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Comparison of Business Development Processes: A Literature Review Defining Structural Elements and Influential Factors

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Abstract

Companies are struggling to maintain revenue streams and growth continually. The management of new business opportunities has become an entrepreneurial key-challenges and enterprises are seeking to build up specific competencies accordingly. Business Development (BD) is expected to provide the answers in how to identify and manage business opportunities for potential growth. However, there is only little theoretical understanding about the concept of BD and the underlying BD process yet. Based on a comprising literature review, we identified 9 BD process models which we compared and analyzed. We then created a comprehensive BD process framework with the categories orientation, exploration, evaluation, implementation and commercialization where we reflect the identified 43 process elements, the 2 meta-process elements and the 6 influential factors. As a result, we found five findings. First, the process models differ in structure, completeness and granularity. There are differences in the sequential order of specific BD process elements depending on the industry type. Second, we identified definitions defining BD and sales as different organizational constructs. Third, despite a larger cluster of process elements around the topic opportunity management a holistic opportunity management concept is not described in the literature. Fourth, evidence was given that the BD process has a significant interdependency to the innovation process and to the concept of business model innovation (BMI). In both cases a precise description of the interface concept linking the processes was not provided. Finally, we recognize six influential factors on the whole BD process. We provide and explorative and first-time comparison of the available BD processes in literature and we are shedding light into the limited theoretical understanding of BD processes.

Keywords: business development, business development process.

JEL classification: M10, M31.

1. Introduction

Companies are struggling to preserve their competences and competitiveness due to severe competition, shrinking product- and technology life-cycles and fast changing technology- and market knowledge. The management of growth has become one of the key-challenges for enterprises (Becker, Gora, Michalski 2014). Business development (BD) consists out of routines and skills that enable growth by identifying opportunities (Davis, Sun 2006). However, the organizational structures of many companies are mainly designed to focus on exploitation activities such as refining products and processes rather than exploring new business opportunities (Burgers, Van Den Bosch & Volberda, 2008). The BD process in a company is expected to be the structural element on which exploration activities are centered around. Organizational capabilities in a specific business function can be created through the implementation of specific managerial and organization aspects resulting in the elements structure, process and tasks and people (Lorenzi, Sorensen 2014). BD routines are processes for recognition of opportunities, generation and qualification of ideas, articulation of business concepts, product- and service development, commercialization, licensing, internal or external

venturing or acquisition (Buckmann et al. 1998). In a recent comprising literature review BD processes have been highlighted, compared and initially discussed (Sturm 2015). There is little theoretical understanding of the concept of BD, the structure and the elements of the related BD process and how it is practically applied. This paper aim to discuss and compare the identified BD processes and the related process elements to give a first explorative overview of the process characteristics for further investigation.

2. Method

We use a two-step approach. *In the first step,* based on a broad literature review about BD characteristics including BD processes in the period 2004 through 2014 (Sturm 2015) and based on a recent complementary literature review about BD processes extending the search period until 2018, a total of 9 BD process models was identified (Webster, Watson 2002). We applied the database Google Scholar and the research variable was business development in order to identify a broad range of BD characteristics and their process. We identified 165 publications which also contains relevant cross-reference articles not from the database research. Taking the deduction of duplications into consideration we reviewed the abstracts to get 34 relevant publications. We excluded 131 publications because they dealt with topics related to general management, business services, innovation or geographical business politics. *In the next step,* we examined the 34 remaining publications for content covering BD theory and relevance in line with the target of the study. We found 15 qualified out of these. In addition, we reviewed BD related conference articles from the European Marketing Academy (EMAC) and the international conference on Marketing and Business Development (MBD) and further 8 qualified research papers were selected. From 12 BD related books we deemed 5 to be qualified excluding commercial- or non-scientific content. As a result, we found 28 relevant publications including 21 research and conference documents, 5 books and 2 master theses. We identified 9 slightly inhomogeneous BD process models. We extracted and listed the models in a concept matrix following the approach from Webster and Watson (2002).

3. Theoretical background of BD process

Corporate entrepreneurship is defined as the process whereby an individual or a group of individuals, in association with an existing organization, create a new organization or instigate renewal or innovation within that organization (Sharma, Chrisman 1999). BD is a corporate entrepreneurial capability (Davis, Sun 2006). The concept of dynamic capabilities (Teece, Pisano, Shuen 1997) is framing a firm's ability to integrate, build and reconfigure internal and external competences to address rapidly changing environments. In the corporate entrepreneurship literature, it is mentioned that companies are organizing the process to deal with the tension of exploitation and exploration (March 1991). In practice, exploitation activities are tentatively closer towards managing a sales funnel, following up deals in short-term periods, rather than exploration activities are about following up business opportunities over more extended periods (Davis, Sun 2006). Hence, the literature review provides indications that a company's sales- and BD process are two different constructs. BD routines typically includes processes for recognition of opportunities, generation and qualification of ideas, articulation of business concepts, product-/service development, commercialization, licensing, internal or external venturing or acquisition (Buckmann et al 1998). Organizational capabilities are summarized as employee's knowledge and skills, technical systems, managerial systems and values and norms associated to the content and structure of knowledge (Leonard-Barton 1992). It is stated that organizational capabilities in a specific business function can be created through the implementation of specific managerial and organization aspects resulting in the elements *structure*, *process and tasks* and *people* (Lorenzi, Sorensen 2014). BD processes embedding knowledge in specific systems support the creation of a BD

capability. Procedures that contain the most important knowledge related to BD can be found in the BD process itself (Lorenzi 2013). In conclusion, we interpret that the BD concept and the BD process are accompanied by the concepts of corporate entrepreneurship, corporate entrepreneurial- and organizational capabilities. BD differs from sales but is linked to a certain extent to the innovation process. Organizational- and BD capabilities are achieved through the implementation of a BD process and a knowledge management.

4. Results

Based on our literature review, we compared and described the elements and characteristics of the identified 9 BD process models. The process headlines and elements have been summarized under a BD process comprising out of the 5 major ordered BD process categories *orientation*, *exploration*, *evaluation*, *implementation* and *commercialization*. In addition, we identified 43 process elements, determined them in an author centric approach (Webster, Watson 2002) and are linking the research documents (A)-(I) with the 5 coded process categories (see Table 1).

Table 1. Concept matrix of the dimensions from the BD process framework: articles and process elements.

BD Process Categories	Orientation ➡	Exploration ➡	Evaluation ➡	Implementation ➡	Commercialization ➡
	Strategy, Direction, BD Mission, Organizational Environment/-Characteristics, CE Intensity, Venturing Portfolio	Identification, Opportunity Identification, Idea Creation, Development, Explore Future Business, Screening, Scanning	Evaluation, Structured Innovation, Due Diligence, Evaluation, Mobilization for Applications	Negotiation, Implementation, Alliance-/Network Management, Incubation	Commerical-/Business Phase, Coordination for Disemination, Business
Research Documents	**BD process model elements**				
(A) Uittenbogaard, Broens, Groen (2005)	(1)	(2) (6), (7), (14)	(20)		
(B) Davis, Sun (2006)		(3), (15)	(2), (18)	(20)	(18), (43)
(C) Knyphausen-Aufseß, Kind (2007)		(8), (13)	(20), (27), (30)	(20), (29), (39)	
(D) Burgers, Van den Bosch, Volberda (2008)		(4), (20), (24), (28)			(24), (41)
(E) Möller, Svahn (2008)		(4), (11), (12), (18), (19)		(17), (30), (31), (32), (35), (38), (43)	(23), (33), (34), (42)
(F) Sorensen (2012)	(1)	(5), (6), (7), (8), (18)	(9), (36), (38)	(25), (40), (41)	
(G) Lorenzi (2013)		(1), (8), (24)	(16), (36)	(27), (29),(32),(33),(34),(39)	(35), (41)
(H) Sorensen, Lorenzi (2014)		(6), (8), (13)	(10), (26), (27), (30), (38)	(7), (39)	(35)
(I) Kohne (2016)		(3), (4)	(18), (20), (21), (36), (37)	(21), (22)	(42), (43)

Source: own creation

The 5 BD process framework categories have been created by coding all significant process categories found in the 9 BD process models into 5 generic terms. The BD process categories are organizing the identified BD process model categories and are referenced to the identified 43 BD process elements. Within the element *orientation* strategic aspects in the BD process are summarized reaching from fitting an opportunity to the company strategy or BD mission during identification and selection process, defining the grade of desired change of new business character or level of CE intensity up to the definition of the determined venture type. The *exploration* element contains relevant activities and processes related to environmental analysis, idea- and opportunity creation and -identification. In addition, several elements related to business model, R&D/innovation, knowledge creation are emerging. In the *evaluation* phase the processes around R&D/innovation for solutions and applications, business model creation and transformation but also management tools like due diligence, business-, project- and marketing plans are listed. The element *implementation* describes the activities around network formation, contractual negotiation, final R&D development steps and the first steps for business preparation. In the *commercialization* phase the significant activities are about network formation, business preparation and commercialization. Due to the differences in structure, the different grade of details but also due to the differences of the order of specific BD process elements a precise determination of all BD process elements to one single framework element was not possible. Hence, double- or multiple listings of process elements to different framework elements are included. We present a comprising overview of all 43 sub-process elements, the relation to the research documents in the section Appendix 1.

5. Discussion

5.1 Process structure and -elements

The 9 identified BD process models differ in structure, completeness and granularity. For example, (A) is only contributing on the framework segments orientation, exploration and evaluation whereas (D) haves its focus only on exploration and commercialization aspects. Only (I) is mentioning the existence of the meta-processes communication and documentation. In the following discussion we will comment on the 5 framework elements as reference points for the findings.

On the front-end at the framework element *orientation*, it is essential to see whether and to which extend a company's corporate strategy is reflected when selecting an opportunity. (A) applied the term *BD mission* which influences the desired impact of the developed innovations and the time horizon that the mission covers and (F) mentioned a strategic matching process related to the strategic due diligence of profitable growth opportunities by matching the company's strength and weakness with the market opportunities and threats. All other process models are lacking evidence whether and at which point a detailed description of a strategic verification process is required before or after a potential opportunity is identified. Depending on the source of opportunity the question also arises whether there would be different strategy verification processes depending on the internal or external opportunity source. In contrary, in the back-end *commercialization*, (C)-(I) are dealing either with the operational side effects and consequences of commercialization like the management of the supply chain- and production partner network, roll-out- or service preparation or are using tools like business- project- or marketing plan or are dealing with performance measurement like lessons learnt, KPI´s. Only (B) mentions the term commercialization but is lacking to describe any related procedures in detail. Moreover (I) is arguing a realization phase but is using traditional marketing- and project related tasks for the BD manager like the handling and the coordination of portfolio, marketing, production, sales, controlling and project monitoring. There are little description and understanding of the critical elements of the transfer from implementation into commercialization. In addition, there is only a little description of commercialization criteria and its success factors. In the process middle block consisting out of *exploration*, *evaluation* and *implementation* 40 out of 43 process elements are mentioned. Within the framework element *exploration* activities are around *idea creation*, *environmental analysis* and *opportunity management*. In respect to idea creation, (I) suggest several tools to be used like *brainstorming*, *mind mapping* but also newer management concepts like *blue ocean strategy*, *design thinking* or *destroy your business* are proposed. The most dominant sub-element, however, are the tasks and factors around the cluster term *opportunity management*. Here a bunch of sub-elements named as *opportunity screening*, *-recognition*, *-sensing*, *-interpretation*, *-focusing and -selecting* and *conceptional prioritization* were listed. In this respect (A) investigated the potential sources of opportunity and introduces the term *type of BD* which states that opportunities can be created from internal company resources, from R&D, from network participants or other ad-hoc events. (E) argues that the level of cognitive capacity of a company is critical to form the architectural understanding of emergence of an opportunity. (G) argues that embedding knowledge in specific systems supports the creation of BD capability and that procedures containing the most essential BD knowledge can be found in the BD process itself. However, in all articles except (I) a fragmented bunch of opportunity-based activities is mentioned. There appears to be a lack of clearness of how, why and where to access an opportunity search field, how is the process of opportunity selection and evaluation, how are cognitive capabilities and knowledge management solutions supporting the opportunity process embedded in the BD process and how does a holistic opportunity management process in a company look like. Within the framework element *evaluation*, the elements in the cluster R&D and innovation of solution concepts and the review of the business model are most

dominant. (B) stated that BD is a growing area of competence in a knowledge-based industry in which co-creation of value with customers and partners is a critical success factor. (D) and (C) highlights that BD activities enables the creation of radical innovation. In addition, (A) has drawn an integrated BD- and innovation guideline for the implementation of structured innovation. Hence, existing literature points on the interdependency between the BD- and the innovation process but there is a lack of description how both concepts are linked. Drawing on the business model aspects it is mentioned in (B) that BD includes the articulation of business concepts. In addition, BD practices can be regarded as capabilities that enable *organizational stretching* to get familiar with new technology- or market combinations (Roberts, Berry 1985). This stretching process might often be combined with change and might also require the recombination of capabilities and resources and may result in a change of the business model. In (A) the authors using the term *CE intensity* as element of the BD- innovation process to determine the change factors to initiate the level of *organizational transformation*. (I) mentiones the tool *destroy your business* for radical idea conception in the exploration phase where business models are examined, destroyed and improved. A recent dissertation stated that Business Modell Innovation (BMI) is one of the strategies of BD. The interdependency between BD process and Business Model Innovation (BMI) is based the target of exploiting business opportunities (Pölzl 2017). While there is early evidence that both concepts are linking to each other further investigations are needed to identify the integration concept and to achieve a grounded theoretical evidence. The structural element of *implementation,* deals with the process tasks managing the customer interface topics such as contractual-, confidentiality- and due diligence agreements but also to manage the partner network by mobilizing, analyzing and selecting a partner in the field of sales, supply chain, and production. The network-based BD processes (C), (E), (F), (G), (H) are starting their R&D coordination activities late during implementation but we comment this specific industry characteristic in detail in paragraph 4.2.

5.2 Influential factors

As a further outcome of the analysis of the 9 BD process models, 6 influential factors could be identified which are potentially influencing the BD process. They are listed under the terms *market readiness, origin of opportunity*, *type of innovation*, *type of knowledge*, *network-based BD* and *type of industry*. We coded the BD process elements to these 6 influential factors as follows.

Concerning the element of *market readiness*, (E) argues that during a period of radical technological change emerging business fields are typically characterized by unclear market structure, a lack of evident and visible business models and a lack of identifiable network actors. In such environments companies are conducting new R&D-, sense making- and learning activities followed by agenda-setting and communication to mobilize other network actors. The level of institutional life at this stage is low and a market does not yet exist (DiMaggio, Powell 1991). The element market readiness can therefore influence the process elements sense making, interpretation (11), agenda setting, communication (17), business model-/concepts (18), R&D, innovation (20), learning, knowledge (24) and net mobilization (31).

Drawing on the factor *source of opportunity*, the term *type of BD* was investigated in (A) defining the major source for the potential opportunity on the BD process input side related to the process of idea generation. The type of BD categories *network oriented*, *internally oriented*, *R&D oriented* and *ad-hoc idea generation* were defined. Within the network orientation market opportunities are spotted through networks. Based on the internal orientation opportunities are spotted within other business units and the marketing using the organizational network. From the R&D perspective the opportunity arises by the development of innovation and within the ad hoc idea generation opportunities are spotted market orientated but without a clear strategy behind. In a first view the factor *source of opportunity* can influence the process elements of

strategic fit (1), idea creation (3), networking (13) and R&D/innovation (20). Hence, the factor source of opportunity should be defined as element in an opportunity management process.

