesses. The questionnaire was sent to more than 500 addresses via Facebook private messages (Messenger), or e-mail addresses, with those business entities that had this information on their Facebook profile. A total of 49 businesses responded to the questionnaire survey, which means that the turnout was 9.8%. Four survey questionnaires were invalid, that is, they were excluded from data processing and were not mentioned in the survey results (business entities did not meet the set requirements - they had zero or more than 50 employees).

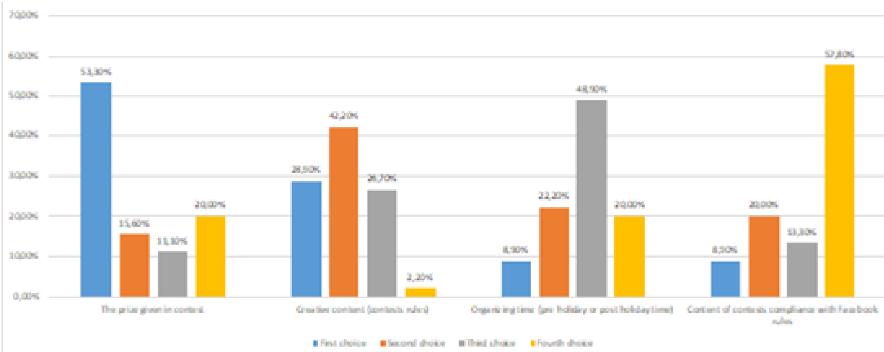
3 Results

When looking at the impact of different variables on the responsiveness of participants in the contests (Graph 1), 27% of respondents say that most participants choose to participate during the holiday season, 20% claim that the best turnout is when the rules of the contests are the most creative, 2% believe the best turnout after the holiday season, and as much as 2% claim that the best response is when the rules are in accordance with Facebook's rules. 49% of respondents believe that the number of participants in the contests does not depend on the variables mentioned above.



Graph 1: Different variables influence on participation in contests
(Source: own research, 2019)

Regarding the most influential factor with regard to the response of the participants in the contests (Graph 2), 53.3% of the respondents place the prize first. 28.9% of respondents put creative content first, while 8.9% of respondents put organizing time and the content of the contest's compliance with Facebook rules first. It is interesting to note that as many as 57.8% of the respondents ranked the content of the contests compliance with Facebook rules fourth choice as a factor influencing the response of the participants, and 42.2% of the respondents placed the creative content in the second place.



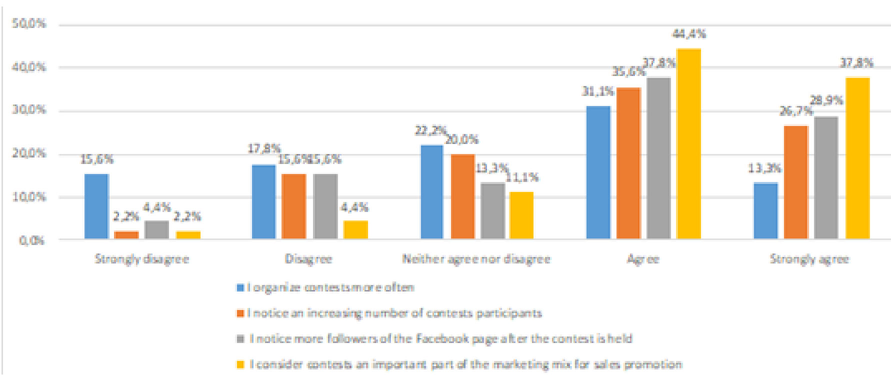
Graph 2: Most influential factor impacting participants attendance in the Facebook contests
(Source: own research, 2019)

Four statements were made to determine the popularity of Facebook contests. In the statement, *We consider contests an important part of the marketing mix for sales promotion*, 37.8% of the respondents strongly agree, 44.4% agree with the statement, 11.1% of the respondents neither agree nor disagree, 4.4% disagree, while 2.2% strongly disagree with the statement.

When claiming, *We notice more followers of the Facebook page after the contests is held*, 28.9% of respondents strongly agree, 37.8% agree, 13.3% neither agree nor disagree with the statement, 15.6% disagree, and 4.4% strongly disagree with the statement.

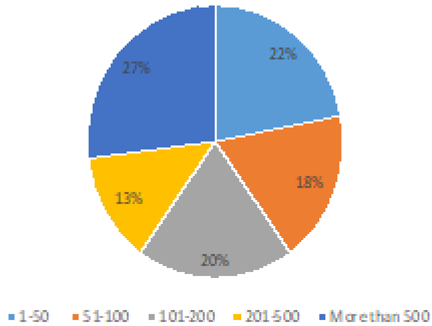
In the statement, *We notice an increasing number of contests participants*, 26.7% of respondents strongly agree, 35.6% agree, 20% neither agree nor disagree with the statement, 15.6% disagree, while 2.2% strongly disagree.

In the statement, *We organize contests more often*, 13.3% of respondents strongly agree with the statement, 31.1% agree with the statement, 22.2% neither agree nor disagree, 17.8% disagree, while 15.6% of respondents strongly disagree with the statement.



Graph 3: Presentation on popularity and contests impact on business
(Source: own research, 2019)

When looking at the number of participants in the last contest organized on Facebook by small business entities, more than 500 participants participated in 27% of contests, up to 50 participants participated in 22% of contests, 101 to 200 participants participated in 20% of contests, 51 to 100 participants participated in 18% of contests, while 201 to 500 participants participated in 13% of contests.



Graph 4: Number of the participants in the last contest organized
(Source: own research, 2019)

4 Discussion

When looking into popularity of contests, it can be analized from two points of view: with regard to the frequency with which business entities organize contests and with regard to the responsiveness of participants in the contests. Findings have shown that contests are relatively popular within small business entities and are occasionally or often organized for sales promotion. Regarding the participants, contests are relatively popular, given the increasing turnout. Small business entities generally understand the importance of the creative content of contests, that is, it can be said that businesses are relatively creative in creating contests rules, but within a certain time frame. These results are not surprising considering that the number of participants does not largery depend on the mentioned variable. A large percentage of respondents organize contests at any time, so we can conclude that the popularity of organizing contests is relatively independent of the pre-holiday and post-holiday periods.

4.1 Conceptual proposals based on research

The following conceptual solutions are proposed in order to make the Facebook contests more successful, based on the research and theoretical knowledge:

- It is useful to set specific, measurable, achievable, relevant and time - bound goals, e.g. SMART goals one wants to achieve with the contests, whether it be product promotion, increasing contacts list, email lists, or collecting user-generated material (photos, videos, etc.).
- Organizers need to explain how the winner will be selected, such as random selection, voting, etc. and how long the contests lasts.
- Given the industry and the type of business, it is a good idea to think about the target audience we want to attract, and this can be achieved by a well-designed marketing strategy. Facebook allow certain targeting options, for example, it may

be limited to the specific distance from a business unit, it may be possible to restrict participants regading age, limit to gender, etc.
- Special attention should be given regarding the prize selection, respectively the customer that we want to attract, i.e. ideal customer. In order to make the prize more attractive to the ideal customer, it is advisable to make a good impression, e.g. through a picture or a short video.

If we follow these guidelines, we can successfully integrate Facebook contests into the marketing strategy as a part of marketing mix, that is, brand promotion, product or service promotion, to meet the target audience, attract potential customers, sales promotion and increase loyalty.

4.2 Limitations

The issue addressed in this research is still unexplored and the results provide interesting clues to the definition of Facebook marketing strategy regarding contests. Limitation of the research relates in particular to the number of companies analyzed and to the limited research time. This paper analyzes small business entities in the Republic of Croatia with up to 50 employees. The quality of the research largely depends on the number of business entities that were willing to participate in the survey, i.e. filling in the questionnaire.

5 Conclusion

Marketing is an essential part of any organization, and a good marketing strategy undoubtedly helps to attract the ideal customer. Social media marketing uses the creation and sharing of content to achieve marketing and branding goals. Social networks are increasingly playing a role in marketing strategies and are becoming an imperative for global marketing communication, we can safely say - in organizations that are willing to face the future. Because of the power and importance of the impact that social networks have on the user today, the business goals of many organizations are also linked to success on social networks.

The social network Facebook represents the most popular social platform in Croatia, both for clients / customers and for businesses, enables two-way communication in real time. Clients have the opportunity to actively participate in the design of products, services and content, or to create custom value. The popularity of the social network Facebook in the world is constantly growing. This social network offers a large number of opportunities for the unconventional type of marketing while hardly requiring any financial investment compared to traditional marketing.

Facebook offers a number of analytic tools and packages for business users that can be of great help in planning business and marketing goals. Small business entities in the Republic of Croatia should work to optimize their marketing strategy, paying more attention to the recruitment of professional staff and mobile and e-marketing professionals, taking into account the fact that Facebook interaction positively influences brand perception precisely because of its unique connectivity capabilities.

Facebook contests, both for sales promotion and brand building purposes, should be an indispensable tool in planning marketing strategies and business goals. Research has shown that some businesses organize contests quite often, even up to several times a month, which speaks to recognizing the importance of incorporating this type of promotion into a marketing strategy. Businesses use contests to promote a brand, product or service and highlight the prize as the most attractive factor for a large number of contests participants. That is why it is important to harness the potential that contests offers, in order to reach the target public. Choosing the right product or service as a reward attracts the ideal customer.

The creative content is another important factor when organizing contests. In addition, the creative content of contests, in the mind of the customer, can be linked to the brand recognition, that is, it can leave a deep first impression while attracting the ideal customer, so it should not be taken lightely and copied from other companies.

More than 81% of the businesses that participated in the survey have recognized that contests are a powerful marketing tool and are considering contests an important part of the marketing mix that they will certainly use in the future to sales promotion. This is supported by the fact that some business entities have noticed an increasing number of participants in the contests. While the latter may not necessarily mean new followers and ultimately loyal customers, it is certainly important to repeat once again the real value that is being made by creative content and with the smart choice of the prize.

In the future, it would be interesting to do a thorough research and make a comparison on the topic of contests on Facebook, on a representative number of businesses, divided into the following groups: large, medium, small and micro, over a longer period of time, for example, for a year, in order to obtain a broader picture. Therefore, it is recommended that future studies continue to examine behaviour toward organizing and participating in contests on Facebook.

The results of this research may find practical application when organizing contests, planning marketing strategies, and as a starting point for further research on the subject.

References

1. Appel, G., Grewal, L., Hadi, R., and Andrew, T. S. (2020). The future of social media in marketing. *Journal of the Academy of Marketing Science*, 48, pp. 79–95. DOI: 10.1007/s11747-019-00695-1
2. Chris, A. (2019). Digital Marketing VS Internet Marketing – What is the latest trend? *[online]*. Available at: https://www.reliablesoft.net/digital-marketing-vs-internet-marketing-what-is-the-latest-trend/ [Accessed: 3. 4. 2019].
3. Datareportal. (2020). Social media users by platform *[online]*. Available at: https://datareportal.com/social-media-users [Accessed: 20. 4. 2020].
4. Duffett, R.G. (2015). Facebook Advertising's Influence on Intention-to-purchase and Purchase Amongst Millennials. *Internet Research*, 25(4), pp. 498–526. DOI: 10.1108/IntR-01-2014-0020.

5. Hansson, L., Wrangmo, A., and Søilen, K.S. (2013). Optimal Ways for Companies to Use Facebook as a Marketing Channel. *Journal of Information, Communication and Ethics in Society*, 11(2), 112–126. DOI: 10.1108/JICES-12-2012-0024.
6. Kalinić, N. (2013). Kratka povijest društvenih mreža. *[online]*. Available at: http://akcija.com.hr/drustveni-mediji/infografika-kratka-povijest-drustvenih-mreza/ [Accessed: 3. 3. 2019].
7. Marker (2014). 15 načina da promovirate vaš web shop poput profesionalca *[online]*. Available at: https://marker.hr/blog/kako-promovirati-web-shop-259/ [Accessed: 7. 1. 2019].
8. Media Marketing (2014). Iznenađujuće statistika o društvenim medijima *[online*]. Available at: http://www.media-marketing.com/vijesti/iznenadjujuce-statistika-o-drustvenim-medijima/ [Accessed: 2. 4. 2019].
9. Mishra, A.S. (2019). Antecedents of consumers' engagement with brand-related content on social media. *Marketing Intelligence & Planning*, 37(4), pp. 386-400. DOI: 10.1108/MIP-04-2018-0130.
10. Stanojević, M. (2011). Marketing na društvenim mrežama. *MediAnali*, 5(10), 165-180. Available at: https://hrcak.srce.hr/77905 [Accessed: 11. 2. 2019].

13 The Implications of Motivation and Learning Strategies of Higher Education Students for Education and Marketing

Marko Divjak* | Milena Maček Jerala** | Dr. Valentina Prevolnik Rupel***

Abstract: The aim of this paper is to analyse and compare the motivation and learning strategies of students at two higher education institutions (HEIs) in Slovenia, DOBA Business School (DOBA) and Biotechnical Centre Naklo (BC Naklo), and to discuss the practical implications of research findings for education and marketing communication of HEIs. 365 respondents from DOBA and 52 respondents form BC Naklo were included in the study. An online survey questionnaire adapted from Motivated Strategies for Learning Questionnaire (MSLQ) was distributed to students via their official school e-mail addresses. In relative terms, DOBA's students scored significantly higher than students at BC Naklo on almost all the scales. In absolute terms, however, both samples demonstrate adequate motivation for learning and solid use of the basic cognitive learning strategies. On the other hand, critical thinking, and metacognition as well as some of the resource management strategies are used less frequently. A combination of factors has contributed to the observed differences in motivation and use of learning strategies among DOBA and BC Naklo students, beside the differences in the program implementation mode (online vs. face-to-face). The results of the current study could help the two participating HEIs in evaluating the design and the implementation of their study programmes. Data on students' motivation and learning strategies adoption could also be used effectively for the purpose of marketing communication to acquire a more distinctive position and competitive advantage against competitors.

Keywords: learning motivation, learning strategies, higher education institution, marketing communication.

JEL: I23

Pomen motivacije in učnih strategij višješolskih in visokošolskih študentov za izobraževanje in marketing

Povzetek: Cilj članka je analizirati in primerjati motivacijo in učne strategije študentov dveh izobraževalnih inštitucij v Sloveniji, DOBA Fakultete in Biotehniškega centra Naklo (BC Naklo), in prediskutirati praktične implikacije rezultatov za izobraževanje in marketinško komuniciranje izobraževalnih inštitucij. V raziskavo je

---

* Assist. Prof. Dr., DOBA Busines School, Prešernova ulica 1, 2000 Maribor, Slovenia; marko.divjak@doba.si.

** Lect., Biotechnical Centre Naklo, Strahinj 99, 4202 Naklo, Slovenia; milena.jerala@bc-naklo.si.

*** Assoc. Prof. Dr., Institute for Economic Research, Kardeljeva ploščad 17, 1000 Ljubljana, Slovenia; rupelv@ier.si.

bilo vključenih 365 študentov DOBA Fakultete in 52 študentov BC Naklo. Online anketni vprašalnik, prilagojen na podlagi vprašalnika Motivated Strategies for Learning Questionnaire (MSLQ), je bil poslan študentom na njihove šolske elektronske naslove. Študenti DOBA Fakultete so dosegli pomembno višje rezultate od študentov BC Naklo na skoraj vseh lestvicah. V absolutnem smislu pa sta oba vzorca študentov izkazala primerno motivacijo za učenje in solidno rabo enostavnih kognitivnih učnih strategij. Po drugi strani se je izkazalo, da se kritično razmišljanje, metakognicija in nekatere druge strategije upravljanja in organizacije učenja uporabljajo manj pogosto. K opaženim razlikam v motivaciji in uporabi učnih strategij med študenti DOBA Fakultete in BC Naklo je, poleg razlik v načinu implementacije študijskih programov (online oz. tradicionalno, v živo), prispevala kombinacija dejavnikov. Rezultati pričujoče raziskave so izobraževalnim inštitucijam lahko v pomoč pri evalvaciji zasnove in implementacije študijskih programov. Podatki o motivaciji in učnih strategijah študentov se lahko prav tako uporabijo za namene marketinškega komuniciranja s ciljem pridobivanja bolj razlikovalne pozicije in konkurenčne prednosti.

Ključne besede: učna motivacija; učne strategije; visokošolska izobraževalna inštitucija; marketinško komuniciranje.

1 Introduction

According to self-determination theory (SDT), motivation can be divided into three categories: intrinsic, extrinsic and amotivation (Deci and Ryan, 1985). Transposing the theory into education field, this means that students have different levels of self-determination and motivation. The more autonomy is given to a student, the more his/her motivation and willingness to participate increases. Active and highly motivated students will spontaneously get involved in the activities without expecting any external rewards (Skinner and Belmont, 1993). The sense of pleasure and satisfaction experienced by a student is a defining factor for his/her intrinsic motivation (Ryan, 1982). Various research results connect intrinsic motivation to the pleasure felt during the lesson and the increased desire for participation, which leads to positive learning results (Hagger, Chatzisarantis, Culverhouse, et al., 2003; Todorova and Karamanska, 2015). Meanwhile, to encourage a low motivated student, external rewards are needed to convince students to participate in activities (Skinner and Belmont, 1993).

Pintrich and DeGroot (1990) found not only motivational variables but also cognitive processes such as learning strategies to be important in explaining students' academic success, as stated by Martínez and Galán (2000). Learning strategies are defined as a sequence or combination of goal-directed learning activities that one uses on one's own initiative and changes them according to the requirements of the situation. Specifically, in online environments, high levels of academic motivation and self-regulation were found to be due to the autonomous nature of online learning compared to traditional classroom contexts (Artino and Stephens, 2009). Cho and Shen (2013) claimed that intrinsic motivation positively influenced students' persistence and success in an online course. Students who had higher intrinsic motivation, were more likely to use complex learning strategies (e.g. quizzing themselves after reading to test what they had learned).

Stark, Lassiter, and Kuemper (2013) found that motivation to study and self-discipline predicted higher course grades specifically for upper level college students in an online course. For lower level college students, access to technology was the most significant predictor of online course success. This could be explained by better application of already established study habits of higher-level students through experience with college courses. Success for newer students is more dependent on basic access to technology.

Wang, Shannon and Ross (2013) examined students enrolled in online courses and found that those who had taken online courses before reported using more learning strategies compared to those students new to online learning. This would suggest that the use of learning strategies increase by years of study or experience with online study. The use of more learning strategies led to increased motivation to learn, which then related to improved performance in online courses.

For lower level students, only extrinsic motivation predicted success in an online course, and only self-efficacy predicted success in face-to-face courses, and none of the learning strategy variables related to course success for either type of course. For upper level students, now intrinsic motivation negatively related to course success in both online and face-to-face courses, and self-efficacy positively related to success in both types of courses. For both lower and upper level students, the motivation variables were more relevant to course success than the learning strategy variables (Stark, 2019).

Stark (2019) also compared the role of motivation and learning strategies in the success of online and face-to-face students. Results showed that students in online courses had lower levels of both intrinsic and extrinsic motivation to succeed in that class and viewed their online course as less interesting and useful, compared to students in face-to-face courses. Also, students in online courses reported less use of a number of learning strategies, including rehearsal, organization of information, metacognition, and seeking help from peers and the instructor, compared to those enrolled in face-to-face courses. The motivation variables did play a greater role in predicting success for online courses, whereas use of learning strategies related more strongly to performance for face-to-face classes.

Ghenghesh (2010) conducted a study which showed that motivation in the sample decreases with age: the results of one-way analyses of variance across the five age groups investigated showed that the older learners tend to score significantly lower on the motivational scales and the interviews data gives further support to this finding. There are a number of influential factors that affect learners' motivation: in particular the role of the teacher was seen fundamental in determining the attitude to the language and in supplying motivation. Other external factors include aspects related to the learning context (Ghenghesh, 2010).

Swain and Hammond (2011) claims that part-time mature students differ from younger full-time students in terms of both stage in life when they decide to study as well as their circumstances. Therefore, it can be expected that the motivations for learning between both groups will differ. In a report to the National Committee of Inquiry into Higher Education (Callender, 1997), the motivations for entry into higher education were compared for these two groups. Younger full-time students emphasised university experience as a reason for studying, while mature part-time students were relatively highly motivated by practicalities, such as proximity of the institution to their home. Kump and Krašovec (2007) found that adults over 60 were more likely than younger adults to give 'joy of learning' as a reason for studying, whilst the younger groups reported extrinsic reasons and motivation relating to work.

Monitoring students' motivation and learning strategies adoption could be of great value for HEIs while evaluating and reflecting on the suitability of learning/pedagogical approaches for achieving the desired learning outcomes. For example, in cases when students report the elementary learning strategies to dominate in the learning process, it might be worth considering to re-design the courses and to introduce modern learning approaches e.g. active learning, as suggested by Misseyanni et al., (2018), or problem-based learning, as proposed by Reimers (2020), in order to make learning more engaging, collaborative and socially-useful. Such learning approaches normally facilitate and trigger the adoption of the advanced learning strategies and lead to development of more complex knowledge and competences.

It is crucial for HEIs to implement strategies to empower students in order to increase the probabilities of students transitioning from lower levels of intrinsic motivation for learning to higher levels. Students should also be empowered to learn based on leveraging their own learning or thinking styles. It is quite important that instructors understand differences in student learning and thinking styles (Desai and Johnson, 2014).

Another important driver of the transformation of the learning process is closely related to a set of competencies that the global market expects of higher education graduates. These market-valued competences can be used to define the success of the curriculum, course design, and instructional techniques and determine the sufficiency of the resource allocation by the institution of higher education to specific academic and supporting programmes (Desai and Johnson, 2014).

The aim of our study was to investigate the motivational aspects and learning strategies adoption among students in two HEIs (DOBA and BC Naklo) and to discuss the usefulness of the results for the purpose of redesigning the study programmes and marketing positioning of both HEIs.

2 Methods

The study was conducted as a cross-sectional research design in combination with a quantitative research strategy by means of using structured survey questionnaire to gather the data.

2.1 Description of the instrument

The survey questionnaire was adapted on the basis of the Motivated Strategies for Learning Questionnaire (MSLQ), which contains motivational scales and learning strategies scales (Pintrich, Smith, García and McKeachie, 1991).

The first part of the questionnaire includes 31 items that converge into 6 motivational scales:

(1) *intrinsic goals* (the degree to which a student perceives participation in the study program due to intrinsic reasons such as challenge, curiosity, mastery),
(2) *extrinsic goals* (the degree to which a student perceives participation in the study program due to extrinsic reasons such as grades and rewards),
(3) *task value* (students' perceptions of the study program, courses, and topics in terms of interest, importance and utility,
(4) *control beliefs* (students' beliefs that their efforts to learn will result in positive outcomes),
(5) *self-efficacy* (judgments about one's ability to accomplish a task as well as one's confidence in one's skills to perform that task) and
(6) *test anxiety* (cognitive concern and preoccupation with test performance as well as affective and physiological arousal in times of test-taking).

The items were assessed by means of a five-point Likert scale (score 1 – absolutely untrue, score 5 – absolutely true).

The second part of the questionnaire contains 49 items that converge into 9 learning strategies scales:

(1) *rehearsal* (e.g. reciting or naming items from a list to be learned),
(2) *elaboration* (help the learner integrate and connect new information with prior knowledge by paraphrasing, summarizing, creating analogies, and note-taking),
(3) *organization* (active and effortful endeavours such as clustering, outlining, and selecting the main idea in reading passages),
(4) *critical thinking* (the degree to which students apply previous knowledge to new situations or make critical evaluations with respect to standards of excellence),
(5) *metacognition* (planning, monitoring and regulating cognitive activities while learning),
(6) *time and study environment* (managing and regulating the time for studying and the study environments),
(7) *effort regulation* (students' ability to control their effort and attention for learning in spite of distractions and uninteresting tasks),
(8) *peer learning* (the degree to which students collaborate with their peers in the process of learning) and
(9) *help seeking* (the degree to which students ask for help in the process of learning both from peers and teachers/instructors).

The items were assessed by means of a five-point Likert scale (score 1 – absolutely untrue, score 5 – absolutely true).

2.2 Sample description

This research targeted part-time online students at DOBA, who were enrolled in either bachelor or master study programs (N1 = 1,295) and full-time and part-time students who were enrolled in higher vocational college study programs at BC Naklo (N2 = 147). All members of the two target populations were invited to participate in the web survey, which resulted in self-selective samples of n1 = 365 students from DOBA (28 percent response rate) and n2 = 52 students from BC Naklo (35 percent response rate).

Socio-demographic structure of both samples is described in Table 1. It is evident that the characteristics of surveyed students in both HEIs are evidently different, especially with respect to age, employment, and study type. Two thirds of DOBA students are older than 30 years, while around 70 percent of students from BC Naklo belong to the age band between 19 and 30 years. The mean age of DOBA and BC Naklo students accounts to 37.9 years (SD = 9.0) and 27.0 years (SD = 9.2) respectively. The majority of DOBA students is employed or self-employed, which corresponds with the higher mean age, while nearly 70 percent of BC Naklo students are unemployed. Also, all DOBA students are enrolled as part-time students, while almost 80 percent of BC Naklo students study as full-time (regular) students. Besides, study programs at DOBA are implemented fully online, while the study programs at BC Naklo are implemented in a traditional study mode (face to face).

Table 1. Socio-demographic structure of surveyed students in both HEIs in %

	BC Naklo	DOBA
Gender		
Male	45.7	39.2
Female	54.3	60.8
Age		
19 to 30	72.9	23.5
31 and above	27.1	76.5
Employment		
(Self)Employed	31.4	87.2
Unemployed	68.6	12.8
Study type		
Full-time	78.6	0.0
Part-time	21.4	100.0

2.3 Description of conducted research and data processing

The data was collected by means of the online survey questionnaire that was distributed to students via their official school e-mail addresses. Decision for participation was totally voluntary and the complete anonymity of the respondents was assured. Data collection took place between May and July 2019. On average, it took around 13.5 minutes for a respondent to fill out the questionnaire.

As the two samples are self-selective and thus non-probabilistic, no statistical tests were used to generalize about the differences in motivation and learning strategies adoption across the populations of DOBA and BC Naklo students. However, the Cohen’s D measure was calculated as an indicator of the mean difference sizes, in order to facilitate the comparison and interpretation of results between the two independent samples and across different scales.

3 Results

The comparison of motivational and learning strategies scales in both samples revealed substantially different results. In general, DOBA students scored higher on all the scales except on the peer learning scale (Table 2).

Table 2. Motivational aspects and learning strategies of students in both HEIs

	BC Naklo		DOBA		Cohen's D*
	M	SD	M	SD	
Motivational scales					
Control beliefs	3.91	0.76	4.11	0.61	0.29
Self-efficacy	3.75	0.70	4.23	0.45	0.82
Intrinsic goals	3.84	0.78	4.23	0.52	0.59
Extrinsic goals	2.94	0.86	3.47	0.82	0.63
Task value	3.86	0.73	4.31	0.50	0.72
Test anxiety	2.83	0.81	2.90	0.86	0.08
Learning strategies scales					
Rehearsal	3.63	0.65	3.86	0.61	0.36
Elaboration	3.60	0.75	4.07	0.53	0.72
Organization	3.48	0.78	3.94	0.78	0.59
Critical thinking	3.26	0.75	3.66	0.61	0.58
Metacognition	3.34	0.49	3.71	0.49	0.76
Time and study environment	3.36	0.65	3.88	0.55	0.86
Effort regulation	2.92	0.82	3.62	0.63	0.96
Peer learning	3.13	0.98	2.95	1.01	0.18
Help seeking	3.00	0.78	3.11	0.94	0.13

*Cohen's D indicates the size of the mean differences between two independent samples. The higher the value the larger the difference in mean scores.

In the context of motivational scales, the largest mean differences in favour of DOBA students are observed in self-efficacy, task value, extrinsic and intrinsic goals. In comparison with BC Naklo students, DOBA students are more confident in their abilities to perform and accomplish the task, they have more positive perceptions about the importance and utility of their study programme and their study motivation is higher – both intrinsic and extrinsic.

In the context of learning strategies scales, the most prominent differences between the two samples are reflected in the prevalence and use of effort regulation, time and study environment regulation, metacognition and elaboration. DOBA students reported stronger ability to control their efforts and attention for learning despite distractions, they seem to be more attentive to controlling and managing both the time and environment for studying, they self-reflect and self-regulate more frequently while learning and they connect new information with prior learning more often. There are also substantial differences in favour of DOBA students in the use and prevalence of organization of knowledge and critical thinking. Peer learning on the contrary is the only learning strategy that is more prevalent and more widely used among BC Naklo students, although the size of the mean difference is small.

Besides, it is evident that in both samples intrinsic goals prevail over extrinsic goals. It is also evident that in both samples advanced cognitive learning strategies such as critical thinking and metacognition are less frequently used than the basic cognitive learning strategies such as rehearsal and elaboration.

4 Discussion

The main objective of this research was to compare the motivational aspects and the learning strategies adoption among the students at DOBA and BC Naklo. Generally speaking, DOBA students demonstrated more favourable motivational elements and more prevalent and frequent adoption of various learning strategies than BC Naklo students. These results could be at least to a certain extent explained by the differences in the socio-demographic characteristics of students in both samples and by the specifics of study programme implementation at DOBA and BC Naklo.

In the context of motivational aspects, the largest differences in the mean scores were observed in self-efficacy and task value. These dimensions are both strongly related with the structure, set-up and the implementation of study programmes. DOBA's online study programmes are highly practically oriented, pursuing the hands-on approach, which results in the acquisition of very up-to-date knowledge and development of expert and transversal skills that could be directly applied in different business environments. Such a practically oriented approach could have influenced the higher task value, that is the perception regarding the importance and utility of the study program. Also, a highly structured model of online learning, which is based on continuous workload and assessment (evaluation and assessment on a weekly basis) could have contributed to increased self-efficacy among DOBA students as the perception of one's ability to perform and accomplish the task is constantly being enhanced and reinforced by continuous and high quality feedback from professors.