When it comes to *type of innovation*, (E) argues over the creation of a radical innovation that the more capabilities an innovation requires the more probable it is that its creation and business realization will be carried out by a net of organizations. In contrary, the less capabilities are required the more probable it is that a single organization can handle it. Hence, depending on the complexity of the targeted innovation different capabilities, knowledge and resources are needed. Type of innovation can therefore influence the process elements business model/transformation (18), R&D/innovation (20), learning and knowledge (24) and R&D network mobilization.
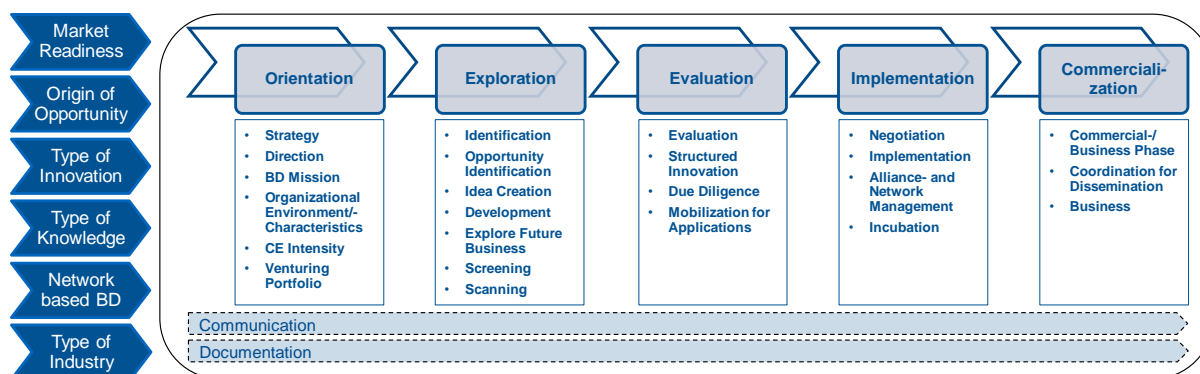
(D) focuses on *type of knowledge* and argues firstly that in a project related BD function the formation of a radical innovation requires new technical knowledge and secondly that after an initial period of technological knowledge gain and before the market introduction the gain of market knowledge at a later stage is a crucial success factor for the BD project. From a knowledge-based view (KBV) perspective (G) argues that employee's knowledge and skills are critical organizational capabilities and that embedding knowledge into organizational systems are supporting BD capability in firms. This suggests that the management of knowledge and the type of knowledge influence the BD process. Hence, influence can be seen on the BD process elements R&D/innovation (20), prototype (21), testing (22), knowledge codification (23), learning and knowledge (24) and market introduction (28).

Exploring the element *network-based BD*, (E) argues the need of different BD capabilities and process tasks in networks. Especially the mobilization and coordination of network actors, communication and learning in the environment of emerging technology-based business fields and radical innovation are essential and are processual and structural different compared to a BD function performed out of a single actor perspective. The research papers (C), (G) and (H) based on network-oriented bio-technology case studies argue that due to complex and long-term product development processes most of the examined companies rely on external competences causing a long partner selection process. Therefore, there can be influence on the process elements of sense making and interpretation (11), agenda setting communication (17), business model/transformation (18), R&D/ innovation (20), learning and knowledge (24), partner analysis/-selection (30), R&D net mobilization (32) and network management (35). The elements communication and agenda setting have been rarely described yet and BD in networks compared to BD in a single actor role has not been addressed in literature so far.

Finally, we look at the *type of industry*. Some of the investigated process models have shown the different sequential position of the R&D and innovation function. In the case of network-based bio-technology process models (C), (G) and (H) the development of a product happens late during *implementation* and after a long *evaluation* phase containing disclosing confidential information, in-depth partner analysis and due diligence. This position is different in the electronics industry (D) where the R&D process is set already during *exploration* phase. Here a project management process driven by technology development causes the early testing of new product concepts in the market. From this perspective the type of industry can influences the BD process elements priority concept selection (19), R&D/innovation (20), prototype (21), testing (22), learning, knowledge (24), market introduction (28), negotiation (29), partner analysis and selection (30) and pre-contract/T&C (39).

5.3 Towards a comprehensive BD process framework

Based on the findings of the literature review we suggest the following comprehensive BD process framework (see Figure 1).

Figure 1. Comprehensive BD process framework

Source: own creation

The presented comprehensive BD process framework has three merits. Firstly, it is connecting the 5 BD process framework categories with all 43 BD process elements. Secondly, it is highlighting the 6 influential factors on the BD process and it is proposing the influential relationships to the BD process elements (see 5.2). In addition, the proposed influential factors are opening up new argumentation perspectives for the better understanding of the BD process models. Thirdly, the framework is also integrating 2 meta-processes which are applied across the whole BD process. In summary, all BD process elements, all meta-processes and all influential factors are integrated into one comprehensive BD process framework.

6. Conclusion, limitations and future research

Along with the growing interest to understand the BD concept and its contribution to the aspects of corporate renewal and exploitation this document provides a first comparison of the available BD processes and gives insight into the process elements at an early stage. The review examined 9 BD process models related to commonalities and differences. In total 43 BD process elements, 6 influential factors as well as 2 meta-process elements were found and integrated into a comprehensive BD process framework. We extend the knowledge base with the following findings. Firstly, the process models differ in structure, completeness and granularity. Industry-specific structural differences related to the process position of the R&D/innovation element and network-based BD processes can be recognized which are shortly described under 4.2.. Secondly, in an organizational context, the BD process seems to differ from the firms' sales process mainly due to the longer BD opportunity management process from exploration to commercialization rather than following short-term sales deals. These findings need to be verified by further investigations in the BD organizational context. Thirdly, despite a description of several single tasks in the area of opportunity management there is no holistic opportunity management process described integrating all relevant aspects of overall company strategy coupling, origin of opportunity, opportunity search field, - selection, -evaluation and -processing and the relevance to cognitive capacity and knowledge management systems. Further investigations are needed to identify the interdependencies of the single tasks and how they are integrating into a comprising opportunity management process. Fourth, we found interdependency of the BD process and innovation process and from the BD process into the concept of business model innovation (BMI). This paper can stimulate further research on how both elements couple into the BD process to rethink the existing innovation processes. Finally, we presented the 6 influential factors market readiness, origin of opportunity, type of innovation, type of knowledge, network-based BD and type of industry and we listed the potential influential dimensions on the BD process elements. BD research should further verify and validate the link of the influential factors into the 43 BD process elements based on further empirical research. In addition, the 43 extracted BD process elements

can in some cases not clearly be assigned to a single framework element which leads to multiple assignments. Therefore, the connection of the BD process elements into the BD process framework must be validated. The presented comprehensive BD process framework can be used by BD research. Nevertheless, based on the early stage of BD process research and the identification of proper BD process constructs we recommend to use the 43 identified BD process elements to create several modular BD process model archetypes depending on the relevant process elements based on the method engineering (Brinkkemper 1996) accounting for different organizational contexts. Further limitations are given by the fact that the number of identified articles dealing with the concept of BD and the BD process are still small. Within the identified 9 BD process models, the research documents (C), (G) and (H) are based on case study research in the bio-technology industry and having therefore similar theoretical and conceptional argumentation. In addition, it seems that the BD process in the bio-technology has specific characteristics and might differ from other industries. Hence, the theoretical contribution remains limited yet. In order to increase the understanding of the BD concept and the related BD process we recommend investigating further on the organizational aspect that the BD process is an own organizational construct. In general, due to the limited understanding of BD processes, it is recommended to start qualitative research and more case studies should be examined in order to develop a more grounded theoretical understanding (Eisenhardt 1989).

Acknowledgments

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Appendix 1. Overview of the 43 BD process elements.

Total	(I) Köhne (2016)	(H) Sorensen, Lorenzi (2014)	(G) Lorenzi (2013)	(F) Sorensen (2012)	(F) Sorensen (2012)	(E) Möller, Svahn (2008)	(D) Burgers, Van den Bosch, Volberda (2008)	(C) Knyphausen-Aufseß, Kind (2007)	(B) Davis, Sun (2006)	(A) Uittenbogaard, Broens, Groen (2005)	Element
3			×	×						×	(1) Strategic Element/-Fit
2									×	×	(2) Venturing Portfolio
2	×								×		(3) Idea Creation
3	×						×	×			(4) Idea Conception
1				×							(5) Competition
3		×			×					×	(6) Environment
3		×			×					×	(7) Internal Analysis
4		×	×	×			×				(8) Opportunity Screening
1				×							(9) Approval Process
1		×									(10) Opportunity Analysis
1						×					(11) Sense Making
1						×					(12) Focusing and Selecting
2		×					×				(13) Networking, Conferences, Fairs
1										×	(14) BD Type/-Characteristics
1							×				(15) Opportunity Recognition
1			×								(16) Opportunity Qualification
1						×					(17) Agenda Setting, Communication
3	×				×					×	(18) Biz Model/-Concept/Transformation
1					×						(19) Priority Concept Selection
5	×						×	×	×	×	(20) R&D, Innovation
1	×										(21) Prototype
1	×										(22) Testing
1						×					(23) Knowledge Codification
2			×				×				(24) Learning, Knowledge
1					×						(25) Lessons Learnt
2		×						×			(26) NDA, Confidentiality
3		×	×					×			(27) Due Dilligence
1					×						(28) Market Introduction
2			×					×			(29) Negotiation
3		×		×			×				(30) Partner Analysis, -Selection
1						×					(31) Net Mobilization
2			×	×							(32) R&D Network Mobilization
2			×	×							(33) SCM Network Mobilization
2			×	×							(34) Production Network Mobilization
3		×	×	×							(35) Network Management
3	×		×	×							(36) Business Plan
1	×										(37) Project Plan
2		×			×						(38) Marketing-/Finance Plan
3		×	×					×			(39) Pre-Contract / T&C
1				×							(40) Support Service
3			×		×		×				(41) Performance, KPI, Reporting
1				×							(42) Preparation of Business/-Roll-Out
2	×								×		(43) Commericalization
Total	9	11	13	12	13	5	8	6			Total

15

Video Productions in Marketing Communication for Brand. Case Study

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Abstract:
This article aims at establishing if and in what way the video productions play a role in marketing communication for brand. In particular, the following information has been sought: What types of video are utilised in the analysed campaign? How are they perceived by the target audience? What reactions do they stir? How do they impact the brand image? The research methodology covered literature studies, the analysis of available reports and case study of Allegro brand. The concept of video marketing has been presented in detail, with contemporary marketing communication for brand and various forms of video production used in it. Attention has also been focussed on selected campaign and methodology of their execution. In the light of conducted research, an observation proves to be justified that video productions as a key representation of video marketing constitute an attractive form of communication suited to the present technical and technological specificities and market participants' expectations. They have an impact on the efficacy of the marketing communication for a brand and consequently on the effects of management of the branded market object. Among the clients satisfied with the experience associated with branded video, as many as 39% were more inclined to look for additional information on the brand or the product marked by it; 36% declared that they would transmit information on the contact with the organization to their friends or family; and 19% would share the brand content in their social networking sites. The conducted research lead to an observation that the video marketing activities play an important role in the management of current market objects and this phenomenon is bound to develop. The article formulates some recommendations for marketers who are interested in optimisation of marketing communication for a brand by means of video productions.

Keywords: marketing communication for brand, video marketing, video productions, branded video strategy, results of case study.

JEL classification: M31.

1. Introduction

In the era of information society, generally accessible Internet and its functionalities, and mobile devices offering increasingly advanced options, the standards and forms of communication, including the marketing ones, change fundamentally. Visual communication firmly crowds out verbal one. Video productions increasingly gain in importance, and the process is facilitated by technological advancements.

This article aims at establishing if and in what way the video productions play a role in marketing communication for brand. The content has been based on Internet resources (due to dynamic development of video marketing on-line, a multitude of reports and studies related to the discussed subject), and the available literature sources.

The research methodology covered literature studies, the analysis of available reports and case study focussed on the use of video productions in marketing communications of the Allegro brand. In particular, the following information has been sought: What types of video are utilised in the analysed campaign? How are they perceived by the target audience? What reactions do they stir? How do they impact the brand image?

2. Video marketing and video productions – an overview

It is accepted that video marketing is a set of marketing methods, tools and procedures involving the use of video technology. The film material, due to the involved stimulants, comprehensively induces the observer's brain, stirs emotions, and is absorbed more easily than a text. Generally, the concept of video marketing encompasses long term and multi channel activities which involve video format (Bowden 2017, Chan 2015; Daum, Hein, Scott, Goeldi 2012; Daniłoś 2016; Maciorowski 2013, Scott 2015, Stępowski 2016). The dominating manifestation of the discussed concept is an integrated marketing video communication for the personified brands towards the 360 degree strategy (see more in: Tarczydło 2014, pp. 238–249), based on multimedia. Observation of business practices reveal an ever increasing phenomenon of video marketing for brands.

The strategy of video marketing covers the following components: selecting experts responsible for the undertaken actions, analysing background situation and competitors' activities, setting of objectives, analysing target audience, formats of communication, selecting communication channels, timetable of actions, budgeting, implementing and actively responding to the stakeholders' involvement, and cyclically measuring the results (compare: Daniłoś 2016, pp. 59–70, Nalty 2010, pp. 4–9, Roberts, Zahay 2013, p. 132).

The persons responsible for video marketing are specifically tasked with good communication with the client, which should first and foremost be understandable for him/her [https://poradnikprzedsiebiorcy.pl/-wideo-marketing-jako-przyszlosc-marketingu-internetowego-firmy]. Another important area of responsibility is the coordination of camera operators and editors, cooperation with the sales department on the design of concept for a channel, and subsequently, when the project is launched, aiding the script-writing, supervision over the film making from shooting to editing, and performing the duties of the production manager.

Persons interested in the use of video marketing in marketing communication should be familiar with its tools and formats (i.e. various types of video production), which include (see: Daum, Hein, Scott, Goeldi 2012, pp. 35–46; Daniłoś 2016, pp. 117–138): 1) spot (a traditional TV advertisement lasting most often 30 seconds and/or a longer film), 2) vlog (a format involving a fragment of the author's life or his/her reflections on a given subject), 3) testimonial (during which a person tells his/her story to familiarise the viewer with the situational context), 4) tutorial (the author shows step-by-step how to perform a complicated activity), 5) DIY (*Do It Yourself*) – similar to the tutorial but with the focus on doing it oneself, with creativity as the most important element, 6) unboxing (an opinion/review captured by the users of a product, experts from the given industry), 7) webinar (a form of a lecture on-line combined with the chat option), 8) presentations (providing an opportunity to participate in a conference or a virtual presentation of a given brand), 9) interview (nowadays video interviews are becoming more and more common in the web), 10) Internet show (the format transferred from TV, sometimes it constitutes a part of non-standard communication strategy with the client), and other, depending on the creativity of the designers.

The video marketing formats listed above cause a reflection on the possible directions of its development. Probably an innovative form is the 360 degree video which provides the viewer with an opportunity to choose – upon a mouse click – the perspective for watching the film content. Professional video marketing activities involve necessarily a subscription to a video-on-demand services (see an interesting example in: Martin 2012). An increasingly important role is played by valuable video content linked with a brand (see more in: Wendt, Griesbaum, Kölle 2016) and personalisation of the video communication. The video marketing features outlined above lead to an analysis of their impact on the stakeholders.

3. Video productions from the users and target audience perspective – an overview of research

According to the "Raport interaktywnie.com – Wideo w Internecie" (https://interaktywnie. com/biznes/artykuly/raporty-interaktywnie-com/raport-interaktywnie-com-wideo-w-interneci e-2016-253545), an average Internet user spends on average 90% more time on a website which contains a video material. 70% of clients indicate that they are significantly more inclined to buy a product after they have watched a video film related to it.

For the Poles, the most important channel used for watching favourite vloggers is YouTube (compare with: Stępowski 2016, p. 52). Some other video distribution channels include the portals: Facebook, Instagram and **Vimeo** (Internet service for publishing and watching film uploaded by the users); **Meerkat** (a *live streaming* application); **Dailymotion** (Internet service enabling presentation of films, video clips or own mini-productions; **Twitch** (a media platform with video streaming, used mostly for transfer of computer games and electronic sport), etc.

In the light of the "Video marketing w polskich firmach" report (http://marketerplus.pl/teksty/ nasze-patronaty/goracy-video-poznaj-wyniki-raportu-video-marketing-polskich-firmach/), video in the Internet will be the hit of the coming years. As many as 73% of the surveyed entrepreneurs plan to use video materials within the next two years. Almost 60% of respondents think that video is the form of communication best suited to the needs of their clients. As many as 90% of the surveyed declare they want to continue the video activities which they have initiated. Among those who have not used video, over a half (53%) want to apply video marketing technique in the next two years. The marketing experts surveyed appreciate the power of the video material both in the branding and in the boosting of sales.