Higher motivation among DOBA students, expressed as extrinsic and intrinsic goals, could be explained in terms of self-determination theory (Deci and Ryan, 1985), which links motivation with autonomy. The more autonomy is given to a student, the more his/her motivation and willingness to participate in the course increases. Online courses are based on a student-centered approach and they tend to be more autonomous in nature in comparison to traditional classroom-based courses (Artino and Stephens, 2009). However, Stark's (2019) findings were completely opposite. He found that students in online courses had lower levels of both intrinsic and extrinsic motivation and viewed their course as less interesting and useful (task value), compared to students in face-to-face courses.

Stark (2019) also found that learning strategies were less prevalent and used among online students, compared to students enrolled in face-to-face courses, which contradicts the findings of our research. We have found that all learning strategies, except for peer learning, were more frequently used among online students at DOBA, compared to “traditional” students at BC Naklo. These results could be explained in terms of age differences between the two samples. DOBA students are significantly older and we may assume that older students do have their learning strategies better refined and developed than younger students, which might be related with development of “learning to learn” competence.

In our opinion, it has been a combination of various factors that have contributed to the observed differences in motivation and use of learning strategies among DOBA and BC Naklo students, beside the differences in the program implementation mode (online vs. face-to-face). DOBA students are significantly older, the majority is employed, and they are all part-time students, which means they had to pay for their learning. The fact that they had to invest the money in their learning and struggle to fit their study activities with work and family obligations has probably enhanced their motivation and the use of learning strategies in order to succeed and get the most out of their investment.

The current study is limited to two very distinct populations of higher education students and hence the results cannot be generalized beyond the research context. In order to collect more solid evidence about motivation and learning strategies adoption of students enrolled in formally different educational programs (e.g. vocational college, 1st Bologna cycle, 2nd Bologna cycle), a representative sample of students is required with relevant independent variables such as implementation mode and socio-demographic characteristics being controlled.

The results of the current study could help the two participating HEIs in evaluating the design and the implementation of their study programmes. For instance, in both HEIs critical thinking and metacognition seem to be the least frequently used cognitive learning strategies. Hence, it might be worth reconsidering how to redesign the courses and the learning approaches in order to facilitate and enhance the adoption of those advanced learning strategies. Also, peer learning and help seeking are only moderately adopted among students in both HEIs. As learning is a social process, it could be a good idea to search for additional mechanisms to stimulate collaborative learning and a cooperative two-way communication between students and professors. Next, task value seems to be the most important dimension of students’ motivation, taking into account the perspective of HEIs. If students’ perception of importance and utility of the study programme is low then it would be useful to check for the consistency of the programme’s objectives, contents and competences with the needs and requirements of the market. Alternatively, it could be useful to provide the students with a detailed information about the linkage of acquired knowledge and developed course-specific competences with the required competence profile and expertise of a particular profession.

Data on students’ motivation and learning strategies adoption could also be used effectively for the purpose of marketing communication to acquire a more distinctive position and competitive advantage against competitors. For instance, favourable task value could be used to inform the audience about the utility and practicality of the study programme in solving real life challenges. Also, high-level control beliefs and self-efficacy could be used as an illustration of a student-centered approach which is based on proper student support, continuous workload and assessment and on providing high-quality feedback to students on how to improve their learning.

5 Conclusion

The observed differences in motivational aspects and adopted learning strategies among students of DOBA and BC Naklo are informative and could be largely explained with a reference to the specifics of the design and implementation of the study programmes and with regards to the socio-demographic characteristics of two distinct populations of students. However, we see the main contribution of this paper in pointing to the relevance of data on motivation and learning strategies for HEIs. Namely, HEIs themselves should be interested in researching the motivation and learning strategies adoption among their students to help them evaluate the strengths and the weaknesses of the study programmes and identify the opportunities for further improvements to better serve the needs of the students and the requirements of the employers.

References

16. Artino, A.R. Jr., Stephens, J.M. (2009). Academic motivation and self-regulation: a comparative analysis of undergraduate and graduate students learning online. *Internet High. Educ.,* 12, pp. 146–151.doi: 10.1016/j.iheduc.2009.02.001.
17. Callender, C. (1997). Full and part-time students in higher education: Their experiences and expectations. In: *Higher Education in the Learning Society, Committee of Inquiry into Higher Education, Report 2* (pp. 1–8). London: The Stationery Office.
18. Cho, M. and Shen, D. (2013). Self-regulation in online learning. *Distance Education*, 34(3), pp. 290– 301, doi: 10.1080/01587919.2013.835770.
19. Desai, M.S., Johnson, R.A. (2014). Integrated systems-oriented student-centric learning environment: A framework for curriculum development. *Campus-Wide Information Systems*, 31(1), pp. 24-45, doi: 10.1108/CWIS-01-2013-0002.
20. Deci, E. L. and Ryan R. (1985). *Intrinsic motivation and self determination in human behavior*. New York: Plenum.
21. Ghenghesh, P. (2010). The Motivation of L2 Learners: Does It Decrease with Age? *English Language Teaching,* 3(1), pp.128-141, doi: 10.5539/elt.v3n1p128.
22. Hagger, M.S., Chatzisarantis, N.L.D., Culverhouse, T., Biddle, S.J.H. (2003). The Processes by Which Perceived Autonomy Support in Physical Education Promotes Leisure-Time Physical Activity Intentions and Behavior: A Trans-Contextual Model. *Journal of Educational Psychology,* 95(4), pp. 784–795.
23. Kump, S., Krašovec, J. (2007). Education: a possibility for empowering older adults. *International Journal of Lifelong Education,* 26(6), pp. 635–649, doi: 10.1080/02601370701711331.
24. Martínez, J.R., Galán, F. (2000). Estrategias de aprendizaje, motivación y rendimiento académico en alumnos universitarios. *Revista Española de Orientación y Psicopedagogía*, 11, pp. 35–50.
25. Misseyanni, A., Papadopoulou, P., Marouli, C., Lytras, M. D. (2018). Active Learning Stories in Higher Education: Lessons Learned and Good Practices in STEM Education. In A. Misseyanni, M.D. Lytras, P. Papadopoulou, C. Marouli (Eds.) *Active Learning Strategies in Higher Education*. Emerald Publishing Limited, pp. 75-105, doi: 10.1108/978-1-78714-487-320181004.

26. Pintrich, P., Smith, D., García, T., McKeachie, W. (1991). *A manual for the use of the motivated strategies for learning questionnaire (MSLQ*). Ann Arbor, MI: University of Michigan.
27. Pintrich, P., DeGroot, E. (1990). Motivational and self-regulated learning components of classroom academic performance. *J. Educ. Psychol.* 82, pp. 33–40.
28. Reimers, F. M. (2020). Transforming education to prepare students to invent the future. *PSU Research Review,* 4(2), pp. 81-91, doi: 10.1108/PRR-03-2020-0010.
29. Ryan, R.M. (1982). Control and information in the intrapersonal sphere: An extension of cognitive evaluation theory. *Journal of Personality and Social Psychology*, 13, pp. 450-460.
30. Skinner, E.A., Belmont, M.J. (1993). Motivation in the classroom: Reciprocal effects of teacher behavior and student engagement across the school year. *Journal of educational psychology*, 85 (4), pp. 571-581.
31. Stark, E. (2019). Examining the Role of Motivation and Learning Strategies in the Success of Online vs. Face-to-Face Students. *Online Learning,* 23(3), pp. 234-251, doi: 10.24059/olj.v23i3.1556.
32. Stark, E., Lassiter, A., Kuemper, A. (2013). A brief examination of predictors of e-learning success for novice and expert learners. *Knowledge Management & E-Learning,* 5(3), pp. 269–277.
33. Swain, J., Hammond, C. (2011). The motivations and outcomes of studying for part-time mature students in higher education. *International Journal of Lifelong Education,* 30(5), pp. 591-612, doi: 10.1080/02601370.2011.579736.
34. Todorova, M., Karamanska, D. (2015). A study of motivation and satisfaction of students in e-learning environment. *Applied Technologies and Innovations,* 11(2), pp. 82-89.
35. Wang, C., Shannon, D.H., Ross, M.E. (2013). Students' characteristics, self-regulated learning, technology self-efficacy, and course outcomes in online learning. *Distance Education*, 34(3), pp. 302–323.

14 Virtual Teamwork in Education: A Case Study of DOBA Business School

Nuša Lazar* | Zvezdana Strmšek**

Abstract: The article presents the case of DOBA Business School and virtual teamwork experiences and students' satisfaction. In the past 7 years, DOBA Business School has been closely monitoring the development of different skills and competences among its students. After each course, students fill out anonymous questionnaires where different segments of the course are evaluated, including teamwork. For our research, we only use that data (satisfaction with students' teamwork). We investigate the possible differences with the satisfaction of virtual teamwork among bachelor's, master's degree and doctoral degree students as well as among students from Slovenia, Croatia and Serbia in the academic years 2013/14 to 2019/20.

Keywords: virtual teamwork, students' satisfaction, higher education, case study, Covid-19

Virtualno timsko delo v izobraževanju: študija primera DOBA Fakultete

Povzetek: Članek predstavlja študijo primera DOBA Fakultet in izkušnje z virtualnim timskim delom ter zadovoljstvom študentov. Zadnjih 7 let DOBA Fakulteta pozorno spremlja razvoj različnih veščin, spretnosti in kompetenc svojih študentov. Ob zaključku vsakega predmeta študenti izpolnijo anonimne vprašalnike, kjer ocenijo različne segmente izvajanja predmeta, tudi timsko delo. V raziskavo so zajeti prav ti podatki (zadovoljstvo s timskim delom študentov). Raziskava prikazuje morebitne razlike v zadovoljstvu s timskim delom med dodiplomskimi, podiplomskimi in doktorskimi študenti ter med študenti iz Slovenije, Hrvaške in Srbije v študijskih letih med 2013/14 in 2019/20.

Ključne besede: virtualno timsko delo, zadovoljstvo študentov, visokošolsko izobraževanje, študija primera, Covid-19

1 Introduction

Due to the development of technologies and globalization, as well as the fact that organizations operate in a dispersed geographic context, virtual teamwork is becoming more and more important. There are numerous definitions of virtual teams prevalent in the research texts. Horwitz, Bravington and Silvis (2006) define virtual teams as individuals collaborating in geographically dispersed teams who may reside in different time zones and countries. Different authors (Peters and Manz, 2007,

---

* Dekorina, Glavni trg 17B, 2000 Maribor; nusa.lazar@dekorina.si.
** DOBA Business School, Prešernova 1, 2000 Maribor; zvezdana.strmsek@doba.si.

Anderson et al., 2007, Lin, Standing and Lui, 2008) agree, that by utilizing modern computer-driven technologies virtual teams are working across boundaries of time and space.

There are several advantages of virtual teams: speed of execution, reduced cost, and adaptability. There are also some disadvantages, including role ambiguity, cultural nuances of operating globally, and the difficulty in the interpretation of decisions via virtual means (Earnhardt, 2019).

DOBA Business School is aware of the benefits and advantages of teamwork. They facilitate the development of teamwork in all study programmes. Developing teamwork is also one of its values. Since DOBA is conducting online studies, they are especially focused on developing and successfully implementing virtual teamwork (DOBA Business School, 2020a).

1.1 Virtual teamwork in education

Virtual teamwork in education means that the students (team members) use a virtual platform and online communication tools for all teamwork activities during a course. Because of the technical requirements, it is necessary for teachers to update their knowledge and skills on technology-enabled teamwork. Students, however, learn how to work together effectively, develop professional relationships with each other, become more participative, and are appreciative of the instructor taking the facilitator role (Haihong, 2015).

He, Wang and Li (2008) identify the following problems in virtual teamwork in education: (1) a lack of motivation to participate in virtual teamwork, (2) a lack of specific guidelines on technology use, (3) a lack of specific guidelines on how to collaborate in virtual teams, (4) limited use of synchronous, audio, visual communication tools, (4) difficulty in establishing personal connection via text-based tools.

In an online learning environment, the role of the teacher is seen as a facilitator of learning. Any teamwork undertaken in the online environment needs to be carefully monitored and managed. Supporting students in online teams and assessing the individual contributions made by team members, should be provided (Goold, Craig and Coldwell, 2008).

The study programmes at DOBA are implemented fully online. DOBA is also facing the following challenges with virtual teamwork: the organisation of teamwork and ensuring its effectiveness, quality, and success of virtual teamwork, as well as different level of knowledge on how to use virtual tools to facilitate teamwork. They are tackling these challenges with different tools that are presented also in this article.

1.2 DOBA Business School and its study programmes

DOBA Business School was the first business school in Slovenia that realized the need for available and flexible ways of furthering the education of employed individuals. Therefore, DOBA developed its own online study model, where there is no direct contact between the students and professors in the classroom, and there is overall comprehensive support and personal monitoring of students. A fully online study programme is one of the greatest advantages for DOBA's students during their studies (DOBA Fakulteta, 2020a).

All study programmes are accredited by the Slovenian Quality Assurance Agency for Higher Education (SQAA), a member of the European Association for Quality Assurance in Higher Education (ENQA). DOBA also received the EOCCS (Online Course Certification System) certification for its high-quality implementation of online learning (DOBA Business School, 2020b).

DOBA Business School offers different bachelor's degree and master's degree programmes, as well as a doctoral (PhD) programme. In Table 1 the numbers of students enrolled in different programmes and different markets are presented for the last 7 academic years (from 2013/2014 to 2019/2020).

The average student age at DOBA Business School is between 25 and 45 years with 62% of them being women. Most of the students are employed individuals (78%), with 24% of them working in non-profit organisations. The main motivational factor for students enrolled in DOBA is to gain a higher degree (24%) and to acquire useful, professional, and practical knowledge (18%) (DOBA Fakulteta, 2019).

Table 1: Number of enrolled students by study programme and selected market in the academic years 2013/2014 to 2019/20

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Bachelor's Degree Programmes in Slovenia							
Business Management	233	204	232	276	235	193	233
Marketing, Social Media and Public Relations	155	140	146	162	156	132	123
Tourism Operations and Management	/	/	/	21	38	53	42
Management in Social and Education Sector	/	/	/	44	72	89	84
Lifelong Learning Management	42	23	28	11	5	/	/
Organisation and Management of Social Sector	135	95	72	35	15	/	/
Total students	*565*	*462*	*478*	*549*	*521*	*467*	*482*
Master's Degree Programmes in Slovenia							
International Business Management	76	64	43	32	40	46	56
Marketing and Sales	/	/	24	40	36	38	34
Lifelong Learning Management	24	12	10	4	/	/	/
Organisation and Management of Social Sector	29	24	15	3	/	/	/
Innovation Management in Social and Education Sector	/	/	/	13	23	24	36
Management of Smart Cities	/	/	/	/	13	26	19
Total students	*129*	*100*	*92*	*92*	*112*	*134*	*145*
Bachelor's Degree Programmes in Croatia							
Business Management	/	/	38	67	102	100	118

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Marketing, Social Media and Public Relations	48	95	131	136	124	120	109
Tourism Operations and Management	/	/	/	22	45	62	63
Total students	*48*	*95*	*169*	*225*	*271*	*282*	*290*
Master's Degree Programmes in Croatia							
International Business Management	37	31	42	28	24	25	35
Marketing and Sales	/	/	/	14	20	33	37
Total students	*37*	*31*	*42*	*42*	*44*	*58*	*72*
Bachelor's Degree Programmes in Serbia							
Business Management	91	50	34	35	41	40	37
Marketing, Social Media and Public Relations	/	10	24	30	31	19	20
Tourism Operations and Management[2]	/	/	/	/	/	4	6
Total students	*91*	*60*	*58*	*65*	*72*	*63*	*63*
Master's Degree Programmes in Serbia							
International Business Management	23	7	11	11	15	8	13
Marketing and Sales[3]	/	/	/	/	/	8	3
Total students	*23*	*7*	*11*	*11*	*15*	*16*	*16*
Doctoral Programme							
Innovation and Sustainable Business Management in Digital Society[4]	/	/	/	/	/	/	11
Total students	*/*	*/*	*/*	*/*	*/*	*/*	*11*

Source: own calculations, collected data from DOBA Fakulteta, 2015, and DOBA Fakulteta 2019

1.3 How virtual teamwork is carried out at DOBA Business School

DOBA Business School is using the Blackboard virtual learning environment as its learning management system (LMS). DOBA has a constructivist learning approach, with collaborative learning, problem solving based learning, and characteristics of project work (DOBA Fakulteta, 2020b).

DOBA Business School has been closely monitoring the development of different skills and competences among their students. One of the key competences needed in the business world is teamwork, which students develop also during their studies. Since the students come from different backgrounds (educational as well as professional),

2 These students are studying together with Croatian students in this programme with whom they fulfil all the obligations of the Tourism Operations and Management bachelor's degree programme.
3 These students are studying together with Croatian students in this programme with whom they fulfil all the obligations of the Marketing and Sales master's degree programme.
4 The doctoral programme is offered in the English language to students from Slovenia, Croatia, Serbia, and worldwide.

the academic advisors prepare them for the specifics of teamwork with a special emphasise of virtual teamwork. Before the beginning of their studies, the students get all the information regarding the specifics of virtual teamwork (Lazar, Strmšek, Drolc, 2018):

- On the first day of their studies, the features and tools for successful teamwork are presented during the *Introductory Day*.
- *Introduction to studies* is a 2-week long seminar, where students learn how to use different tools for successful virtual teamwork (and successful online studies).
- The guidelines for virtual teamwork, prepared by academic advisors, are also given to students.

The online learning model at DOBA Business School provides students with different technical tools for successful online studies and virtual teamwork. Some of these tools are implemented in Blackboard and some are offered outside Blackboard (for example OneDrive as well as MS Teams as part of Office 365). The below-mentioned tools are free of charge for the students and can be used without limits:

- OneDrive has been used since 2016/2017. It is part of Office 365 and is used for sharing documents and creating team assignments where all team members can access and write on the assignment at the same time. Access to the document is also given to the professor and the online tutor to monitor the team activities.
- Skype for Business has been used since 2016/2017. It is part of Office 365 and is used for synchronous written, audio and video communication among team members.
- Team Discussion Forums are used for asynchronous written communication among team members, professors, and online tutors and forums are implemented in Blackboard.
- Blackboard Collaborate is used for synchronous written, audio and video communication among team members, professors, and online tutors with the purpose for sharing screens, documents, etc.
- MS Teams has been used since 2019/2020. It is a compulsory tool for teamwork. Students are divided into teams of up to 4 members in one team and given the rights to build the team assignment in the OneDrive tool.

The article will present the case of DOBA Business School and the virtual teamwork of its students and the students' satisfaction with it. We will investigate the possible differences among bachelor’s degree, master’s degree, and PhD students as well as differences among students from Slovenia, Croatia, and Serbia. During the past few years, DOBA has also implemented different improvements for a better virtual teamwork experience. We anticipate that these improvements will have a positive effect on virtual teamwork satisfaction among DOBA's students.

2 A case study of DOBA Business School - students' virtual teamwork

2.1 Methods used for investigating student's virtual teamwork satisfaction

In our paper, we will focus on the virtual teamwork in online courses at DOBA Business School. We collected data related to teamwork from the last 7 years. We only examine programmes that were carried out online. The sample comprises all bachelor's degree, master's degree, and doctoral students who were enrolled in the programmes during the last 7 academic years (from 2013/2014 to 2019/2020). The numbers of enrolled students are presented in Table 1. The response rate of students filling out the questionnaires differs among study levels and the study years. For bachelor's degree programmes, the response rate is from 45,85% to 72,48%, and for master's degree programmes from 38,12% to 69,98%, while at doctoral programme it is 100,00%.

The satisfaction of students after each course is monitored with an anonymous questionnaire. One of the sub-questions is related to the satisfaction of the students' virtual teamwork. Students evaluate their satisfaction with the teamwork on a scale from 1 to 7 (with 7 being the highest score).

We also look at the correlation between the satisfaction with teamwork during the courses and the satisfaction with the courses in general in Slovenian, Croatian and Serbian bachelor's degree and master's degree programmes as well as the PhD programme in the academic year 2019/2020.

2.2 Research and results

Satisfaction with teamwork that is presented in the article is calculated as the average satisfaction with teamwork during all courses of one programme during one academic year. The data is presented in Table 2, for each country (Slovenia, Croatia, Serbia), and presented separately by different study levels (bachelor's degree, master's degree and doctoral programme) for the last 7 years.

The satisfaction with teamwork within different courses among DOBA's students is very high (in most cases over 6,0 on a scale from 1 to 7, where 7 is the highest score). It differs during the observed past 7 years, but we can see in most programmes a trend in rising numbers. Few exemptions are present which we explain below.

DOBA Business School organizes the studies so that students of different generations and programmes are enrolled in the same course. This is due to internal organizational issues as well as to give the students the possibility to network throughout their programme. Because of this, the groups and teams vary from course to course (this is mostly the case of bachelor's degree courses). Hence, the satisfaction with teamwork at the bachelor's degree study level is a bit lower than at the master's degree study level.

Students in the master's degree programmes are more satisfied with their teamwork (on average the scores are 0,1 to 0,2 points higher than for bachelor's degree programmes looking separately at each academic year). Academic advisors, who are in regular contact with the students, noticed that the master's degree students are

Table 2: Satisfaction with teamwork during all courses of different study levels and countries form the academic years 2013/2014 to 2019/2020

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Bachelor's Degree Programmes in Slovenia							
Business Management	5,9	5,9	5,7	6,0	6,1	6,2	6,2
Marketing, Social Media and Public Relations	5,9	5,9	5,7	5,9	5,9	5,7	5,9
Tourism Operations and Management	/	/	/	5,6	6,0	6,1	5,8
Management in Social and Education Sector	/	/	/	5,9	6,1	6,2	6,3
Lifelong Learning Management	5,9	5,9	5,8	6,2	6,4	/	/
Organisation and Management of Social Sector	5,9	5,9	5,9	6,1	6,3	/	/
Master's Degree Programmes in Slovenia							
International Business Management	5,9	6,0	6,0	6,4	6,4	6,3	6,4
Marketing and Sales	5,9	6,0	5,7	6,2	6,3	6,4	6,5
Lifelong Learning Management	5,9	6,0	5,9	6,1	/	/	/
Organisation and Management of Social Sector	5,9	6,0	6,1	6,2	/	/	/
Innovation Management in Social and Education Sector	/	/	/	6,5	6,5	6,6	6,4
Management of Smart Cities	/	/	/	/	6,4	6,2	6,0
Bachelor's Degree Programmes in Croatia							
Business Management	/	/	6,4	6,2	6,0	6,1	6,1
Marketing, Social Media and Public Relations	6,2	6,3	6,1	6,2	6,3	6,3	6,3
Tourism Operations and Management	/	/	/	6,1	6,4	6,4	6,2
Master's Degree Programmes in Croatia							
International Business Management	5,8	6,1	5,9	6,3	6,4	6,6	5,5
Marketing and Sales	/	/	/	5,9	6,3	6,6	6,4
Bachelor's Degree Programmes in Serbia							
Business Management	6,0	6,2	6,4	6,0	5,8	6,2	6,5
Marketing, Social Media and Public Relations	/	/	6,4	5,9	5,8	6,3	6,3
Master's Degree Programmes in Serbia							
International Business Management	6,5	5,0	6,0	6,2	6,5	6,6	6,0
Doctoral Programme							
Innovation and Sustainable Business Management in Digital Society	/	/	/	/	/	/	6,4

Source: own calculations, collected data of online questionnaires after each course more pro-active, self-disciplined, and motivated. That is also true for PhD students. Due to the above information, the master's degree and PhD students can work in teams more efficiently, productively, and are therefore more satisfied with their teamwork accomplishments (compared to bachelor's degree students).

When we compare bachelor's degree, master's degree, and PhD students, master's degree and PhD students have already earned a higher degree, they are working in leadership positions and have more experiences with teamwork from their work environment. These conclusions are based on the profile of enrolled students from the past years. Due to the above information, they are aware of team processes, as well as the concept of shared decision-making and problem solving.

Students with different professional backgrounds are enrolled in each study programme, which also affects their perception of teamwork. Study programmes with social and educational aspects (like the Management in Social and Education Sector bachelor's degree programme, or the Innovation Management in Social and Education Sector master's programme) have a higher satisfaction rating with teamwork than other programmes[5]. These students had already developed good social skills and interpersonal skills before their studies, which included the ability to discuss issues openly with team members and commitment to the team and its individuals.

When we take a look at the data for Croatia, we can notice a slight fall in satisfaction with the teamwork in the Business Management bachelor's degree programme (in the last 5 years it went down from 6,4 to 6,1). Based on the comments of students we can conclude that this slight drop in satisfaction is mostly based on the problem of inactive students during the courses, difficulties to successfully organize their teamwork, and lack of students' time to dedicate to their studies, especially to teamwork. We also noticed a drop in satisfaction with teamwork in the International Business Management master's degree programme in the observed academic year 2019/2020. This was mostly due to lack of the students' time to dedicate to teamwork, which can lead to being less satisfied with their teamwork and contribution of their team members. This is also the cause for the drop in satisfaction with the teamwork among master's degree students from Serbia in that academic year.

We also took a closer look at the programmes of DOBA Business School that were offered in all three markets in the academic year 2019/2020. We additionally examine the doctoral programme in this year.

The standard deviation for the sub-question in the questionnaires about teamwork in Slovenian and Croatian Business Management bachelor's degree programme is around 2,5 (see Table 3), that means that the average grades differ +/- 2,5 from the average grade. The standard deviation in Serbia for this same programme is around 1,14, which means that the average grades differ +/- 1,14 from the average grade. Therefore, we can conclude, that students of this programme in Serbia evaluate their satisfaction with teamwork in the courses similar, while students in Slovenia and Croatia differ more in their evaluation regarding teamwork satisfaction. When looking at the results for the Marketing, Social Media and Public Relations bachelor's degree programmes

---

[5] This data reflects only Slovenian students since these programmes are carried out only in Slovenia.

we see a similar situation. One of the challenges of virtual teamwork is a lack of motivation to participate in virtual teamwork (which academic advisors also noticed when talking to students and evaluating the submitted questionnaires). When this is present, the satisfaction with virtual teamwork is also ranked lower. On the other hand, when good and effective teamwork is present, it has a positive effect on satisfaction with teamwork. That is why it is important that teamwork activities be well planned in the curriculum and that the professors and online tutors facilitate these activities.

Table 3: The average satisfaction with teamwork at courses (where 7 is the best grade and 1 is the worst) for selected DOBA's study programmes in the academic year 2019/2020 and standard deviation that refers to teamwork satisfaction

Study programmes	Average	Variance	Standard deviation
Business Management Slovenia (n=925)	6,2	6,4151	2,5328
Business Management Croatia (n=415)	6,1	6,4727	2,5442
Business Management Serbia (n=160)	6,5	1,3000	1,1402
Marketing, Social Media and Public Relations Slovenia (n=396)	5,9	5,3807	2,3196
Marketing, Social Media and Public Relations Croatia (n= 439)	6,3	3,2235	1,7954
Marketing, Social Media and Public Relations Serbia (n=75)	6,3	2,1380	1,4622
International Business Management Slovenia (n=162)	6,4	1,1551	1,0748
International Business Management Croatia (n=112)	5,5	5,0357	2,2440
International Business Management Serbia (n=27)	6,0	3,0370	1,7427
Innovation and Sustainable Business Management in Digital Society - doctoral programme (n=12)	6,4	0,5767	0,7594

Source: own calculations, collected data of online questionnaires after each course

The standard deviation in the Slovenian master's degree programme is around 1,07 (see Table 3) meaning that the average grades differ +/- 1,07 from the average grade, while in the Croatian master's degree programme is around 2,24 (see Table 3) that means that the average grades differ +/- 2,24 from the average grade. Therefore, we can conclude, that the master's degree students in Slovenia evaluate their satisfaction with teamwork in their courses in the selected programme similarly, while the master's degree students from Croatia and Serbia differ more their evaluation of teamwork satisfaction.

The standard deviation in bachelor's degree and master's degree programmes in all markets is higher than in the PhD programme (up to 1,78 points; see Table 3). That means that the average grades regarding teamwork satisfaction differ more at the bachelor's degree and master's degree study level than at the doctoral study level. As already mentioned, students at the bachelor's degree level have fewer teamwork experiences and there is the additional problem of inactive students during the courses. That has an effect on the students' satisfaction with teamwork during the course: they are less satisfied than other students and that is why the grades differ more in those programmes).

When looking at the data for these programmes in the academic year 2017/2018 (Lazar, Strmšek, Drolc, 2018) we see that the average value of the standard deviation for all analyzed programmes was 1,4[6]. So, when comparing this data with the current data, we can say that in this last academic year, students spread their evaluation of teamwork satisfaction more than in the past. This is considering that students are more demanding and sensitive to details and execution of teamwork activities. They also lack time to dedicate to their studies and teamwork, which makes them less satisfied.

We also measured with correlation coefficients of how strong a relationship is between two variables in our collected data. For our analyses, we used the Pearson's correlation coefficient of the linear correlation between two sets of data: Satisfaction with teamwork during the courses and Satisfaction with the course in total (see Table 4). We used the data that was collected with anonymous questionnaires distributed after each course in the academic year 2019/2020 in all three markets. We used data for all bachelor and master's degree programmes as well as for the doctoral programme.

Table 4: Pearson's coefficient for selected sets of data for selected DOBA's study programmes in the academic year 2019/2020 by different levels and markets

Sets of data compared	Pearson's coefficient
Satisfaction with teamwork during the courses and Satisfaction with the course in total at Slovene bachelor's degree programmes	0,99672
Satisfaction with teamwork during the courses and Satisfaction with the course in total at Croatian bachelor's degree programmes	0,98277
Satisfaction with teamwork during the courses and Satisfaction with the course in total at Serbian bachelor's degree programmes	0,99796
Satisfaction with teamwork during the courses and Satisfaction with the course in total at Slovene master's degree programmes	0,99221
Satisfaction with teamwork during the courses and Satisfaction with the course in total at Croatian master's degree programmes	0,95606
Satisfaction with teamwork during the courses and Satisfaction with the course in total at Serbian master's degree programmes	0,64417
Satisfaction with teamwork during the courses and Satisfaction with the course in total at international doctoral programme	1,00000

Source: own calculations, collected data of online questionnaires after each course

The results of the correlation coefficient are presented in Table 4. The range of the Pearson's correlation coefficient is from -1 to 1. Our results are as following:

– Variables in Satisfaction with teamwork during the courses and Satisfaction with the course over all in the bachelor's degree programmes indicate a very strong positive correlation, since the Pearson's correlation coefficient is 0,98 and 0,99 (or 98% and 99%).