According to ReelSEO (https://poradnikprzedsiebiorcy.pl/-wideo-marketing-jako-przyszlosc-marketingu-internetowego-firmy), over 90% from 600 surveyed professionals in the marketing sectors declare they have used video content for marketing purposes. 82% of them estimate these activities as effective. The consumption of video content increases rapidly. Over a half of the Internet users aged 18-34 declare that they watch primarily video material on the Internet. The reported secondary research clearly indicate the usefulness of video productions and its influence on the stakeholders' behaviour – the more purposeful is therefore its skilful application in marketing communication and other management processes for the branded objects.

4. Video productions in marketing communication for brand. Results of the case study

The analysis covered communication campaign for the Allegro brand which since August 2015 has become a subject of the increasingly dynamic video marketing activities. The selection of the study subject was also influenced by the ranking of the advertisements most readily watched by the Internet users in Poland and in the world, published by the YouTube service in January 2017 (http://www.proto.pl/aktualnosci/najpopularniejsze-reklamy-na-yotubie-na-podium-allegro). The video production "What are you looking for for Christmas? English" for the Allegro brand was rated highest in the Polish ranking and eight in the world list of the most popular video advertisements in 2016. The conclusions from the case study have been presented in Table 1.

Table 1. Video productions for the Allegro brand in the campaign entitled "***What are you looking for?***"

Criterion	Description
General information on the object of study	Allegro.pl is the largest on-line transaction platform in Poland; according to analysts' estimates it may process even a half of e-commerce which – also according to independent estimates – is worth approx. PLN 30 billion per year. The analysts quoted by Rzeczpospolita daily argue that the high position of the Allegro brand is supported not only by its popularity in the web, proved by the results of Gemius Megapanel survey, indicating that the service is visited monthly by approx. 12.5 million users. The wide offer, unmatched by the other shops on-line, is also of importance. The history of Allegro started in 1999 in Poznań. The service was designed as a response to the eBay which was considerably successful. The idea was conceived by Arjan Bakker, who had earlier dealt with import of electronic equipment in Poland. The first Allegro programmer was 19-year-old Tomasz Dudziak, who developed a software contained on one disc.
Opinion surveys in Poland	Allegro asked the Poles: "What is most important in life?" Respondents indicated the lasting and intangible values as most important: happiness, love, closeness, health, purpose, sense of life. Other aspects, such as professional success, social position and adventures were pushed to the background. For the majority of the surveyed Poles, the close ones are most important and this spirit was followed in the new Allegro campaign.
Executors, involved parties	The campaign was prepared by the Allegro portal with marketing agencies Bardzo, Cut Cut and Universal McCann. Adam Szałamacha, brand group manager of Allegro brand Joanna Kobylińska-Andrzejak from the brand management team in the Allegro Marketing Department advertising agency Bardzo, provider of ATL services to Allegro Hubert Stadnicki, creative director of Bardzo agency, and others.
Challenge concept idea the slogan	What you are looking for is very near. Using positive emotions which surround people in everyday life. The main slogan of the action – "What are you looking for?" – forms an entry slogan which greets the Internet users in the search window of the Allegro.pl home page.
Values	happiness, love, closeness, health, purpose, sense of life
Created image of the Allegro brand	exceptionality, association with the important things in life, stimulating thought and reflection, stirring emotions, delicate, sensitive, "just like someone important", respecting Polish culture and tradition, with passion, attractive, modern
Objectives of the campaign	Refreshing the market image changing the line as well as the modes and forms of communication willingness to say something new, not used before in the Polish market skilful creation of stories related to the Allegro brand provision of entertainment, making pleasure to all who come into contact with the films
Targeted audience	stakeholders: Internet users, Poles, all interested parties, clients, partners, media representatives, etc.
Communicated content	Associated with the values which are really important in life "a home full of joy, children, family, safety" "friendship, happiness, love" "Christmas, solemn atmosphere, necessarily with the close ones" "what is important in life is not only work but also leisure" emotional message, inducing thought, not pressing, detached from product-oriented approach
Observed tools of marketing communication in the form of video production	To date, as part of the analysed campaign several films have been prepared which stir emotions and capture hearts, without attacking the viewer like most spots in the advertising block, but instead inviting to view them, stir emotions, use soft language and stay deeply in the memory; these video productions presented various stories: **What are you looking for for full happiness? Home** (published on 17 August 2015, over 300 thousand viewings) A home full of joy is what you are looking for. Allegro brand shows a Home full of family emotions.

	What are you looking for for Christmas? Santa Claus (published on 15 November 2015, almost 700 thousand viewings) Family warmth, traditional emotions, joyful experiences, that is all you are looking for we wish you for Christmas on Allegro. **What are you looking for in your interior? Home** (published on 3 March 2016, over 840 thousand viewings) New version of the "Home" film is filled with family warmth. A home full of real emotions is what you are looking for. **What are you looking for for day-to-day? Guitar** (published on 1 May 2016, over 1 million viewings) A real passion is what you are looking for. And when your eventually find it, everything sounds great. **What are you looking for each year? The holiday** (published on 2 September 2016, 157 thousand viewings). You may travel a long way but something you are looking for is very near. <u>Allegro</u>, <u>holiday</u>, <u>friendship</u>. The film transfers the viewer to near future, a holiday. The heroes are four friends, one of them must give up his rest and devote his time to study before an exam. The rest go on holiday but none of them have a good time. Upon return they realise how very true is the saying "a friend in need is a friend indeed". **What are you looking for in your dreams? A dog** (published on 14 September 2016, over 2,7 million viewings) A real friendship dreamt about by many may be something you are looking for. **What are you looking for for Christmas? English** (published on 28 November 2016, almost 14 million viewings). Sometimes we are lost for words to express something which is most important. In such a situation we simply need to learn them. The message presented in the film is that it is never too late to learn a foreign language. The Christmas Allegro advertisement tells a story of an elderly gentleman who starts to learn a foreign language to be able to communicate with his granddaughter who speaks this language. The film is exceptional, moving and very surprising. **That what you are looking for is very near. A ball** (published on 21 March 2017, over 2.2 million viewings) Children and parents inspire and very often motivate one another. I want to be like my Mum, Ann from grade II. **Share what you have valuable. What are you looking for? Talisman** (published on 27 November 2017, over 2.4 million viewings). Happiness for everyone can mean something completely different. It is worth sharing.
Scope and basic channels of communication	New Allegro communication platform, strategic and creative, mostly on the Internet, covering various social networking sites, i.e. Facebook, Google+, Twitter, Pinterest, special YouTube Allegro channel https://www.youtube.com/user/AllegroTV and an Internet service https://magazyn.allegro.pl (with bookmarks: what's new, trends, smart shopping, at ease, work, press office, about us) The films discussed above were presented also in TV and cinemas, they can be downloaded and forwarded. The video entitled "English" was featured by the national TVP, TVN and Polsat TV channels, as well as the minor ones. Between 2 and 15 December 2016 the film appeared also in the Helios, Multikino, Cinema-City and KinAds cinemas. On-line in Facebook, YouTube and the portals: Onet, WP, Interia, as well as the service player.pl. The campaign involved YouTube and Instagram personalities associated with DDOB portal. Moreover, the service as one of the first ones used a bot – an automatic software for conversation with clients on behalf of Allegro in the Facebook Messenger. Its task was to supplement the story of the grandfather from the video production and help with finding gifts in Allegro for the loved ones, with division into "for her", "for him", "for a child", "for the home" categories in the Christmas service.
Stirring emotions	The campaign touching upon various important matters, such as family, home, friendship, love, longing, holiday, based on stories, barely making a reference to the Allegro brand, causing strong emotional reactions
Results of activities	repositioning of the brand, change of image, response on the part of the Internet users, positive surprise of the targeted audience, positive differentiation, keeping up with current communication and brand management trends, sales results

Source: own elaboration on the basis of conducted research, applying participant observation methodology and Internet resources: https://pl.pinterest.com/allegropl/; http://kronikibiznesu.pl/historia-firmy/historia-allegro;

https://socialpress.pl/2016/11/czego-szukasz-w-swieta-wzruszajaca-kampania-od-allegro; https://www.wprost.pl
/482436/Allegro-najmocniejsza-marka-handlowa-w-Polsce;https://www.facebook.com/allegro/; https://twitter.
com/Allegro_Group; https://www.youtube.com/user/AllegroTV; http://marketing.org.pl/archiwum/index.php/
go=2/act=4/did=0/aid=m55df08209c6bd; http://www.wirtualnemedia.pl/artykul/czego-szukasz-domowe-szczes
cie-reklamuje-allegro-pl-wideo#; https://magazyn.allegro.pl/.

Information contained in Table 1 prove that the "What are you looking for?" campaign is an example of a multidimensional marketing communication campaign (see more in: Hackley 2010) based on video films, in line with the current trends. It is followed with great interest and acceptance and receives high marks. It is justified to state that in the current market conditions video marketing and video productions play an important role in marketing communication and in brand management.

Conclusion

A good video material inspires imagination, creates the viewer's experience and – if it is surprising – is better remembered, provokes discussions and encourages the audience to share it further. A well-presented story attracting the viewer's attention, with an attractive short film which can be shared, determines the brand success in the digital era of mobile tools and social networks.

The conducted research lead to a conclusion that video marketing plays an important role in marketing communication of branded objects, and consequently in their management, and this phenomenon will intensify. Typical video formats used in the present day communication include: spot, vlog, testimonial, tutorial, DIY, unboxing or review, webinar, presentation, interview, Internet show, and other material depending on the creativity of the designers.

They are facing s large challenge of producing a video which will raise above the information noise and will be heard by the digital client who will forward it further. An attractive form of the video material significantly influences effective impact on the viewer on the physical, psychical and mental level, creates his/her experience and generates a specific value.

Summing up, video productions constitute an important form of information transfer, adapted to current expectations and possibilities of both the brand owners and the clients. It is justified to state that the current message conveyed to the marketing experts is as follows: entertain, educate, inspire, and let the viewer escape the real world, which is much facilitated by the video technique.

The conducted secondary research and empirical studies lead to an observation that in the current market conditions video marketing plays an important role in marketing communication, and consequently in effective management of the branded objects; it becomes increasingly popular and is accepted to a large degree by various stakeholders.

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Instruments Used for Marketing Experiments

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Abstract
What can normally be observed on the market, it is often considered the premises of developing marketing as a science, but what is seen, is it always true? It remains to be investigated. It is possible to study what is really happening without any intervention, but in order to obtain different and significant results, there can be manipulated certain independent variables for analyzing their influence, by measuring the effect on dependent variables reflected in consumer behavior. Marketing experiments have proven to be highly effective in identifying relevant results over time, representing a method of research into the different phenomena encountered on the market for various products and services. In fact, marketing experiment method measures the cause and effect relationship. This paper proposes to contribute to the development of the specialized literature by presenting the tools used for a marketing experiment. It has been used as a method of investigation, analysis of the secondary databases. Against the backdrop of technology development, an inventory of new tools used in applying such a research method is needed to highlight scientific researches as a modern and current tool in marketing research.

Keywords: marketing experiment, instruments, eye tracking, facial analysis.

JEL classification: C93, M31.

1. Introduction

Marketing experiment is a method of researching a cause-effect relationship among variables (Freedman el al, 2007). Marketing experiments have proven to be highly effective in identifying relevant results over time into the different phenomena encountered on the market for various products and services.

The specific elements of a marketing experiment are: independent variables, dependent variables, participants and treatment condition. By their help, the researcher attempts to discover the cause–effect relationship between two or more variables by manipulation of the independent variable over the dependent one. If differences are registered on the dependent variable, the researcher concludes there is a cause–effect relationship.

The present paper proposes to contribute to the development of the specialized literature by presenting the tools used in marketing experiments. It has been paid attention and realized a main chronology of marketing experiments studies, and observing the subject and instruments trending.

2. Starting from classic to modern marketing experiments

The first marketing experiment dates from 1931, when Farnsworth and Misumi investigated the effect of reputation and recognition on artwork's quality (Khan, 2011).
Festinger (1953) receives recognition for using the systematic manipulation checks to an experiment involving abstract concepts, in order to obtain better results.

Campbell and Fiske (1959) developed measurement instruments to capture unobservable constructs by manipulation and blended checks to establish construct validity. The manipulation and blended checks provide systematic way to affirm that measurement instruments capture unobservable constructs (Khan, 2011).

Later, Cardozo (1965), studied about effort and expectation of both product and shopping experience by using a catalog.

Also, in 1967, Robert Holloway, built an experiment based on consumer decision which involved four dissonant producing factors: inducements, anticipated dissonance, information and cognitive overlap (Holloway, 1967).

Perdue and Summers (1986) suggest ways to design marketing experiments that limit the chance of non-valid inferences and experiments that generalize. They discussed about the 'timing, construction, and analysis of manipulation and confounding checks in marketing experiments and provide approaches to assessing the construct validity of experimental manipulations'.

In the last 25 years in the marketing research literature, the number of scientific papers reporting findings from field experiments has increased because of using Internet tools. However, it has also registered an increase in field experiments in physical stores and other non-Internet tools. Many of these papers focus on pricing and advertising topics, but several papers that used field experiments attend model-free validation of optimization model's subject (Simester, 2017).

For example, Lodish et al. (1995) investigated long-term ads effect by using 55 field experiments. The researchers compared the extra sales in the test year with the extra sales in the next two years. The results relate that, extra sales on second and third year, registered almost the same sales as those in the test year (first year), although only half of the brands analyzed had a long-term effect. The conclusions were that, on average, an investment in advertising can pay back for two times as much as people thought, based on a one-year evaluation. Lodish et al. (1995) found that a long-term effect does not occur when there is no short-term response to the advertising; a second possible explanation for no long-term effect is that sales effects are often cancelled out by competitive advertising. One feature of the experimental test of hypotheses is that sometimes predicted findings represent a stronger result than one that is observed, but not predicted (East and Ang, 2017).

In 2008, another experiment was developed (Teerling and Pieterson, 2010) in order to empirically investigate the effectiveness of communication as a tool to lead citizens to the electronic channels they chose to conduct an experiment. In the experiment, they compared a service delivery process in which citizens are steered via communication to the electronic channel (the experimental group), with a condition in which they are not specifically led towards the website (the control group). The researchers designed the experiment in cooperation with the national Dutch government agency responsible for pensions and child allowances. The experiment focuses on the first time a citizen submits a claim for child benefit. Dutch child allowance is paid per child, per quarter, and this system is automated in such a way that after the child benefit has been awarded for the first child, parents automatically receive the child venue for each subsequent child that is born. They used as example before, a field experiment (Teerling and Pieterson, 2010).

Recently, experiment studies have taken a new face, combining basic procedures with modern techniques and instruments used, in order to get faster and accurate data.

An experiment based on neuromarketing method was conducted in order to determine if brain event related potentials, provoked by seeing photos with some destinations, can be used to evaluate the tourist destination's efficacy of marketing insights from movies. Brain reactions

tried to identify if marketing stimuli of tourist destination marketing, manipulated the consumers perception, otherwise difficult to measure. The participants were split in two groups and, have been shown pictures from the cities of Bruges and Kyoto. Before viewing the pictures, one group saw a part from the movie *In Bruges*, which positively describes Bruges' main tourist attractions. The other group saw a movie excerpt that did not feature Bruges. The emotional responses were captured in the Bruges pictures, for the Bruges group only; In Kyoto case was not found between-group differences regarding event related potentials. This marketing experiment has used as a tool for data collection, EEG-based neuromarketing, which is a valuable tool for estimating the effectiveness of tourist destination marketing, where it can be found that popular films can positively influence the affective destination image (Bastiaansen et al., 2018).

3. Instruments used for marketing experiments

With the development of technology and the constant changes of consumer behavior, the methods used in marketing research also have had to adapt to present. Further more, the present paper describes about new tools used in marketing experiments designed to facilitate the consumer behavior' studies for various products and services such as eye tracking, or facial analysis.

3.1. Eye Tracking

Eye tracking is the process of measuring the movement of eyes. An eye tracking device is used to measure the position and movement of eyes and is applied for researching in psychology, marketing, and human-computer interaction. (Kotani et al., 2017).