[6] The doctoral programme is not included since it was not yet offered in that year.

- Variables in Satisfaction with teamwork during the courses and Satisfaction with the course in total in the Slovenian and Croatian master's degree programmes indicate also a very strong positive correlation, since the Pearson's correlation coefficient is between 0,95 and 0,99 (or 95% and 99%). For the Serbian programme the Pearson's correlation coefficient is lower, 0,64 (or 64%), meaning that we have moderate positive correlation.
- Variables in Satisfaction with teamwork during the courses and Satisfaction with the course over all for the doctoral programme shows a Pearson's correlation coefficient of 1. That does not mean that for every unit increase in one variable there is a unit increase in another. It simply means that there is no variation between the data points.

Our studied variables are connected and correlated (based on the positive Pearson's correlation coefficients). We cannot discuss the influences of one variable to another, since the Pearson's correlation coefficient does not explain that.

2.3 Discussion: the way to improve teamwork satisfaction

During the past few study years, academic advisors[7] and programme managers[8] at DOBA Business School have noticed through interviews with students as well as comments in different questionnaires that bachelor's degree students especially struggle while working in teams. The students often do not know how to start working in teams, they complain about the inactivity of some team members, or have troubles with the communication among team members (especially how to find consent for the assignment to be prepared) (Lazar, Strmšek, Drolc, 2018).

The professor's point of view is also important regarding virtual teamwork in education. That is why after each course, programme managers have an interview with professors. The purpose of this is to evaluate the conducted course. All professors have at least one teamwork activity at their course. It is also agreed that the teamwork assignments start in week two of the course, so that in the first week students are acquainted with the course and their colleagues, and afterwards start their teamwork. That reduces the confusion regarding the course content and assignments since they already successfully passed first week activities.

Continuous improvements and the introduction of various tools and activities to improve teamwork and the study experience are ongoing. DOBA Business School presented the following improvements in the study year 2019/20:

- MS Teams - a compulsory tool for teamwork (which we introduced before).
- Mini MBA programme for professors - to give professors the information on how to prepare the courses in the virtual environment, how to organize the teamwork, and gives them the insight look of all the tools students use for the teamwork (what gives them the user/student experience).

---

7 Academic advisors monitor the work of students. They perform the work of a personal study consultant and assist students with organizational and study issues.

8 Programme managers work together with professors. They offer support in the phase of preparation of courses in a virtual learning environment and monitor and assist them during the course.

– Different webinars about virtual teamwork and good practices of virtual teamwork were organized for students and also for professors and online tutors.

These improvements have had a positive effect on virtual teamwork in some programmes, but not in all. These improvements had the highest effect on all students' satisfaction with teamwork in the Business Management bachelor's degree programme in Serbia where the average satisfaction increased up to 0,3 points.

Looking at virtual teamwork at DOBA Business School, we can say that at the beginning of their studies, students have no or very little virtual teamwork experiences. During their studies, they develop these skills and are able to be successful in their teamwork.

3 Conclusion

The current Covid-19 pandemic forces all education institutions worldwide to establish online learning platforms and enable online learning so that the study process is able to continue during lockdowns. Online learning is a complex process and its sudden implementation posed numerous challenges to educational institutions. The World Economic Forum (2020) stated that undoubtedly students and teachers have had to compensate for logistic challenges, when switching to online learning. On the other hand, collaborating online might prepare students with the kind of organizational acumen, emotional intelligence and self-discipline that is needed for modern careers, particularly those that allow for the growing trend of working in remote, distributed teams.

DOBA has had more than 21 years of experience in implementing online learning and therefore offered its knowledge to the service of the Ministry of Education, Science and Sport and the Slovenian Quality Assurance Agency, during the current Covid-19 pandemic.

Due to the current Covid-19 pandemic, many work activities from different sectors were also handled online. DOBA's students had a benefit in that regard since they are used to online studying and online teamwork. They could easily transfer their knowledge on this subject to their work environment and support their companies in the implementation of online teamwork and online meetings. This information and positive feedback are what students shared with their academic advisors.

As presented in the article, differences of perception and successful teamwork appear among DOBA's students based on the programme level. Although the results of the evaluation with teamwork satisfaction are overall high, they can still be improved.

DOBA Business School is constantly trying to improve the students' teamwork experiences. Already, in the academic year 2020/21 new improvements for better virtual teamwork were suggested and approved. We suggest that after a couple of years, an update of the article and its presented study is done to evaluate the improvements. Results presented in this paper and possible future analyses can be used by the management of DOBA Business School for a better understanding of students' virtual teamwork satisfaction, as well as by professors while preparing their online courses and teamwork activities.

References

1. Anderson, A.H., Mcewan, R., Bal, J., J. Carletta, J. (2007). Virtual team meetings: An analysis of communication and context. *Computers in Human Behavior*, 23(5):2558-2580, DOI: 10.1016/j.chb.2007.01.001.
2. DOBA Business School (2020a) *Our Vision, Mission and Values [online]* Available at: https://www.dobabusiness-school.eu/why-doba/our-vision-mission-and-values [Accessed: 28.10.2020].
3. DOBA Business School (2020b) *Quality Assurance [online]* Available at: https://www.dobabusiness-school.eu/why-doba/quality-assurance [Accessed: 28.10.2020].
4. DOBA Fakulteta. (2015). *Analiza prijav in vpisa 2015/16* (internal document).
5. DOBA Fakulteta. (2019). *Analiza prijav in vpisa 2019/20* (internal document).
6. DOBA Fakulteta (2020a) *Naše posebnosti in prednosti [online]* Available at: https://www.fakulteta.doba.si/o-fakulteti/nase-posebnosti [Accessed: 28.10.2020].
7. DOBA Fakulteta (2020b) Študij na daljavo - online študij [online] Available at: https://www.fakulteta.doba.si/studij-na-daljavo-online-studij [Accessed: 28.10.2020].
8. Earnhardt, M.P. (2009). "Identifying the Key Factors in the Effectiveness and Failure of Virtual Teams". *Leadership Advance Online*, XVI. Available at: https://www.regent.edu/acad/global/publications/lao/issue_16/ LAO_IssXVI_Earnhardt.pdf [Accessed: 1.11.2020].
9. Goold, A., Craig, A., Coldwell, J. (2008). The student experience of working in teams online. In *ASCILITE - Australian Society for Computers in Learning in Tertiary Education Annual Conference 2008*. Melbourne, Vic.: Deakin University. Available at: https://www.learntechlib.org/p/45996/ [Accessed: 10.11.2020].
10. Haihong H. (2015). Building virtual teams: experiential learning using emerging technologies. *E-Learning and Digital Media,* 12(1), p. 17–33, DOI: 10.1177/2042753014558373.
11. He, J., Wang, P., Li, Z. (2008). Issues and Best Practices of Virtual Teamwork in Online Learning Environment. In *31st Annual Proccedings-Selected Research and Development Papers* (presented at the Annual Convention of the Association for Educational Communications and Technology), p. 92-98. Available at: https://members.aect.org/pdf/Proceedings/proceedings08/2008/08_11.pdf [Accessed: 10.11.2020].
12. Horwitz, F., Bravington, D., Silvis, U. (2006). The promise of virtual teams: Identifying keyfactors in effectiveness and failure. *Journal of European Industrial Training*, 30(6), p. 472-494, DOI: 10.1108/03090590610688843.
13. Lazar, N., Strmšek, Z., Drolc, K. (2018). Students' virtual teamwork: a case study of DOBA Business School. in: R. Ovin, P. Ašanin Gole, P., A. Maček (Eds.). *Izzivi uporabnih poslovnih in družbenih študij: monografija Doba fakultete 2018,* p. 168-183, Maribor: DOBA Fakulteta. DOI: 10.32015/DOBA-MON/2018/Izzivi.
14. Lin, C., Standing, C., and Lui, Y. (2008). A model to develop effective virtual teams. *Decision Support Systems*, 45(1), p. 1031-1045, DOI: 10.1016/j.dss.2008.04.002.
15. Peters, L.M., Manz, C.C. (2007). Identifying antecedents of virtual team collaboration. *Team Performance Management*, 13 (3/4), p. 117-129, DOI:10.1108/13527590710759865.
16. World Economic Forum. (2020). *The unexpected benefits of virtual education.* World Economic Forum. Available at: https://www.weforum.org/agenda/2020/09/unexpected-benefits-virtual-education/ [Accessed: 10.11.2020].

15 Sociodramatic Elements in Communication Training for Employees

Miljan Vojnović*

Abstract: The purpose of this paper is to show the functionality and applicability of the concept of sociodrama method in communication training sessions for employees. Sociodrama that deals with group relations is derived from the basic psychotherapeutic method of psychodrama, whose founder was an American psychiatrist of Romanian origin Jacob Levi Moreno in the first half of the 20th century. Numerous practical techniques were developed in non-clinical practice, namely education, human resources development, social services, as well as in all the activities which comprise group or teamwork. The methodology of sociodrama is based on the experiential and practical work implemented in communication which is essential for the functioning of individuals in private and professional environment, so the results of such research are extremely important for understanding the community dynamics and principles. The main research subject of this paper are communication training sessions which were carried out by the author and his associates. The sessions gave us an insight into the usefulness and applicability of the sociodramatic methodology in communication training for employees. The research sample comprises five groups from different companies in which the author conducted experiential sociodrama training. The main findings and conclusions of this combined research are presented in this paper.

Keywords: psychodrama; sociodrama; communication training for employees; teamwork; role theory; communication.

Sociodramatični elementi v komunikacijskem usposabljanju zaposlenih

Povzetek: Namen tega prispevka je prikazati funkcionalnost in uporabnost koncepta metode sociodrame pri komunikacijskih treningih za zaposlene. Sociodrama, ki se ukvarja s skupinskimi odnosi, izhaja iz osnovne psihoterapevtske metode psihodrame, katere ustanovitelj je bil ameriški psihiater romunskega izvora Jacob Levi Moreno v prvi polovici 20. stoletja. V nekliničnih praksi so bile razvite številne praktične tehnike, in sicer izobraževanje, razvoj človeških virov, socialne storitve, pa tudi vse dejavnosti, ki vključujejo skupinsko ali timsko delo. Metodologija sociodrame temelji na izkustvenem in praktičnem delu, ki se izvaja v komunikaciji in je bistvenega pomena za delovanje posameznikov v zasebnem in poklicnem okolju, zato so rezultati tovrstnih raziskav izjemnega pomena za razumevanje dinamike in načel skupnosti. Glavna raziskovalna tema tega prispevka so komunikacijski treningi, ki so jih izvedli avtor in njegovi sodelavci. Na treningih smo dobili vpogled v uporabnost in aplikabilnost sociodramske metodologije v komunikacijskih usposabljanjih za zaposlene. Vzorec

* Teach. Assoc., Dr., University of Novi Sad, Academy of Arts, Đure Jakšića 7, Novi Sad, Serbia, and DOBA Business Schol Maribor, Slovenia; miljan.vojnovic@new.doba.rs.

raziskave zajema pet skupin iz različnih podjetij, v katerih je avtor izvedel izkustveno izobraževanje iz sociodrame. V prispevku so predstavljene glavne ugotovitve in zaključki te kombinirane raziskave.

Ključne besede: psihodrama; sociodrama; komunikacijski trening za zaposlene; timsko delo; teorija vlog; komuniciranje.

1 Introduction and literature review

Modern business is based on teamwork in any activity that requires a serious organizational structure and efficient communication among employees. Cooperation among team members requires constant support, both by competent human resources managers and relevant management staff and employers. An important, perhaps crucial support for the systematic management of the quality of the dynamics and productivity of teams, is provided by various trainings for employees. In today's market conditions that require fast and efficient action, moderators of employee training programs are facing increasingly complex challenges. The main role of these trainings is to provide employees with the opportunity to acquire various, specific '*knowledge, abilities and skills with which they upgrade their formal education and use it in the changed working conditions and needs of the company. Special training programs affect changes in the behavior and attitudes of employees, and each training program implemented in companies has its own specific goals.'* (Ječmenica, 2014, 83). Very important factors in human resource development are trainings for employees involved in team development, especially in aspects such as the quality of interpersonal relationships, team cohesion and individual development within a work group and organization or a company. Among the dominant current strategies of training programs for employees today are those that deal with the communicative aspects of teamwork. There are various psychological and sociological approaches that deal with this topic, and one of the very productive methods is sociodrama whose roots date back to the first half of the 20th century. Sociodrama as a specific method of group work with people is derived from the psychotherapeutic method of psychodrama whose founder is Jakov Levi Moreno. At the beginning of the twentieth century, psychodrama stood out as a separate action technique based on therapeutic work with both individuals and groups, using a combination of elements of psychotherapy and stage - dramatic means. Moreno defines psychodrama as a science that explores truth by dramatic means, dealing with interpersonal relationships and the private world. (Moreno, 1934) The method is based on the process of reliving real life situations, bringing the client-actor into a position of clearer understanding of a certain experiential situation, their personal relationship with others, psychological states or various problems of his own functioning in the community, behaviors in the present. The holistic as well as eclectic approach, which characterizes the method of psychodrama, makes it compatible with other psychotherapeutic directions.

What distinguishes this method from the others is its dominant practical application through experiential group trainings, while the theoretical basis serves only as a guideline in the management of that experiential training and practical research. In this paper, we rely on the sum of some previous research and processes that have sociodrama as their methodology and focus on the development of teams as well as the preparation of teams for making important decisions and strategies.

The first reference study, The Hauraki Seachange Project: *A Case Study of Collaborative Decision Making in Multi Stakeholder Facilitated Groups* (2014), applied sociometry as a research and warm-up tool to team-solve the specific problem of efficient spatial planning of The Hauraki Gulf in New Zealand. The synthesis of the sociometric process led to the selection of efficient representatives who will bring the most adequate ideas. One of the important results in this research is the proof that every member of a large group can be an equal participant in the decision-making process of the group. On the other hand, we aimed to give an opportunity for each team to identify their own problem that they can share with their team - group, and that the topic becomes important for the whole team.

The second reference research *The Way We Do Things Around Here The Role of Leadership Teams in shaping Progressive Organizational Cultures* proves the effectiveness of applying sociodramatic treatment of the Moreno's *social atom* in manager training, focusing on managers' attention in creating organizational culture. Conversely, we focus on socio-dramatic encouragement of all team members in the process of influencing organizational culture.

One of the most comprehensive research projects based on the application of sociodramatic practice in employee training was conducted and described in the book Big Change Best Path (2015 in AANZPA Journal # 25, 2016) by a sociodramatist Warren Path. Through these researche, the author proves the functionality of experiential sociodramatic insights for the development of management and change management, applying a modified format of sociodrama called Tracking Change. According to the mentioned research, the functionality of the application of sociodramatic methodology in group trainings in business has been proven in specific modifications related to the goals. In our research, however, resulting from the sociodramatic training program conducted in three organizations from Serbia, we tried to prove the flexibility and breadth of possibilities of applying sociodrama in trainings for employees.

To understand the nature of these conclusions, in the first part of the article we will present the key concepts on which the sociodramatic approach to employee training is based.

2 Methods

2.1 Sociodrama

According to Veljković and Đurić (1998), a special place in the concept of psychodrama is given to sociodrama, which is defined as an active and in-depth research method that deals with relations within a group, between groups and collective ideologies. The very subject of sociodramatic research can be viewed in two ways: 1. the relationships between individuals within the group to which they belong are examined; 2. we can observe the relationship between two or more groups within a wider community (organization, etc.). Since the focus of sociodrama is on the individual as a representative of a smaller group - a team within a larger organization, or as a representative of a social category, the sociodramatic process it can treat the group's relation to the wider community or to some other category with which it is connected. Examples of sociodramatic relationships range from specific interrelated categories such as student-teacher, leader-follower, employee-employer, and the like, to broader relations between entire nations, races, linguistic, cultural etc.

Sociodrama procedure consists of a series of specific techniques which, based on the principle of practical research on the stage, achieve action insights on behavior, attitudes and feelings related to certain life situations and interpersonal relationships that are identified as research topics.

The basic technique around which everyone else in the sociodramatic approach is tied is role-playing. A special value of this method lies in its specific psychodramatic *role theory* which represents personality theory and teaches us that the types of roles we play in life are the determining factors for the development and functioning of a person within a community. By reviving experiential problematic situations on the psychodrama scene, bringing them from the past (or sometimes from the assumed future) to the moment "here and now", participants are enabled to objectify the problem in question, which implies gaining constructive insights and change in behavior[9]. We call that roles the *social roles* that each individual approach and their specificity is determined by circumstances, relationships and situations.

The basic principles of the sociodrama can be seen in the following points (Blatner & Blatner, 1997):

1. Sociodrama is a dramatic setting of real-life situations or conflicts within one observed group. Such a procedure provides an opportunity to objectify problematic real-life situations, i.e. to raise awareness of important aspects of relationships in the group that are largely unaware of everyday functioning. The topics of research in one workshop are determined on the basis of current problems in a specific group.
2. The workshop leader is an integral part of the sociodramatic group that conducts psycho-socio-dramatic research on the stage with combined techniques through practical analysis.
3. The process of socio-dramatic research begins with a specific *warm-up* with participants choosing a theme and the protagonist who is helped by the group to create a credible situation on stage. Each sociodrama is based on an introduction that involves a *sociometric* procedure.[10] Sociometric warm-up has multiple purposes, on the one hand, it allows group members to adapt and relax and it also

[9] The role-playing technique originates from psychodrama role theory as a concept that deals with personality theory. In psychodrama, each person consists of a multitude of roles that are "played" in life. Role in psychodrama is defined as a functional form that an individual plays in an immediate reaction involving other persons, objects, and phenomena. (according to Moreno in Števančec et.al., 2018, 2).

[10] Sociometry is Moreno's method of measuring interpersonal relationships in a group and works on the principle of attraction and rejection, common or different characteristics, feelings or attitudes, as well as biographic determinants among group members and others (Blatner, 1997).

establishes a productive atmosphere within the group, and on the other hand, identifies current topics that would be explored on the sociodramatic scene in the second part of the workshop. *Sociometry was a tool people could use to monitor the state of their own collective functioning, and with this information they could make informed decisions about changing group norms, procedures, and roles* (Blatner, 2000, 198).

4. The procedure produces the identification of participants with real life roles and situations and, as a result, there are strong action insights into the rational and emotional barriers of participants in relation to treated life problems and thus gain new functional ideas and strategies for solving problems; 5. There is no pre-set scenario, it is an interactive act through which the scenario takes place and is established at the time of play. The duration of the sociodrama workshop depends on the capacity, circumstances and readiness of the group, and can last on average from four to six hours with breaks. Also, in accordance with the needs of the group - organization, it is possible to conduct a continuous series of workshops.

2.2 Application of socio-dramatic elements in trainings for employees

Sociodramatic training refers to work with different categories of groups in all activities that are based on joint work and communication between people. An important principle of non-clinical practice of sociodrama is that the topics covered in the workshop are exclusively in line with business communication and the context of the work environment, with clearly established boundaries that do not touch intimate - personal psychological areas (which is the subject of psychotherapeutic application). Unlike the classical sociodrama approach, training for teams in business or other social organizations is modified strictly according to the level of communication and functional needs of educational teams - groups[11]. Some of the topics where applied sociodrama works effectively are: time management, workplace stressors, personal management, leadership styles, work styles, communication in the work environment, team development, emotions management in the business process, efficient marketing, development of individual potentials of employees, etc. In addition to the application of this method as an independent discipline in practice, it has been shown to be very applicable in combination with methods of other - similar directions of applied social and organizational psychology as well as applied communication[12].

Regarding the modification of training for employees, the moderators prepare a strategy and thematic guidelines based on data on the specific characteristics of the group or organization for which the training is intended. In accordance with the real

[11] Unlike the working group class, teams ‘require’ work on continuous education of members, development of members' potential, maximum use of the full range of their knowledge and skills, development of creativity and, finally, critical approach to teamwork and processes. Knowledge of organizational psychologists (theoretical and methodological) and possibilities for managers to apply this knowledge are the best way to contribute to the understanding of the phenomenon of teamwork and thus increase the efficiency of the entire organization (Kunčić - Posinković, 2003, 38).

[12] The author of the article applies a combination of psychodrama with transactional analysis, which has proven to be very functional in employee training.

time of training, the main part - stage research, is organized in shorter forms - *vignettes*[13], which in the context of training are quite sufficient to indicate ways to solve problems.

The training structure consists of:

1. introduction, which involves getting acquainted with the basic and ethical principles of psycho-sociodrama, the concept and methodological rules so that training can be effectively conducted, followed by
2. socio-dramatic warm-up for the purpose of adaptation of the participants to the circumstances of the workshop at a given moment as well as finding the most current topics for the group or selection of actors who will research the selected topic together with the leader and the group,
3. after the performance - stage research is conducted specifically
4. sharing - exchange of experiences related to the conducted psycho-sociodrama work on the stage,
5. and at the very end of the workshop a short analysis and evaluation of the process.

2.3 Research

a) Sample and participants

In this paper we will look at practical experiences based on a sample of five sociodrama workshops conducted by the author and his associates in three different organizations: one from the educational and psychotherapy sector, while the other two companies are from the IT sector. The workshops were conducted in Serbia during 2019 and 2020. At each workshop, one team worked with different structures and functions in relation to the others. In addition to the work agenda, at the end of each workshop, a qualitative research was conducted, which included a questionnaire on the impressions of the participants.

The first group consisted of 11 participants, psychologists who work together. The second (11 participants), third (13 participants), and fourth groups (11 participants), were combined of top and middle management.

b) Procedure

The structure of all workshops included: 1. Introduction through psycho-socio-dramatic tools of role-playing and soliloquy; 2. Sociodramatic warm-up with the aim of choosing current topics related to each specific group as well as the choice of a member (members) of the group - the protagonists whose topic will be covered at the workshop; 3. The main part - acting, i.e. practical re-examination of the selected topics through various adequate techniques of playing situations on the psychodrama stage; 4. Sharing of experiences, impressions related to the performance of the protagonist scene; 5. Analysis and completion of the survey - research questionnaire.

---

[13] Short psychodrama scenes.

In general, in all five workshops, due to the tasks of sociodramatic introduction and sociometric warm-up, the necessary constructive dynamics of groups was achieved, the most current topics for each group and the most motivated protagonists for research and practical work emerged. All five scenarios, which were established during the warm-up, were played on the psychodrama stage, and very functional action insights inherent in the psychodrama method emerged from them. As a consequence of the whole process, there was an evident positive development of cohesiveness, dynamics and communication in groups at all workshops, as well as the expression of new ideas and motivation for further progress.

In the *first group* the focus of the research was on time management because it turned out to be a burning topic for the entire team. The specific theme of the protagonist then emerged from that topic, and that was the management of public appearance. In such a topic, other members of the group recognized their own similar issues and problems, which produced a very dynamic and active participation of the whole group in the stage research. Among the acquired action and then analytical insights within the group, the most impressive were oriented around topics related to: personal management, obstacles in personal and systemic organization of time, strategies for overcoming the fear of public appearance, etc.; In *the second*, *third* and *fourth group* in addition to general sociometric warm-up which also produced quality dynamics and cohesion, thematic focus was on leadership styles[14]. After the selection of the protagonist, the two trainings were dominated by the topic of directive leadership style, which produced more specific topics such as attitudes towards authority, transparency of communication in the team and organization, submissiveness and aggression in communication, etc. In the last of these three groups, the most important topic was related to coaching (advisory) leadership style, where more specific topics emerged, such as dealing with communication efficiency and prejudices in relation to roles - functions of superior and subordinate in the business process. In this context, the dynamics of the stage performance - research was very dynamic and activated a large part of the group, which produced a series of highly functional action and analytical insights, useful for further functioning of members in the company's business processes.

The last fifth training in this series of the presented sample, was conducted with the team of a smaller IT company whose members made up the entire team of 17 employees. Guided by the previous report of the HR manager of the company, the training focused on the sense of belonging to the team and personal experience of the job position that employees occupy in the work process. After the usual sociometric warm-up as well as the practical research on the stage, it turned out that the key responsibility belongs to the management staff, but at the same time that the work on overcoming the problem is a mutual process between each employee and management. In that context, the most specific topics for the whole group stood out: *taking responsibility in the implementation of the work task*, proactivity and time

[14] The workshops were conducted in cooperation with the educational team that in the previous period conducted a classic training on the topic 'Four leadership styles of situational leadership: participatory, coaching, delegating and directive'. The socio-drama workshop was conceived on a deeper, practical research of previously acquired knowledge and insights in relation to this topic.

management. Insights on all other consequential topics such as the relationship and communication between employees showed a strong correlation with the main topic (the relationship between employees and the management), and the analysis at the end of the workshop drew conclusions about the functional strategies of the collective in overcoming conflicts, creating a different business climate in the company.

c) Data collection and analysis

During the workshops, for the purpose of qualitative research, the moments of relevant reactions of the participants were observed and recorded, and summarizing views were collected as part of the final - analytical part of the workshops in written form, based on an evaluation questionnaire. The author conducted a qualitative research among the participants in the form of a questionnaire with open-ended questions.

This questionnaire is designed to address issues related to the sociodramatic method itself, its effects, as well as differences and the degree of innovation in relation to other training methods with which the presented teams had previous experience. It also provided a very useful guidelines for further improvement of this - so far underrepresented method in employee training practice[15]. The total number of respondents who were also participants in all described workshops was 63, with the mixed structures of employees, middle and top management.

3 Results

The results of observations during the workshops as well as the answers in the survey questionnaire were first divided into two categories. The first category consisted of positive impressions, and the second of the answers that included certain remarks and suggestions for improving the implementation of socio-dramatic training. It is important to note that all workshop participants encountered this method of training for the first time and only 1.98% of participants had some similar experience, but not exactly the same. In the second phase of the analysis of the results, the answers were divided into three categories.

The final results can be divided into several points:

1. To what extent was the entire training innovative, interesting and useful	From the majority of participants, this method was assessed as innovative with many potentials that bring benefits for both the individual and the whole group or team.
2. General impressions in relation to the methodological tool used in the workshop.	The methodological tool of this type of training brings the desired innovation in training programs for employees: interesting approach, release of spontaneity and creativity, motivation to work and develop

[15] 'The nature and characteristics of these training methods and the relationships among them were analyzed using the following seven criteria: learning modality, learning environment, trainer presence, proximity,interaction level, cost considerations, and time demands' (Ostrowski Martin et al., 2013).

	communication with colleagues, motivation for further (continuous) implementation of such training.
3. Impressions of the specific techniques on which the sociodrama method is based.	Techniques were assessed as very useful and applicable in practice, taking different perspectives in perceiving communication problems.

In order to illustrate the obtained results, we will list the most impressive statements of the training participants.

1. *Completely different and interesting insight into the roles we are in; Unusual and useful, an interesting concept provides a perspective, an innovative way of working-learning about an announced / familiar topic in a completely different way, I'm not sure how much I liked it, but some new thoughts and useful / necessary conclusions were definitely reached, a very interesting workshop. It's great that there was no "forced" participation; I liked the attention paid to the feelings and sensitivity of the topics; Discovering real topics that are not talked about; I got to know my colleagues better; You can learn a lot about the group; Creative, fun and educational; Highlighting problems in a whole new way.*
2. *Deep insight into the problem. Playing situations; It is good when there is a lot of interaction and practice; Excellent presentation of problems through roles.*
3. *The good thing is that I realized that I can do some kind of analysis when I have a problem by assigning different roles; It requires mental effort and concentration. This should be practiced. I believe that it is useful and literally means looking at yourself completely (self-awareness).*

Certain impressions in the survey are aimed at constructive criticism that gives educators guidelines for improving training conceived on the method of sociodrama. These observations are reduced to the needs of the participants to devote even more time to the practical – on stage research of the problem, and to shorten the introductory part (whose purpose is to acquaint students with the theoretical foundations and rules of methods). In that sense, there is a possibility that such education, without which it is not possible to conduct a training program because knowledge of the rules of psycho-sociodrama is very important for quality and safe implementation of the process in the group, provide instructions that will be delivered to workshop participants earlier (several days before training). The second type of remarks referred to the need of the participants to dedicate more time to the final analysis, which is otherwise provided in the structure of the workshop by psychodrama sharing. In line with this remark, the direction of improvement could be directed towards the separation of another additional segment at the end of the workshop, which would mean a change in the structure itself and is quite applicable (it would be a combination with the classic approach to employee training).

4 Discussion

The obtained research results correspond to different aspects of relevant research in the field of application of sociodrama in training for employees. We have come to the similar conclusions as Diana Jones (2012, 62) who says that "*Moreno's concept of the social and cultural atom forms the backdrop to my thinking about leadership and organizational culture. It provides the concepts and language to describe relationships and the roles that form patterns of behavior"*. In our socio-dramatic procedure we also agree with Hamish Brown's statement (2014, 14) that "liberating notion is that people can work collaboratively to reach alignment regardless of what their organizational structures and decision making modes are". In the testimonies of our participants, we received confirmation of the flexibility and functionality of the sociodramatic method in the statement that corresponds to the basic work of Parry and Browne who say that the group can experience different perspectives and make sense of it (2016, 22).

Based on the entire process that included the practical implementation of communication training of the sociodramatic method with five different teams, as well as the results of the described qualitative research, certain conclusions were drawn that can be implemented in the future development of such training in practice. All positively assessed aspects concerning the approach, training organization, methodology and implementation of specific techniques will be retained and will form important points of functional work in trainings for employees. Some of the above limitations described in the results, which refer to the need to plan for a longer period of time for practical training work, will also be incorporated into the new workshop structuring strategy. The success of overcoming such limitations can be checked over a longer period of time, for example, a year of continuous work with the same group or groups. In such circumstances, the research itself would have a more significant effect by making the outcome indicators more relevant than the initial research described in this article. In the following workshops, a stronger implementation of combining the sociodramatic approach with some of the related directions, such as the behavioral approach and transactional analysis, would be approached. In this respect, the evaluation questionnaire would be improved, i.e. deepened, following the time period that was agreed upon.