Eye tracking is the process of identifying the place where a person searches and how, generating a particular interest in user experience at the beginning of the 21st century, when technology has become more accessible. Eye tracking is now commonly used to evaluate and improve designs (from websites to packaging) at different stages of the development cycle. Eye tracking is a technique of reading research. Researchers at the end of the 1800s realized that people's eyes did not move so easily through text, as always. This observation has led scientists to develop a technology to measure eye movements in order to get a better understanding of how people read (Duchowinski, 2007).

The earliest eye tracker appeared in the 1900s. These eye tracking tools were invasive because they were based on electrodes mounted on the skin around the eyes, or uncomfortable contact lenses that participants of different studies were supposed to wear them. Non-intrusive eye tracking techniques developed shortly thereafter. These involved the recording of light that was reflected on the eye, or direct eye filming. The advancement of eye tracking technology has since focused on reducing the constraints experienced by the specialists in interpreting the results, on the participants of research, while increasing the precision of these devices and, by implication, facilitating the analysis of the data. At the same time, eye tracking has focused on the researchers' understanding about the relationship between different aspects of eye movements and human cognitive processes (Bojko, 2013).

The first eye tracking application dates from 1947 when it was investigated how pilots used the cabin instrument information to land an airplane. At that time, however, eye tracking was still mainly used by academic and medical researchers. In the early 2000s, technology became more widespread among practitioners, especially thanks to its improved accessibility and use (Fitts, Jones & Milton, 1950).

As this subchapter presented before, eye tracking is the process of determining where someone is looking. It can also measure the characteristics of the movements of the eyes and the eye itself. To perform eye tracking, a special device called eye tracker is needed (Duchowski, 2007).

Eye tracking systems are used to investigate the position of the eyes and eye models assumed as visual contact in humans.

Eye tracking is a new emerging way in human computer interfaces. With better access to devices that are capable of measuring eye movements, it becomes accessible even in common environments. However, the first problem faced by researchers when they are working with eye movements, is correct mapping of subject's view - the place where the user looks at the screen (Adiseshiah, 2017).

Pupilometer is a device that attaches to the head of a person and determines interest and attention by measuring the level of pupil eye dilatation. In theory, the pupil of a person widens more when sees an interesting picture than when it looks at a less attractive image. For example, eye tracking records on which parts of an ad moves the eye of consumer. In the beginning, companies have used eye tracking along with the in-depth interview to understand how customers interact with its customer service site (Bojko, 2013).

In technical terms, eye tracking is an "eye detector"; more precisely, a piece of hardware that records eye movements when a person looks at a computer screen, a physical object, or even the environment in general. Some eye trackers are a pair of glasses, or a special hat that can be worn by the subject. Others can be placed in front of it, such as those attached to computer monitors.

The retina is positioned in the back side of the eye and this component, is becoming very sensitive at light contact. The pupil is a small black circle that let the light to enter the retina. Cornea is another element of the eye, this time transparent. When a subject looks at a fix point, the location of the pupil center is identified, in relation to the corneal reflection. And if that subject moves his head for few moments, the eye tracker register that he looks at the same place, the relationship between the pupil's center and the corneal reflection remains the same.

The human eyes, without rotation, cover a field of vision about 180 degrees horizontally (90 degrees to the left and 90 degrees to the right) and 90 degrees to the vertical. Whenever the eyes are open, the visualized image is projected onto the retina. Cells from retina convert the image into signals, which are then transmitted to the brain. The cells responsible for high visual acuity are grouped into the center of the retina, which is called the fovea (Bojko, 2013).

Many researchers have established that, where the people look is usually associated with what is drawing their attention. This is called the eye-mind hypothesis. However, there are some skeptics, who do not believe in knowing where people look at something, cannot understand in any way. The argument is usually that a person can look at someone's face, but at the same time he / she can see a sweater color. It means that, her attention can cover the periphery vision. People prefer to straighten their eyes when they change their visual focus, focusing on what they are trying to see. However, when people do not look at something directly, one cannot say that they certainly did not see it. Eye tracking captures only foveal vision without providing information about what was observed peripherally. This is one of the limitations of eye tracking. Another argument against eye tracking might be the following: people can look at something, but not necessarily to see it. It is possible when a human can look at an object, or another without recording data about it.

Visual behavior is influenced by everything that causes them to look from bottom to top as well as the voluntary intention to look from top to bottom. The attention is influenced by stimuli and it is moved involuntarily to objects that contract in some way with their surroundings. For example, bright colors and movements, or new and unexpected things can cause the subjects to look in there. If the bottom-up factors are the only ones that influence people's attention, everyone would look around in the same way.

There are two main applications for eye tracking: as a research technique and as a recording device. As a recording device, movements at their eyeballs become control signals for an information system instead of a mouse and a keyboard People with disabilities use such

applications for helping them to communicate. Interaction is also used in entertainment (for example, gambling) and moves to mass mobile applications (Boyko, 2013).

Each eye tracking device is accompanied by a detailed manual, and additional training is often provided by the manufacturer. Method information, on the other hand, is not as easily accessible.

The way of testing stimuli, combines perfectly with experimental models. For example, when a researcher decides to build an experiment, he has to decide whether to use between or within-subjects approach. In a between subject design, each participant is exposed to only one of the tested interfaces or products. If there are two interfaces to test, half of the participants will interact with interface A and half will interact with interface B (Bojko, 2013).

One of the reasons for using eye tracking is to obtain, both qualitative and quantitative perspective on the cognitive processes of users during formative research; a qualitative outlook can be obtained after data collection. The qualitative analysis highlights the user experience that occurs during events, such as mouse movements and clicks, physical object manipulations, and participants' comments. Eye movements help to discover the often inconsistent processes that led to these results. Furthermore, the information can be used to detect and explain usage problems. On the other hand, a quantitative perspective generated by eye tracking can be obtained; this is most useful in summative studies evaluating products or alternate interfaces (for example, different types of ads). For example, ads influence marketing decisions, such as which design version should be selected for the future product. Quantitative results are often illustrated with aggregated data representations, such as focus maps. Quantitative analysis of the eye tracking technique refers to comparisons between models or design and a reference point. The collected data are extracted from the software. Inferential statistics, such as the Chi-Square Test, the T Test and the ANOVA Test, are used to determine whether any numerical differences observed in the study can be generalized to the entire population from the sample tested. Graphs are effective instruments for delivering quantitative results in reports and presentations. Graphs give information faster and make the results more accessible and attractive, usually in the form of bar graphs.

However, eye tracking technique has a limit regarding the interpretation difficulties, but still is used to allow researchers to know exactly on what consumers react, associating brain activity with the right stimulus.

3.2. Facial analysis

Facial expression is a research method used to understand the displaying of human emotions. Facial expression analysis (FEA) has been extensively studied over the last decades. In daily lives, some of the facial expressions are just one of the predefined emotional states, but they are blends of a few basic expressions. Even though the concept of "mixed emotions" was proposed many years ago, most researchers have not yet dealt with the FEA.

Recognition of automatic facial expression is used to help for interpreting emotions. Face recognition software compiles hundreds and even thousands of facial expressions to recognize the consumer's expression. The algorithms used in these software programs can be extremely complex, which corresponds to the exact emotion expressed by the consumer according to the size, location and relative position of the consumer's cheeks, eyes, nose and jaw (Zhao et al., 2015).

In recent years, there has been an increasing interest in improving all aspects of human-computer interaction. As an essential means for human communication, facial expressions provide rich information about human emotions. Facial expressions are most commonly used in human-to-human daily communication, such as a smile to show greeting, frown when someone is confused, and opening mouth when a person is surprised. Researchers have tried to analyze facial expressions through an attempt to understand and classify these expressions.

However, most previous attempts describe each facial image with one of the predefined affective labels, such as six affective states of happiness, sadness, surprise, fear, anger and disgust. They assume that each facial image is linked to a single affective label that tends to be more simplified. Normally, people can express mixed emotions. For example, when someone receives an unexpected birthday gift from his best friend, he would be both happy and surprised. Few of the expressions show only one predefined affective state (for example, 100% happiness).

A particular attention has been paid to the facial expression analysis (FEA), as it plays a very important role in human interaction. There are some exciting applications such as virtual reality, videoconferencing, customer satisfaction surveys for web and broadcast services, and some intelligent environments that require an effective analysis of facial expression.

According to psychology research, the main approach to emotion modeling is the category-based method. Six basic emotions (happiness, sadness, surprise, fear, anger and disgust) are confirmed in this method and these labels become the most universal targets of the FEA (Zhao et al., 2015).

The human face is able to show a combination of emotions at the same time, called mixtures.

In conclusion, facial analysis represents a great tool used in marketing experiments that analyzes the consumer's behavior through facial expression typologies at different moments before, during and after the purchase, or other actions undertaken by the individual, and identifying its profile.

3. Conclusions

This paper proposes to contribute to the development of the specialized literature by presenting the tools used for a marketing experiment. It has been used as a method of investigation, analysis of the secondary databases. Against the backdrop of technology development, an inventory of new tools used in applying such a research method is needed to highlight scientific researchers as a modern and current tool in marketing research.

Furthermore, the present paper described two of the new tools used in marketing experiments designed to facilitate the consumer behavior' studies for various products and services such as eye tracking or facial analysis. Eye tracking is the process of measuring the movement of eyes. Eye tracking is an "eye detector"; more precisely, a piece of hardware that records eye movements when a person looks at a computer screen, a physical object, or even the environment in general. Facial expression is a marketing research method used to understand the displaying of human emotions.

However, eye tracking technique has a limit regarding the interpretation difficulties, but it is still used to allow researchers to know exactly on what consumers react, associating brain activity with the right stimulus.

Facial analysis represents a great tool used in marketing experiments that analyzes the consumer's behavior through facial expression typologies at different moments before, during and after the purchase, or other actions undertaken by the individual, and identifying its profile.

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Patient Satisfaction Focused Healthcare – The Importance of Adapting the Marketing Mix to the Orientations in the National Healthcare Systems

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Abstract
This paper examines the need for constant adaptation of the healthcare providers, in terms of dynamic adjustments of the marketing mix, with the goal to increase in their patients' satisfaction. Given the healthcare industry specifics, the overall adaptations of entities, and accordingly, their marketing mix adjustments, are strongly influenced by the way the national healthcare systems are engineered and how they keep evolving. After an examination of the characteristics of the main four healthcare systems blueprints, the focus shifts to the analysis of how each of these influences each of the elements of the marketing mix. As the four main healthcare systems are rather versions that can co-exist in various proportions at a given time within a macro-economic frame, rather than mutually-excluding each other, the analysis regarding the implications for the marketing mix was developed on a matrix structure. The specifics of the systems, namely the national health service one, the social insurance one, the private insurance one and the direct interaction one, are evaluated in terms of the impact on the elements of the marketing mix, as both opportunities and threats arise and they must to be addressed accordingly. Thus, for the specific elements regarding the product, the price, the distribution, the promotion, as well as the personnel, the study focuses on the importance of the adaptation to create a solid ground in order to satisfy the market demand on profitable terms. Last, but not least, this article addresses the sensitive relationship between the specific marketing mix in the healthcare system context and the contemporary marketing vision striving for social responsibility and ethics. The patient is therefore placed in the centre of the processes and his satisfaction is held in high regard, in order to ensure an optimal socio-economic development.

Keywords: patient satisfaction, healthcare systems, marketing mix.

JEL classification: I19, M31.

1. Introduction

As the human society keeps evolving at high speed, its needs keep evolving as well becoming more complex and more diverse with each passing day. Optimising the marketing efforts is now certainly correlated with a careful and very precise focus on the specifics of each consumer segment and the mass orientations have become obsolete as a general rule (Kotler, Armstrong, 2014). At the present moment, no matter how strong a provider might be in terms of production capabilities, without a correct knowledge of what its consumers want and what makes them satisfied the business cannot run on the long term.

In all of today's countries, and more that anywhere in the modern capitalist ones, the healthcare services are unavoidable correlated with the economy as a whole. Providing those services shares some roots with providing any commodity and its economy is governed by the flow of production, distribution and so on (Folland, Goodman, Stano, 2016). The medical services do, however, have a specific marketing mix and the starting point for developing and implementing a good marketing mix is to make a properly assessment of the healthcare system that is in place in any given country.

There are many converging elements which arise from experience that lead to the conclusion that health systems that can deliver services with a desire to be equitable for all parties involved and with an effort to be as efficient as possible are essential for achieving a good health status for the population and for improving it more and more (World Health Organization, 2010). Any healthcare system needs a good marketing vision to function properly, because marketing through the specific functions help it by supplying essential information about the needs of the

patients and about the market as a whole, help it to dynamically connect to the socio-economic environment, help it to increase the satisfaction of the patients and also help it to maximize the economic efficiency (Balaure et al, 2002). The multi-disciplinary science of marketing can truly help the healthcare provider management to develop the business durably around the real needs of the patients, not the strictly biological aspects of diseases or the aspects concerning only the financing.

Very relevant to the ever growing importance of focusing the whole activity on patient satisfaction is the fact that the amount of financial resources spent on the healthcare services is not automatically an indicator of its perceived quality (Lameire, Joffe, Wiedemann, 1999). Until the start of the 21st century, for many healthcare providers the success used to come after putting in action a few essential strategies, like attracting or retaining talented personnel, expanding the medical specialities, implementing new technology and at the same time finding the most effective methods to maximize the cash flow (McLaughlin, Hays, 2008). As that reality started to change and the patients became better and better informed, their choices expanded, the alternatives flourished and the competition got stronger. Therefore, the adaptations of the healthcare providers to ensure their patients get satisfied and wish to come back for future interactions makes more and more the difference on the market.

As the societies become more and more opened and globalised, the healthcare systems are becoming less mutually exclusive and in any given capitalist country they tend to represent co-existing versions of providing healthcare, with various proportions. As a consequence, the adaptation of the marketing mix with maximum precision to the market conditions is essential.

2. Adapting the marketing mix to the national health service system

The national health service system is based on the doctrine developed by William Beveridge and aims to offer general access for all citizens (Beveridge, 1942). In order to achieve this desideratum, healthcare is basically supported from the state budget. That system dominates the healthcare in countries like the United Kingdom, Canada, Australia, New Zeeland, Scandinavian countries, Spain, Italy or Israel.

In terms of product policy one can easily see the impact of its inherent need for standardisation, as the objective to provide all patients with the same level of care comes into question. Pretty much like the case of any other public service, the same level of access and quality must be ensured. Just like the public fire fighters rush every time to help those citizens in need regardless of their social status, the same principle applies to the healthcare service. Regarding the product development and improvement, the specialists must take into account that the growth vectors are usually best correlated with national health programs, as most of the planning for resources allocation is centrally designed. The providers are either entirely under central or regional authorities' control or, in case of private ownership, have the state are their fundamental client and must promptly comply to its requests regarding the offered services.

The influences on the price policy reflect the inseparable ties with the state budget. The entire design regarding the price formation strongly depends on the financing directed by the state authorities towards the health suppliers. All the specific aspects like the investments, salaries, operating costs etc. are being paid in advance by the population through taxation, according to income rather than risk or health status. The individual financial contribution can be determined in various forms, according to state legislation, but the essence remains the same, with only certain social groups excepted from taxation because of the need for social solidarity. Even when the healthcare expenses surpass the income from taxation, the government usually shifts extra financial resources from the structure of the state budget in order to support the system, which means that the suppliers keep getting paid and the patient keep receiving their treatment. The distribution policy aims for homogenous territorial coverage, even if that means some degree of sacrifice on the efficiency. The pyramid-shaped structuring of the providers over the

territory ensures a good addressability of the health services, as the flow compliance is very important in order to keep the system running: family medicine - specialized clinic - hospital.
Regarding the promotion, the most important themes for healthcare are developed and directed by the health ministry, using mass communication channels. A special emphasis falls on the social responsibility, as the population needs sometimes to be guided to take care on certain health issues, in order not to place a heavier burden later on the system as a whole.
The influences on the personnel express the fact that the terms of the service are clearly defined by the government and apply on the whole territory. A consistent amount of rigidity reveals itself and therefore, the involvement tends to be quite homogenous and predictable, favouring the just stick to the norm approach.

3. Adapting the marketing mix to the social insurance system

The core of the social insurance system is the mandatory health insurance paid either individually by the population or jointly by the employee and the employer. The flow of financing goes through insurance funds, operated either entirely by the government or by private entities under government supervision. Its desideratum to protect the working individuals in case of accidents, disease etc., as well as promoting decent living conditions after retirement, was included in a doctrine developed by the Prussian Chancellor Otto von Bismarck, hence the surname of the Bismarck Model (Kulesher, Forrestal, 2014). Of the countries that have implemented this system it can be mentioned for an instance Germany, Romania, France, Belgium, Netherlands, Luxembourg, Austria or Japan.
The marketing options regarding the product policy should take into consideration that the content of the healthcare package is established and updated by legislation. Therefore, in some cases most of the competition may take place on the same ground, with quite similar services. However, the medical units have an average degree of freedom in adapting the offer and may extend the services outside the standard package fixed by the government, if the patient agrees to contribute financially for what exceeds the respective coverage. Where the national legislation allows, social insurance can also be carried out by private companies, and that may offer some possibilities for healthcare services family extension in partnership.
The price policy must ensure the need for self-sustaining of the suppliers is achieved. Under that condition, a part of the costs might be transferred to the patients, as stated above. On the other hand, in case of both limitations of reimbursements paid by the social funds and the lack of direct monetary contributions from the patients, the desire for improvement can still be achieved by increasing the efficiency of the expenditures while maintaining the services to the norm.
In this system, as a rule, the access to most medical services is not considered a right for all citizens, but only for tax-payers and assimilated categories. An important implication on the placement policy is that the territorial coverage has to correlate with the number of insured citizens in order to keep the running efforts under control.
The influences on the promotion policy are quite diverse, allowing the marketing specialists to build diversified communication mixes, because medical units have a good measure of freedom to target specific groups of patients. Since the national insurance system aims to cover all the diseases, the healthcare suppliers can choose what patients to attract and what services to promote in order to satisfy the demand on profitable terms. Regarding the messages, the rational approach can combine with emotional elements.
Because the service providers are reimbursed by the state insurance fund, they must fully comply with its requirements and that relative lack of flexibility unfortunately limits to some extent the involvement of the personnel. Since a better performance does not automatically lead to higher professional rewards, the personnel in many cases may be content with just not making any mistakes, rather that aiming for much improvement.

4. Adapting the marketing mix to the private insurance system

A private insurance system is dominant if the largest proportion of the health insurance is being purchased in the private market, it is purely optional and is not strictly shaped by the government. In this system, the free initiative is considered to be the driving force for progress of the healthcare economy and to the wellness of the society. The diversity of the transactions is quite big and that starts with the basic fact the private health insurance can be negotiated and bought from many types of insurers and the profit may include both financial and non financial objectives (Ridic, Gleason, Ridic, 2012). Regardless of the form, the focus on satisfying the demand in profitable terms is omnipresent and the permanent adaptation to the dynamics of the needs based on risk assessments is a must, because the competition can become highly challenging on all the aspects of the business. With the United States as the most important example of dominant private insurance system, it should still be taken into consideration the fact that this system is most likely feasible only in the frame of a very strong economy and a certain type of culture.

The high flexibility allowed on product policy starts with the design of the healthcare service itself, as the decisions regarding resources allocation must be very carefully defined. The natural desire for growth and innovation must be pondered since not every business possibilities can generate equal opportunities for marketing purposes. The offer can be adapted and extended and because of the competition in innovation most medical services evolve quickly and keep regularly improving (Morrisey, 2008). The product can be very well tailored to the specific needs and the policies can cover a vast array of health aspects.

Regarding the price, the profit is always included but there are other aims, as the insurance itself can become a bargaining element, for instance in the case of employees hunting when companies may offer an attractive deal including a health policy. That way, elements of the marketing mix can be used in relation with the internal public as well as the clients. As the payment possibilities vary from patient to patient, developing partnerships with loans providers may offer a good way to expand the medical unit's customer base. Regarding some of the needed investments in the healthcare industry, the state can contribute with fundamental research and large infrastructure, as part of macro economical development plans for the society.

The distribution policy should be precisely defined according to local needs and specifics, as the demand is not homogenous across areas. The same disease that is present in more regions has sometimes to be addressed differently because patients from different areas may have very different levels of income and unfortunately the best services cannot always be made available for everyone. In order to satisfy the distant demand, it may be a good option for the healthcare providers to the associate with medical tourism agencies, reducing the need for investments of resources at a big distance. The waiting time is also an important factor that can become a competitive advantage.

There are multiple options for the adapting the promotion policy as well, with opportunities for both "pushing" and "pulling". The communication mix can be precisely tailored to the target groups and the parties involved are naturally interested in participating to the promotion actions because the rewards are multiple and can suit the various needs.

The influences on the personnel are significant, because the professional results can be quite clearly defined and a good performance leads to good income. The effort for improvement manifests naturally and the will to proper understand of the patient and to focus the activity on his satisfaction can bring superior benefits.

5. Adapting the marketing mix to the direct interaction system

All the other systems involve an amount of both planning and resources available in the society. Unfortunately, in some cases either the lack of resources or the lack of interest for an organized healthcare system makes it necessary for the population, or at least some segments of the population, to seek alternative ways to obtain some caring. The direct interaction system does not automatically mean that no elements of the organised systems are in place. However, that lack of a general system, or the existence of an amalgam of disparate elements from those systems can cause serious problems not only for the patients, but also for most of the healthcare providers which face constant danger of quickly going bankrupt (Fincham, 2011). This system, although it can substitute any component of organized systems, remains unable to completely substitute for any organized system because of its lack of predictability.

Under those circumstances, when developing the product policy one must seek ways to implement medical services as simple and straightforward as possible, because a high complexity comes with a level of risk usually too high in terms of business running. A special point to be considered is the fact that the direct interaction system may be the only option for developing the product strategy for unconventional medical services that are not covered by any organised plans, like energy healing, faith healing etc.

The price policy is not hindered by many conditions and limitations and may be a solid ground for competitive advantage. It must obviously include all costs and the profit, but allows a lot of improvisation and innovation as it has by far the highest flexibility in setting payment conditions. For example, in some of the poorest rural areas, it may be quite common for physicians to be paid with goods instead of money. As long as the patients receive treatment and the healthcare providers are making a living, the marketing decisions regarding the price prove effective.

In order to take advantage of this system's flexibility, the distribution policy must aim for offering short waiting times. Paired with good mobility, the healthcare suppliers can adjust their placement of service to the best segments of the demand with good results in terms of marketing objectives. This out of the pocket healthcare model is well suited for covering many areas as long as the patients can afford the extra costs involved.

The promotion policy is quite different from the precedent cases, as it should focus on service's effectiveness and provider's abilities. In some cases the relatively high costs compared to the purchasing power of the patients must be balanced by the strong and continuous messages that the effort is worth being made. The marketing specialists may develop even a multi-level marketing setup, like the case of some medical cosmetic treatments.

The personnel are strongly involved as the performance can bring direct results. Continuous adaptation is absolutely required and mostly everything goes as long as it is legal. The direct interaction system can work well for both the top level healthcare providers in the advanced countries that are being sought by the rich patients, as well as for the basic level providers in poor countries where there is no other option for the patients can get access to some medical care and negotiate the form of their payments with the providers.

6. Social responsibility and ethics

In essence, the development of a good marketing mix for the healthcare services must achieve two major objectives, as it has to serve the patient's best interest, to help him achieve a high level of satisfaction and at the same time to support the business.

The marketing efforts for developing a patient satisfaction focused healthcare must resonate with the present day marketing orientation and is totally compatible with the goals expressed by the World Health Organization for the building of any healthcare system (World Health Organization, 2007). Therefore, a good marketing mix may be considered the one that consistently contributes to satisfying the patient and supporting the healthcare suppliers'

activity by delivering safe, effective and quality care to people that need it, where and when they need it, with the least possible waste of resources, giving relevant information on health determinants and health status, ensuring a level of accessibility that is equitable, raising enough capital for healthcare, providing the needed incentives, making sure that the adaptation to the frameworks is always effective, ensuring the workforce is performing well to achieve the best outcomes and it is always patient oriented.

The healthcare industry is one of the best examples of economic activity where the most valuable marketing lessons can come into existence. With an impeccable ethical approach, all of the marketing functions implemented with strategic thinking and with the appropriate marketing tools can contribute decisively to the delivery a great quality service that makes the patient satisfied and builds mutually beneficial relationships on the long term.

7. Conclusions

As the human society evolves and its economy diversifies, the standard of living will continue to increase and the need for organised healthcare systems are a good expression of that fact. Either as an effort of the society as a whole, or at least as an enterprise of some parts of it, the medical care must be delivered to those that need it. The present day reality has already demonstrated that the countries' healthcare systems in the pure form are rather theoretical constructs or a socio-economical desideratum since, on one hand they always need to be adjusted to the national environment at both macro and micro scale and on the other hand they are generally not mutually exclusive. There will always exist different segments of patients in the general population, each with their specific needs, purchasing power, attitudes etc. and they will prefer a system that they consider advantageous or they may even choose only certain elements from each system that best suit them, as they are becoming more and more partners in their own healthcare rather that just receivers.

All the four main systems not only have various adaptations to the regional specific, but they even co-exist in various proportions creating a melange that is quite unique for each country. In this context, marketing plays a huge role in ensuring that any medical enterprise, big or small, general of narrow, new or traditional, state or private, operates with the patient's satisfaction as its aim.

An important aspect of healthcare remains the need for social solidarity, as the government must always provide some form of state support for disadvantaged groups. Beyond the institutional and budgetary aspects, the marketing plays in this regard a major role too, because any healthcare entity that embraces the modern marketing vision is capable to do its best for the benefit of the society. In essence, a well developed marketing mix coherently places the medical unit in the context of the healthcare system that was implemented and, just as important, helps the consumer become highly satisfied. This way, the marketing durably connects the business with the patient and the benefits are certain and substantial.

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Total Quality Management from the Perspective of Organizational Culture

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Abstract
The article refers to the methods of accreditation and certification of an organization operating on the Romanian market, the exposure of the main international directories established by the bodies in force, as well as the stages for the evaluation and certification of the management system. The purpose of this paper is to facilitate understanding of the certification process by describing its particularities and implementation modalities. Adopting the overall quality management system is a profound organizational transformation involving changes at all levels of the organization, starting with the management system as a whole, continuing with the change in attitudes and behaviors among the employees of the organization. In the literature, different views have been devoted to total quality management; one can certainly speak of a consensus on the strong conditioning between organizational culture and total quality management.

Keywords: ISO 9001, total quality management, organizational culture.

JEL classification: M31.

1. Introduction
Total Quality Management aims to meet customer requirements throughout the entire process - starting with order creation and ending with invoicing - and continuously monitoring the efficiency of the activity reflected in creating value for all stakeholders (clients, employees, shareholders, local communities, banks, the state etc.).
The ISO 9001: 2001 standard is an international standard for quality management systems developed by the International Organization for Standardization, which defines a set of rules and general rules for the implementation of integrated and full quality management. According to the ISO 9001: 2000 standard, total quality management is a quality-oriented management system, extended to all activities carried out in the organizational structures of an enterprise, based on a culture and organization philosophy in the spirit of quality, on the participation of all employees, -secure long-term success by fully satisfying customers and gaining benefits for all parties involved. The standard highlights the need to involve all staff, especially executive managers, in achieving all the objectives and not just those related to quality.

2. Total Quality Management and ISO 9001 Standards
With the arrival of multinational companies in post-communist Romania, the practice of ISO certification has spread to the Romanian business environment, as well seeing how the land lies. In the field of drilling and for constructions in which the company under investigation operates, compliance with ISO 9001: 2001 requirements has become even binding in recent years for certain types of works. ISO 9001: 2001 certification means attesting that the company

in question has implemented and maintains a quality management system in accordance with the requirements of the standard for its field of activity.

The principles of total quality management, expressing the basic ideas, the thesis on which this management system is based, are:

> Customer Orientation - meeting the explicit and implicit customer requirements is the fundamental support of the company's future existence and development;

> Leadership - Achievement of enterprise performance goals can only be accomplished through the full involvement of the managers in engaging employees in applying all the principles on which total quality management is based;

> Involvement of staff - Creating and maintaining a feedback mechanism between operational and managerial echelons greatly enhances the possibilities of product and process improvement;

> Process-based approach - the product is the result of some activities or processes; the process is a set of interdependent resources and activities with added value that convert the input elements of the (process) into output elements;

> Addressing the quality system as a managerial process - identifying, understanding and managing as a system interdependent processes contributes to the effective and efficient realization of the enterprise objectives;

> Continual improvement of quality - Continuous improvement must be a permanent objective of the enterprise that applies a functional and effective quality management system;

> Facts-based approach to decision-making - the quality management system uses data and information retrieved from documents for which implementation procedures are in place;

> Mutually beneficial relationships with suppliers - the mutually beneficial relationships between all processes within and between the enterprise and external partners contribute to the achievement of an osmosis between internal activities on the one hand and between the enterprise and its environment on the other; In this way, the entities involved increase their ability to create added value.

3. The role of organizational culture in supporting total quality management

Adopting the overall quality management system is a profound organizational transformation involving changes at all levels of the organization, starting with the management system as a whole, continuing with the change in attitudes and behaviors among the employees of the organization. And last but not least most importantly, the deep layers of the organization, the value systems, the beliefs, the affectivity of the community of employees. This latter level is the basis of the others, so it is possible to talk about the primacy of organizational culture as a whole of the company's transformations.

In the literature, different views have been devoted to total quality management; one can certainly speak of a consensus on the strong conditioning between organizational culture and total quality management. It can even be said that total quality management is in fact a culture model of the company, aiming to orientate to the client all of its activities and processes and to optimize them so as to contribute to increasing the efficiency and effectiveness of the firm. In

this sense, the client becomes the main concern of the whole team within the trade company, led by the managers and in collaboration with all the partners of the company.

The personality of a firm is a tool of great importance for the company's management and, logically, the company's culture can be considered at the same time a tool of quality management. Thus, within the organizational culture one can speak of a culture of quality, considering the importance given to the total quality at the service of the client.

It can be said that, in essence, the culture of quality refers to a system of organizational values that appears and develops in an environment that is oriented towards maintaining and continuously improving quality. This system consists of values, traditions, procedures and expectations that promote quality.

The adoption of a culture of quality implies the imprinting of certain characteristics at the organizational level, among which:

- ➤ guiding policies to the client, combined with the care of their own employees;
- ➤ allocating sufficient resources where and when it is needed to ensure both the quality improvement and the dialogue with customers;
- ➤ education and employee training to ensure that all employees are aware of the need to continuously improve the quality of the company's entire business;
- ➤ rewards and promotion systems are based on the employees' contribution to continuous improvement of quality and make it available to the consumer;
- ➤ treating clients as full-fledged partners;
- ➤ informing consumers about the activity of the company, about the products it offers to the market, about the satisfaction or un-satisfaction of the customers regarding the products of the company, etc.;
- ➤ actively accepting the customers' messages for quality improvement;
- ➤ involvement and authorization of employees;
- ➤ the achievement of team work and the quality authority should not be delegated;
- ➤ employees and departments should be regarded as internal suppliers and customers - as a customer, the employee or the department must provide its upstream supplier with all the necessary information to facilitate clear definition of the requirements;
- ➤ the company slogans are reflected in reality, in the employee's behavior, etc.

The concrete ways of repositioning the client at the center of the business strategies of the companies are possible to the extent that managers identify and know the culture of their respective firms. Defined by some managers in simple terms, as the daily manifestation of the firm, through which its values and traditions can be highlighted, the culture of the firm through its elements - values, rituals, skills, symbols, slogans, patterns of behavior etc. to contribute to the permanent satisfaction of the client in all aspects (product quality, consumer information, consumer protection, etc.).

4. Create an organizational culture appropriate to total quality management

For a pertinent change in the culture of a company, in order to provide the customer with the total quality. It is necessary to start performing an analysis of the existing organizational culture, identifying and understanding its elements - history, traditions, policy towards clients

etc. Identifying the possibilities for improvement - what is wrong, why and how it can be changed, what needs to be maintained; listening and careful observation of all phenomena, processes, actions, manifestations within the company.