Certain disadvantages of sociodramatic training for employees can be subsumed under the fact that not all participants have sufficient affinity for this method. For that reason, it is necessary to combine sociodrama with some other methods of group and psychological work. Thus, in the following workshops, a stronger implementation of combining the sociodramatic approach with some of the related directions, such as the behavioral approach and transactional analysis, will be considered. In this respect, the evaluation questionnaire will also be updated and deepened.

Although we have been convinced through our work in the functionality of the psychodrama approach to training for employees, we still cannot speak reliably about the degree of impact of such training on the development of employee competence and capacity. Therein lies the reason for further improvement and monitoring of the method itself. But, it is quite certain that it initiates group dynamics and opens the possibility for each team member to take different perspectives that open the way to understanding the problematic aspects of their functioning within the group, team or organization, and to understand that they can consciously and continuously influence the direction of their personal development. Similarly, teams develop on the same principle.

5 Conclusion

From the described research in the article we can conclude that sociodrama as an applied method of working with groups - teams, derived from the basic psychotherapeutic concept of psychodrama, in addition to its wide repertoire of applicability in various activities and social spheres, has a very effective application in employee training. The results of the research on a sample of five sociodrama trainings for employees largely reflect the positive opinion about this methodology, which they encountered for the first time at these trainings. The general impressions of the respondents reflect the positive effects that are based on the release of spontaneity and creativity, which is the purpose of psycho-sociodrama as a prerequisite for working on personal psycho-social development. The methodology was rated as very useful for improving interpersonal relationships and communication in the team as well as personal management. The development of team dynamics and cohesion of groups in trainings is evident. The entire methodological tool of psycho-sociodrama as well as individual techniques were evaluated as useful and inspiring, and above all applicable in different business situations. According to the research results, this methodology has a high potential for further development, as evidenced by constructive criticism related to the improvement of certain segments of the training process and structure, with a focus on the need of participants to expand practical work. In this regard, the conclusion is directed into a different preparation of the training in which the theoretical introduction and the necessary instructions related to techniques and methodology will be submitted earlier to the team with which we work in written form as a brochure. In this way, a longer time will be provided for practical - stage research at the training itself. The research has proven that the independent form of sociodrama has a very effective application in training for employees, but it can also be functionally combined with related applied psychological and communication methods.

References

1. Blatner, A. (1996). Acting-In: Practical Applications of Psychodramatic Methods. NewYork: Springer Publishing.
2. Blatner, A. (2000). Foundations of Psychodrama: History, Theory, and Practice. New York: Springer Publishing.
3. Blatner, A. and Blatner, A. (1997). Applying sociodramatic methods in education, Chapter 13, pp. 124-133, in *The Art of Play: Helping adults reclaim imagination andspontaneity*. New York: Brunner/Mazel.
4. Brown, H. (2014). The Hauraki Seachange Project: A Case Study of Collaborative Decision Making in Multi Stakeholder Facilitated Groups. *AANZPA Journal,* #23, pp. 14-27.
5. Ječmenica, D. V. (2014). *Dominantni činioci razvoja zaposlenih u proizvodnim preduzećima: doktorska disertacija.* Beograd: Univerzitet u Beogradu, Fakultet organizacionih nauka. Available at: http://nardus.mpn.gov.rs/bitstream/handle/123456789/4563/Disertacija204.pdf?sequence=6&isAllowed=y [Accessed: 10. 09. 2020.].
6. Kunčić-Posinković, A. (2003). *Analiza efikasnosti timskog rada.* Zagreb: Filozofski fakultet, Sveučilište u Zagrebu. Available at: https://core.ac.uk/download/pdf/299367323.pdf [Accessed: 10. 09. 2020.].

7. Ostrowski Martin, B., Kolomitro, K., Lam, T.C.M. (2013). Training Methods: A Review and Analysis. *Human Resource Development Review,* 13(1), 11–35, doi: 10.1177/1534484313497947.
8. Parry, W., Browne, R. (2012). Sociodramatic principles and big data in organisational change. *AANZPA Journal,* #21, pp. 21-36.
9. Števančec, D., Grubačević Fink, I., Vojnović, M. (2018). Teaching method of role play in traditional study process. In *37th International Conference on Organizational Science Development: Conference Proceedings* (pp. 1071-1080). Portorož.
10. Veljković, J., Đurić, Z. (1998). *Psihodrama I sociodrama.* Beograd: BMG.

16 Media and Internal Communication at a Time of the Global Coronavirus Pandemic

Jasmina Mironski*

Abstract: The purpose of this paper is to present the potential and perspectives of the development of work in the media in the Republic of Northern Macedonia. The aim is to show how small and medium-sized media companies managed to survive the first wave of the coronavirus crisis, when companies and supporters reduced the number of advertisements. The "new reality" or "new normality", as it is called, the way of life during the pandemic caused by Covid-19 brought changes and challenges in the field of internal communication within organizations, social exclusion, absence from work, strict measures, reduction of staff. In addition, an increasing number of fake news abour coronavirus has flooded social networks, which are becoming increasingly attractive to the public. The research is based on in-depth interviews with prominent Macedonian editors and journalists, as well as analyzes relevant to the country's economic and social situation. The paper concludes that media outlets suffer a lot during first months of pandemic, some must cut the salaries or even to release employees as the advertising and ads drop off for at least to 70 percent. Although the situation is improving in the months after the first coronavirus wave, media houses executives fears a long-running pandemic would cause further problems and call into question the survival of some media outlets in the country.

Keywords: internal communication; media; strategies; pandemic; fake news.

JEL: A10, F60, M12, M29, M50, J50

Mediji in interno komuniciranje v času globalne pandemije koronavirusa

Povzetek: Cilj tega prispevka je predstaviti potencial in perspektive razvoja dela v medijih v Republiki Severni Makedoniji. Namen je prikazati, kako je malim in srednje velikim podjetjem - medijem uspelo preživeti med prvim valom koronavirusne krize, ko so podjetja in podporniki zmanjšali število oglasov. "Nova resničnost" ali "nova normalnost", kot ji pravijo, način življenja med pandemijo, ki jo je povzročil Covid-19, je prinesla spremembe in izzive na področju internega komuniciranja znotraj organizacij, socialnega izključenosti, odsotnost z dela, stroge ukrepe, zmanjšanje števila zaposlenih. Poleg tega je vse večje število lažnih novic o korona virusu preplavilo družbena omrežja, ki so vse bolj privlačna za javnost. Raziskava temelji na poglobljenih intervjujih z uglednimi makedonskimi uredniki in novinarji ter analizah, pomembnih za gospodarske in socialne razmere v državi. Rezultati naše raziskave kažejo, da so mediji v prvih mesecih pandemije zelo trpeli, nekateri so morali znižati plače ali celo odpustiti zaposlene, saj je oglaševanje upadlo za vsaj 70 odstotkov. Čeprav se razmere v

* Assoc. Prof. Dr., Institute of Communication Studies, Skopje, Ul. Jurij Gagarin 17-1/1, 1000 Skopje, North Macedonia; jmironski@iks.edu-mk.

mesecih po prvem koronavirusnem valu izboljšujejo, se vodstva medijskih hiš bojijo, da bi dolgoletna pandemija povzročila dodatne težave in postavila pod vprašaj preživetje nekaterih medijev v državi.

Ključne besede: interno komuniciranje; mediji; strategije; pandemija; lažne novice.

1 Introduction and literature review

Efficient internal communication is an especially important part of operations, an inseparable part of successful management of an organization and also an important part of successfully running a media business organization. Conveying messages, processing and exchanging information, the way in which management assigns and receives tasks and in which it cooperates, are all part of communicating and without this communication the media could not function. It is the manner in which this communication is organized – one-way – when management assigns tasks that the journalists fulfil without objection, regardless of whether they agree with them or not, or two-way – when the employees and management talk, debate and align their opinions – that decides how the media organization will function and what kind of an image the public will create for that organization. The basic types of communication are verbal, written, non-verbal (contact) and e-communication.

In communication, a large role is played by the value of information. It is clear that information has been of great significance, both for management and for the decision-making process. Each governing and managerial function is based on information, both within and outside the organization. In order to be relevant in the decision-making process, each piece of information must be of high quality, significant, up-to-date, timely and complete. The information quality depends on how real they are. The more real a piece of information is the higher its quality, which provides higher work efficiency (Pavlović, J. Marković, D. Marković, 2017).

Seven requirements that are important for harmony in the workplace have been detected:

- Complete and truthful information that has a normal upward, downward and sideway flow
- Building trust between employers and employees
- Healthy and safe work conditions
- Fair and honest payment of the earnings
- Continuous conflict-free work
- Each employee should feel content for most of the working hours
- A feeling of pride for the company and confidence in its future.

Experience has shown that many organizations, especially economic companies make mistakes in their relations when it comes to internal communications, because they are unaware of its importance and role or because they do not recognize the need to implement it correctly (Black, 2003).

Successful internal communication is believed to contribute to successful performance of external communications and to building a positive image, which is conducted on several levels. Efficient internal communication comprises three stages of functioning. The first one is at the very beginning – starting with recruitment, when the initial interview is held with the candidates for a certain job position and when all relevant data concerning the profile of the organization/company, its culture and tradition are shared. Then comes the stage when all employees should be permanently informed about the work of the organization, as well as about all major events within the organization and those outside it which could impact its work or its public image. The final stage is the relations during the termination of employment due to some restructurings in the organization, a surplus of employees, downsizing, illness or retirement. Experience shows that some companies apply the practice of informing without prior notice, i.e. when the decision is final and cannot be changed. The justification for this is the efficient realization of set goals, but on the other hand, however, the employees are put in an unpleasant situation accompanied by stress. These has a strong impact on those who continue to be employed there, which consequently leads to disorganization, lack of confidence, uncertainty, fear, a decreased motivation to work and especially a drop of concentration and commitment to the job position. This is reflected in poor outcomes of the work, i.e. working just to get the job done – without bringing new ideas and innovativeness. According to Professor Daniel Quinn Mills from Harvard University exist six internal communication problems that can have a severely negative impact on the work of the organization, of-Good internal communication consists of (Mills, 1991, in Black, 2003):

1. Management that is too commanding, and does not listen enough
2. A very small part of what is being communicated is understood
3. The content mostly refers to management, and not the staff
4. Most of the announcements are propaganda
5. There is very little sincerity
6. Communications cover only a minor part of the possibility for changes.

In general, the most common shapes and forms of internal communication that we migh deteceted are:

- Direct meetings (greetings, introductions, conversations)
- Telephone conversations
- Written communication (e-mail, Internet, Intranet communications intended solely for the staff)
- Lectures and presentations
- Organizing trainings related to the work of the company (media organization)
- Listening and providing positive signals
- Communicating through questions and answers and taking notes.

Analyses show that at this stage the pandemic continues, and this type of internal communication is not possible to be implemented. The work online as a "new reality" is predominated and this for the media, especially for the televisions become a burden as the electronic media demand more presents on ground and in the studios. Although for the time being media outlets and especially televisions managed to cope with the problems still the situation remains uncertain for all. This issue is complex to deal with and the uncertainty remains.

The issue that requires research is how internal communication works during a pandemic caused by Covid 19. Changings and challenges on global level in accordance with opinions shared by media representatives, as well as other sources, are focused on usage of new technologies as predominated and internet tools that previl.

The aim of this article is to analyse the current situation mainly how media outlets are using internal communication in these difficult times. The purpose is to show how the occurrence and increase of fake news contributes to specific media's environment and those to be discussed in light of the possible consequences that these kinds of changes might bring in the pending future.

The Macedonian media landscape is determined by a huge number of media outlets (according to the official statistics compared to the population in the region) and at the same time with an extremely small economically market, so they are awere about problems they have and might be bigger till beginning of next year if pandemic crisis continues. Bad economy, small media market, close links between politicians and businessmen led to controlled media and controlled media markets. Media in the country is very much polarized on all levels - political, ethnic’s, religious and with a lack of economic transparency, spread self-censorship and lack of objectivity are problems stressed by experts and by journalists.This problem has been existed for decades and now in a global pandemic challenge looks like they are put in a position of hibernation - waiting what would be next.

Meantime, the existing direct two-way communication nowadays plays a positive and exceptional role enabling a huge number of people to be involved in the communication and information process and to raise a large number of questions. If we compare the ways in which the processes took place in the past, we can freely say that there are enormous differences. It should be mentioned that the practice in the past was to have daily staff (editorials) meetings; first between the editors and journalists, followed by meetings within the specific sections, and finally the editor of each section holding meetings with the managing editorial team of the newspaper or the electronic media outlet (radio/television). The information was passed on in both directions and followed each line. After finalizing the editorial staff meeting, the section editor always passed on the decisions to the journalists.If there were some dilemmas, a problem or a misunderstanding, another staff meeting would be held during which the disputable opinions would be discussed. In comparison to the past, today we are predominantly faced with a one-way communication. Namely, instead of obtaining higher quality news, more openness and transparency, respecting various points of view and attitudes towards some issues that should be defended exclusively with sound, precise facts and arguments, taking into account their specificity. More precisely, the message from management reaches the editorial management team and is then transferred to the journalistic staff, while much less attention is paid on the feedback. If we take into account all of the above, and add to it the current pandemic situation, which means having less employees coming to work, not having the possibility and access for direct communication among the employees themselves, neither between the employees and management, problems occur on a daily basis which bring uncertainty in the future.

Even though the media business has to function under exceptional circumstances, journalists are encouraged to follow the established rules and values of the professional work ethics.

1.2 Internal communication during pandemic

The content in this article include work of media outlests in Nort Macedonia during pandemic, internal communication and fake news that shown in a different shape.

There is a lot of discussions how to define internal communication (IC) and one is - the function responsible for effective communication among participants within an organization which communication strategy, plans and programs are essential for the successful development of any company, they are also relevant for the media. At a time like this, stressful months of isolation, conducting proper crisis management is essential on all levels, primarily in internal communication. Country, as the world faced lockdown, carantens, stores and shops closed overnight, reduced production in small and medium-sized enterprises, and media outlets working in a specific environment and circumstances during pandemic.

World challenged Covid-19, the "new normality" in the way of living has resulted in huge changes in the sphere of media communication. The global changes in the media communication that have been taking place in the past, were the direct result of developments in technology, imposing new trends and giving new unlimited opportunities in the above domain. The digital era undoubtedly gives a lot of possibility for different manners of communication and management during the time of crisis, particularly when it comes to the management and promotion of services and elements of communication at an internal level, as well as influence on the external level – public audience. The dynamic time we live in as well as the way of communication that favours new technologies – Internet, websites, blogs, Facebook, Twitter, Instagram, mobile telephones – Viber, WhatsApp, Skype – have imposed a new trend in the manner in which the media are organized and in which they function. The desire to save time, to streamline a procedure, to speed up a process, have all directly impacted the way internal communications function but the reality brings us to using these tools for internal communications within the organizations. This is certainly positive. The negative trend is the influx of fake news and misusing it by a huge amount of people.

2 Methodology

The main method used for gathering data includes the following: qualitative research using in-depth or semi-structured interviews and data reports analyses. We conducted at three in-depth interviews with editors of prominent portals and TV stations, in addition to five semi-structured interviews with journalists in order to obtain real data. The survey content three questions: 1.How pandemic hit and influenced the work of the media outlets; 2.How the internal communication is managed, and what are positive and negative sides effects of working online; 3. Is fake news more present then before pandemic. The questions were mainly closed and with individual answers that were estimated as contributions to the focus on small and mid businesses in North Macedonia, especially media outlets. The survey was conducted between June and October 2020, and persons were part of private companies and portals. The survey is done to a small group (8) of people between 40-65 years old, six from media on Macedonian language and two on Albanian, seven men and one woman, due to the general situation with the media and has limiting performance of in-depth statistical processing.

2.1 Research limitations/implications

In order to be able to build a positive perception of a business, to create a positive image and to send a message that will be believable and convincing enough so that the company may gain support, communication techniques and tools must be adequately and successfully implemented. Nevertheless, it is of primary importance to be well familiar with these tools and techniques and to develop detailed, long-term strategies that would be applicable both in positive and negative scenarios. This would help in this unpredictable scenario that became a global problem. The research is related to internal communication in the largest media in Northern Macedonia, and due to the use of qualitative methodology, the results cannot be generalized to the general population.

The problem with one-way communication with the employees is not noted only in the media sphere, but also in the work of other companies, and it is especially perilous for the success of the company/media organization when it comes to incongruence between the information that the employees need and what management is telling them. This is especially evident in companies/media organizations that are facing some hurdles in their work or which are faced with financial troubles that may determine whether they will continue to exist or not.

3 Results

3.1 Fake news increased during lockdown of Covid-19

Apart from problems with money resources and the internal communication media is challenged by fake news that overtook the primat on social media that sometimes-shadowed facts and truth. Majority of interviews said every professional newsroom is set according to all journalistic standards. The general overview is that there is simply no room to talk about fake news in stream media as everything else then facts, the medium is used for manipulation, propaganda, pursuit of one's interests, political or economic. "There is a huge problem with fake news spreading in a worst manner and anticipating this as the biggest problem for journalistic values, facts and truth" (Damovski, 2020).

Fake news threatens to peril stream media. They are an immense problem; and we are unfortunately facing even credible web portals to publish fake information. The apology after that is for nothing, it is practically as you pour a sack of feathers and then you try to collect them up. These fake news dominate the social networks, very few of the users know to recognize what is right and what is wrong. "The best example of this is the pandemic of Covid-19. It has published everything, false surveys, theories of conspiracy, that this is a deed of Bill Gates or George Soros, or some Satanist that aims to destroy mankind and most disappointing is that there are a lot of people believing in it" (Kabranov, 2020).

"We are not only facing problems with internal and external communication, but we are also facing problems with an enormous number of fake news especially due to pandemic" (Nikolovski, 2020). Careful analysis shows that mainstream media in Macedonia are not part of the "game" spreading fake news. "They so far succeeded to avoid "sensationalism and exclusivity." But that is not the case with internet media. Sometimes I do have a feeling that the public is poisoned with fake news and believes them more than the mainstream media that are presenting pure statements and facts" (Nikolovski, 2020).

"It is crucial for every media outlet to adhere to professional standards and pay attention to what kind of information on the audience, especially, especially due to the changings of the situation and information that are presented by an hour" (Vasileva Trendafilova, 2020).

"Every professional newsroom is set according to all journalistic standards and professionalism. There is simply no room to talk about fake news. Everything else is using the medium for manipulation, propaganda, pursuit of one's interests, political or economic, that media is not set on a commercial basis, and it is not only transmitting false news, but also producing" (Damovski, 2020).

Mainstream media outlets mainly maintain ethical values and tell the truth as the fake news and speculations are circulating throughout the world giving attractions. In the media business, internal communication helps create a positive working atmosphere, providing more efficiency through a common debate and strengthening the confidence between journalists and editors. Exchanging views, brainstorming and joint meetings help the media to maintain the basic values and principles of the freedom of expression, to tell the truth, to present news in a balanced manner.

3.2 Media outlets face financial problems

North Macedonia confronted the pandemic with an unreformed public broadcaster, 115 commercial broadcasting companies, 12 newspapers, hundreds of Internet portals and an advertising pie of about 15-20 million euros. For the majority of editors and journalists the advertising drop of about 70 per cent during lockdowns, as during crisis, enterprises are first reducing unproductive expenses. Televisions and almost all other media work with 50 per cent capacity and others 50 per cent are on standby. "The enterprises were in kind of hibernation, the money influx stopped and the hit provoked television to lose a certain amount of the budget. But what really worries me is what is going to happen when this crisis ends. It is quite difficult, really hard, and we are now more oriented online. We are using 90 percent of the new technologies“ (Kirovski, 2020).

Although Telma TV did not reduce the salaries, smaller portals are suffering how to survive. Government tried to help in April/May this year (2020) when media outlets also benefited from an aid package for the majority of the companies by which it was covered up to 14,500 denars (235 Euros) of each employee’s monthly salary.

The government approved 515,000 Euros to cover the expenses for digitalisation of five national private TV stations, Sitel, Kanal 5, Telma, Alsat-M and Alfa TV, and six local TV stations. This means the government will pay the digital operator A1 Macedonia 91,000 Euros for each of the national TV stations and 10,000 euros for each of the local TV stations for the digitalisation of their signals.

"Since the first information about quarantine, curfew, closure of restaurants, cafeteria and catering facilities, our clients immediately postponed the annual contracts, and stopped to advertise and pay. Always in crisis, companies start their savings in marketing. They cut the marketing budgets, and this really affects a lot of financial survival" (Damovski, 2020).

Pandemic, as well imposes a new situation with the internal communication in the media which is now more complex although there are lots of tools for online communication. "But what is most important, the human touch, daily office work, newsroom, discussions about different themes and quick reaction in thinking about an article, topic are missing now. Direct communication among colleagues is irreplaceable" (Damovski, 2020).

In North Macedonia exist three print dailies on Macedonian language and two on Albanian and pandemic causes big damage to the work of the newspapers. The advertising of the private sector has already vanished, as well as the ads published in daily news by the state institutions account for over 60 percent drop in daily Koha."Another direct damage was decreasing of circulation because newspaper sales were changed day by day with 20-50 percent decrease during the lockdown. As a result of all these we were pushed to reduce salaries to minimum wage, even though the state helped financially. Moreover, expenses remain the same (publishing, distribution, office expenses) (Dullovi, 2020).

Althogh till now they did not dismiss any employees and brought back the salaries the future remain uncertain.The pandemic struck almost every firm and media outlet in one way or another regardless it is small or mid-sized. "In the time of pandemic, the world has changed, nothing is the same in the media anymore because the way of communication has changed. The realization of TV discussion shows has become almost impossible. It is still quite difficult to obtain two guests who would be physically present in the studio, so we opened many of the topics with interlocutors online" (Vasileva Trendafilova, 2020).

Crisis caused by pandemic Covid 19 provoke problems in informing as well on a local level in the country. "The proper informing has been felt and the first blow was financially when the ads from the business partners who had been advertising abruptly dried up.The reduced financial power of the local media directly influences the wages of journalists and technical staff. Salaries were cut but fortunately, there were no dismissals (Andonov, 2020).

Having pandemic and downlocked during March, April, May, June (2020) a time of stress, quarantine, reduced programs, journalists have been trying to be as efficient and professional as possible. Analise shows that further examination needs to be done due to obtain relevant data as the crisis is still ongoing. Anyhow, first analyse concluded that some media succeeded to reorganized, some has been presenting only facts and information without much commenting whereas others lose some values of ethics. Pandemic changed the way of internal communication and has changed the functioning of the media and especially the television. "The main change is in the way of communications and in physical communication, which in this situation is reduced only to necessary. Whether it is internal or external, all recommendations of our television it is to communicate online as much as possible. Basically, this type of work has many disadvantages, but it also has positive sides as communication can be established very quickly. The disadvantage, however, is in the qualitative shape of communication. When it comes to gathering information, taking statements and making interviews is far much worse and it is not only difficult, but it is not attractive" (Nikolovski, 2020).

4 Disscusion

The recession in North Macedonia, like all the countries in the Western Balkans, has already been driven by a significant drop in both domestic and foreign demand during the pandemic. Manufacturing, along with, tourism, trade, and real estate are the worst affected, with these areas facing a contraction of as much as 11.5 percent in the second quarter. Travel restrictions and social distancing measures may also have a particularly protracted impact on services, which account for around 50 percent of total employment in the country. Remittances are also projected to decline, as diaspora workers lose their jobs in their destination country or are left with lower income. The main risk for all countries in Western Balkans is that a prolonged pandemic, as well as a deeper recession in the European Union, could make the unfolding economic crisis difficult to handle. According to the report, quick, bold, and carefully designed mitigation measures can limit the social and economic impact of this crisis, but they need to take into account country conditions and uncertainty about how long the crisis will last. North Macedonia has already committed around 2 percent of total GDP to support households and businesses during the emergency, but more will be needed as the pandemic continues to slow economic activity around the country. This negative trend predicted by the World Bank hit almost all companies in the country but certainly the biggest blow was done to the mid and middle-sized enterprises as well as to the media outlets that are hardly surviverning.

Moreover, the main conclusion is leading that way of communication, internal and external has been changed and is bringing even more challenges for the future. At this stage the pandemic continues as mainly the online work and this for the media especially for the televisions become even more complex. After almost nine months in crisis we can estimate that there are a lot of unknown issues and uncertainty how the media are going to organize and work in the future. The analysis shows that the internal communication is mainly taking new online shape and is getting more challenging as being more flexible, thus it was pointed out is missing daily live communication, brainstorming and cooperation in the newsrooms as high precious and valuable.

Research by Gallup has shown that 65% of US employees are not engaged at work. It has also found that sales increase by 20% when employees are actively engaged, and profitability increases by 21%.

Internal communications professionals already know why strong employee communication is critical to driving change in the workplace and its overall success, but have often been frustrated in their attempts to take senior leadership along on the journey to improving it and investing in it.However, the changes to the ways workplaces function during Covid-19 has put a spotlight on internal communication practices and highlighted any deficiencies companies may have experienced in the past, and also an urgent need to develop and implement practical solutions. Internal communication in many ways keeps people connected. It ensures information flows in every direction and helps to build a cohesive team and positive work environment.

Some of the long-term trends in (IC) may be:

- Continued use of digital platforms as remote work becomes the “new normal”.
- Employees expecting more communications about morale and mental health via their internal comms channels as they have become used to it and find it beneficial.
- More targeted and real-time communications. This includes internal comms teams segmenting internal audiences and personalizing the messages they sent people so that irrelevant information is minimized.
- An increasing scope of internal communications professionals’ roles and responsibilities in their organizations - in many cases a ‘seat at the table” they did not enjoy before.

PoliteMail has released a new report "The State of Communications Summer 2020." The report includes data from a July 2020 survey, conducted by Regan, of more than 350 corporate communications who shared their insight, opinion, tools and they rely on most to communicate with employees in the midst of this crisis. An overwhelming majority of internal communicators (93%) said *email* is the most preferred channel for reaching employees, followed by virtual and video meetings (83%) and corporate intranet (41%).

5 Conclusion

Research has shown that to work successfully and to maintain adequate internal communication, especially in a situation like this, it is necessary to build trust and to develop a teamwork atmosphere and cooperation, which would foster the feeling of belonging in enterprises or media organizations. It is important to support cooperation that leads to work satisfaction even at a time of enormous crisis and uncertainty;

obstacles and problems can thus be overcome through empathy, hope and trust, when it seems that the future will not be brighter any time soon. This research is one of the first to examine internal communication and its importance during the coronavirus pandemic in the Macedonian media and in preventing the spread of fake news during this time.

The analysis show that for successful work it is necessary to build trust, to develop team work atmosphere and cooperation and to foster the feeling of belonging in the media organization where one works, to foster the spirit of self-respect and to support cooperation that leads to work satisfaction. The fact that an inseparable part of internal communications are internal strategy and planning should not be overlooked, since their precise implementation leads to timely and detailed informing about the work and all potential changes in the structure of the media organization and they facilitate the functioning of the organization. This helps to avoid rumours, spreading lies, manipulations and it decreases the concern the staff may have about the events within the organization, which directly impacts the work and its efficiency. On the other hand, their voice is passed on, which impacts the image, reputation and the perception created of the organization by the public. According to this, the conclusion would be that without well-organized communication channels and correct placement of functional internal communication, no organization can conduct its work professionally and successfully and mainly not during crisis and pandemic.

5.1 Pratical and/or social implications

Smart organizations understand the value of maintaining an ongoing dialogue with their employees; with the right strategies and tactics, these dialogues can yield feedback from employees and help foster a sense of belonging and investment in the company. Employees have the ability to interact and use technological advance, and yet many find themselves jobless overnight and face uncertainty. Now that people all over the world fear losing their jobs or even lives, internal organization and leadership seem essential for creating an atmosphere of cooperation and confidence, providing hope that better days will come. The survey gives us insight into the use of internal communication strategies and tactics in the media of Northern Macedonia during the pandemic, which also includes preventing the spread of fake news.

References

1. Andonov, Z. (2020) Interviewed by J. Mironski (24. 6. 2020).
2. Balkan Insight (2020) Available at: https://balkaninsight.com/2020/08/28/pandemic-may-reshape-north-macedonia-media-landscape-for-good/.
3. Black, S. (2003). *Odnosi s javnošću*. Beograd: Clio.
4. Blazevski, I. (2020) Interviewed by J. Mironski (27. 8. 2020).
5. Damovski, A. (2020) Interviewed by J. Mironski (10. 9. 2020).
6. Dullovi, L. (2020) Interviewed by J. Mironski (15. 10. 2020).
7. Edelman (2020). *How to Guide: Employee & Internal Communications During the CoronaVirus Pandemic [online]*. Available at: https://www.edelman.co.uk/insights/how-guide-employee-internal-communications-during-coronavirus-pandemic

8. Kabranov, A. (2020) Interviewed by J. Mironski (7. 10. 2020).
9. Kirovski, A. (2020) Interviewed by J. Mironski (28. 10. 2020).
10. Nikolovski, M. (2020). Interviewed by J. Mironski (28. 9. 2020)
11. PAHO (2019). *Leadership During a Pandemic: What Your Municipality Can Do: Disaster Management in a Pandemic*. Pan American Heath Organization. Available at: https://www.paho.org/en.
12. Pavlović, M., Marković, J., Marković, D. (2017). Istraživanje odnosa sa klijentima u bankarskom sektoru. *Ekonomija, teorija i praksa*, Beograd, 47–66.
13. PoliteMail. (2020). The state Communications Summer 2020, Available at: https://politemail.com/state-of-communication-summer-2020/
14. World Bank. (2020). Available at: https://www.worldbank.org/en/news/press-release/2020/10/22/recession-deepens-in-north-macedonia-as-covid-19-pandemic-threatens-economic-outlook-says-latest-regular-economic-report.
15. World Health Organization (2020). WHO Coronavirus Disease (Covid-19) Dashboard. Availlable at: https://covid19.who.int/?gclid=Cj0KCQiAqdP9BRDVARIsAGSZ8AlYnmvibedLtzwNtawgCi0a2T373Z5DC7QPSo1h8bLy-k7I2kDidDQaAvpREALw_wcB
16. Vasileva Trendafilova, B. (2020). Interviewed by J. Mironski (9. 9. 2020).