Changing organizational culture should be an organized, planned process that, based on the analysis of the existing organizational culture, involves the development of a change program that takes into account:

> communicating the change and motivating the staff;
> introducing the changes: values, symbols, behaviors, etc., associated with the changes in the management system;
> the institutionalization of the changes;
> monitoring and evaluation of organizational culture.

For the successful implementation of the overall quality management system, it is particularly important to emphasize the importance of including in the organizational values what is called the total quality at the service of the clients. Both businesses and their partners, as well as their customers, will be permanent satisfied and satisfied with the results of their collaboration. This, as satisfied customers mean higher profits for companies, and vice versa, big profit allows, among other things, the adoption of a customer orientation policy, i.e. total customer satisfaction.

Some of the most important directions for implementing and strengthening a quality culture can be:

> Demonstration of engagement - top managers will demonstrate that the priority concern of the company is and will be quality. They are the examples that demonstrate to employees that what they say is becoming reality;
> Customer contact - Managers always keep in touch with customers to determine their requirements;
> Employee empowerment to resolve problems - By directly involving employees in production, it is very likely that their solutions are better than those of the managers. Often, managers opt to choose a quality improvement team that has both authority and responsibility in this area;
> Acknowledging the employees' efforts and motivating them;
> Involving the employees at each level in discussing the quality programs;
> Promoting the ideas of the employees;
> Promote teamwork - which is more effective both in solving problems and in promoting the quality culture;
> Adopting the Quality Language - all employees need to know and use the fundamentals of total quality management. Thus, communication is improved and awareness of the quality issues;
> Enhancing the vision of the organization's strategy and the competitive position - the focus should be on employees, who need to understand that they all work to meet the customer's needs. This leads to generating new ideas for quality improvement;
> The employee has priority over the process - those involved in the quality improvement are in charge of that process, which leads to an increase in their empowerment.

5. Concluding remarks

➢ Total quality management involves a strategic orientation of the organization. A highly competitive business environment involves guiding the company towards the market and finding solutions to win and maintain a strong competitive position in the benchmark market. Implementing a quality management system will be perceived by customers as a benefit that can differentiate bidders from the same business.

➢ Building a valuable organizational culture. The culture of an organization cannot be changed very easily and quickly. Adapting a culture of quality requires management measures based on clear principles that take into account both the satisfaction of the company's employees and the orientation towards its customers. Any organization must rely on its own skills developed through consistent management actions and decisions.

➢ Changing behaviors. Promoting organizational values, such as professionalism, experience, high standards of service, high understanding of customer needs, must be communicated to the public through corporate communication strategies based on concrete tactics. Behavioral changes must be tangible, observable and measurable, so that there is no discrepancy between what is being communicated and what is actually done.

➢ Organizational culture must be implemented to increase business performance. It is important for managers to ensure that all actions taken to build and consolidate the culture of the organization are aligned with the company's overall strategy. All employees of the company should be trained in this regard in order to be able to collaborate with customers in a positive way. A strong organizational culture will surely lead to the success of the business.

➢ Supporting informal leaders within the organization. They can help transmit informal messages to the organization and support management decisions to quickly implement a strong organizational culture.

➢ Communicating the impact of the cultural efforts on business results. This goal must be achieved as soon as possible by initiating communication projects designed to provide a clear picture of the organization's efforts to build a solid organizational culture based on deep principles and values.

➢ Organizational culture as a source of competitive advantage. Organizational culture has a significant role in supporting total quality management and, in the long run, can lead to a competitive advantage. That is why; we need to understand how it can influence organizational outcomes such as productivity, employee involvement and engagement.

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Political Participation Amongst the Young in the European Union

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Abstract

Political participation has widely been acknowledged as an indicator of the quality or health of a democracy. For the future of the European Union, political participation of young people, in all of its forms and on all levels, is of great interest. We intend to assess the current level of political implication and to have an overview of the trends and the possible problems and solutions. The paper uses data regarding the youth from the latest Eurobarometer surveys and other inter-disciplinary research, in order to create a profile of the young citizen that is politically engaged and to determine the factors that influence youth political participation. Finding common traits between different actions and political movements and the youth adhering to them is a sign of the globalised political scenery, with the status quo disappearing and with new kinds of political communication gaining momentum. Although it may seem that the young generation can be easily targeted and better understood, establishing a framework for winning their support is probably impossible, while certain measures suggested are very likely to bring success.

1. Introduction

The young generations are known to have a lesser involvement in elections, and in politics in general, making them a segment targeted by most political actors, but with little success. This disengagement with politics has been a fertile ground for researchers also, trying to understand the behaviour of the youth in nowadays democracies. For all the parties involved, the generation called ''millennials'' is of great interest, due to the fact that it will soon become the largest segment of the global population, shifting trends and impacting the status quo more and more.

We are living in a globalised society, with national borders and interests fading in front of international decision-making, and the politicians must act appropriately to keep their relevance and to achieve electoral success. On the European Union's level, where there are more challenges than ever, the role of the young generation is to become greater, with the decisions regarding the future and even its existence, depending on their votes. From economic problems starting with the Financial crisis and continuing with the Greek bailout, to Brexit, nationalist and extremist movements and immigration, the European project is in danger. If engaged for or against, the youth can be the decisive segment, in both elections and referendums.

In a political market largely influenced by the latest technological developments, political communication is going through important changes, with the new media's role competing with the one of the mainstream mass media. The traditional campaigning and communication model established throughout the last century in most democratic countries is now losing its importance and efficiency, with multiple examples in election rounds, in the last two decades. The internet is having a great impact on societies as a whole, that transfers to the political stage. According to Lilleker an Vedel, the Internet can have an impact in informing the citizens more easily and at their time and place of choice, it can facilitate the direct and cheaper access to

people who the politicians can mobilise to participate in their campaigns and it can bring to the table new topics of debate, giving a voice to more constituents(Lilleker et al, 2013, p.3).

All the advancements in the theory of commercial marketing had an impact on the way business is done and people are targeted. Much the same, political marketing has changed its ways and it had evolved and integrated new technologies. It could seem to be easier to target those latent segments of the population, in a more connected world than ever, with models derived from big data and behavioural research, but as the way to target the potential voters is becoming more technical and sophisticated, in a way, so are the people being targeted. The vast amount of information around us makes it very difficult for one message to have an impact, even an electoral one. While in the beginning of online campaigning the message would have easily reached its target, due to the newness of the channel in regard to politics, raising the interest, now there is a plethora of online messages, from all the candidates, addressed to as many constituents as possible, all due to the importance and the lower costs of the new channel.

The need for participation in the public life is vital to a society's development and evolution, on its democratic path, for both the people and the institutions. The apathy that characterises many of the young voters today, with disbelief and disappointments regarding the political class, is one of democracy's biggest threats in the XXI century. The lack of interest, or of trust, the populist speech and the small amount of European decisions that positively and clearly affect the young generation, are all reasons of the trust decline in the European Union, and of the problems and dangers that lie ahead of its course. The European youth must face and understand today's threats and opportunities, and the fact that their society will only fit them right and be representative to their beliefs, if they participate in its evolution.

2. Methodology

Trying to establish a framework that is representative for the European Union youth and their participation in the political life, we must take into consideration multiple aspects, from various points of view. On one side, there is the data from the Flash Eurobarometers and other research made at European level, in order to have our quantitative view of the state of facts and the evolution in time, and on the other side, we reviewed literature that identifies and addresses participation problems. Due to the fact that politics is a domain with many connections to other sciences, our view was to inter-disciplinary approach this research paper, with opinions from marketing, political sciences, sociology or political journalism.

Following the main goal of establishing a model of understanding the political participation process in regard to the European youth, we will try to link important civic or political results with the context and stimulus, to try to understand if the results can be anticipated or influenced, or if there are too many details that individualise participation.

3. Literature review

Assessing the state of democracy, Freedom House's report underlines the increase in referendum use and in the importance of the subjects brought into discussion. Seen as a way of obtaining a majority's support when there is no political consensus or there are legal or political barriers, referendums can hurt other democratic practices and institutions, or even the state of democracy itself (Freedom in the World, 2017, p.3).

When arguing about the importance of political participation in the framework of a democracy, the researchers state that abstention and apathy are threats, and that participating is important even in representative forms of governing. Only by willingly taking action and involving in policy-making and debates, at any level, can democracy be healthy and still representative for the constituents, and not just a tool for few elites (Kekic, 2007, p.2).

When looking at the disengagement of young people, Dezelan believes that narrowing the discussion only to voting and electoral turnout is wrong. The youth is not totally uninterested

or distant in regard to politics, but they are attracted to and involved in contesting institutional politics. The new state of facts, with petitions, referendums, social tensions and protests gaining ground all over Europe, brings both threats and opportunities for the politicians. In his study, the author recognises that the potential attributed to the Internet and social media, in the quest of drastically improving democratic practices, was not achieved at the same time with the increasing penetration rate. More likely, these technologies are to really help by being used as digital tools, in the hands of game-changing democratic youth organizations, whose message and influence is powerful enough to improve participatory democracy(Dezelan, 2015, p.3-4). While some researchers and scholars consider that social media is capable of increasing activism, and others see it only as a distraction from the real world, the authors found out that there is a connection between them, but it still needs work and time. As more and more young citizens interact with participatory democratic actions, they are found to be exposed to a diversity of opinions, in contrast to the belief that this implication brings only like-minded people together, without access to different point of view. With the raise in the number of users, civic online groups are growing as well, becoming a good environment for young digitalised people to get engaged in local, environmental, social and political matters. As a response, researchers, policy-makers and educators must adapt and understand the new trends in communication and social interactions, by being part in the development of these democratic processes, and by teaching and guiding new generations about the civic values and their enforcement(Kahne et al., 2012).

From an analytical point of view, the methods and levels of participation by the young, in the decision-making process, can depend on the type of democracy: in a representative one, the youth has its elected politicians and it can further its influence through organisations and electoral debate or a lower voting age; in a participatory democracy, individuals and groups are part in the political process and in many initiatives to shape the society; in a deliberative one, the young should collaborate with the decision-making in formulating consensus policies; counter-democracy consists of protesting, collective actions and other non-conventional civic manifestations, where through these practices, young people can establish themselves as political or civic figures(Pleyers et al., 2015).

Ekman et al. discuss about different types of political participation, ranging from manifesting ones, such as voting, policy-making or protesting, to latent types, such as partaking in actions belonging to the civil domain, like volunteering in social projects. Due to the disengagement in traditional politics and communication channels, that we see on the increase nowadays, some are not necessarily becoming protesters or part in anti-establishment movements, but can rather turn their attention to social and civic issues, shifting between different levels of participating in the political sphere, throughout life(Ekman et al.,294-297).

4. Results

In the last flash barometer survey on electoral rights, the European Commission wanted to address the problem of low turnouts and to find the views of the public regarding improvements in the exercising of the political rights, in order to increase political participation. The results are much alike those from the last surveys, from 2010 and 2012, with no significant changes across multiple countries. Presented as a solution for increasing voter turnout, more information on the impact of the European Union on the daily life was an opinion shared by more than 80% of the respondents, with higher numbers among those who are under 39 years old, are employees, students or fully-educated. The same amount of support was given to the idea of more information on the programmes of the parties and candidates, with levels of 90% amongst those between the ages 15-24 and those still studying. Another solution embraced by the young and those still studying is presenting the affiliation to an European political family throughout all electoral materials. For the non-national European citizens, the solutions of

postal or online voting, online-registering or voting on the embassies should help the process of getting more of them to vote for both local and European elections(Flash Eurobarometer 431, 2016).

In the 2017 Citizenship report, the political participation in the European Union's life is not portrayed only as casting a vote every 5 years, but it is also about engaging with the political parties and the European institutions, being part of the political debate, or running in elections. Digital tools are being looked at as means of increasing transparency and of targeting the needs of the youth and other underrepresented groups. Looking at the 2019 European Parliament elections, the goal is to broaden the participation rate by encouraging the public debate and by promoting best practices for citizens to vote and to run in elections(EU Citizenship Report, 2017).

As more and more anti-establishment groups manage to mobilise masses agains decisions to be taken at the European level, the politicians and parties fighting for the future of the European Union can learn from their adversaries, or from the domestic approach on political marketing and its use. An experiment showed that there is a need for emotion and an appeal to the public's sentiment, as done in national campaigns. Opposing a solution for low turnout pushed forward by the Commission, of better informing the citizens in regard to the Union, its importance and decisions, this report proposes the appeal to emotions, as done in local elections, in order to close the gap between the politicians and constituents and to be able to mobilise and increase participation(Engaging EU citizens, 2017).

Looking at the Flash Barometer on European Youth, the results regarding the engagement rates have mainly risen, with matters such as political implication, volunteering, or debates for the future, being the subjects of research. Considering the 15-30 years old segment chosen, there are people from two generations included, with results that could indicate trends for the future and new approaches to policy making. Since 2014, the participation in organised groups increased by 4%, to more than one in two respondents being involved, mostly in sports clubs. Up 2% from the 2013 and 2014 polls, 7% declared that they participated in political actions. The number of those who voted in the last three years rose to 64%, showing a great increase of 18 points since 2014, with more than 8 out of 10 of the ones who remained in school up to their twenties casting at least a vote. In the matter of volunteering, the rise in the number of those engaged is of 6 points, up to 31%, with local causes engaging more than two thirds of them. A top three consisting of ideas for the future of Europe in the eyes of the respondents is: promoting critical thinking and the capability of verifying the information, in order to repel extremism and fake news; facilitating the access to information for the young wanting to move and work into a different country, both ideas shared in 49% of the answers; environmental protection and the development of projects to promote sustainability(Flash Eurobarometer 455, 2017).

Surveying about fake news and disinformation online, the researchers found that younger people have more trust in online information sources, with 60% of those belonging to the 15-24 age group trusting online magazines and newspapers, opposite to only 34% of those aged 55 and over. In regard to social networks, all age groups tend not to trust them, while when looking at the cases of radio and print, the youth are once again more trusting(Flash Eurobarometer 464, 2018).

Using data relevant for the young in Great Britain, the authors found out that this group is interested in politics and it believes in the democratic process, although they are disappointed by the actual establishment, who does not address their needs and claims. Results show that young men are more confident in their political knowledge and are more interested in politics. At the same time, respondents belonging to higher social classes and those with better and longer education tend to have more faith in the process and in their political representation, even though their trust in politicians and established political parties is also low(Henn et al.,

2014, p.371-376).

Kahne et al. examined the behaviour of individuals transitioning to adulthood, belonging to the age group 18-35, in relationship with online participatory cultures. Defining three types of participation, the authors drew conclusion regarding potential outcomes. The politically driven participation does not appear to influence civic or political results, but rather it seems it could be a result of the campaigning itself. In the case of friendship driven participation, there was found a link between e-mailing used by these individuals and voting, while the interest driven participants are more likely to turn their attention from the nonpolitical subjects that they followed and debated, to civic and political engagement and action(Kahne et al., 2011).

Studying the connections between the use of social media, political expression and political participation in the United States of America, the scholars found that the young generation, being the largest and most active on social media, is building new ways of involvement, that can lead to political actions, and change the current image, that of a disengaged group. With links between the online implication and the electoral turnout, the online activity regarding politics could turn to be a viable alternative to in person and classical political expression vehicles, and to be able to bring more interest and more people towards voting and policy making(Gil de Zuniga et al., 2014, p.620-625).

Bouza defined the typical abstainer from a sociological point of view, considering that it is an unemployed woman, from a mid-size town, with secondary education, under the age of 25, who considers herself to belong in the lower class. The main factors found to influence absenteeism are: gender, age, social class and the size of the community(Bouza, 2014, p.9).

5. Conclusion

Societies have developed throughout time, both looking at the lives of the subjects forming them, and at the way they are run, with many advancements taking place due to the technological revolutions in the last hundred years. The participation of the young in the political life is not a problem belonging only to today's society, but it has drawn more and more attention as generations go by. Most of the world is governed in democratic style, so the need for political literacy and involvement amongst the youth is key to our future. Participation in the political life can be seen not only as a danger threatening a democratic ruling, but also as one regarding the societal advances.

The latest Eurobarometer studies regarding the participation of youth show that there is an raising trend in the electoral turnouts, with an impressive 18% increase in the number of young people who voted in the last three years. Also, participating in groups increased, with sport ones being the most popular. The proposals that got the most answers regarding the improvement of turnouts and of the interest showed in elections, were the ones reflecting more transparency and information.

Online political expressing is an alternative to classic door-to-door or in person campaign, reflecting the penetration rate and the influence this environment has on the young generations. Those who participate online led by interests are more rather to turn to political involvement, developing an understanding of civic and political issues, and the will to act. Social media and the internet can help improve interest and participation rates, but not by themselves, but by being understood and used as tools, when following democratic goals. Social media can raise activism levels on all type of matters and it can help in the development of civic groups.

The framework for the engaged young European citizen is probably impossible to define, due to the pace of the changes happening in the world and inside the European Union, but there are several traits and details that can define the relationship between the young and the political life. The level of engagement one shows towards politics can change in time, with influences and alternatives coming from the civic and social matters. Used to contesting the status quo, the youth can have a role in every type of democratic system, and they must have their say in

shaping of the society they will inherit. While the ones that want to get more involved are the young males, and the ones with longer education and belonging to higher classes are having more faith in politics and in the system, a portray of the absentee would be that of a woman, under the age of 25, living in a mid-size city, with secondary education, and who places herself as belonging to the the low-class.

Targeting young voters is not becoming increasingly easy, in spite of the technological advancements that should bring politicians closer to them. Disinformation and fake news are problems that we see growing all around the world, with young people having the most trust out of all age groups, in both online media and radio or paper. The European Union is facing more and more turmoil, and, as the Millennials are becoming the biggest segment of the population, addressing and engaging them is absolutely important for the Union's success or even survival. Not only political engagement should be the focus of the officials, but also other forms of participating in the public life, than can support the link between the establishment and the constituents.

Looking at the radical movements and at the civic actions that have increased in number in the last years, mostly all around Europe, the ones advocating for the future of the European Project must learn from their approach. A way to fight the hate speech and the radicals, and also to increase voting numbers in the European Parliament elections, is to understand political marketing's role and tools, as used with success on a local and national level, and to raise the interest of the constituents, with the use of emotion and sentiment, in discoursing and campaigning for the European Union, for its future and against all emerging risks and threats.

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A Preliminary Study on the Potential of Femvertising in Romania

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Abstract
The purpose of this paper is to serve as a preliminary exploration of the potential of femvertising in Romania. The topic of femvertising is one of actuality, being a recent trend that has not been fully explored in the literature, much less in the Romanian literature. The research was carried out in a time frame of two weeks, through an internet survey, using a direct questionnaire. The total number of valid answers was 101, from a sample that consisted of women aged eighteen to sixty-five. Quantitative research is employed in order to determine if women are pleased with the way Romanian advertising depicts and addresses them, as well as to establish whether femvertising is a means of communication that appeals to them more than the communication strategies that are currently in place, with an attempt to also measure its impact on product preference. The research adds value through drawing attention to a new communication trend, which is deemed as effective by the results of the present study, while connecting it to the local market, and exploring the way these two elements interact.

Keywords: advertising, Romanian women, femvertising, marketing communications.

JEL classification: M31, M37.

1. Introduction
This article's purpose is to explore the relevance and potential of femvertising in Romania. That is because it is a little explored trend that brands have only recently tapped into, with a great potential of expansion, which has been even less explored. The recent cultural emphasis on women is also reflected in global trend reports from last year (J. Walter Thompson Intelligence & Geena Davies Institute On Gender In Media, 2017), where no less than other five economically relevant trends are related to women, excluding the topic at hand. The trends are described and analyzed in relation to their relevance for marketing communication and business at large.

Furthermore, the communication trend of femvertising is defined and described according to the available literature on the matter. Also, the paper underlines the economic potential of Romanian women, demonstrating that they represent a market with potential now and, what is more interesting, that they will likely increase their income in the future. This comes to support the idea that femvertising, as a communication strategy that concerns women, is a potential tool for tapping into women's spending.

The research at hand is recently conducted, in 2018, on a valid sample of 101 women aged eighteen to sixty-five. It has concluded that femvertising is a communication tool potential of generating advertising that women like. Moreover, the study has found that the novelty of the product in people's attention increases the likelihood of femvertising to induce preference for the product.

2. Literature Review
In recent years, there has been an unprecedented focus on women, their representation in public spaces such as media and advertising, and their tastes and desires, with 2017 being the fever pitch in terms of discussions about women and gender (J. Walter Thompson Intelligence & Geena Davies Institute on Gender in Media, 2017). This has been reflected in the numerous trends in advertising and branding, that have sprung up in recent years, and that are related to women. In the following, some of the most relevant trends that concern women and their

representation in advertising and media are listed, as described by annual advertising trend reports.

Civic Marketing refers to censoring unrealistic body images and gender stereotypes. Marketers and advertisers should be aware of the fact that countries such as Spain, Italy, Israel and France have already banned unhealthily thin models from working (J. Walter Thompson Intelligence, 2017) while others are addressing issues such as altering images through software or gender stereotyping (J. Walter Thompson Intelligence, 2017). Also, this trend should be in the attention of communication professionals since a study (SheKnows Media, 2014) has shown that no less than 66% of women who responded said that they have switched off entertainment programs that they felt were stereotyping them in a negative manner.

Girlfriend-to-Girlfriend Brands are used by women that are opening businesses and using the social media platforms, with their informality, and female empowerment messages to connect with their customers and to create rapport (J. Walter Thompson Intelligence, 2017). This helps brands become women's friends, leveraging the idea that products are especially created for them and their special needs.

Plus-Sized Luxury acknowledges the fact that 67% of women in the United States are plus-sized, and luxury fashion brands, such as Refinery21, Michael Kors and Marchesa, are starting to address this reality by including more sizes in their offer (J. Walter Thompson Intelligence, 2017)

The Female Gaze has been a topic intensely discussed recently, with more and more initiatives supporting visibility and involvement of women working in film and television, both behind and in front of the camera (J. Walter Thompson Intelligence, 2017). That is relevant for advertisers, since the film and entertainment industries are their allies when it comes to reaching audiences and making powerful image associations. This is also noteworthy because according to JWT Intelligence's report (J. Walter Thompson Intelligence & Geena Davies Institute On Gender In Media, 2017) that cites research by the Geena Davis Institute, out of the most popular 100 films of 2015, female-led films generated nearly 16% more at the box office than those with a male lead.

Women-First Brands offer products tailored to specific needs that women have, from pregnancy products to personal hygiene items (J. Walter Thompson Intelligence, 2017). The brands aim to subvert taboos around female anatomy and physiology and one of the steps that they take in this direction is to present the products in a different style of packaging, one that is modern and rather luxurious, these products being more similar, in terms of packaging, to luxury skincare products and fragrances, than to the products in their own categories (J. Walter Thompson Intelligence & Geena Davies Institute On Gender In Media, 2017).

Femvertising is one of the most visible among such trends and a detailed definition and brief history of the phenomenon will be attempted. It was first defined as a concept by SheKnows Media, the industry leader for all the things related to the new phenomenon (Becker-Herby, 2016), before the creation of #Femvertising Awards by the same company. The definition of the term is "advertising that employs pro-female talent, messages, and imagery to empower women and girls" (SheKnows Media, 2014). The acknowledgement of femvertising as a branch of advertising in its own right was further cemented by the Cannes Lions Festival of Creativity, with the introduction of the Glass Lion that, according to the festival's official website, recognizes work that addresses gender inequality or prejudice through the conscious representation of gender in advertising. Also, the Google owned marketing research group, "Think Insights", gave a definition similar to that of femvertising, ads that spread messages of gender equality, love, and body positivity, only calling it "empowering ads" (Wojcicki, 2016). Femvertising uses an emotional message strategy, which is useful particularly for women who are in greater need of affect based messages (Drake, 2017; McMahan, et al., 2005). The fact that femvertising uses emotional advertising messages, makes it a very effective tactic,

especially since emotional appeals lead to positive correlations between attitudes towards an advertisement and towards a brand (Mackenzie et al., 1986). This can be especially beneficial for brands seeking to build loyalty in their customer base, because consumers that have formed an emotional bond to brands are not only more likely to purchase the product, but also to continue buying regardless of price or promotions (Rossiter & Bellman, 2012).

An advertising effort can be considered femvertising if it actively seeks to empower women and girls or to call into question the social ideas and practices that define the feminine as opposed to the masculine (Hunt, 2017). However, Becker-Herby (2016, p. 19) has identified five common traits that femvertising ads share: pro-female messages, the authentic portrayal of women, displaying diverse and sometimes unusual female talent, challenging stereotypes about what a woman or girl should be, and minimizing the use of sexualized imagery.

Women have been recently credited with making 70-80% of consumer purchasing decisions, by using their own buying power and by their influencer power (Brennan, 2011). Women's influencing power is especially given by their ability to veto vote against the purchasing decisions of close ones and by the fact that they are the primary caregivers in a family, controlling certain product categories, such as baby products, household items and products for elderly care.

According to the National Institute of Statistics (2016), in Romania there were 19.76 million inhabitants, of whom 48.8% were men and 51.2% women. That amounts for approximately 10.12 million women, who are potential targets for femvertising messages. In 2015, women won an average net salary that is 145 lei less than in the case of the average earnings of men (National Institute of Statistics, 2016). This difference in remuneration does not necessarily come from discrimination, but rather from situational differences between men and women, such as having a maternity leave, working in less well-paid feminized sectors of the economy, choosing more part-time work or no work at all, usually in order to care for family members. The paradox is that the women, who are employed in fields where workers are typically male, tend to have higher salaries than their male counterparts (National Institute of Statistics, 2016). Their numbers are not high in these industries, but the numbers of women tend to grow in industries such as science and technology where the proportion of women grew from 39.8% in 2005 to 41.4% in 2015 (National Institute of Statistics, 2016).

The employment rate of Romanian women stood lower than that of men, at 53.2% in 2015 as compared to 69.5% for men in the same time span (National Institute of Statistics, 2016). But this situation is no different than other European countries, where employment rates of women are usually lower than those of men (PWN Romania & Deloitte, 2016). A 2014 research by the National Institute of Statistics (National Institute of Statistics, 2016) has revealed that the differences between the earnings of men and women get bigger as the level of education increases, reaching a peak in the case of those with tertiary university studies. It appears that a higher level of educational attainment doesn't reflect for women as much as for men in their positions and in their wages (United Nations Development Programme, 2012). However, it seems that the situation is changing slowly but steadily for women, given recent trends and the levels of educational attainment. Generally speaking, the number of female and male students participating in education is relatively equal for all educational levels (National Institute of Statistics, 2016).

When it comes to the Romanian youths that have recently been involved in education, we can see that girls outrank boys in many aspects of educational life. For instance, in the 2014/2015 Baccalaureate exam, only 58% of those who finished high school managed to pass the exam. If we look at this population only, we can notice that 65.9% of the girls who participated in the exam passed, while out of the total number of boys sitting the test, only 49.6% of them passed. In recent years, there has been a trend of more women graduating from university (53,3% women graduates), as well as (55.9% women graduates) in master's degree programs and

doctoral studies (National Institute of Statistics, 2016). A recent report from PWN Romania and Deloitte (2016, p. 13) claims that 42% more women than men graduate from university in Romania. This is good news for femvertising and its role to engage an audience that is more educated and with the potential to grow more economically powerful in the near future.

Another way of assessing women economically can be to analyze their representation in top-ranking positions, in the public and private sector. The United Nations state in their report that in the case of Romania, "the higher the position, the smaller the proportion of women" (United Nations Development Programme, 2012). For instance, in public administration, a field of work dominated by women, who amount for 64%, only 12% of them hold senior civil service positions (United Nations Development Programme, 2012,). In education, another feminized domain, women amounted for 50% of the teaching staff in universities. While the leadership positions in primary and secondary education reflected the number of specialists, in universities women amounted for 38.7% of those in leadership positions (National Institute of Statistics, 2016). This issue seems to be present in the private sector as well, as in Romania 15% of non-executive and 23% of executive positions on company boards were held by women (PWN Romania & Deloitte, 2016).

This lack of representation of women at the top will most likely decrease, with the higher rates of women graduating from universities, as well as with the society and business environment understanding the positive impact women's participation in decision making can have for organizations and for society as a whole. Moreover, it has been argued that women tend to occupy leadership and executive positions while they are younger than men, further refreshing the decision-making process with new perspectives (PWN Romania & Deloitte, 2016). Overall, the potential of qualified women is huge, and shows improvements in the way Romanian women live and earn. This makes them a market with potential, one that could be addressed through femvertising, and that has the potential to grow its buying and influencing power even more in the future.

3. Research Methodology

The research was carried out in a time span of two weeks, at the end of May 2018, through an internet survey, using a direct questionnaire. The total number of answers was 108, with 101 valid answers and 7 invalid ones. The invalid answers came from men, who were filtered out in order to maintain sample control, as they would most likely dropped out or given false answers when it came to picking their favorite products. All data sets were complete, as nobody dropped out of the survey, and all the questions were compulsory.

The survey was carried out through the internet, in order to increase its reach and to cover women from a wide geographical range and therefore, it was self-administered. The sampling method used was convenience sapling, since the geographical and demographical characteristics of the Romanian population were not reflected in the survey sample. Like most internet surveys, it had an anonymous character, in order to increase the level of honesty in respondents' answers. Also, since the survey was intended to be distributed in Romania, the questionnaire was designed in the residents' native language, in order to be accessible and easily understood.

The sample consisted of women aged eighteen to sixty-five, split into two groups. The eighteen to thirty-five group amounted for 75% of the sample, while the thirty-six to sixty-five group amounted for 25% of the sample. Furthermore, at the time of the survey, 84.2% of them were living in urban areas, while the rest of 16% were residing in rural areas. As for their marital status, the vast majority (69%) was unmarried, 25% of the subjects were married and 6% were divorced.

As for the education level of the women in the sample, most of them had bachelor's degrees (49.5%) or had graduated from high school (40.5%), while 8% had master's degrees. The

average monthly income for most of them (38%) was under 1.500 RON, while the least (16%) women reported an income of over 4,000 RON. In terms of income, the sample had a pyramidal distribution, where the middle consisted of the 28% of women who earned between 1,501 and 2,500 RON and the 18% who had an average monthly income between 2,501 and 4,000 RON. It must be acknowledged that the sample is not representative for the entire population of women in Romania, both in terms of reflecting the same demographic phenomena and in terms of sheer numbers. However, it serves its purpose of conducting a preliminary study on the potential of femvertising in our country.

The questionnaire consisted of twenty questions designed using different types of rating scales, and to answer twelve dichotomous questions and three fixed-alternative questions. Fixed-alternative questions were used to collect demographic data, while in the experimental part of the questionnaire, questions were exclusively dichotomous in order to provide clear choices and avoid irrelevant answers.

The experimental part was built using the post-test only experimental design, in order to avoid the interactive testing effect. This phenomenon is present in experiments with pre-tests; since the consumers get more sensitized to the brands mentioned in the questions or may try to maintain consistency between answers, which may deeply influence the answers in this case. Three product categories were picked and the test subjects were shown two commercials for each of the categories. Each pair of commercials featured a femvertising ad and a neutral ad, addressed to a female audience. The first experimental question enquired about their favorite ad between the two, while the second question determined their favorite product of the two.

The first product category was sanitary pads and it featured ads from two brands that have low product awareness on the Romanian market, namely Libresse and EveryDay. The femvertising ad was from Libresse. The second category was cosmetics, where the ads were from a brand that is relatively well-known on the local market, Urban Decay, and a brand with no presence on the local market, Covergirl. The unknown brand was the one that was associated with femvertising. Lastly, the third product category featured two well-known shampoo brands, in the fast moving consumer goods category, namely Pantene and L'Oreal, with the first associated to the femvertising advertisement.

4. Research Results

One of the introductory questions was aimed at determining the extent to which women could identify themselves with the images of their same-sex homologues in ads. The results determined that nobody fully saw themselves in the ads they were exposed to on a daily basis. In other words, even if the scale provided ten options, not even a single answer was recorded on the scale at nine and ten, where these values pointed towards the highest correlation between ads and reality. This is further supported by the median value of the answers, which is four, indicating that women find their homologues in advertising rather difficult to relate to. The next question indicates that women want to be able to identify with their counterparts in ads. When asked what they thought of ads depicting normal women instead of models or celebrities, a clear majority of 47% said they had a very good opinion of those particular ads, while 24% had a good opinion of them. Twenty-six percent were indifferent or slightly in favor of this kind of advertising, while 3% were slightly against.