17 Pripovedovanje zgodb in empatija

Mateja Mahnič*

Povzetek: Pripovedovanje zgodb je del našega življenja. Ko poslušamo pripovedovane zgodbe, začutimo empatijo z junakom, zato se ta učinek uporablja pri socialnem skrbstvu in tudi pri pridobivanju sredstev. Kako torej pripovedovanje zgodb deluje pri »fund raising« projektih? Kateri so vzroki, da je pripovedovanje resničnih zgodb tako uspešno? Kako te zgodbe stimulirajo empatijo in kako ljudi pripravijo, da donirajo. Kot študije primerov smo analizirali tri zgodbe Zveze prijateljev mladine Ljubljana Moste Polje. Najboljše rezultate je dosegla zgodba, ki jo je napisala novinarka in ki je bila spremljana tudi z avdio posnetkom glasu glavne junakinje zgodbe. Iz tega izhaja, da je kredibilnost zelo pomemben faktor pridobivanja donatorjev. Zgodbe, in ne statistični podatki, zbujajo čustva in želje po pomoči. Naše priporočilo torej je, da zbiralci sredstev to metodo uporabljajo zelo pogosto in pri tem poudarjajo veliko razliko v vsakega, ki so mu bila namenjena sredstva. Upoštevanje zakonitosti pripovedovanja zgodb prispeva tudi k uspehu dobrih poslovnih zgodb.

Ključne besede: pripovedovanje zgodb; resnične zgodbe; pridobivanje sredstev; empatija.

Storytelling and emphaty

Abstract: Story telling is omnipresent more or less in all areas of our lives. Hearing personal stories engenders greater understanding and empathy, therefore this method is expanding to social care and fundraising activities. How does empathy work in fundraising projects? What are the tools and reasons that real life stories are so successful? How they stimulate empathy in people and why they were persuaded to donate money. We analysed three real life stories from Association of Friends of Youth Ljubljana Moste-Polje. The best results/donation came from the story, which was written by a journalist and was accompanied by the voice of real hero of the story. So, credibility plays an important content in real life stories. Stories, not statistics, evoke the emotion and desire to help. So we suggest that fundraisers use this powerful method more regulary and tell stories espacially about the difference theirs humanitarian organizations made in the life of one person whose life could have taken a not so happy course without theirs assistance. Keeping in mind the rules of storytelling also contributes to the success of good businesses.

Keywords: storytelling; real life stories; fund raising; emphaty.

* Lect. Dr., DOBA Fakulteta za uporabne poslovne in družbene študije Maribor, Prešernova ulica 1, 2000 Maribor; mateja.mahnic@net.doba.si.

1 Uvod

1.1 Pripovedovanje zgodb

Pripovedovanje zgodbe izvira iz prazgodovine človeštva. Tako so se še pred razvojem pisave zgodbe širile prek pripovedovalcev, ki so z besedami in telesnimi gibi prenašali doživetja poslušalcem in gledalcem. Na ta način je bilo skupnosti omogočeno, da soustvarja in naprej deli zgodbo.

Temeljno delo na tem področju je gotovo Aristotelova Poetika (Aristotel, 2012). V njej med elementi uprizoritve tragedije našteva: spektakel, značaj, mitos, dikcijo, melodijo in misel. Najpomembnejši je mitos (gr. Μίτυος, mythos 'zgodba'); njegovi elementi so trije: peripetija (gr. περιπέτεια, peripéteia) – zaplet; prepoznanje – razplet, usodni preobrat in trpljenje (gr. πάθος, páthos) — pogubno ali mučno dogajanje (npr. prikaz smrti, poškodbe).

Naslednje temeljno delo pripovedovanja zgodb je Propova epohalna analiza mitov in pravljic. Prop navaja 31 začetkov pravljic, v katerih nastopajo liki z različnimi funkcijami (Prop, 1982, str. 33). Avtor poudarja, da edinstvenost pravljičnih zgodb ne determinirajo glavni liki, temveč njihove funkcije v njih (Prop, 1982, str. 326).

Tudi nepravljične zgodbe imajo enako strukturo pravljic, saj izvirajo iz pripovedovanja zgodb, ko je vsak človek entiteta, ki želi povedati nekaj o svoji življenjski zgodbi.

Tako je tudi na področju kreativnega pisanja: kratke zgodbe/short stories vedno sledijo uveljavljeni strukturi junakov, zapleta, razpleta, konca itd. Po šolah kreativnega pisanja, ki sta jih v osemdesetih letih vodila predvsem pisatelja Branko Gradišnik in Lojze Kovačič, je njuno štafeto prevzel Andrej Blatnik, ki je izdal tudi učbenik kreativnega pisanja (Blatnik, 2010).

Tudi avtorica tega članka ima izkušnje s pisanjem in poučevanjem kratkih zgodb. Na koncu njenega 6-letnega poučevanja kreativnega pisanja je izšla zbirka kratkih zgodb, ki vsebuje tudi resnične kratke zgodbe članic in članov njene študijske skupine (Kolažnice, 2017).

Pripovedovanje zgodb se vedno bolj uporablja tudi v poslovne namene, saj so atraktivne zgodbe močno orodje oglaševalskih aktivnosti in prodaje izdelka ali storitve. »Izvedeli boste, kaj je razlog, da zgodbarjenje deluje, razkril vam bom, kako poiščete zgodbe za dosego izbranih ciljev, kako jih zapišete in kako jih potem delite, da dobite to, kar si želite« (Waldhütter, 2020).

1.2 Terminologija

Slovenjenje izraza storytelling po našem mnenju še ni optimalno, tako v vsebinskem kot tudi v stilističnem smislu. Po eni strani je izraz pripovedovanje zgodb dobeseden prevod, ki ne ustreza vsebini pojma, saj je storytelling več kot le preprosto pripovedovanje zgodb. Drugi izraz, neologizem "zgodbarjenje", pa se še ni uveljavil v javni uporabi.

»V naslovu priročnika (in v besedilu) pustim, ne samo v tujini, ampak tudi v naši komunikacijski stroki uveljavljen izraz storytelling (ki pomeni veščino pripovedovanja zgodb), me je prepričalo predvsem to, da izraza pripovedovanje zgodb ali celo zgodbarjenje, ki se tu in tam v slovenščini pojavita, pri nas še nista uveljavljena, hkrati pa sta tudi slovnično in izrazno nerodna« (Bonšek, 2017, str. 7).

V pomanjkanju boljšega izraza bomo v nadaljevanju uporabljali termin pripovedovanje zgodb.

1.3 Empatija

Empatija je sposobnost, ki nam pomaga, da razumemo, kako se nekdo drug počuti, čeprav nismo v enakem položaju kot on. To je zmožnost, da se »postavimo v kožo nekoga drugega« in poskušamo razumeti, kako se on v določeni situaciji počuti.

Pomembnost empatije se poudarja predvsem v zdravstvu in socialnem skrbstvu, kjer osebje dela z ranljivimi skupinami. Tu je empatija oz. učenje empatije bistven pogoj za vzgojo moralnih negovalcev in socialnih delavcev. To jim omogoča, da jo lahko "vključijo", kadar komunicirajo s svojimi pacienti/varovanci. Tako kot sposobnost čutiti "simpatijo", je sposobnost "empatizirati" pokazatelj naše humanosti (Fairbairn, 2005, str. 49).

A empatija se loči od simpatije, ki je bolj čustven odziv, ki nas prevzame, ko se identificiramo s situacijo drugega. Vendar je to bolj nekontrolirana in trenutna emocialna reakcija (Fairbairn, 2005, str. 49). Empatija je v nasprotju s tem bolj usmerjena in osredotočena na trpečega.

Odličen primer razlike med simpatijo in empatijo je študija primera bolnika v vegetativnem stanju. Tisti, ki čutijo do njega simpatijo, si zamišljajo, kako polno je bilo njegovo življenje pred možgansko poškodbo, in menijo, da takega stanja, v katerem je zdaj, ne bi želel živeti. Po avtorjevem mnenju pa bi šlo empatično razmišljanje v drugi smeri: Kako čuti bolnik? Če se prestavimo v njegovo kožo, lahko ugotovimo, da bolnik morda uživa preproste radosti, ki jih nudi dobra oskrba po poškodbi, saj se zagotovo ne spominja, kakšno življenje je živel pred njo (Faibarn, 2005, str. 49–50).

Seveda bi bila odločitev za ravnanje s tem bolnikom veliko lažja, če bi lahko povedal, kako se počuti. Če pacient to zmore, lahko pove svojo zgodbo. Tako Kleinman daje pripovednemu konceptu širšo definicijo. Zanj je pripoved oblika, v kateri bolni oblikuje in izrazi svoje trpljenje. A dodaja še pomembno sporočilo: "Tako kot so bili glasovi trpečih bolnikov dolgo časa marginalizirani, so danes tudi glasovi njihovih svojcev" (Kleinman, 2017).

1.4 Pripovedovanje zgodb zbuja empatijo

Pripovedovanje zgodb se uporablja za etično vzgojo zdravnikov in negovalcev. Tako Fairbairn piše, da je za svojo "moralno gimnazijo", poučevanje študentov zdravstvene in negovalne stroke, uporabil tri vrste zgodb: "real stories", ki govorijo o resničnih ljudeh, "true stories", ki so resnične kot življenje, vendar ne govorijo o živečih ljudeh, in hipotetične zgodbe, ki želijo izvabiti razmišljanje s filozofskega vidika (Faibarn, 2005, str. 52).

Poudarja pa tudi pomembnost dramatičnih tehnik, skozi katere lahko "vstopimo v življenje, kakršnega sicer ne bi nikoli izkusili" tako, da vključimo tehnike igranja vlog ("role play"), tistih, katerih občutke sicer ne bi nikoli doživeli. Naslednja tehnika je branje tekstov, tudi filmskih scenarijev, v katerih se izražajo osebe, ki so po svojih doživetjih popolnoma tuje našim izkušnjam.

Še posebej pa avtor priporoča pisanje zgodb s stališča ("point of view") ljudi, ki jim želimo pomagati. Tu avtor še posebej poudarja, da je to zelo močna metoda, s katero razvijemo empatijo z "izkušnjo našega junaka in z njegovimi razlogi, osebnimi, poklicnimi in etičnimi, zakaj deluje na način, kot deluje oz. je deloval" (Fairbairn, 2005, 53–54).

Kaj pogojuje nastanek empatije? Raziskovalce s področja nevrologije je zanimalo, kateri so kemični procesi v naših telesih, ki pogojujejo pojav empatije.

Dokazali so, da se ob dobro strukturiranih zgodbah v naših možganih ustvarja kemikalija oxytocin, ki je ključ do možganskega signala, ki poenostavljeno sporoča: "Varno je, da se približamo drugim ljudem." Oxytocin se torej v možganih izdeluje, ko zaupamo sočloveku, želimo biti z njim prijazni in z njim sodelovati. Raziskave so potrdile, da tudi pripovedovanje zgodb v obliki vizualne prezentacije spodbudi možgane v izdelovanje te nevrološke substance. Skratka, ni potrebno zgodbo doživljati v neposredni obliki, enako šteje vizualni zapis. Poleg tega se lahko na podlagi količine proizvedenega oxytocina predvidi, koliko so raziskovani osebki željni pomagati drugim: recimo, donirati denar osebi, ki jim je bila predstavljena v zgodbi (Zak, 2015).

Humanitarne organizacije pri svojem zbiranju sredstev širijo resnične zgodbe ljudi, ki jim želijo pomagati. V tem primeru gre za poslovni projekt, ki v veliki meri računa na empatijo ljudi. Če jo dobrodelni in hkrati dobroverni ljudje izkažejo in darujejo sredstva, morajo biti tudi nagrajeni s srečnim koncem in izboljšanjem stanja ljudi, za katere so darovali. Zato je pripovedovanje zgodb v namene zbiranja sredstev specifičen projekt, pri katerem si zbiratelj sredstev ne sme privoščiti nobenih napak v komuniciranju z darovalci. Drugače povedano, zbiralci sredstev morajo znati povedati dobro zgodbo.

Naše raziskovalno vprašanje je bilo, kateri so elementi dobre zgodbe, ki zbujajo empatijo in posledično tudi doniranje ali kak drug odziv nagovorjene javnosti.

2. Metoda

2.1 Študija treh primerov

Zveza prijateljev mladine Ljubljana Moste-Polje že 67 let skrbi za enake možnosti in zdrav psihofizični razvoj otrok in mladostnikov. Kot nepridobitna in humanitarna organizacija deluje v javno korist. V letu 2019 se lahko pohvali z zavidljivimi rezultati: 611 donatorji, 4171 aktivnimi botri/botricami, 114 prostovoljci/prostovoljkami in 250 vzgojitelji/vzgojiteljicami. Njihovi projekti so: Botrstvo, Veriga dobrih ljudi, Večgeneracijski center, Volja vselej najde pot, Dobro sem, Rastemo skupaj, Psss! (ZPMLMP, 2020).

V dogovoru z njimi smo za študijo primerov izbrali tri resnične zgodbe otrok, ki so jih podprli. Objavljene so bile v Oni Plus (Obolnar, 2020), na Valu 202 (Vidic, 2018) in na spletni strani 24ur.com (Ogulin, 2020).

Junakinja prve resnične zgodbe je srednješolka Tia, ki je bivala v dijaškem domu, kamor se je preselila zaradi ogrožajočega družinskega okolja. Stroške dijaškega doma so prevzeli na ZPM Ljubljana Moste-Polje, in sicer v okviru projekta Botrstvo. A dijaški dom so zaradi novega virusa Covid 19 zaprli, Tia se je morala vrniti domov. Tu pa je odkrila, da je stanovanje njenih staršev prazno, našla je le kup neplačanih položnic.

Druga resnična zgodba pripoveduje o brucki Ani in osnovnošolcu Luki, ki sta se po izgubi očeta z mamo preselila k babici v zelo majhno stanovanje. Ko pa je zelo na hitro umrla še mama, je Ana postala skrbnica, tako babice z demenco kot brata Luke z učnimi težavami.

Tretja resnična zgodba govori o Mitji, desetletnem fantu. Usodni zaplet se je zgodil, ko se je oče po hudi nesreči in poškodbami glave zelo spremenil, postal nasilen in začel pretepati vse otroke, najbolj Mitjo. Ko mu je enkrat na pomoč prihitel stric, se je oče znesel nad njim in nato sodil sebi. Mitja je vse do izpovedi Aniti Ogulin menil, da je on kriv za te dogodke, hotel je umreti.

Vse tri študijske primere smo se odločili raziskati z analitičnimi orodji na podlagi sedmih kriterijev za dobro humanitarno zgodbo, zadnji primer pa poleg tega tudi z analizo komentarjev bralcev.

Upali smo, da bomo na ta način vsaj deloma lahko prikazali povezavo med dobro resnično zgodbo in vzbujanjem empatije.

2.2 Analitična orodja

Raziskovalno vprašanje, kateri so elementi dobre zgodbe, ki zbujajo empatijo in posledično tudi doniranje, terja, da raziščemo elemente pripovedovanja dobrih zgodb.

Kateri so ti elementi? Niso se veliko spremenili, odkar je Aristotel vzpostavil svoj "mitos". Vsaka zgodba mora vsebovati vsaj elemente junaka, njegovega nasprotnika, zapleta in razpleta. Seveda pa teoretiki in tudi praktiki pripovedovanja zgodb dodajajo nove in nove specifične elemente.

Pri svojem predavateljstvu o kreativnem sporočanju je avtorica kot osnovno analitično strukturo zgodbe, ki je tudi splošno razumljiva, uporabljala strukturo pravljice o Rdeči kapici:

1. junak/inja (Rdeča kapica),
2. pomočnik (lovec),
3. antijunak (volk),
4. motiv (prinesti hrano babici),
5. zaplet (napad volka),
6. razplet/preobrat/twist (posredovanje lovca, izničenje antijunaka),
7. zaključek (rešitev junakinje).

Blatnik v okviru literarnih kratkih zgodb med drugim navaja še naslednje elemente v poglavjih svojega sijajnega priročnika Pisanje kratke zgodbe od prvopisa do natisa (Blatnik 2010): Karakterizacija (str. 54–62), Neodvisni pripovedovalec, Dialog, Monolog (str. 63–72), Prostor, čas (str. 73–81), Struktura (str. 90 –93), Zaplet (str.

95–96), Konci (str. 112–113), Naslov (str. 114) in še mnogo drugih, upoštevanja stilnih elementov in koristnih napotkov za pisanje zgodb.

A humanitarno pripovedovanje zgodb uveljavlja svoje specifike: navajajo se naslednji elementi (Bonšek, 2017):

1. jasen namen in osnovno sporočilo,
2. osredotočenje na problem,
3. vzpostavite osebni stik,
4. predstavite rešitev,
5. nakažite učinek,
6. ne pozabite na poziv k ukrepanje in izpostavite svojega junaka,
7. z novimi tehnologijami poskrbite za udarnost in kakovost.

Odločili smo se, da bomo naše primere preverili na podlagi teh sedmih kriterijev, ki so specifični za pisanje zgodb, namenjenih spodbujanju dobrodelnih in osveščajočih projektov. Nevladniki so jih prepoznali kot indikatorje uspešnega odziva.

V nadaljevanju bomo torej po navedenih sedmih kriterijih raziskali tri primere resničnih zgodb, s katerimi je humanitarna organizacija poizkusila spodbuditi ljudi k odzivu. Vse so bile uspešne, čeprav pri tretji zaradi varovanja poslovne tajnosti medija ni mogoče objaviti konkretnih podatkov.

Vse podatke, ki jih bomo analizirali, smo pridobili, ali pa od njih dobili vsaj povezavo na zgodbo, pri ZPM Ljubljana Moste-Polje.

3. Rezultati

Pri prikazu upoštevanja posameznih kazalcev v nadaljevanju uporabljamo naslednje oznake za tri stopnje njihovega upoštevanja:
X - Kazalec ni upoštevan.
√ - Kazalec je upoštevan, a le v osnovni meri.
* - Kazalec je v polni meri upoštevan.

3.1 Analiza študije primera: Srednješolka Tia

3.1.1 Jasen namen in osnovno sporočilo (*)

Preden sploh pomislite na zgodbo, se ustavite in se vprašajte: kaj točno bi z zgodbo radi dosegli? (Bonšek 2017, str. 27). Osnovno sporočilo celotnega projekta Botrstvo je Vrnimo otrokom prihodnost.

V primeru resnične zgodbe o Tii novinarka Sabina Obolnar v članku zelo jasno nakaže, kaj je osnovno sporočilo in kaj namen objave te zgodbe (Obolnar, 2020):

> *Grozno je te dni slišati glas teh mladih ljudi, otrok. Žal Tia ni edina. Ni osamljen primer slovenskih družinskih ruševin. Mnogo dijakov in študentov pomaga preživljati družine tudi zaradi bolezni, ne nujno samo zaradi nasilja in neodgovornega odnosa staršev. Zato, spoštovane bralke, cenjeni bralci. Združimo moči in kolikor le lahko, pomagajmo Tiji. Da bo lahko poravnala dolgove ter s*

> *štipendijo neobremenjeno nadaljevala šolanje in uresničila svoje otroške sanje. Verjamem, da nam bo skupaj uspelo, kot nam je že mnogokrat. Tia si to zasluži.*

3.1.2 Osredotočenje na problem (√)

Močne zgodbe se začnejo tako, da bralec ali gledalec vstopi v nek nov svet. Potrebno je torej opisati kontekst in navesti problem, da bo lahko občinstvo spoznalo vaš svet (Bonšek, 2017, str. 27).

Tiin problem, ko se je zaradi novega virusa vrnila domov, je predstavljen takole (Obolnar, 2020):

> *Od sosede je še izvedela, da je oče odšel neznano kam, mama pa da je menda na dolgotrajnem zdravljenju. Ostala je tudi brez vseh sredstev za preživetje. V omari je našla kup neplačanih položnic, izvršb in obvestil o rubljenju.*

Tu lahko pritrdimo, da nas je ta resnična zgodba takoj prestavila oz. "osredotočila" na problem.

3.1.3 Vzpostavitev osebnega stika (√)

Če želite, da se ljudje vživijo v našega junaka, in torej začutijo empatijo, ker stopijo v "njegovo kožo", morate v zgodbi živo predstaviti njegov vsakdan, razmišljanje, okolico, izkušnje, bolečine in radosti.

Novinarka Tio že na začetku takole predstavi:

»Poznate Tio? Verjetno ne. Ampak želela bi, da jo spoznamo. Dijakinja tretjega letnika srednje šole je to mlado zalo dekle.« (Obolnar, 2020).

Morda bi besedo "zala" novinarka lahko izpustila, ker je sladkobna in tudi zastarela za opis lepote, vendar ni pomembna za namen zgodbe, ki je zbujati empatijo. Pretirano hvaljenje lahko zbode ljudi, ki niso "zali" in zniža njihovo pripravljenost vživljati se v Tiino stanje, torej tudi zmanjša njihovo empatijo.

Novinarka je v članku kasneje razvila opis delovanja Tie, ki nam jo predstavi kot zelo pogumno dekle (Obolnar, 2020):

> *Potem, mi pripoveduje, je dobila neverjetno moč, še sama ne ve, od kod se je naselila v njej, in odločila se je, da naredi načrt. Načrt preživetja. Pomislite, še ne polnoletno dekle, sicer odlična dijakinja, je natančno vedela (in seveda še vedno ve), kaj želi v življenju početi; sanje o izobrazbenem cilju je odmaknila za čas, ko bo lahko ponovno sedla v šolsko klop. Zdaj ve, da mora preživeti. Izdelala je načrt reševanja, ki vključuje predvsem potrebo po zaslužku, da bo lahko odplačala dolgove. Najprej ga je predstavila šolski pedagoginji, kakšna sreča, da jih imamo, poudari, potem pa tudi pristojnemu centru za socialno delo. Obe ustanovi njen položaj razumeta in ji nudita najboljšo podporo.*

Tako je bilo temu kriteriju zadoščeno. Mislimo, da je novinarki uspelo predstaviti karakter Tie, njeno energičnost in borbenost.

3.1.4 Predstavitev rešitve (√)

Da bi pridobili donatorje, sponzorje, podpornike, zaveznike jim morate svoj pristop pojasniti na jasen, zgoščen in simpatičen način. Brez žargona in strokovne latovščine (Bonšek, 2017, str. 32).

Novinarka je strnjeno in zgoščeno predstavila rešitev: doniranje. Morda je odveč fraza na koncu »Tia si to zasluži« (Obolnar, 2020):

> *Zato, spoštovane bralke, cenjeni bralci. Združimo moči in kolikor le lahko, pomagajmo Tii. Da bo lahko poravnala dolgove ter s štipendijo neobremenjeno nadaljevala šolanje in uresničila svoje otroške sanje. Verjamem, da nam bo skupaj uspelo, kot nam je že mnogokrat. Tia si to zasluži.*

3.1.5 Predviden učinek (√)

Seveda pa si vsak donator želi vedeti, za kaj so bila porabljena njegova sredstva.

Temu je v članku namenjen naslednji odstavek (Obolnar, 2020):

> *Zaradi varovanja dekličine osebnosti vseh podatkov predstavljene zgodbe nismo smeli razkriti. Dekle strokovno spremlja pristojni CSD, v dogajanje je vključena tudi šolska svetovalna služba. Za finančno, pravno in materialno plat do dokončne ureditve zadeve pa skrbi ZPM Ljubljana Moste-Polje, saj je dekle že nekaj časa vključeno v projekt Botrstvo. Kot za vsako zgodbo, ki jo spremljajo, bodo tudi za Tio skrbeli, dokler se ne bo izobrazila za poklic, ki si ga je izbrala. Vsekakor pa je potrebno poudariti, da je to zgodba, kjer so povezane vse institucije, ki so pristojne za reševanje nastale stiske, nam je zagotovila predsednica ZPM Ljubljana Moste-Polje Anita Ogulin.*

Morda bi tu novinarka morala bolj specifično napisati, za kaj bodo uporabljena ta sredstva. To bi verjetno precej zvišalo zaupanje v njihovo učinkovito porabo.

Zaradi tega je prišlo tudi do vprašanj o delitvi sredstev, ki so se začela porajati po največji slovenski akciji zbiranja sredstev za malega Krisa (Krušec, 2020).

3.1.6 Poziv k ukrepanju zaradi empatije do junaka (√)

»Pomagajmo srednješolki Tii, starši so ji zapustili dolgove.« (Obolnar, 2020).

Že v naslovu se apelira na darovanje, kar je morda preveč nasilno in neposredno. Morda bi bil poziv lahko tudi drugačen, saj vsi ljudje nimajo sredstev. Tu bi bralce lahko pozvali, naj vsebino članka širijo. Lahko bi tudi k izrekanju na temo vsebine članka prosili znane osebnosti, lahko bi jim omogočili, da bi predlagali še druge "Tie", ki so prav tako potrebne pomoči.

3.1.7 Udarnost sporočila zaradi novih tehnologij (X)

Video prenosi na družbenih omrežjih, kvalitetni blogerski zapisi in sporočilno močne fotografije lahko poskrbijo, da bo vaša zgodba udarnejša (Bonšek, 2017, str. 34).

Glede fotografij je jasno, da ne morejo biti drugega kot "simbolične". Vse ostale možnosti pa na žalost niso bile upoštevane.

3.2. Analiza druge študije primera: Ana in Luka

3.2.1 Jasen namen in osnovno sporočilo (√)

»Devetnajstletna brucka Ana skrbi za dementno babico in brata.« (Vidic, 2018).

Osnovni namen in sporočilo v naslovu prispevka sta tu jasna. Se pa pojavi moteča povezava: "dementna" babica. Izraz "dementen" je slabšalen in žaljiv. Uradna dikcija je "oseba z demenco".

3.2.2 Osredotočenje na problem (*)

Novinarka je zelo slikovito orisala problem, ki nam omogoča, da vstopimo v svet Ane in Luke (Vidic, 2018):

> *Ana in Luka sta očeta izgubila, ko je Ana štela šest, Luka pa dve leti. A izgubila sta tudi vse imetje in dom. Zaradi številnih groženj so morali namreč kmalu zbežati iz stanovanja v hiši očetovih staršev in se nikoli več niso smeli vrniti, niti po stvari, ki so tam ostale, se še živo spominja danes 19-letna sogovornica. Preselili so se k babici, ki jih je sprejela v izjemno majhno stanovanje, vsi trije so živeli v isti sobi. Ko je babica zaradi vse hujše demence potrebovala pomoč, je zato Anina in Lukova mama brez pomislekov pustila službo in prevzela skrb zanjo. Zdaj nona, kot jo kličeta Ana in Luka, domače prepozna le še izjemoma in za nekaj trenutkov. In ker bolezen napreduje, svoje pa je naredila tudi starost, je 88-letna babica že nekaj let povsem odvisna od pomoči bližnjih…*
>
> *… Stroški se le kopičijo…*
>
> *… Pri vsem, tudi pri stroških, nista sama. Vseskozi jima pomagajo sorodniki, a je njihova pomoč močno omejena. Pri delu sorodstva zato, ker tudi sami skrbijo za skoraj nepokretno osebo, drugi živijo predaleč, da bi lahko priskočili na pomoč … Zato je večina skrbi vendarle ostala na ramenih komaj polnoletnega dekleta, sveže brucke, ki šele začenja svojo akademsko pot, in najstnika s številnimi težavami…*

3.2.3 Vzpostavitev osebnega stika (*)

Novinarka Jana Vidic je na valu 202 posnela in uredila 10,49 sekundno radijsko sporočilo, na spletni strani tega programa pa je objavila reportažo o Ani, Luki in njuni babici. Menim, da je s tem odlično vzpostavila stik bralca z obema, tako z Ano kot Luko, čeprav njegove občutke opisuje samo Ana (Vidic, 2018):

> *Zvečer, ko ležem v posteljo, pomislim, da bi na drugi strani postelje morala biti mama, a je ni. Razmišljam, zakaj je ni, zakaj se je vse to moralo zgoditi prav nam, zakaj sva morala izgubiti oba, takrat se seveda sesujem, itak … A vselej pazim, da bratec tega ne vidi, ker nočem, da me vidi nemočno. Moram biti močna zanj, za nono, moramo to premagati skupaj. Vem, da bo težko, vem, da sem stara devetnajst let, vem, da nas čakajo še številne bitke, si pa želim, da vsaj ne bi imeli ob vsem tem še nenehnega strahu, ali bomo zmogli skozi mesec, ali bomo lahko plačali položnice…*
>
> *… Luka ima hude težave s koncentracijo, ima tudi močno disleksijo, tako sta bila zanj šola in učenje vselej velika težava in je potreboval veliko prilagoditev v šoli in dodatno pomoč tudi doma…*
>
> *… Ne le, da sta bila zaveznika pri reševanju težav, mama in Luka sta od nekdaj imela izjemen odnos … Nanjo je bil od nekdaj izjemno navezan, bil je kot piščanček ob*

kokoši, nenehno okrog njenih nog, z njo je preživel prav vsak trenutek. Raje, kot da bi se družil s prijatelji, je bil z njo, šla sta v trgovino, pomagal ji je pri hišnih opravilih, pri skrbi za nono. Kar preveč navezan za njegovo starost, bi rekla.

… Za nono skrbi (Luka, op. a.) neverjetno veliko in z veliko ljubezni, čeprav ga sploh ne prepozna več. Saj je naporno, seveda, treba jo je obleči, preobleči, pomagati pri higieni, treba jo je hraniti, paziti, da dovolj pije, da jemlje zdravila, zelo je naporno, a gre, zelo si tudi pomagava!…

… Naenkrat nisem bila le sestra, ampak tudi mama, nisem bila le vnukinja, ampak tudi skrbnica svoji babici.

… Vse se je zgodilo naenkrat, mamina smrt, moja matura, vse spremembe v našem življenju, sploh nisem vedela, kaj naj storimo, kako naj se lotimo življenja po novem. Vsi načrti za študij so se mi podprli, podrli so se načrti za mojo in Lukovo prihodnost, vse se je sesulo, vse… Namesto, da bi po končani maturi šla s prijatelji na morje, jeseni pa s prijatelji na študij, sem si takoj poiskala delo. Jasno je bilo namreč, da nikakor ne morem več na redni študij, ki traja ves teden, pač pa je zame edina možnost izredni študij. Ta traja le ob koncih tedna, tako da sem lahko večino dni z nono in pomagam Luki. A izredni študij je seveda plačljiv in zato sem vse poletje delala, da sem lahko plačala prvi del šolnine. Upam, da bom lahko delala še naprej, saj bo to v tem šolskem let še velik strošek. In upam, da bom sploh zmogla usklajevati delo, študij in tako veliko odgovornost kot je skrb za oba.

Novinarka res obširno in podrobno opiše doživljanje Ane in prek nje tudi Luko. Tako ji uspe, da bralcu postane jasno, skozi kako zahtevne preizkušnje bo morala, da se izkoplje iz problema oz. tragičnega zapleta svoje zgodbe. Vidičevi dejansko uspe, da se bralec dejansko postavi v kožo njene intervjuvanke in do nje občuti ne le simpatijo, temveč empatijo.

Osebni stik z glavno junakinjo je še dodatno vzpostavljen z radijskim emitiranjem njenega glasu. To je glas dekleta v stiski,v katerem pa je čutiti odločenost priti do cilja.

3.2.4 Predstavitev rešitve (*)

Tudi v tej zgodbi je tako kot v prvi prošnja za materialno pomoč, torej donacije.

Ani in Luki lahko pomagate z neposredno materialno pomočjo v obliki paketov ali vrednostnih bonov, z nakazili na poseben sklic, objavljen na naši spletni strani, in seveda tudi s SMS-i. Pomoč lahko pošljete ali dostavite tudi na ZPM Ljubljana Moste-Polje, Proletarska 1, in na paket na veliko napišete za Ano in Luko iz zgodbe Vala 202.

3.2.5 Predviden učinek (√)

Morebitni donatorji si želijo izvedeti učinek svoje donacije, vendar v tem članku ni konkretno opisan. Je pa dodano zagotovilo:

Prav vsakih 5 evrov, darovanih s poslanim geslom BOTER5 (pisano brez presledka) na št 1919, bo v celoti namenjenih boljšemu življenju te družine.

3.2.6 Poziv k ukrepanju zaradi empatije do junaka (*)

Ni objavljen poseben dodatni poziv k ukrepanju, so pa natančno opredeljeni vsi podatki za donacijo, vključno s podatki za UPN nakazilo.

Dodano je tudi sporočilo, da je deset bank podpisalo dogovor o oprostitvi plačila provizij pri donacijah za projekt Botrstvo v Sloveniji in pri drugih humanitarnih programih ZPM Ljubljana Moste-Polje. Banke od zdaj svojim komitentom ne bodo več obračunavale provizije pri donacijah, če bodo te označene s kodo namena CHAR.

Menimo, da je to povsem dovolj, ker bi dodaten poziv k darovanju deloval moteče.

3.2.7 Udarnost sporočila zaradi novih tehnologij (*)

Reportaža, ki je bila primarno emitirana na Radiu Val 202, je seveda tudi na podcastu tega programa, tako da omogoča poslušanje tudi kasneje. Tu je z vstopnimi ikonami omogočena tudi delitev prek twitterja, FB in elektronske pošte.

Še posebej pa je pohvalno, da je omogočena tudi interakcija z nosilcem Botrstva, ZPM Ljubljana-Moste ter tudi z novinarko osebno prek njihovih elektronskih naslovov. Še posebej osebna angažiranost novinarke se nam zdi odlična, saj omogoča odgovore, ki jih morebitni donatorji ne najdejo med najpogostejšimi vprašanji.

Za dodatne informacije lahko pokličete ZPM Ljubljana Moste-Polje na telefonski številki 08/205 26 93 in 01/544 30 43, pošljete lahko tudi elektronsko sporočilo na naslov info@boter.si ali novinarki Vala 202 Jani Vidic, jana.vidic@rtvslo.si. Odgovori na najpogostejša vprašanja tistih, ki bi radi pomagali družinam iz naših zgodb, so zbrani tukaj.

3.3 Tretja študija primera: Mitja

3.3.1 Jasen namen in osnovno sporočilo (√)

Zgodba ima naslov, ki bralca takoj vrže v zgodbo, ki je izredno kruta: »Mitja je bil največkrat tepen, a nikoli ni vedel, zakaj.« (Ogulin, 2020).

Ker zgodbo piše znana slovenska humanitarna delavka in direktorica ZPMLMP Anita Ogulin v okviru svojega dnevnika na spletni strani 24 ur.com, je bralec prepričan, da lahko pričakuje ganljivo zgodbo. Na nek način se tako pripravi na empatično občutenje, nekateri bralci pa se dnevniku izognejo, ker jih preveč prizadene.

3.3.2 Osredotočenje na problem (*)

Ogulinova je zelo slikovito orisala problem, ki nam omogoča, da vstopimo v svet Mitje. Avtorico odlikuje izredna sposobnost prenosa njenih doživetij na terenu bralcem dnevnika. Morda tudi zato, ker je v mladosti sama doživela veliko dramatičnih stanj, o katerih piše, njena stopnja empatičnega vživljanja v otroke je zelo visoka.

Zapisala jo je kot spremljevalka v počitniškem programu ZPMLMP v Zambratiji. Začne jo z opisom sprehoda: »Na jutranjem sprehodu me tokrat ni spremljalo zgoleče kramljanje ptic. Kot bi jih prepodila sinočnja nevihta. Pa tudi račke se niso prevažale po rečni strugi...« In nato to idilo pretrga s spominom na Mitjo. Bil je droben in majhen fantič. »Pobarali smo ga, če se počuti dobro med fanti enake starosti. Komaj slišno je ponavljal: Umrl bi, umrl bi.« (Ogulin, 2020).

3.3.3 Vzpostavitev osebnega stika (*)

Mislimo, da je vzpostavitev stika med Mitjo in Anito tako pomembna za pripovedovanje in ocenjevanje te zgodbe, da jo objavljamo v veliki večini (Ogulin, 2020):

> *Bil je droben in majhen fantič, ki smo ga po starosti umestili v skupino dečkov od 12 do 14 let. Ko je vsak od vzgojiteljev zbral ob sebi svojo skupino, je Mitja zelo odstopal od vrstnikov. Po videzu bi sodil v skupino najmlajših dečkov. Pobarali smo ga, če se počuti dobro med fanti enake starosti. Ni odgovoril. Sploh ni govoril. Mirno in povsem nevidno je hodil za skupino, ko se je ta premikala. V času dejavnosti pa je počepnil v kak kot in čepel, dokler dejavnost ni bila končana.*
>
> *Tri dni ga nismo z nobenim pristopom uspeli prepričati k sodelovanju. Zato smo vsi večkrat sedli k njemu. Komaj slišno je ponavljal: umrl bi, umrl. Prav vsak od nas ga je tudi vprašal, zakaj. Ni bilo dogovora.*
>
> *Tisto popoldne smo se z otroki pripravljali na večerno prireditev. Zbrali smo se na ploščadi pred domom. Mitja se je spretno in tiho izmuznil v park. Sledila sem mu. Sedel je stran od prireditve na rob večnamenskega igrišča. Previdno sem se približala in pobarala, ali lahko prisedem. Ni odgovoril. Tudi ni odreagiral, ko sem sedla malo stran od njega. Približno pol ure sva tiho sedela. Iz prireditvenega prostora pa se je valilo veselje otrok. Želela sem napeljati pogovor. Na nobeno vprašanje ni odgovoril. Pa sem povedala, da nam je vsem hudo zanj, ker ga obnašanje odmika od vrstnikov. Da bi mu radi pomagali, da bi se imel lepo kot drugi otroci. Videla sem, da pozorno posluša, zato sem se mu približala. Povedala sem, da ga imamo radi. Tedaj je njegova majhna dlan zgrabila mojo roko in jo stisnila do bolečine. Zakričal je, da hoče mir. Da naj ga umaknem nekam, kjer je ves čas tema, kjer ne bo niti videl niti slišal nikogar. Njegove pesti so pričele udarjati obme. Nisem ga ustavila. Le objela sem to otroško drgetajoče telo. Umiril se je in ostal v objemu kar nekaj časa. …*
>
> *… Bil je prvi otrok petčlanske družine. Živeli so na domačiji maminih staršev. V hiši je živel tudi stric. Očka je hodil na delo, mamica je pomagala starima staršema na kmetiji in skrbela za otroke. Vse je bilo lepo, dokler očka ni padel iz visokega silosa. Nekaj časa so vsi mislili, da ne bo preživel. In dolgo je bil v bolnišnici. Ko se je vrnil domov, pa je bil čisto drugačen. Ves čas jezen. Na vse od njih. Mitja je bil največkrat tepen, a nikoli ni vedel, zakaj. Otroci se niso smeli igrati, se veseliti, takoj jih je obrcal ali pretepel. Tudi mamico. Za njo in starima staršema je celo večkrat vrgel kmečko orodje. Ampak največkrat je bil tepen prav Mitja. Zato se je pričel pred očetom skrivati. In tistega dne, ko je bil oče jezen, se je spet skril. A ga je oče našel in začel zares hudo pretepati ter brcati. Reševati ga je prišel stric. Zgrabil je očeta in ga položil na tla. In Mitja je zbežal daleč stran od doma. Ko se je stemnilo, se je vrnil. Pred hišo je bila policija.*
>
> *Očka se je znesel nad stricem, ki je branil Mitjo, nato pa sodil sebi ...*

3.3.4 Predstavitev rešitve (*)

Rešitev se je tokrat začela dogajati že na kraju samem, na letovanju v Zambratiji (Ogulin, 2020):

> *Otrok je pričel jokati. Znova sem ga objela. Jokal je več kot uro. In ko se je potolažil, je povedal, da je kriv za vse, kar se je zgodilo, ker se je skril.*

> *Po prvem dolgem pogovoru je vsak večer želel še več pogovora. In z njim smo se pogovarjali prav vsi. Izpraznil je svojo malo dušo, vse tesnobe, ki so ga tlačila k tlom. Razbremenil se je družinske tragedije. Preostali čas letovanja se je družil z vrstniki. Bil je odličen pevec, rad je igral nogomet. Postal je povsem drug, vesel fantič. Večer pred odhodom je na zaključni prireditvi objemal vse nas in prosil, ali ga bomo še povabili na počitnice.*
>
> *Ko smo se vrnili iz Zambratije, ga je pred avtobusom pričakala mamica. Vse otroke in prtljago so odpeljali starši, le Mitja je ostal z mamico in pristopil k vsem nam, spremljevalcem. Mamica je s solzami v očeh zatrjevala, da smo ji vrnili spremenjenega otroka. Objeli smo se, in ko sta se Mitja in mamica z roko v roki oddaljevala, je bil njegov pogled obrnjen k nam, dokler ga ni izgubila oddaljenost.*

3.3.5 Predviden učinek (√)

Namen te zgodbe je predvsem, da se opozori na take usode otrok, ne donacije. Vendar je napisana zelo splošno, kot poziv vsem sodelavcem, spremljevalcem in vzgojiteljem otrok, ne pa širši javnosti (Ogulin, 2020):

> *Podobnim zgodbam otrok smo priča vsako leto. Letos še več kot običajno. Nikoli se nanje ne bomo privadili in jih imeli za nekaj sprejemljivega. Je pa jasno, da je ob vsej negotovosti, ki spremlja naš vsakdan že od marca, takšnih zgodb otrok še mnogo več. Kajti preveč je otrok, ki so v času ukrepov proti širjenju korona virusa, čutili stiske staršev vse dni in se niso imeli možnost umakniti niti v šolo. Posledice tega se kažejo zelo očitno, le pozoren je treba biti. Otroci potrebujejo varnost, človeški stik, tako z odraslimi kot z vrstniki. Potrebujejo gibanje in druženje. Zato toplo pozdravljamo, da se ob spoštovanju priporočil stroke v šole vrnejo vsi otroci. Pred tem pa se bomo skupaj z vsemi sodelavci, spremljevalci in vzgojitelji otrok v vseh naših dejavnostih še naprej trudili, da z zabavnimi, sproščujočimi in poučnimi aktivnostmi ter vsebinami skupaj in zdravi pričakamo začetek novega šolskega leta.*

3.3.6 Poziv k ukrepanju zaradi empatije do junaka (√)

Poziv ni čisto jasen, dodan je le logotip Verige dobrih ljudi, o kateri prej ni bilo govora, zaupanje ni bilo vzpostavljeno, vsaj za tiste, ki o njej prvič slišijo.

Slika 1: Logotip Verige dobrih ljudi in podatki za doniranje
Vir: Ogulin, 2020.

3.3.7 Udarnost sporočila zaradi novih tehnologij (√)

Omogočena je delitev prek FB in Twitterja, to pa je tudi vse.

3.4 Merjenje uspešnosti po sedmih kriterijih

V nadaljevanju bomo predstavili upoštevanje posameznih kazalcev dobre zgodbe vseh treh analiziranih primerov resničnih humanitarnih zgodb (Tabela 1).

Tabela 1: Upoštevanje kriterijev/kazalcev dobre zgodbe

Kazalci dobre zgodbe	1.	2.	3.
1. Jasen namen in osnovno sporočilo	*	√	√
2. Osredotočenje na problem	√	*	*
3. Vzpostavitev osebnega stika	√	*	*
4. Predstavitev rešitve	√	*	*
5. Predviden učinek	√	√	√
6. Poziv k ukrepanju zaradi empatije do junaka	√	*	√
7. Udarnost sporočila zaradi novih tehnologij	X	*	√

Zmagovalka v bitki za najboljšo zgodbo po teh kazalcih je torej humanitarna zgodba avtorice Jane Vidic (Vidic, 2018), saj je zbrala kar pet zvezdic in dve kljukici. Na drugem mestu je zgodba avtorice Anite Ogulin (Ogulin, 2020), s tremi zvezdicami in štirimi kljukicami. Na tretjem mestu je po naši oceni reportaža Sabine Obolnar (Obolnar, 2020), s petimi kljukicami, z eno zvezdico in eno negativno oceno.

3.5 Odziv javnosti na humanitarne zgodbe

Po podatkih ZPM Ljubljana Moste-Polje je resnična zgodba o Ani in Luki dosegel darovani znesek v razveseljivi višini okoli 50.000 evrov. Tudi po doseganju naših kriterijev je bila to zmagovalna zgodba.

Zgodba o Tii je spodbudila donacije v višini 27.181,91 evrov. Po naših kriterijih se je ta zgodba uvrstila na tretje mesto.

Po podatkih ZPM Ljubljana Moste-Polje so darovali večinoma posamezniki, ne podjetja in uradni sponzorji te humanitarne organizacije. Po njihovem zagotovilu je bila javnost o višini zbranega denarja in njegovi namenski porabi obveščena prek medijev.

Zgodba o Mitji iz Dnevnika Anite Ogulin na nek drugačen način sodi v naše raziskovalno vprašanje, zakaj je pripovedovanje zgodb učinkovita metoda za spodbujanje empatije in posledično tudi odziva naslovnikov zgodb, a cilja na povsem drug odziv. Ne torej na zbiranje denarnih sredstev, temveč bolj na odstranjevanje stigme drugačnosti.

Ne glede na to, da podatki o donacijah niso znani, se je zgodba po naših kriterijih uvrstila na drugo mesto.

Glede na to, da Anitin dnevnik vedno sproža komentarje, in glede na to, da jih je bilo tokrat zelo veliko, so se odločili, da odziv javnosti preverimo tudi z (improvizirano) analizo komentarjev.

Na zgodbo o Mitji je na spletni strani 24ur.com 70 komentarjev. Lahko bi jih razdelili v štiri skupine (Tabela 2). Prva je empatična do Mitje. Druga v svojih komentarjih predlaga, da se dobrodelne prispevke nakazuje direktno ljudem, ki jih potrebujejo. Tretja, največja skupina komentiranje zgodbe izkorišča za napad na dobrodelne organizacije, socialne službe in vse tam zaposlene in splošno "jamranje" nad politično ureditvijo. Četrta komentar izkorišča za obračunavanje z Anito Ogulin in medsebojna obračunavanja. Skupine smo poimenovali: empatiki, nezaupljiveži, godrnjači in sovražneži.

Tabela 2: Kategorizacija komentatorjev pod Mitjino zgodbo

Skupina	Število komentarjev	Delež v celotnem številu
Empatiki	10	14,3 %
Nezaupljiveži	3	4,3 %
Godrnjači	25	35,7 %
Sovražneži	32	45,7 %
Komentarji skupaj	70	100,00 %

Vir: komentarji pod Ogulin, 2020.

Navajamo še besedila komentarjev, ki so dobili največ glasov (plusov) komentarjev (Ogulin, 2020):

Empatiki:

SpeakForYourself

23.08.2020, 8:27:37

+76

Skozi ponavljam, da ni težavnih otrok, da so samo težavni starši! Noben starš ni popoln ampak tale boleča zapuščina, ki jo je Mitja dobil od očeta...se zna zgodit, da bo breme krivde nosil še, ko odraste....Upam, da se njegova terapija, ni končala s tistim enim tednom letovanja, potrebno je malo več časa za tako hude reči. Hvala Aniti, da pokaže toliko razumevanja za trpljenje otrok in opravi, kar starši ne zmorejo, ne vidijo, nočejo...

Lev07

23.08.2020, 9:13:52

+50

Verjetno negativne komentarje pišete ljudje, ki niste bili nikoli lačni, tepeni, v pomanjkanju, trpinčeni............ da o tem, da bi pomagali drugim niti ne govorim. Le svinja svinjsko misli! Ga. Aniti ne sežete niti do kolen!

Kuklinski

23.08.2020, 8:01:51

+47

Taki se mi tako smilijo. Jaz sem odrascal brez oceta in mama je neprestano delala. Nisem imel komunikaciske sposobnosti z vrstniki do 15ga leta.

Nezaupljiveži:

Iluckyss

23.08.2020, 9:39:55

+41

Javno pozivam vse ljudi dobrih src, da pomagate osebam, ki so pomoči potrebne, v svoji okolici...ljudem, ki jih osebno poznate...Tako boste vedeli, da pomoč pride na *pravi naslov... "Dobrodelne organizacije" imajo na računih milijone in lahko na ta račun oglašujejo svojo "dobrodelnost"...Imajo pa ogromno administracije in zaposlenih, torej zelo malo našega darovanega denarja pride do pomoči potrebnih...Bodite torej res dobrodelni in darujte direktno....tam nihče ne more nič ukrast..*

Godrnjači:

NLKP

23.08.2020, 11:26:55

+39

Zelo zelo bogi otroci iz zelo revnih družin in povrh vsega še alkoholiziranih staršev so med nami, ne razumem zakaj jih center za socialno delo ne najde, ne pomaga, te gospe lepo sedijo v pisarnah in urejajo papirje za porodniške, otroške doklade itd? Potrebno bi bilo iti na teren, tega je v Sloveniji bistveno bistveno premalo...

Sovražneži:

weber1

23.08.2020, 8:52:57

+21

Tole so res zelo žalostne zgodbe, katere se nikakor nebi smele zgoditi. Me pa pri vseh teh zgodbah g. Ogulin zmoti to, da sem te njene zgodbe bral že lansko leto, ali še prej...

Biker 333

23.08.2020, 9:42:56

+7

Ne bi mogel živeti na račun ubogih otrok, za razliko...

Mitjina zgodba je bila zelo deljena prek družbenih omrežij, podatke o številu deljenj in všečkov hranijo na ZPM Ljubljana Moste-Polje. Podjetje Pro Plus, lastnik portala 24ur.com, kljub naši prošnji in posredovanju ZPMLMP ni dovolilo objave podatkov v raziskovalne namene.

4 Razprava

4.1 Pogoji za pisanje učinkovitih zgodb

Naše predvidevanje, da je pripovedovanje resničnih zgodb učinkovita metoda za pridobivanje sredstev, se je izkazalo za potrjeno. Upoštevanje kazalcev/kriterijev za dobro zgodbo je rodilo sadove in se v prvouvrščeni zgodbi obrestovalo z visoko donacijo.

Vse tri zgodbe so upoštevale so tudi vsa štiri orodja za ustvarjalno pisanje zgodb: logično mišljenje, domišljijo, spomin in delno tudi smisel za humor (Blažić, 2003, str. 2) Visoki zneski doniranega denarja potrjujejo dejstvo, da moč osebne zgodbe in spremembe, ki jih povzroča, ne izhajajo iz zgodbe same, temveč iz sprememb v mišljenju in čustvovanju poslušalcev/bralcev ali gledalcev (Denning, 2009, v Drumm, 2013, str. 5–6).

Vse tri avtorice pripovedujejo zgodbe o junakih, ki doživljajo »temeljni konflikt med osebnimi pričakovanji in kruto realnostjo« (Fryer 2003). Vsi ga kljub zapletom premagajo in zbujajo empatijo zaradi svoje osredotočenosti na cilj.

Prvi dve zgodbi sta z zbujanjem empatije in s pozivom k darovanju dosegli namen – da so si trije mladi, Tia, Ana in Luka, po prejemu doniranih sredstev uredili življenje po svojih načrtih.

Tretja zgodba o Mitji v prvi vrsti ni imela namen zbiranja sredstev, čeprav je bila na koncu zgodbe objavljena možnost doniranja prek SMS. Vendar so na ZPMLMP pojasnili, da je pod posameznimi dnevniki Anite Ogulin vedno objavljena pasica za donacije, ki pa je namenjena projektu Veriga dobrih ljudi za pomoč družinam v stiski. Torej ne konkretno za Mitjo, temveč za pomoč vsem družinam, ki imajo izkušnjo revščine in potrebujejo pomoč. Z SMS prispevki so ljudje izkazali solidarnost, vendar tu ni bilo mogoče pridobiti konkretnih podatkov.

Ne glede na odlično deljenje Mitjine zgodbe na socialnih omrežjih, bi bil lahko delež pozitivnih komentarjev višji. Morda je določene ljudi zmotilo dejstvo, da je piska zgodbe hkrati tudi direktorica prejemnika doniranih sredstev. V tem primeru je bila lahko vzrok za odklonilni komentar osebna nenaklonjenost do humanitarke Anite Ogulin. Nekateri ljudje jo kujejo/mo v zvezde in izredno cenijo/mo, drugim, po navadi takim, ki nikoli ne donirajo, je zoprna, ker jim trka na vest. Nekaj podobnega smo opazili tudi pri komentarjih na članke o humanitarnih uspehih Toma Križnarja. Ljudje, ki takim osebnostim niso dorasli, iščejo dlako v jajcu, samo zato, da bi lahko zmanjšali njihove zasluge in dokazali, da niso nič posebnega. Njihovi obrambni mehanizmi pač delujejo v negativno smer.

4.2 Omejitve raziskave

Ena največjih pomanjkljivosti raziskave je gotovo, da je ocenjevanje ustreznosti zgodb s postavljenimi kriteriji s strani piske, četudi predavateljice kreativnega pisanja, gotovo premalo kredibilno. Predstavlja le pilotno raziskavo, ki jo nameravamo ponoviti v okviru predavateljskega seminarja na temo Ustvarjanje vsebin in pripovedovanje zgodb (april/maj 2021). Vsekakor pa moramo rezultate preveriti na večjem vzorcu.

Poskušali bomo, da bi nekaj podobnega izvedle tudi humanitarne organizacije. Glede na to, da razpolagajo z veliko količino pozivov na darovanje sredstev, ki niso zgolj zgodbe, bi morda lahko skupaj z njimi raziskali, kako učinkujejo ti apeli, tako bi se lahko proučila razlika v učinkovitosti.

Na drugi strani pa humanitarne organizacije nimajo možnosti, da bi se resno ukvarjale z raziskovanjem učinkov svojih zgodb, ker je njihovo osebje zasedeno predvsem s konkretni primeri in ne z njihovo analizo. To je povsem razumljivo, saj njihova glavna preokupacija niso raziskave, temveč pomoč potrebnim.

Trd oreh je tudi analiza komentarjev. To je specifična skupina, katere člani morda raje komentirajo kot delujejo. Vsekakor pa ima analiza komentarjev prednost v tem, da lahko z njo ujamemo duh časa oz. obnašanje ljudi v trenutni situaciji. Menimo, da so komentatorji bolj iskreni, saj so skriti pod svojim "nickom" in si tako drznejo izraziti tisto, kar res mislijo in ne le tisto, kar je družbeno sprejemljivo.

Še zadnje priporočilo za naslednje raziskave pa bi bilo, da bi morda kazalo primerjati učinkovitost pripovedovanja zgodb z učinki drugih oblik pozivov k darovanju, da bi tako vzpostavili širši kontekst razumevanja delovanja različnih metod.

4.3 Predlogi in priporočila

Morda najprej priporočimo, da bi bilo zelo zanimivo izvesti brezplačno objavo iste resnične zgodbe na več medijih hkrati, da bi videli odziv tako v doniranih sredstvih kot tudi v komentarjih in deljenjih. Na ta način bi pridobili dragocene podatke o ciljnih skupinah, ki so odzivne za doniranje. Mislim, da bi bila taka raziskava povsem brezplačna, saj za take humanitarne akcije mediji praviloma ne zahtevajo ekskluzivnih brezplačnih pogodb/objav.

Na ta način bi ugotovili, katera ciljna skupina je bolj naklonjena darovanju: kateri medij je torej tisti, kjer bodo ljudje najbolj odzivni.

Dobro bi se bilo zmeniti z mediji, da podatke o deljenju zgodbe prepustijo v raziskovalne namene, sicer ni mogoče opraviti javne analize.

Druga varianta bi bila, da morda mediji sami v svoje raziskave o prioritetah in afinitetah gledalcev/bralcev vključijo tudi vprašanje, ali jih zanimajo humanitarne akcije.

Naslednje priporočilo je, da humanitarne organizacije vsaj določene akcije, za katere želijo čim več sredstev, zaupajo marketinški organizaciji ali pa se uporabijo brezplačne projekte študentov oglaševanja in kreativnega sporočanja.

Cara Jones svetuje, da humanitarne organizacije vsak mesec organizirajo sestanek, na katerem delijo inspirativne zgodbe tega meseca: tako zaposlenih kot ustanoviteljev, tako partnerjev kot članov skupnosti. Predlaga tudi, da se ustanovi banka zgodb, ki vsebuje vse te predloge (Wu, 2011).

Naš naslednji predlog je, da bi bilo morda po zbiranju sredstev nujno objaviti, kaj se je zgodilo z njimi. Morda tudi pridobiti izjavo obdarjenca, kako mu je to spremenilo življenje na bolje. To bi bila velika nagrada za donatorje in bi verjetno tudi morebitne naslednje donatorje prepričalo v to, da je dobro deliti, če lahko nekomu s tem resnično spremeniš življenje.

Naš predlog je tudi, da bi bilo odlično, da vsak darovalec (ne glede na višino darovanih sredstev) na koncu leta na svoj osebni kontakt prejme poročilo, kaj se je zgodilo s sredstvi, ki so bila zbrana za določeno osebo/družino in kako ji je to spremenilo življenje. Tako kot Unicefovi mesečni darovalci 2 x letno prejmejo časopis Hvala, v katerih so obveščeni o tem, kaj se dogaja z njihovim mesečnim prispevkom v programu Starši otrok sveta. (Planinc, 2016)

Priporočamo tudi, da se pri širjenju zgodb za pridobivanje sredstev uporabljajo sodobne tehnologije, torej tudi video ter širjenje prek socialnih omrežij, ki dokazano povečajo odzivnost porabnikov.

Zadnje, morda najpomembnejše naše priporočilo pa je, da bi morale humanitarne organizacije pred objavo resničnih zgodb preveriti svojo ciljno skupino in določiti tekstovni in vizualni profil idealnega darovalca. Saj gre tudi pri darovanju za oglaševalsko akcijo, sicer humanitarno, vendarle vseeno poslovno zgodbo.

5 Zaključek

Na koncu tega prispevka lahko potrdimo, da pripovedovanje zgodb, oblikovanih po pravilih pripovedovanja zgodb, resnično učinkuje, zbuja empatijo in posledično doniranje sredstev. Ne samo to, isti proces lahko uporabimo tudi pri poslovnih zgodbah.

Aristotelovih sedem elementov dobre zgodbe nam ne omogoča samo, da znamo pisati učinkovite zgodbe, temveč tudi, da pridobimo empatično razumevanje naših porabnikov. Tako Mark Zeh pravi: "V zgodbah je skrito znanje. Zgodbe so osnova za raziskovanje porabnikovih želja in navad." (Dam, 2020). Zgodbe ne samo, da zbujajo empatijo, ampak lahko tudi "drugače spremenijo naše vedenje, saj lahko vplivajo na naše videnje sveta." (Konnikova, 2012).

Menimo, da je pomembno nadaljevanje znanstvenega zanimanja za učinkovanje pripovedovanja zgodb, vendar ne le za masovno raziskovanje velike količine podatkov, pridobljenih s klasičnimi raziskovalnimi metodami. Menimo, da je treba pred vsako uporabo pripovedovanja zgodb v poslovne namene, torej tudi za projekte zbiranja sredstev, natančno proučiti ciljno skupino, ki jo želimo "osvojiti z zgodbo". Pri tem izhajamo iz idealnega profila porabnika, osebe. Vsak posameznik je drugačen, vsak posameznik ima svojo zgodbo. Pravzaprav je vse zgodba. Za Tio, Ano, Luko in Mitja se zgodbe še niso končale, a so na dobri poti, da bodo vse zaključene z oznako »srečen konec«.

Literatura

11. Aristoteles. (2012). *Poetika*. Ljubljana: Beletrina.
12. Blatnik, A. (2010). *Pisanje kratke zgodbe: Od prvopisa do natisa*. Brežice: LUD literatura.
13. Blažić, M.M. (2003). Kreativno pisanje: vaje za razvijanje sposobnosti ustvarjalnega pisanja. *Wiki books* [online]. Dostopno prek: https://sl.wikibooks.org/wiki/Kreativno_pisanje [pristop: 30.8.2020].
14. Bonšek, U. (2017). *Storytelling za nevladnike.* Ljubljana: Center za informiranje, sodelovanje in razvoj nevladnih organizacij. – CNVOS.
15. Dam, F., Siang, T.Y. (2020). The Power of Stories in Building Empathy. Dostopno prek: https://www.interaction-design.org/literature/article/the-power-of-stories-in-building-empathy [pristop: 3.8.2020].
16. Drumm, M. (2013). The role of personal storytelling in practice. *Insights* [online], 1.12.2013. Dostopno prek: https://www.iriss.org.uk/sites/default/files/iriss-insight-23.pdf [pristop: 29.8.2020].
17. Fairbairn, G. (2005). Storytelling, Ethics and Empathy. *Ethical Space: The International Journal of Communication Ethics,* 2(3), 48-55.

18. Fryer, B. (2003). Storytelling That Moves People. *Harvard Business Review* [online], June 2003. Dostopno prek: https://hbr.org/2003/06/storytelling-that-moves-people [pristop: 29.8.2020].
19. Kirkpatrick, M.K., Ford, S., Castelloe, B.P. (1997). Storytelling: An Approach to Client-Centered Care. *Nurse Educator, 22(2), 38-40.* DOI:10.1097/00006223-199703000-00016.
20. Kleinman, A. (2017). The Illness Narratives; Suffering, Healing, and the Human Condition [Excerpt]. *Academic Medicine,* 92(10), 1406. DOI: 10.1097/ACM.0000000000001864.
21. Mahnič, M. (ur.). (2017). *Kolažnice: žanrska pojedina skupine Zgodbopisje*, 2011-2017. Ljubljana: Slovenska univerza za tretje življenjsko obdobje, združenje za izobraževanje in družbeno vključenost.
22. Konnikova, M. (2012). A Conversation with Jonathan Gottschall The Storytelling Animal. *Scientific American* [online], 19.4.2012. Dostopno prek: https://blogs.scientificamerican.com/literally-psyched/the-storytelling-animal-a-conversation-with-jonathan-gottschall/ [pristop: 29.8.2020].
23. Kušec, P. (2020). Palčica Pomagalčica in Krisov sklad: kje je ves preostali darovani denar? *Svet 24ur.si* [online], 5.3.2020. Dostopno prek: https://novice.svet24.si/clanek/novice/slovenija/5e60ebbb21701/palcica-pomagalcica-in-krisov-sklad-kje-je-ves-preostali-darovani-denar [pristop: 1.9.2020].
24. Obolnar, S. (2020). Pomagajmo srednješolki Tiji, starši so ji zapustili dolgove. *Ona Plus* [online], 30.5.2020. Dostopno prek: https://onaplus.delo.si/pomagajmo-srednjesolki-tiji-starsi-so-ji-zapustili-dolgove [pristop: 29.8.2020].
25. Ogulin, A. (2020). Mitja je bil največkrat tepen, a nikoli ni vedel, zakaj. *24ur.com* [online], 22.8.2020. Dostopno prek: https://www.24ur.com/veriga-dobrih-ljudi/mitja-je-bil-najveckrat-tepen-a-nikoli-ni-vedel-zakaj.html [pristop: 29.8.2020].
26. Planinc, M. (2016). *Analiza dejavnikov, ki vplivajo na uspešnost zbiranja sredstev v neprofitnih prostovoljskih organizacijah – študija primera Društvo UNICEF Slovenija: magistrsko delo*. Ljubljana: Univerza v Ljubljani, Fakulteta za družbene vede.
27. Prop, V. (1982). *Morfologija bajke*. Beograd: Prosveta.
28. Stone, R. (2012). Storytelling opens the door to successful fundraising. Dostopno prek: http://www.instituteforgiving.org/Resource%20Articles/Story%20Telling%201-212.pdf [pristop: 29.8.2020].
29. Vidic, J. (2018). Devetnajstletna brucka Ana skrbi za dementno babico in brata. *Val 202*. [online], 8.10.2018. Dostopno prek: https://val202.rtvslo.si/2018/09/botrstvo-142/ [pristop: 29.8.2020].
30. Zak, J.P. (2014). Why Your Brain Loves Good Storytelling. *Harvard Business Review* [online], 28.10.2014. Dostopno prek: https://hbr.org/2014/10/why-your-brain-loves-good-storytelling [pristop: 29.8.2020].
31. ZPMLMP. (2020). Zveza prijateljev mladine Ljubljana Moste-Polje. Dostopno prek: https://www.zpmmoste.net/ [pristop: 29.8.2020].
32. Wu, R. (2011). How to Get Started in Storytelling for Fundraising – Cara Jones Interview on July 14. Dostopno prek: https://www.causevox.com/blog/how-to-get-started-in-storytelling-for-fundraising-cara-jones-interview/ [pristop: 29.8.2020].

18 Api-tourism: From Individual Apiaries to a Specific Branch in Tourism

Tanja Ostrman Renault*

Abstract: In terms of tourism, Slovenia prides itself on beautiful landscapes, quality tourism facilities, easy access and open, friendly people. Being a rather small country in the very heart of Europe, tourism stakeholders tend to bring forward the "boutique" experiences, the very word that implies something small but quality and stylish. Moreover, specific branches of tourism have been thriving for the past few years creating niches among consumers-tourists and service providers-tourism stakeholders. Api-tourism is based on a long and rich tradition of apiculture in Slovenia that produced some of the most renowned pioneers in this branch of agriculture already in the 18th century. This innovative tourism branch was created by Slovenian Beekeepers' Association in cooperation with a local travel agency. So far, Slovenia is still the only country that issues certificates to api-tourist farms. The recent events and global pandemic which occurred at the beginning of 2020 should make us understand that our immune system can be improved with the consumption of bee products, while apitherapy and inhalations of aerosol definitely help with respiratory problems.

Keywords: api-tourism; niche tourism; sustainable tourism; green tourism; healthy tourism.

JEL: Z32

Api-turizem: od posameznih čebelnjakov do specifične turistične panoge

Povzetek: Slovenija se kot turistična dežela ponaša s čudovitimi pokrajinami, kvalitetnimi turističnimi objekti, enostavnim dostopom ter odprtimi in prijaznimi ljudmi. Čeprav je dokaj majhna država v samem osrčju Evrope, turistični deležniki najraje izpostavljajo »butičnost« izkušenj, kar pravzaprav nakazuje na nekaj majhnega vendar kvalitetnega in elegantnega. Specifične turistične panoge so se v zadnjih letih močno razvile in tako ustvarile posebne niše med potrošniki-turisti in ponudniki storitev-deležniki v turizmu. Api-turizem se naslanja na dolgo in bogato tradicijo apikulture v Sloveniji, ki je dala nekaj najbolj znanih začetnikov modernega čebelarjenja že v 18. stoletju. Ta inovativna turistična veja je plod sodelovanja Čebelarske Zveze Slovenije in lokalno turistično agencijo. Do sedaj je Slovenija še zmeraj edina država, ki izdaja certifikate api-turističnim kmetijam. Zadnji dogodki in globalna epidemija, ki se je pojavila na začetku leta 2020, bi nam morala dala misliti, da lahko naš imunski sistem izboljšamo z uporabo čebeljih proizvodov, medtem ko apiterapija in vdihavanje aerosolov nedvomno pomagajo pri težavah z dihanjem.

* Lang. Instr., DOBA Business School Maribor, Prešernova ulica 1, 2000 Maribor; tanja.or@siol.net.

Ključne besede: api-turizem; turistična niša; trajnostni turizem; zeleni turizem; zdravi turizem.

1 Introduction

Green, active and healthy destination for five-star experiences. The slogan of the Strategy for the Sustainable Growth of Slovenian Tourism for 2017-2021 (Strategy, 2017) clearly defines the guidelines for further development and growth of Slovenian tourism.

In terms of tourism, Slovenia prides itself on beautiful landscapes, quality tourism facilities, easy access and open, friendly people for demanding guests (Strategy, 2017). Being a rather small country in the very heart of Europe, tourism service providers tend to bring forward the "boutique" experiences, the very word that implies something small but quality and stylish. Moreover, specific branches of tourism have been thriving for the past few years creating niches among consumers-tourists and service providers-tourism stakeholders.

The Strategy (2017) divides Slovenia into several macro destinations and enumerates the main key products and secondary supporting products that vary from one region to another. Nevertheless, gastronomy, outdoor, sports, health and well-being, experiences in nature and culture appear in almost every region. Among the secondary products are listed special interests which comprise a great variety of activities, such as archaeological tourism, pilgrimage tourism and other. It seems obvious that not all types of specific tourism branches can be mentioned in such documents; nevertheless, there is absolutely no mention of bees and bee-tourism, or as it is generally called api-tourism, the invention of Slovenian tourism and apiculture experts.

As such, this new branch of tourism is part of specialised or niche tourism, which is different from mass tourism, as it implies a more sustainable and less degrading impact on natural and social environments (Robinson, Novelli, 2005). That means that tourists with more specific interests and whose daily consumption is much higher come in smaller numbers to "authentic settings" in order to get first-hand experience. Very often, small-size businesses operate niche tourism activities which are tailor-made to ensure a personalised approach. The same authors divide niche or specialised tourism into five micro-niches, such as cultural, environmental, rural, urban and others (ibid., p. 9).

Slovenia is well-known for its apiculture and professional attitude towards bees. Beekeepers find it rather easy to sell the bee products as they normally have a regular clientele, but can they live from it? How profitable can apiculture be? With the additional activity – tourism – bee products gain the added value, and the scope of the beekeeper's activities enlarges. To what extent can api-tourism enhance the sustainable tourism?

1.1 Sustainable tourism

Sustainable tourism appeared in the 80s of the 20th century (Novelli, Benson, 2005), and WTO (2001) defines it in the following way: "Sustainable tourism development meets the needs of present tourists and host regions while protecting and enhancing opportunities for the future. It is envisaged as leading to management of all resources in such a way that economic, social, and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity, and life support systems."

Often considered to be too complex, the answer of the tourism sector to sustainable development is niche tourism as an alternative to mass tourism. Thus, from macro-niches emerged numerous micro-niches which are mostly related to nature, rural and ecological tourism. According to the Slovenian government (internet source), sustainable tourism is based on four pillars: economic (competitiveness of tourist destinations and companies for their successful growth and long-term benefits), environmental (decrease the pollution of air, water and soil, the quantity of garbage and enhance the quality and characteristics of landscape, preserve nature, plants and animals), socio-cultural (improve the quality of life in local communities, foster and respect cultural and historical heritage, diversity of destinations and traditions) and climate (decrease the impact of tourism on climate and adjust tourist activities to climate changes).

However, a clear and all-encompassing definition about sustainable tourism really seems yet to come; on the other hand, some (sustainable) tourism experts (online article *Has sustainability in tourism become mainstream?,* 2017) expressed their doubts as to the implementation and true understanding of the term and, at the same time, brought forward other terms that need to be considered, such as sustainable consumption or consumerism implying the purchase and use of sustainable products.

Another concern of sustainable tourism is undoubtedly the carrying capacity not only in terms of environment, which should not pose a problem due to the niche tourism instead of mass tourism, but also in terms of social interactions between hosts and visitors, without forgetting the economic carrying capacity which includes tourism activities that should not disturb local activities (O'Reilly, 1986, in White et al., 2006). To sum up, sustainable tourism is foremost about the community participation, a fair exchange between hosts and visitors, and involvement of the local community.

Speaking of sustainable, green, and healthy tourist activities, two new notions that at least partly englobe these values cannot be disregarded, namely slow tourism and smart tourism.

Smart tourism concerns api-tourism to a lesser extent, at least for the time being, for it is in its first phase of development linked to the ICT and other corresponding technologies (Gretzel et al., 2015). Still in its initial phase of being properly defined and used, going smart in tourism is one of the staple concerns for tourism in the future, starting with mobility, open data collection and e-tourism in order to apply "smart city principles to urban and rural areas in terms of mobility, resource availability and allocation, sustainability and quality of life" (ibid.). So far, this concept can be applied to the internet services, such as booking, enquiry, presentation of api-tourist farms and finding their location. On the other hand, there is still room for improvement and better use of the ICT.

Slow tourism equally addresses the same dilemmas which are "combating the increasing speed of the modern world" (Conway and Timms, 2012; Caffyn, 2012; Khan, 2015), making slower choices when planning holidays, making a maximum out of local experiences, local way of life and cuisine, "seeking fewer, more meaningful experiences rather than trying to tick off all the 'must-do' " (Caffyn, 2012). The world of bees is soothing and beneficiary not only for the human body, but also for the peace of mind. Resting in a beehive and listening to the constant buzzing of the tireless little bees has therapeutic effects and help relieve stress and anxiety (Jaklič, 2020; Zoldos, 2020); the therapy is also used by Slovenian firefighters and by some schools that send restless and nervous children to the school apiary to calm down.

With the help of smart devices and ICT, and in quest of authenticity, many potential travellers ask themselves not only where they want to go but why and what they expect from it (Kline Arih, Arih Korošec, 2015). Uniqueness, authenticity, sustainability, green and healthy are some of the components that tourists look for even if it is somehow out of their narrow interest.

1.2 Apiculture and api-tourism

The fusion of two words: api from the genus Apis designating a bee, and tourism gives the term api-tourism. Advertised by the certified travel agency Aritours, whose leaders actually implemented this tourism branch, it is about health and nature, well-being of body and soul, about culture and tradition, cuisine and people (ČZS, 2020). Api-tourism is based on the long and rich tradition of apiculture in Slovenia that produced some of the most renowned pioneers in this branch of agriculture, such as Peter Pavel Glavar (1721-1784), Anton Janša (1734-1773), to name just these two. It was thanks to them that the very first school of beekeeping was established in Vienna in 1770 (Šalehar, 2013). In fact, their knowledge and practices were widely disseminated throughout the Hapsburg empire and even beyond it, as Janša was the first teacher of beekeeping at the Imperial court in Vienna, in Austria, appointed to the post by the empress Maria Theresa herself. From the 18th century on, each peasant had to have at least four bee-families to be self-sufficient in terms of sweetener (Tigeli, 2020). Thus, beekeeping is considered by the president of the Slovenian Beekeepers' Association, Boštjan Noč, as "the poetry of agriculture" and he is convinced that "Slovenian beekeepers are beekeepers with heart and soul and for us beekeeping is simply something MORE" (Noč, 2018).

1.2.1 A brief history of api-tourism

According to one of the main authorities in the domain of beekeeping, Franc Šivic (2020), it all started in 2003 when the International Federation of Beekeepers' Associations – Apimondia was held in Ljubljana, the capital of Slovenia. Besides the scientific programme, the attendees were taken to different sites to see some practices in Slovenian apiculture for themselves. In fact, it turned out that besides professional interest in the beekeeping tradition in Slovenia, the visitors admired beehives some of which are part of national cultural heritage, especially those with painted and decorated beehive panels. During the visits, Šivic (2020) observed that the visitors were fascinated by the emotional part Slovenian beekeepers show for their bees as it seems that the financial part comes only afterwards, on the secondary position.

Beekeeping in Slovenia is well developed and counts some 11,350 registered beekeepers who take care of 205,000 beehives (Idrijske novice, 2020). Following the example of tourist farms, beekeepers recently started to turn toward tourism by making their beekeeping premises tourist-friendly, and therefore they can be called tourist beekeeping farms.

1.2.2 Api-tourism in Slovenia

Not every beekeeper is tourism service supplier, for having a hive is not enough to be in tourism. Slovenia is the only country, until now, that certifies api-tourism suppliers and issues certificates of excellence, which contain from one to three "bees". In 2018, as per Catalogue of Slovenian beekeeping providers, there were twenty-six beekeeping providers, while on the map, for which additional fee is charged, there were twenty-four, and on the official web-site of the Slovenian Beekeepers' Association, thirty-three were inscribed (2020).

This particular specialised branch of tourism was co-created by Aritours travel agency and the Slovenian Beekeepers' Association under the brand name ApiRoutes (Kline Arih, Arih Korošec, 2015). It is promoted as being a unique product pursuing the following objectives: to preserve the tradition in harmony with nature; to educate and raise awareness about the importance of bees for the planet; to create new tourism products and experiences with high added value; to promote natural products and medicines; to follow the guidelines of sustainable tourism; to promote Slovenia as a country of unique landscapes, culture and traditions.

Api-tourism comprises a variety of activities and possibilities for tourists among which are beekeeping museums, educational paths with informative panels on bees and their life cycle, beehives which in fact are true houses for bees and which enable visitors to observe these animals behind a glass and in the safety of the enclosed space, apitherapy, bee products, bee-ambassadors, becoming a beekeeper for a day, and much more (Kline Arih, Arih Korošec, 2015; Ambrožič, 2019; Esenko, 2018; Stanonik, 2018). Rather recently appeared a new form of beekeeping and with it also of api-tourism, though it is still not much developed: the urban apiculture (Esenko, 2018; Stanonik, 2018).

2 Methods

This qualitative analysis is based on the semi-structured interviews or ethnographic research and observation. The interviews were carried out in direct communication with interviewees at their premises with one exception when the interview was carried out over the phone. All interviews started with a few questions and sub-questions, such as:

- Why did you decide to get involved in api-tourism? Was it easy to open your api-business in terms of administrative procedures?

- What does api-tourism mean to you? How do you implement it? Do you have any stories to tell your visitors? Are apiculture and tourism compatible and how?
- What do you think tourists/visitors expect at your apiary? And how many can you accommodate/do you take at a time?
- Do you think api-tourism is an important branch of tourism? Can the state and beekeepers' organisation do more about it in terms of promotion and/or subsidies?
- Can we learn anything from the bees?

These questions were meant to trigger further conversation which happened at every interview, for, as some of the interviewees pointed out, beekeepers are not very outspoken people unless they can talk about bees.

First of all, six beekeepers from north-eastern part were visited and interviewed of which two were females aged between 50 and 65, and four males (aged between 35 and 73). All of them keep their bees in the town of Ptuj which is a medium-sized Slovenian town and surrounded by a vast Pannonian plain. The place was selected to find out how well api-tourism perform in the urban environment. These interviews were carried out in August 2019.

Secondly, interviews carried out in August 2020, involved eight interviewees, namely two from every macro region. Their selection depended on their position within either the corresponding local beekeepers' association or preferably within the Slovenian Beekeepers' Association; of course, they had to be apiarists involved in api-tourism. Seven of the interviewees were males aged between 40 and 80, and one female aged between 35 and 45. The interviews were recorded and then transcribed. The following macro regions were taken into account, as per the Strategy for the Sustainable Growth of Slovenian Tourism for 2017-2021 (2017):

- Alpine
- Mediterranean
- Pannonian
- Central region including the capital city Ljubljana.

Besides, two api-tourist guides and the person responsible at the Aritours travel agency who proposes api-tours were asked questions about sustainability and future of api-tourism, but these interviews were more discussions and thus not structured; there is no recording and discussions were transcribed. They took place in May and December 2019. During the panel discussion about api-tourism, in December 2019, several api-tourism stakeholders presented their opinion and best practices. Here again, there is only a transcription of what was said.

3 Results

The answers obtained from the apiarists reveal a great variety of api-tourism supply, such as visits of beehives; to learn about how bee products are produced, taste and purchase the products; visits of beekeeping museums; to relax in a beehive and eventually indulge in a honey massage in a beehive listening to the sound of the bees; to inhale aerosol of a beehive and enjoy in apitherapy; to learn about the life of bees and how to use bee products in cuisine. Some even offer to spend a night in a beehive and other innovative experiences, such as to become a beekeeper for a day, an ambassador of bees, or even "adopt/rent" a beehive in an apiary. Being a beekeeper is first of all being passionate about and devoted to the bees, it is a life-long commitment. The financial part in the api-business is not to be neglected but none of the participants in the survey could live from it; however, it does represent an important part of the additional income. Moreover, api-tourism is an added value to the beekeeping, and the possibility to interact with visitors and pass on to them at least part of the knowledge of bees play an important role for api-tourism suppliers. To have a good story is a must in any branch of tourism nowadays, so the lack of knowledge of at least one foreign language was felt as a problem by some older participants in the survey.

Based on micro-niches as proposed by Robinson and Novelli (2005, p. 9), it can be said that api-tourism is part of all five niches, namely in the "cultural" niche it fits into heritage and educational pattern; in the "environmental" it corresponds to nature and wildlife and ecotourism definitions; the "rural" niche seems rather obvious containing farms and barns, gastronomy and arts and crafts; the "urban" niche proposes business, exhibition, gallery and art that all suit api-tourism as well as photography in the niche "others".

Table 1. Niche tourism components

TOURISM ACTIVITIES				
MASS TOURISM Conventional tourism involving large number of tourists in staged settings		NICHE TOURISM Special interests, culture and/or activity-based tourism involving small number of tourists in authentic settings		
Micro-niches				
CULTURAL	ENVIRONMENTAL	RURAL	URBAN	OTHERS
Heritage Tribal Religious Educational Genealogy Research	Nature and wildlife Ecotourism Adventure Alpine Geotourism Coastal	Farm/barns Camping Wine/gastronomy Sport Festivals and events Arts and crafts	Business Conference Exhibition Sport Gallery Art	Photographic Small cruise Volunteer Dark Youth Transport

Source: Robinson and Novelli, 2005

Api-tourism needs to remain a boutique/niche tourism branch, think some, while others feel there "could be more", and though they would never mention mass tourism, some of the interviewees have the capacity to welcome 50 or even more visitors at a time.

A lot of money, time and human efforts have been invested in promotion of api-tourism on foreign markets, but for the time being the response has not been as it was expected. Both, apiarists and creators of this tourism branch expected more interest from target public on the global scale. Would that still be sustainable if their expectations became true is hard to say as the carrying capacity for different segments of sustainability has not been yet calculated.

4 Discussion and conclusion

The panel discussion that took place in December 2019 at the premises of the Slovenian Beekeepers' Association defined Api-tourism as the branch that encompasses a large variety of activities which correspond to segments of sustainable tourism. It is green and healthy and stylish as small businesses normally run api-activities. It also fits in various micro-niches. It is a unique and recent product addressing socially and environmentally responsible tourists. At the same time, it is felt a bit of a "luxury" product, if we consider that luxury is everything that is scarce. In this tourism branch it is honey that is scarce, for naturally produced honey from the rather unspoilt environment is what responsible tourists look for. As concerns the promotional activities, a strategy needs to be drawn taking into account four parameters: 1) organised (predictable) versus fortuitous (unpredictable) tourism; 2) foreign and domestic tourists/visitors; 3) digital versus off-line promotion; 4) an innovative product should be promoted in an innovative way. To sum up the discussions, it turned out that api-tourism is sustainable, green, healthy, innovative, abounding with interesting stories that have to be professionally presented not only by beekeepers, who improve their communication skills on a regular basis, but also by the professional api-tourist guides whose advantage is to speak different foreign languages and can thus help beekeepers.

As this is a rather recent branch in tourism, not much has been researched yet, and the lack of similar studies represents one of the major limitations of the present paper. The profile of api-tourists and their motivation to visit apiaries offer excellent possibilities for further future research. Not to mention the opportunities for promotion, although quite a lot has been done in this particular field.

Different carrying capacities will have to be carefully studied and should present a constituent element of the future (promotional) strategy of api-tourism. And finally, to raise awareness about the importance of bees, green and healthy environment and sustainable development of the general public will generate new visitors, new demands for different api-services, more income and a better api-development.

The recent events and global pandemic which occurred at the beginning of 2020 literally call for the proper strategy of api-tourism and pertaining activities. The leading authority in apitherapy has already proved that respiratory problems can be relieved by inhaling aerosol in a beehive and with an appropriate treatment. Those who contracted the coronavirus could benefit from apitherapy while convalescing. On the other hand, a regular consumption of bee products is proved to enhance the immune system of a human body, which definitely helps fighting various diseases and viruses.

And finally, we can learn a lot from the bees, as for example solidarity, respect of each other, exemplary organisation of the society and implementation of the saying "we never steal from others, and never let others steal from us".

References

1. Ambrožič, B. (2019). personal communication.

2. Apituirizem. (2014b). Ponudniki. *Available at:* https://www.apiturizem.si/ponudniki/ [Accessed: 13. 9. 2020].
3. Apiturizem. (2014a). Apitourism. *Available at:* https://www.apiturizem.si/en/apiturizem/ [Accessed: 8. 9. 2020].
4. Arih Korošec, T. (2019). personal communication.
5. Caffyn, A. (2012). Advocating and Implementing Slow Tourism. *Tourism Recreation Research*, 37(1), 77-80.
6. Conway, D., Timms, B.F. (2012). Are Slow Travel and Slow Tourism Misfits, *Compadres* or Different Genres? *Tourism Recreation Research,* 37(1), 71-76.
7. Esenko, I. (2018). Svet čebel: o čebelah in čebelarstvu v Sloveniji. Ljubljana: Družina.
8. Gov.si. (2020). Trajnostni turizem. *Available at:* https://www.gov.si/teme/trajnostni-turizem/ [Accessed: 8. 9. 2020]
9. Gretzel, U., et al. (2015). Smart Tourism: Foundations and Developments. *Electronic Markets*, 25(3), 179-188.
10. Idrijske novice. (2020). V Sloveniji čedalje več čebelarjev in panjev. *Available at:* https://www.idrija.com/v-sloveniji-cedalje-vec-cebelarjev- [Accessed: 11. 9. 2020].
11. Jaklič, T. (2020) Terapevtski zvok slovenskih čebel. *Delo,* 24.7.2020.
12. Khan, S. (2015). How Slow is "Slow"? Dilemmas of Slow Tourism. *Journal of Hospitality and Tourism*, 11(1), 39-49.
13. Kline Arih, I. and Arih Korošec, T. (2015). Api-tourism: Transforming Slovenia's Apicultural Traditions into a Unique Travel Experience. *WIT Transactions on Ecology and The Environment*, 193, pp. 963-974.
14. Ministrstvo za gospdoarski razvoj in tehnologijo. (2017). Strategija trajnostne rasti slovenskega turizma 2017-2021. Available at: https://www.slovenia.info/uploads/dokumenti/kljuni_dokumenti/strategija_turizem_koncno_9.10.2017.pdf [Accessed: 8. 9. 2020].
15. Noč, B. (2018). *Catalog of Slovenian Beekeeping Providers*. Ljubljana: Slovenian Beekeepers' Association, Slovenian tourist Board.
16. Novelli, M., and Benson, A. (2005). Niche Tourism – A Way Forward to Sustainability? In M. Novelli (Ed.), *Niche tourism: contemporary issues, trends and cases*. Elsevier, pp. 247-250.
17. Novelli, M., and Robinson, M. (2005). Niche Tourism: An Introduction. In M. Novelli (Ed.), *Niche Tourism: Contemporary Issues, Trends and Cases*. Elsevier, pp. 1-11.
18. Stanonik, M., (2018). *Čebela na cvetu in v svetu*. Ljubljana: Slovenska matica.
19. Sustainability leaders. (2017). Has Sustainability in Tourism Become Mainstream? *Available at:* https://sustainability-leaders.com/has-sustainability-in-tourism-become-mainstream/ [Accessed: 8. 9. 2020].
20. Šalehar, A. (2013). Peter Pavel Glavar's Rules for the Apiculture-Horticulture School at Lanšprež from 1781. Novo mesto: Regijska čebelarska zveza Petra Pavla Glavarja.
21. Šivic, F. (2020). *Moje življenje s čebelami*. Ljubljana: samozaložba.
22. Tigeli – čebelarski muzej, čebelarstvo Tigeli (2020), personal communication.
23. White, V., McCrum, G., Blackstock, K.L., Scott, A. (2006). *Indicators and Sustainable Tourism: Literature Review*. The Macaulay Institute, Aberdeen.
24. WTO (2001). Guide for Local Authorities on Developing sustainable Tourism. Madrid.
25. Zoldos, M. (2020). How Slovenia uses the sound of bees to relax. *BBC* [online]. Available at: https://www.bbc.com/worklife/article/20200729-how-slovenians-use-bees-to-relax [Accessed: 13. 9. 2020].

19 Analysis of Determinants of Tipping Behaviour in Poland

Andrej Raspor*

Abstract: Tipping as a type of consumer satisfaction indicator is widely explored but at the same time, it is still an interesting research area, especially in the service industry due to service interaction. The main research question is: What are tipping habits in Poland and is there a statistically significant difference between different groups of respondents in terms of demographic and socio-economic characteristics? This question was raised due to previously done research, especially the one realized in Slovenia and Montenegro with the purpose to find some similarities or differences in tipping behaviour in Poland. It was found that more than half of respondents always, very often and often give a tip; in more than 90% of cases they give a tip to a waiter; they rated “Quality of service” and “Kindness of employees” as the most important reasons among other reasons for tipping, giving no advantage to the gender of waiter; giving advantage the type of payment (cash), more than 98% of respondents give a tip up to 10% of the bill; more than 98% percentage gives a tip up to 4 EUR; most of the respondents give a tip regardless of the amount of the account.

Ključne besede: tipping habits; tips; motivation; service; customers; Poland.

JEL: A14

Analiza determinant napitnin na Poljskem

Abstract: Napitnine so kot vrsta kazalca zadovoljstva potrošnikov široko raziskani, hkrati pa predstavljajo še vedno zanimivo raziskovalno področje, zlasti v storitveni industriji, zaradi interakcije med storitvami. Glavno raziskovalno vprašanje je: Kakšne napitninske navade imajo na Poljskem in ali obstaja statistično značilna razlika med različnimi skupinami vprašanih glede demografskih in socialno-ekonomskih značilnosti? To vprašanje je bilo postavljeno zaradi predhodno opravljenih raziskav, zlasti tistih, ki so bile izvedene v Sloveniji in Črni gori z namenom, da bi ugotovili nekaj podobnosti ali razlik pri napitninah na Poljskem. Ugotovljeno je bilo, da več kot polovica vprašanih vedno, zelo pogosto in pogosto daje napitnino; v več kot 90% primerov natakarju dajo napitnino; kot najpomembnejša razloga za napitnino so ocenili »kakovost storitve« in »prijaznost zaposlenih«, ne glede na spol natakarja; prednost dajejo načinu plačila (gotovina), več kot 98 % anketirancev da napitnino v višini do 10 % zneska računa; več kot 98 % vprašanjih daje napitnine do 4 EUR; večina vprašanih da napitnino ne glede na znesek računa.

Keywords: napitninske navade; napitnine; motivacija; storitve; porabniki; Poljska.

* Assoc. Prof. Dr., DOBA Business School Maribor, Prešernova ulica 1, 2000 Maribor, Slovenia; andrej.raspor@net.doba.si.

1 Introduction

In general, tipping has been quite well-researched thus far, especially in the US and the countries where tipping is very frequent as it affects not only service quality but also labour costs. Tipping behaviour is a widely researched subject, especially in the tourism industry (Lynn, Zinkhan and Harris, 1993; Raspor, 2007a; Raspor, 2009; Raspor, 2010; Mansfield, 2016; Raspor and Divjak, 2017). The approach to tipping varies in different countries, based on the type of industries (Lynn et al., 1993). It is common to give tips in the US, Argentina and Greece, while in Japan, Sweden and New Zealand tips are given in very few industries (Star 1988). In most countries tipping is still a very common habit (Magelan's, 2014). In general, tipping rates account for 5–10% of the bill amount (Mansfield, 2016). However, tipping in ex-communist countries, apart from Slovenia (Raspor and Divjak, 2017) and Montenegro (Raspor, Lacmanović, and Lacmanović, 2018), was somewhat less studied. Based on these findings it is concluded that tipping habits in Montenegro were not substantially different in comparison to general tipping habits concerning the reviewed research results and especially the research in Slovenia. Defining a tip starts from the premise that a tip is a "gift for a high standard of service" (Raspor 2002a, 286; Raspor 2016, 25). We know about hospitality and hairdressing tips, tips for employees at service stations and tips for all the other services that also include casinos (Raspor 2002b, 142). What they all have in common is that they are given by satisfied customers to employees for the services they have provided them with.

While there are numerous studies concerning tipping, there is no such study concerning Polish habits due to lack of research interest in this subject, which is some kind of gap in researching the tipping habits. The main aim of this article is to provide some insights into tipping habits in Polish hospitality industry. Furthermore, consumers' behaviour in the hospitality industry of Poland regarding the tipping will be presented.

In purpose to achieve the main goals of research, an online survey in the form of a structured interview was created. The sample consists of 146 respondents. More precisely, it is a snowball sampling technique used as the non-probability method based on the referrals from initial subjects in order to get another subject. A comparison was made with similar research in Slovenia and Montenegro in order to get more information and knowledge on this topic.

The main research question is: What are tipping habits in Poland and is there a statistically significant difference between various groups of respondents by demographic and socio-economic characteristics? This question was raised as a result of previously done research, especially the one realised in Slovenia and Montenegro, in order to find some similarities or differences in tipping behaviour in Poland.

On the ground of the presented theory, few hypotheses were formed with the aim to find out whether tipping practices in Poland are similar or differ concerning prior findings, especially in Slovenia (Raspor and Divjak, 2017) and Montenegro (Raspor et al., 2018).

The hypotheses are:

H1: Tipping is found mostly in hospitality and tourism sectors.
H2: Service quality is the most important element of service for guests to give tips.
H3: Men, the elderly, intellectuals, people with household monthly income before tax (in EUR), the employed and those coming from an urban environment, are more likely to tip and to give a higher tipping amount.
H4: The average tip in Poland does not exceed 5% of the bill amount or 2 EUR.

The paper is structured in five chapters: introduction, methods, results, discussion and conclusion. In the introduction, the subject and aim of the paper are stated and methodological frame and structure are described. The first chapter presents theoretical background and one new research in the domain of tipping habits in the service industry. The second chapter is dealing with methodological notes. The third chapter consists of research results. In the discussion and conclusion part the focus is on main research implications and drawn are some conclusions that are important for the service industry of Poland.

2 Methods

An online survey the form of a structured interview was created in order to empirically explore the attitudes and tipping habits in Poland. The sample was formed by a snowball sampling technique as the non-probability method that is based on referrals from initial subjects in order to get another subject (Goodman, 1961; Johnson, 2014). The respondents were asked to fill out a questionnaire and forward it to their peers, acquaintances, family and friends. A sample of 73 respondents was created. 1KA (EnKlikAnketa OneClickSurvey) was used as an open source application that enables services for online surveys, which is an online service (SaaS – Software as a Service) (University of Ljubljana Faculty of Social Sciences Centre for Social Informatics, 2002). The online questionnaire was distributed through the Facebook and LinkedIn social network as well as by email to acquaintances living in various locations in Montenegro. Answers were collected in the period from 15th January to 20th February 2020.

In the table 1 demographic and socio-economic sample profile is presented.

The questionnaire contained questions on tipping frequency, personnel to whom the tip is given and the elements affecting tipping (e.g. quality of the service, professionalism of personnel, their kindness and personal appearance and the speed of serving guests). It was also investigated how the manner of making payment affects the tip amount, what proportion of the bill value an average given tip amounts to, what is the average amount of tips that are given and how the total bill value affects the percentage of the tip given. For this purpose, the 5-Point Likert scale was used (Sullivan and Artino, 2013; Brown, 2010) – from 1 (always giving tips) to 5 (never giving tips) – in order to rank the level of tipping frequency. Statistical data analysis was realized by IBM Statistic Package for Social Science (SPSS) software version 20. For statistical analysis, apart from the mean value, chi-square test, ANOVA and t-test for independent sample were used.

146 people participated in the survey and 120 respondents gave demographic information. Most of the respondents were women – 57%. The majority of respondents

were young; with a share of 47% (18–25 years) and 45% (26–39 years), the rest of the group amounted to 9% (aged 40–55 years and more). The marital status of respondents is 53% of singles, 43% of married people and 3% of the divorced. Furthermore, 53% of the participants was employed and 33% were students. 3% of respondents had basic education, 40% secondary education (high school) and 57% are people with higher academic education.

Table 1: Demographic and socio-economic sample profile

		n	%
Gender	Male	52	43.3
	Female	68	56.7
	Total	120	100.0
Age	18–25	56	46.7
	26–39	54	45.0
	40–55	8	6.7
	more than 56	2	1.7
	Total	120	100.0
Status	single	64	53.3
	married	52	43.3
	divorced	4	3.3
	Total	120	100.0
Occupation	Student	40	33.3
	Unemployed	2	1.7
	Employed	64	53.3
	Retiree/pensioner	14	11.7
	Total	120	100.0
Education	vocational school	4	3.4
	high school	46	39.0
	short-cycle college or bachelor's degree	26	22.0
	specialisation, master's degree, PhD	42	35.6
	Total	118	100.0
Monthly income before tax (in EUR)	Less than 500	38	35.8
	Less than 700	30	28.3
	Less than 2,000	34	32.1
	Less than 4,000	0	0.0
	more than 4,000	2	1.9
	No income, supported by family	2	1.9
	Total	106	100.0
Location of dwelling	in the countryside	30	25.0
	in town, city	88	73.3
	in the suburbs	2	1.7
	Total	120	100.0

Source: own research results.

Monthly net income of the respondents is: up to 500 EUR (35%), up to 700 EUR (28%), up to 2,000 EUR (32%) and 2,000 EUR or more (2%). The participants who do not have their own income represent 2%. The average national salary for December 2019 in Poland was 5,600 PLN per month (i.e. 1,300 EUR). Note that this is a gross salary (brutto) and taxes absorb a large part of it. The minimum wage for 2019 was PLN 2,250 (i.e. 530 EUR) ('Statistics Poland', 2020).

The respondents live in: 73% live in the city, 25% lives in the countryside and 2% in the suburbs. In Poland, the division of regions is not very clear; cities are often large and people sometimes live outside the city when in reality, someone who lives in the suburbs could say that he or she lives in the city. In Poland the respondents live mainly in the part with the number 2 (Figure 1).

Figure 1: Regions of Poland

3 Results

3.1 Tipping habits and determinant factors for tipping

Regarding the tipping habits in the context of determinant factors, the following findings can be presented; firstly, it was interesting to see which types of service is rewarded by tipping. The model in the form of a question with multiple answers was used and it was recorded that the great majority of respondents gives tips to waiters (91%), followed by taxi drivers (30%), employees in hair salons (23%), postmen (17%), hotel maids (9%), employees at service stations, receptionists, employees in beauty salons (8%), porters, croupiers and tourist guides (5%). Less than 2% of the respondents tip other groups of people that are not mentioned here; for example, only 1% of casino workers in Poland are tipped because in Poland it is not customary for people to go to the casinos and consequently, the same is true in the case of tipping in Polish casinos.

Secondly, the most important elements of the service for tipping were identified (based on the given question with the 5-point Likert scale from 1 (it doesn't influence at all) to 5 (it influences to a great extent because it increases the chance of getting tips).

By using the mean value it was shown that the following factors such as: good mood of employees (e.g. smiling staff) (M=4.54); followed by service quality (M=4.48); professionalism of the staff (appearance, behaviour, communication) (M=4.34); personal appearance of the staff (M=4.18), speed and efficiency of the service reached the highest score (M=3.98), satisfaction with managing complaints (for example, quickly resolved complaints and, if possible, in favour of guest's satisfaction) (M=3.81); knowledge of guest's language (M=3.67).

Thirdly, the relationship between the frequency of tipping and the components of service evaluated by customers and between the number of tips and the components of service was researched. Pearson Correlation Coefficient (**r**) was used to find out if the relationship between the two variables is significant (typically, a significance value less than 0.05 is considered to be "significant") (Michael, 2001). The relationship between the "frequency of tipping" and "service quality" was not found to be significant (Pearson Correlation -0.102; Sig. (2-tailed), 262). But we found that the correlation between "frequency of tipping" and "Friendliness of employees" (r) has the value of – 0.284**, which indicates a medium positive association between the two variables. Also, the P value of the association was 0.002, thus indicating a highly significant result. We also found that the correlation between "frequency of tipping" and "Staff professionalism" (r) has the value of −0.325, which indicates a medium positive association between the two variables. Also, the P value of the association was 0.000, thus indicating a highly significant result.

3.2 Frequency of tipping

In this section, the frequency of tipping in general and some differences in tipping frequency, according to some demographic and socio-economic characteristics, will be presented (Table 1). It was found that 17.8% of respondents always, very often and often give tips, 41.2% rarely give tips 21.9% and only 20.1% almost never and never give tips. The average frequency of tipping on 5-point Likert scale is M= 3.14 (SD=1.488), which is close to the median value of 3.00, denoting the category "often giving tips".

Looking at the statistically significant differences between various subsets of the respondents concerning some demographics and socio-economic figure, it could be noted the following result (table 2 and table 3). In order to be able to determine statistically significant difference, we performed a test: i.e. t-test for independent samples (Table 2) and ANOVA (table 3).

Table 2: Frequency of tipping regarding gender: Independent Samples Test (source: research results)

	Levene's Test for Equality of Variances		t-test for Equality of Means						
								95% Confidence Interval of the Difference	
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Equal variances assumed	2.420	0.122	2.106	118	0.037	0.559	0.265	0.033	1.084
Equal variances not assumed			2.137	114.954	0.035	0.559	0.261	0.041	1.077

There were significant differences between male and female respondents of responses about the frequency of tipping (sig. 0.037).

If p≤ 0.05, there is a statistically significant difference between the observed groups. We note that when it comes to “Age”, “Status”, “Occupation”, “Monthly income” there is a statistically significant difference between observed groups regarding the frequencies of tipping (Table 3).

Table 3: ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Age	Levene Statistic					0.217
	Between Groups	81.110	3	27.037	18.144	0.000
	Within Groups	172.857	116	1.490		
	Total	253.967	119			
Status	Levene Statistic					0.177
	Between Groups	26.447	2	13.224	6.800	0.002
	Within Groups	227.519	117	1.945		
	Total	253.967	119			
Occupation	Levene Statistic					0.220
	Between Groups	28.572	3	9.524	4.902	0.003
	Within Groups	225.395	116	1.943		
	Total	253.967	119			
Education	Levene Statistic					0.036
	Between Groups	25.275	3	8.425	4.225	0.007
	Within Groups	227.335	114	1.994		
	Total	252.610	117			
Monthly income before tax (in EUR)	Levene Statistic					0.054
	Between Groups	31.558	4	7.890	4.069	0.004
	Within Groups	195.838	101	1.939		
	Total	227.396	105			
Location of residence	Levene Statistic					0.077
	Between Groups	10.682	2	5.341	2.569	0.081
	Within Groups	243.285	117	2.079		
	Total	253.967	119			

Source: Research results

3.3 Amount of tipping

The amount of tipping was measured by two categories: the percentage of the total bill and the absolute amount in euros. The percentage of the bill is the most prevalent factor, ranging from tips up to 3% (67.2%), 5–10% (23%), 3–5% (8.2%) and to tips between 10–15% (1.6%).

In the absolute amount in euros the most frequent amount is tipped up to 2 EUR (47.5%), followed by tips up to 1 EUR (32.8%), tips up to 4 EUR (18%) and tips up to 8 EUR (1.6%), which means that 80.3% of the respondents give tips up to 2 EUR .

It is important to add that 53.4% of the respondents give the same percentage of a tip regardless of the total bill amount, 24.7% give more tip percentage if the bill amount is bigger and 6.6% give less tip percentage when the bill amount is smaller.

4 Discussion

According to stated hypotheses and presented research results, the following findings concerning tipping habits in Poland can be discussed.

The first hypothesis that tipping is found mostly in the hospitality and tourism sectors was fully confirmed. In relation to tipping, hospitality and tourism sector are the most rewarded sectors (91%), followed by taxi drivers (30%) and employees in hair salons (23%). The given results are almost consistent with the results of similar research in Slovenia (Raspor and Divjak, 2017) and Montenegro (Raspor et al., 2018).

The second hypothesis that service quality is the most important element of service for guests to give tips, was partially confirmed. The most important element of service for tipping was "Friendliness of employees" (4.54 od Likert 5-point scale), the other are "Quality of service" (4.48), "Staff professionalism" (4.34) and "Professionalism of staff" (4.18). This is almost consistent with the findings that the professional component of service has greater influence than personal attributes (Zain et al., 2017) or simply that service is confirmed as an important factor for tipping (Cho, 2014). These results are the same in Slovenia (Raspor and Divjak, 2017) but a little bit different from research in Montenegro (Raspor et al., 2018) where "Service speed" is on the first place.

The third hypothesis – that men, the elderly, intellectuals, people with household monthly income before tax (in EUR), the employed and those coming from an urban environment are more likely to tip – was partly not confirmed. We can see that in "Age", "Status", "Occupation" and "Monthly income" there is a statistically significant difference between observed groups regarding tipping frequency (Table 4). In Montenegro, there was not any statistically significant difference among the groups defined by mentioned variables and in relation to the frequency of tipping (Raspor et al., 2018). In Slovenia (Raspor and Divjak, 2017), it was found a statistically significant difference regarding gender, household monthly income before tax (in EUR), the employed people and place of living (urban, suburban, rural).

The last hypothesis that the average tip in Poland does not exceed 5% of the bill amount or 2 EUR, was fully confirmed. 75% of respondents tip up to 5% (in Slovenia there are 78% and in Montenegro 47%). 80% of respondents in Poland give up to 2 EUR (in Slovenia there are 77% and in Montenegro 82%). In online guides (Tipping Around the World, 2020; 'The ultimate guide to tipping around the world – Lonely Planet', 2020) we can read that tipping is a personal preference and is not expected by servers. If, however, the service is exceptional, a tip of 10 to 15% is greatly appreciated. When paying, you can also say "dziękuję" (i.e. thank you) and let the server keep the change. However, such recommendations are more intended for tourists. As we can observe, locals give less tips than foreign guests.

5 Conclusion

Based on these findings it is concluded that tipping habits in Poland were not substantially different in comparison to general tipping habits concerning the reviewed research results and especially the research in Slovenia and Montenegro. Besides, the locals give smaller tip amounts, whereas it is recommended for tourists to tip servers ('A Guide To Tipping In Poland', 2020; 'The ultimate guide to tipping around the world – Lonely Planet', 2020). However, in relation to the research on the larger number of people, the results would show a lower willingness to tip. Most people in Poland have a secondary education and earn about 600 EUR ('Statistics Poland', 2020) and besides, in a post-soviet country, such as Poland, tipping is not customary.

Moreover, the research offers interesting findings; that is to say, the employers could improve their service through appropriate training of staff and in this way, the tip amount could be increased. That means that a low income of employees which they receive in the form of a salary, could also be increased. That is also indicated by related studies (Raspor, 2011; Raspor, 2017).

There is still some specificity in the presented research results caused mostly by designing sample which is one of the limitations in this research. In general, the presented findings might be used as a starting point for future research in this field.

References

1. Brown, S. (2010). *Likert Scale Examples for Surveys.* Iowa State University, 1–4. https://doi.org/10.1002/9780470479216.corpsy0508
2. Cho, S.B. (2014). Factors Affecting Restaurant Consumers' Tipping Behavior. *Journal of the Korean Society for Quality Management*, *42*(1), 15–32. https://doi.org/10.7469/JKSQM.2014.42.1.015
3. Goodman, L.A. (1961). Snowball Sampling. *The Annals of Mathematical Statistics*, *32*(1), 148–170.
4. Johnson, P.T. (2014). Snowball Sampling: Introduction. *Wiley StatRef: Statistics Reference Online*, 1–4.
5. Lonely Planet. (2020). The Ultimate Guide to Tipping around the World. Retrieved 12 August 2020, from https://www.lonelyplanet.com/articles/tipping-customs-around-the-world
6. Lynn, M., Zinkhan, G.M., and Harris, J. (1993). Consumer Tipping: A Cross-Country Study Consumer Tipping : A Cross-Country Study. *Journal of Consumer Research*, *20*(3), 478–488. https://doi.org/10.1086/209363
7. Magelans's. (2014). Worldwide Tipping Guide. Retrieved from https://web.archive.org/web/20140625085236/http://www.magellans.com/travel-advice/travel-articles/travel_planning/worldwide_tipping_guide
8. Mansfield, E.D. (2016). The Political Economy of the Itching Palm: A Cross-National Analysis of Tipping. *International Studies Quarterly*, *8*(2), 1–12. https://doi.org/10.1093/isq/sqw015
9. Michael, R.S. (2001). Crosstabulation and Chi square. *Indiana University*.
10. Raspor, A. (2002a). Napitnina kot dodatna stimulacija za delo. *Organizacija*, *35*(5), 285–295.
11. Raspor, A. (2002b). Napitnina na podrocǰu storitev - primer igralnis̆tvo. In Ivan Kejžar (Ed.), *XVII posvetovanje društva za vrednotenje dela* (pp. 141–152). Društvo za vrednotenje dela.
12. Raspor, A. (2007). Napitnina v gostinstvu. *Organizacija*, *40*(3), A27–A37.

13. Raspor, A. (2009). Demografske značilnosti dajalcev napitnine v gostinstvu in igralništvu Demographic characteristics of tips givers in hospitality and tourism industries. In *Management, izobraževanje in turizem* (pp. 2307–2319).
14. Raspor, A. (2010). Igralniška napitnina: kakšno vedenje zaposlenih nagrajujejo z napitnino igralniški gosti. Casino Tipping: What Behaviour of Employees Reward Casino Guests. In A. Brezovec and J. Mekinc (Eds.), *Management, izobraževanje in turizem: družbena odgovornost za trajnostni razvoj* (pp. 1726–1737). Portorož.
15. Raspor, A. (2011). Kompetence natakarjev in kuharjev. *Management, izobraževanje in turizem*, 1526–1536.
16. Raspor, A. (2016). *Napitnine: orodje za povečanje učinkovitosti poslovanja podjetja*. Murska Sobota: BoMa.
17. Raspor, A. (2017). Dejavniki, ki vplivajo na pogostost in višino prejete napitnine: analiza predhodnih raziskav. *Mednarodno Inovativno Poslovanje*, *9*(1).
18. Raspor, A., Divjak, M. (2017). What is tipping in post-communist countries? A Case study from Slovenia. *Teorija in praksa*, *54*(6), 1023–1039.
19. Raspor, A., Lacmanović, D., Lacmanović, J. (2018). Tipping habits in hospitality industry in Montenegro. Retrieved from https://thi.fthm.hr/congress-proceedings/send/5-2018/124-tipping-habits-in-hospitality-industry-in-montenegro
20. Star, N. (1988). *The international guide to tipping*. Berkley Pub Group.
21. Statistics Poland. (2020). Retrieved 9 August 2020, from https://stat.gov.pl/en/
22. Sullivan, G.M., Artino, A. R. (2013). Analyzing and Interpreting Data From Likert-Type Scales. *Journal of Graduate Medical Education*, *5*(4), 541–542. https://doi.org/10.4300/JGME-5-4-18
23. Tipping Around the World. (2020). A Guide to Tipping in Poland. Retrieved 12 August 2020, from http://www.tippingaroundtheworld.com/tipping-poland/
24. Zain, R. A., Onn, M., Abdul, R., Hafifi, I., Abidin, Z., and Radzi, S. M. (2017). Factors Influencing Patrons' Tipping Practice at 5-Star Hotels in Kuala Lumpur, Malaysia. *Journal of Tourism, Hospitality and Culinary Arts*, *9*(2), 277–292.

Recenzija knjige Raziskave v teoriji in praksi sodobnih poslovnih vprašanj

prof. dr. Marjan Svetličič
zaslužni profesor Univerze v Ljubljani

Pričujoča znanstvena monografija sestavlja impresivno multidisciplinarno zbirko posameznih prispevkov (razen treh so vsi napisani v angleškem jeziku) iz tako različnih področij, kot so policentrizem, gibanje borznih cen (torej ožje področje poslovanja) pa vse do psiholoških vidikov poslovanja, motivacije, izobraževanja in celo nevromarketinga ter dramskih elementov v komuniciranju. Prav zaradi tega je težko napisati recenzijo takšne knjige, ker ni strokovnjaka, ki bi se spoznal na vse to. Vendar je možno, ker so ta znanstveni pregled člankov opravili recenzenti posameznih prispevkov, saj so vsi podlegli dvojnim slepim recenzijam skladno s postopki znanstvene revije Mednarodno inovativno poslovanje – Journal of Innovative Business and Management.

Monografija predstavlja pregled skozi znanstveno–raziskovalno ustvarjalnost vseh deležnikov DOBA Fakultete iz Maribora v letu 2020 in pokriva skoraj vsa področja delovanja fakultete: od marketinga in odnosov z javnostmi, ekonomije, turizma do pametnih mest.

Kljub omejenemu strokovnemu dometu posameznega recenzenta lahko navedem:

1. Da je prva kakovost znanstvene monografije njena inter- oziroma multidisciplinarnost. Povezuje teorije poslovanja (vključno z migracijami) s teorijami komuniciranja in psihologijo potrošniških obnašanj, ter končno vlogo izobraževanja/pedagogike pri vsem tem. Takšno povezovanje je danes ne le aktualno, pač pa, v vse bolj nepredvidljivem VUCA svetu, nujno potrebno. Za novo dobo se potrebuje nove, drugačne kompetence.
2. Iz teg izhaja tudi druga vrlina, to pa je, posegaje v na prvi pogled neobičajna področja z vidika teorije mednarodnega poslovanja/ekonomike. Na primer: vloga napitnin, pa pomen zgodb ali družbeno dramskih elementov pri komuniciranju, pomen funkcionalne prehrane ali apikulture za turizem dežele; ne nazadnje specifičnosti vloge spolov pri migracijah ali etike v nevromarketingu.
3. Tretja vrlina je mednarodna sestava avtorjev, saj ti prihajajo kar iz 7 držav. Poleg Slovenije še iz Albanije, Hrvaške, Portugalske, Severne Makedonije, Srbije in Španije. Na ta način se v praksi krepi multikulturnost.
4. Četrta vrlina je povezovanje učiteljev iz različnih področij, saj so-avtorski prispevki fakultetnih učiteljev in sodelavcev predstavljajo večino. Učitelji so k sodelovanju pritegnili tudi študente in diplomante fakultete (trije prispevki) in tako okrepili multidisciplinarnost in povezovanje znanosti s prakso, tako potrebno v zapletenih sodobnih razmerah v svetu.

5. Metodologija prispevkov se razlikuje glede na temo: od robustnih matematičnih metod, do večjega poudarka na empiričnemu raziskovanju, metodi prigodkov ter anket in kvalitativnem opazovanju.
6. Med zanimive zaključki bi izpostavil, da:
   a) pandemija ni povzročila prevelike panike med vlagatelji,
   b) so slovenska podjetja dokaj nepripravljena na industrijo 4.0 oziroma digitalizacijo,
   c) so ženske bolj ranljive pri migracijah in da je zato potrebno večjo pozornost posvetiti njihovi pripravi za selitev (zlasti jezikovne tečaje),
   d) so nevromarketinške raziskave pomembne, nujno pa je tudi pri tem izhajati iz etičnih načel,
   e) staranje prebivalstva prinaša nove izzive, posebno glede na rastoči pomen digitalizacije; njeno nepoznavanje lahko poveča diskriminacijo starejših,
   f) je potrebno tudi v turizmu uporabljati novim časom primerne nove metode spletne prodaje,
   g) raste pomen lokalno pridelane hrane v očeh potrošnikov; to odpira nove šanse lokalnim proizvajalcem, ki jih kaže izkoristiti,
   h) ni pomembno samo izboljšati učne/pedagoške metode in pristope, pač pa spodbujati motivacijo za permanentno izobraževanje, kajti od tega zavisi tudi uspeh izobraževalnega procesa,
   i) čeprav je osebni stik pri izobraževanju boljši, enaindvajsetletne izkušnje DOBA Fakultete kažejo, da se tudi na daljavo lahko uspešno poučuje, če se temu prilagodijo metode, učitelji ter študenti,
   j) so se sociodrame izkazale za eno od uspešnih metod komuniciranja tudi pri komunikacijskih usposabljanjih za zaposlene, spodbujajoč kreativnost in inovativnost,
   k) v "novi resničnosti", poplavi lažnih novic, v prepričevanju niso pomembni samo argumenti, pač pa kako se jih predstavi; metoda zgodb je pri tem lahko zelo prodorna,
   l) api-turizem lahko predstavlja novo šanso za uspešen turizem majhnih držav, ki imajo zanj ustrezne pogoje in tradicijo; njegov pomen se s pandemijo še krepi.

Recenzija znanstvene monografije DOBA Fakultete “Raziskave v teoriji in praksi sodobnih poslovnih vprašanj”

prof. dr. Sebastjan Strašek
Ekonomsko-poslovna fakulteta Univerze v Mariboru

Znanstvena publikacija DOBA Fakultete „Raziskave v teoriji in praksi sodobnih poslovnih vprašanj“ predstavlja pregled skozi znanstveno-raziskovalno ustvarjalnost vseh deležnikov DOBA Fakultete iz Maribora v letu 2020. V monografiji so predstavljeni rezultati raziskovalcev, kot sledi: učitelji, zaposlenih na fakulteti, skupaj z drugimi soavtorji (številke prispevkov v kazalu: 6, 7, 8, 9, 13), pogodbeni učitelji samostojno ali z drugimi soavtorji izven fakultete (1, 2, 4, 17, 18, 19), avtorji iz tujine samostojno ali skupaj z Dobinimi učitelji (3, 4, 7, 8, 9, 11, 12, 15), zaposlen učitelj s soavtorjem – študentom (9), diplomant fakultete (10, 12), online mentorji (5, 14, 15), strokovna sodelavka fakultete v soavtorstvu z online mentorico (14).

Znanstvena monografija je usmerjena na nekatera ključna področja ekonomije in skuša odgovarjati na nekatera aktualna razvojna vprašanja, s katerimi se soočamo na makro in mikro nivoju. Pričujoča monografija je interdisciplinarnega značaja, saj vključuje znanja s področja menedžmenta, marketinga, odnosov z javnostmi, mednarodnih ekonomskih odnosov, migracijskih gibanj, etike, potrošniškega obnašanja, motivacijskih strategij ter izobraževalnih metod. Avtorji monografije poleg Slovenije prihajajo še iz Albanije, Hrvaške, Portugalske, Severne Makedonije, Srbije in Španije.

Zajem monografije je obširen, saj je predstavljenih kar 19 avtorskih prispevkov, pri čemer je izdajatelj dosegel visoko stopnjo internacionalizacije. Struktura je zastavljena na način, da je eden prvih člankov znanstvene monografije umeščen na vrhu ekonomske hierarhije, torej v sferi makroekonomije in sicer z analizo interakcije borznih in deviznih tečajev v državah ASEAN-5. Večina prispevkov avtorjev je usmerjena na mikro nivo, kjer so raziskovalci svoje intelektualne napore fokusirali na reševanje problemov sodobnih poslovnih procesov. V okviru omenjenih področij so avtorski prispevki osredotočeni na nekatere najbolj občutljive izzive sodobnih procesov, kot so vključevanje starejših v poslovne procese, integracija žensk, etični vidiki nevromarketinških raziskav, novi distribucijski kanali v direktni prodaji in marketingu, potrošniško obnašanje mlajših generacij, izzivi majhnih in srednjih podjetij in njihove družbene odgovornosti, implikacije motivacijskih in učnih strategij za izobraževanje in marketing, virtualno timsko delo v izobraževanju, mediji in interno komuniciranje v razmerah globalne korona pandemije. Prispevki avtorjev, predstavljeni v tej znanstveni monografiji, so odprli številna relevantna teoretična in praktična vprašanja in hkrati predlagali možne rešitve. Implementacija le-teh lahko pomembno prispeva k izboljšanju poslovnih procesov na mikro in makro ekonomskem nivoju.

Prispevki v monografiji upoštevajo IMRAD strukturo poročila o raziskavi. Struktura prispevkov ustreza znanstvenemu profilu monografije, saj po uvodu in pregledu literature in raziskav sledi metodološki del s predstavitvijo metodoloških postopkov, prikaz in analiza rezultatov raziskave ter diskusija in zaključne ugotovitve s predlogi nadaljnje smeri bodočih raziskav. Uporabljene metodološke metode zajemajo tradicionalni repertoar na tovrstnih predmetnih področjih kot so strukturni intervju, anketa, korelacijska analiza, bivariantna regresijska analiza, itd.

Na osnovi uporabljenih metod, analitičnih postopkov in vrste novih spoznanj, lahko znanstveno publikacijo DOBA Fakultete „Raziskave v teoriji in praksi sodobnih poslovnih vprašanj“ uvrstim v kategorijo znanstvena monografija.

DOBA Fakulteta

Prešernova ulica 1, 2000 Maribor
telefon: 02 228 38 90
fakulteta.doba.si
fakulteta@doba.si