Another aspect was the extent to which women think advertising affects teenagers' and young women's self-esteem. The answers had an extreme values distribution, with the extreme values on the right, indicating that women think advertising has a great impact on the young generation's self-esteem, which was also supported by the median value of the answers being seven out of the maximum of ten.

The first stage in the experimental phase was to determine how younger women versus mature ones regard femvertising. This was determined using cross-table analysis in SPSS, in order to

indicate the extent to which preferences for advertising have reflected in each age cohort's opinions. However, I must note that the sample was not balanced in terms of age groups, with 75% of the respondents being young adults and 25% mature adults. The data showed that the femvertising ads were preferred almost universally, regardless of the age group of the respondents, with a total of 66.3% of the sample population favoring the femvertising ad in the sanitary pads category, 75.2% opting for it in the cosmetics category and 58,4% in the shampoo category. The only exception was the mature adults age group, that favored slightly the non femvertising ad in the shampoo category, where only 62% of the younger women picked the femvertising ad against the other more common option, while older women favored it only in 46% of the cases.

The second stage in the experimental phase was to determine the extent to which the femvertising ad determined preference for the associated product, using cross-table analysis in SPSS. However, the preference for the associated product wasn't predominant across all the categories. The product associated with the femvertising advertisement was more prominently preferred when the products had little awareness, was almost equal when the product represented by the femverising ad was unknown and competed against a locally relatively well-known brand, but failed to induce product preference when both products were known to the public.

Interestingly, in the first group, where both products had little brand awareness, the femvertising ad seems to have significantly influenced a part of the sample (22.8%) to prefer the product associated with it, even if the respective respondents hadn't marked the femvertising clip as their favorite. However, this should be further investigated to be confirmed, since the brands may have had an influence, as they have a presence on the local market, even if it is weak. As for the last two groups, involving cosmetics and shampoo, it seems that the brand or the classical advert has influenced product preference, even though the respondents had identified the femvertising ad as their favorite. This happened to 28.7% of the sample population in the cosmetics category and to 23.7% of the respondents in the case of the shampoo category.

After taking into account the presented data in its entirety, it can be said that femvertising ads are more likely to influence consumer preference towards the product if the product is new or little known on the market, and may prove helpful if the company is using a market penetration strategy for growing a product.

5. Conclusion

The research on women's opinions about autochthonous advertising revealed several interesting findings. First, there is the fact that Romanian women find their homologues in advertising rather difficult to relate to, even if they would like to be able to identify with them. In this context, it would be interesting for future research to determine what the roots of the discrepancies between Romanian women's representation in advertising and the daily reality are.

Women's general opinion of ads is very strong with regard to advertising having a great impact on the young generation's self-esteem. An interesting thing for future research to determine is whether women's judgment of ads is influenced by the impact they think commercials have on youths' self-esteem, since they have such strong views about the matter.

The experiment revealed that femvertising proved to be more appealing than the communication tactics already in place, regardless of the age of the respondents, which definitely proves that femvertising is a communication tactic worth considering when addressing Romanian women in the future.

The second major finding of the experiment is that femvertising ads are more likely to influence consumer preference towards the product if the product is new on the market, and may prove

helpful if the company is using a market penetration strategy for growing a product. This also suggests that femvertising could be used more effectively when it is established as a communication strategy from the beginning, and the line of messages is consistent.

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The Attitude of Young People in Bucharest Regarding Taboo Topics in Advertising

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Abstract

This study explores the attitudine of young people regarding the taboo topics in advertising and their influence on the purchasing decision. In order to study the phenomenon, a focus group was organized in june 2018. It consisted of 9 young people who have been answering some general questions, and then, after watching a few advertisments, they told their opinions and feelings about them. The focus group highlights the fact that in our society, there are topics considered taboo and, regardless of their nature and people's openness, they cannot get used to talking freely about them. On the other side, young people represent a category of open minded people who can accept many subjects and this can be considered a new beginning for promoting these subjects, especially in advertising, where they have already begun to appear more and more often. Respondents have not noticed the existence of offensive or disturbing elements in the presented advertisments. The overall attitude towards the taboo topics in advertising is a positive one, which shows that young people have a modern, new and understanding view of these subjects. Most of the time they do not consider there are any problems in highlighting taboo topics in advertising. These people do not know race discrimination, tattoo problems, motorcyclists or non-conformist means of transport. But they have a slightly different view of gender equality, this one being the only subjects where they cannot agree if it exists or not or it is just an excuse for people to defend their actions. Finally, the results may help the advertisement business to understand the fact that there is not a problem in using taboo topics in their advertising strategies.

Keywords: taboo topics, commercial ads, young people, focus group, purchase decision.

JEL classification: M31.

1. Introduction

Based on topicality of this subject, this study aims to determine how the taboo subjects influence the opinions and attitudes of young people, but also to determine the influence of ads that treat this type of subjects on purchasing behavior. The present study may provide contribution to practical perspective because it can offer a good insight about people's opinions for a company that wants to use taboo topics in an advertising campaign.

The necessity of this research is determined by the gaps in literature and also, by the diversity of opinions of the authors regarding this subject presented in the following paragraph.
In the last 30 years, many specialists have shown interest in studying the influence of stereotypes on the effectiveness of advertising. Therefore, most researches carried out in this area of marketing have been ambiguous as there are numerous discrepancies between the results obtained. Thus, some of the authors mention in their works the importance of equality between the roles occupied by each gender, which positively influences the attitude of a consumer towards a brand. Such an opinion is expressed by the authors Orth and Holancova (2003 cited in Robertson and Davidson, 2013), whose research has highlighted the idea that a consumer develops a positive attitude towards an advertising video if it promotes gender equality rather than if there are discrepancies between them. Fiske et al. (2002) states that not all stereotypes are the same, and some of them influence the consumer's emotional responses to the stereotype.

Over the years, there have been numerous local and global campaigns that have provoked controversy among the population because of the promoted messages that treated certain stereotypes and were considered inappropriate. Some examples of companies who did this can be mentioned: Dove, H&M, Victoria's Secret, Nivea.

The first example of an ad campaign that failed to persuade the audience with his message was Dove's which appeared close to the end of 2017. The ad features a dark-skined woman with a brown T-shirt that when she takes it off, she turns into a white woman with a white T-shirt highlighting that this has happened following the use of a Dove body lotion. As a result, the audience had a negative reaction and accused the company of promoting racism. Dove has used the online environment and social networks to promote the ad. The campaign was first posted on their official Facebook page, but it was deleted shortly after negative comments appeared. Not just ordinary people had a word to say, but also different public figures tried to take a stand and express their unfavorable opinion of Dove. The company reacted immediately and apologized, noting that this was not their intention (BBC, 2017).

H&M suffered a major backlash at the beginning of 2018 after it launched an ad with a black child who is wearing a hoodie with 'Monkey' inscription on front. Not only normal people believed it was an unfortunate association, but also, Members of a South African opposition party protested in some H&M stores from USA in order to manifest their inconvenience. As a result, the company removed the hoodie from sale and apologized (USA Today, 2018).

In mid-2014, Victoria's Secret promoted the advertising campaign called "The Perfect Body". This presents 10 women who wear the new underwear collection of the company. It had a cognitive goal, namely to announce the launching of the new clothing line. But, the ad poster has sparked controversy among the public because of its slogan and image. People did not react in a positive way and felt that this campaign was offensive to women who did not look like the models in the photo. Thus, following the 27,000 petition against the campaign and the many criticisms, it changed his slogan to "A body for every body", but they did not make any comments addressing all these critics and did not apologize because the message was not created to express what people understood (Bahadur, 2014).

The last example is about Nivea, a company which was accused in 2017 of racism. All this was due to one of their advertments in which the black woman who is applying one of their products has a lighten skin. The woman is, after that, complimented for her beautiful skin by a man. The ads was criticized by many people on their social media pages, fact that determined the company to apologize (Kerr, 2017).

As it can be seen, some of the topics that are more frequent in those campaigns are: gender equality, role of women in society, race discrimination, sexuality, discrimination based on weight and traits. Even though it may seem that all of these kind of campaigns were not successful, there are many which managed to impress the public. One of those can be set as an example: Savana, the campaign which is presented later in the study. It had the courage to create a non-traditional advertising clip that addresses a fairly sensitive topic and it was well received by society.

Most companies do not take these risks, do not cross the common socio-cultural aspects because of the great possibility of not being successful.

There are many studies that emphasize the socio-cultural influences of people on the elements of advertising and how they affect their perceptions and attitudes. Each society has its own habits, traditions and opinions beyond which they will not pass. For example, Matthes, Prieler and Adam (2016), have a study that is considered one of the broadest on the role of sex in advertising. With data from participants from a total of 13 Asian, American and European countries, the stereotyped image of men and women in television clips was studied. Respondents watched 1755 spots collected in May 2014. It was concluded that there are gender

stereotypes around the world. Generic stereotypes in Asia, America and Europe (Austria, Brazil, China, France, Germany, Japan, the Netherlands, Romania, Slovakia, South Korea, Spain, the United Kingdom and the United States) were analyzed. As expected, female characters are present in cosmetics, beauty, personal care and cleaning products ads, while male characters are associated with telecoms, electronics, technology, computers or cars. But Romania is among the countries where these stereotypes are not as prominent as in the other analyzed countries, alongside Slovakia, Austria, the USA, China, Japan and South Korea. Another finding is that a woman is usually present in a home setting, while men are associated with the work environment and appear more often in an office. This is also the case in Romania according to the data obtained (Matthes, Prieler and Adam, 2016).

2. Literature Review

Marketing activity includes the process of planning and executing a design, price setting, promotion and distribution of goods, services and ideas for creating and exchanging value and meeting individual and organizational goals and needs (De Pelsmacker, Geuens and Van den Bergh, 2007, p. 2). The tools that lead to marketing goals are the components of the marketing mix: product, price, promotion and distribution.

Smith and Zook (2011, pp. 4-5) present best the notion of communication as the foundation of all human relationships.

Marketing communication is the most visible component of the marketing mix. This includes all the tools through which a company communicates with the target market and all stakeholders to promote its product, service, or to promote itself as an entity. Kotler and Keller (2008, p. 788) are among the first authors to state the marketing communication information from above, but also the idea that it represents the primary mean by which an economic enterprise informs, convinces and reminds consumers, either directly or indirectly, about the products or services that it offers. Thus, they compare marketing communication with the "voice" of a brand, being the tool "through which a dialogue can develop and consumer relations can be built".

Communication is the primary means of forming public opinion, needed in society today to ensure the most effective links between the buyer and the seller.

All in all, marketing communication is important for companies not only for learning how to communicate with clients, but also because it represents the perfect way of understanding the client and making him want their products and services. If you know what you clients respond to, in terms of consumer behavior, you can create the perfect product for him. This way, a consumer can be educated in any direction the company wants.

Advertising, with sales promotion, public relations, sales force and direct marketing are the main categories of promotional marketing communication techniques, as mentioned by most authors. If those are used properly, a company can be the first one in its field because those combined create brand awareness, competitive advantage and boosts profits. But, can be used only after a good research made on the market.

Thus, in modern society, advertising is present in our daily lives and is one of the oldest, most visible and important techniques of marketing communication. "Advertising is a communication technique that involves the development of a complex approach of persuasive nature, for the realization of which are used specific instruments, capable of provoking psychological pressure on the target audience. The initiator of the advertising communication actions is the announcer who, in order to achieve the established communication objectives, wishes to convey to a well-defined public a non-personal message about the enterprise, its products or its services" (Popescu, 2001, p. 105).

The product or service itself and its identifying elements such as name, packaging, price and distribution are reflected in the final ad. It is called the soul of an organization. Without

advertising, the flow of goods and services could not get to distributors and sellers, and then to consumers or users (Jefkins, 2000, p. 1).

Awareness of the need for an advertising clip has become visible when the population and cities have grown tremendously. The first such clips appeared in the 17th century when the first advertising agencies were established (Kitchen and Proctor, 2015, p. 36).

There is an extremely close link between cultural differences and marketing communication. An international campaign can only be successful if the sender of the message also takes into account the culture of the countries in which they promote their product, service or itself. The most important elements I consider to be the following: verbal language, nonverbal language, values, attitudes, religion, sense of humor, gender and its role, and cultural dimensions.

A remarkable trend today is represented by post-modern societies that see advertising as a true form of art, but also culture. Advertising is combined with other areas of social and cultural life. The borders between these are fluid, consumers can experience advertising in an intertextual manner. However, this trend has not only positive effects on consumers, but also some negative ones because these ways and tools that try to sensitize the consumer can irritate or bother him (Iliescu and Petre, 2010, p. 219).

There are many socio-cultural aspects that have an impact on people's attitude and perception of certain advertising campaigns that attempt to minimize common stereotypes. In one of his writings, Gaugaş (2016, p. 143) mentions the fact that some of the recent advertising campaigns have been categorized as offensive because of deliberate attempts by advertisers to make themselves known in a very crowded market. It is necessary to study and understand the culture in which an ad is broadcasted before launching it because there are certain issues that can bother the people of some cultures, considering them offensive.

There was a study involving Romanian respondents, conducted by Wang and Sun (2010) on a sample of 580 Romanian and American students who compared Romanian culture to American culture in terms of advertising attitudes. The results showed significant differences between the two cultures. Compared to the US, Romanian culture tends to avoid uncertainty, but does not manifest individualism and masculinity. The data also suggested a significant level of similarity between Romania and Russia, which supports the argument that Romania has similar caracteristics to the European countries that have a similar culture.

Another study, conducted by Jennifer Garst and Galen Bodenhausen (1997), higlights how the gender of the advertisers influence the attitude of men exposed to them. The experiment involved 212 men of European-American, Asian, Asian-American and African-American origin. They were exposed to ads posters in a magazine containing photographs of men represented either traditionally or with a combination of masculine and feminine characteristics, their age varying. The findings of the study suggest that the attitudes of non-traditional males in terms of gender may be rather unstable and susceptible to influences, such as advertising, depending on what is being promoted at the time. However, according to the results, most traditional males have had a positive view of traditional patterns, and non-traditional men have appreciated men with combined traits.

Wilson and Hodges (1992, quoted in Garst and Bodenhausen, 1997) suggested that individuals' attitudes may vary, depending on the current context and the information that is essential to each person.

Recent trends in the global economy have showed that marketing strategies of corporate advertising campaigns have varied according to the people's cultural influences. In particular, these advertising campaigns have sought to diversify their cultural repertoire by including more Asian and Latin American characters. However, after the analysis of six American magazines such as Vogue, In Style, Entertainment Weekly, which emerged between September 1999 and

December 2000, it was discovered that of 698 model ads, only 49 of them had Asian or dark-skined women in main roles, and not just in the background as usual. Although companies have a broad target market, including minorities, there is still a predisposition to choosing white race people instead of others (Kim and Chung, 2005).

In conclusion, there is a predisposition of people to behaviors based on certain intrinsic and extrinsic elements, including culture, social class, family, these being usually a decisive factor in the cataloging of certain people and things according to their own perceptions.

3. Methodology and Research

The qualitative research of the young attitude in Bucharest regarding taboo subjects in advertising was done through a focus group. A homogeneous sample of 9 young people aged between 19 and 24 (4 women and 5 men) participated and lasted about 54 minutes, so each had time to express themselves in relation to the topic discussed. From a behavioral and socio-demographical point of view, the group was homogeneous.

The focus group was planned before it was made to be sure that all the necessary themes would be achieved. Thus, there was made a conversation guide that was followed.

For better and conclusive further analysis of the information obtained during the group interview, the audio and video recording of the meeting were made. Also, two videos were presented to the study participants as support for comments and discussions.

The focus group consisted of 5 main parts. The five parts were: introduction, discussion of general attitudes regarding taboos in advertising, presentation of two commercials and discussion of their opinions on taboo topics, discussion of the influence of these videos on purchasing behavior and conclusions. All questions were conducted in relation to the taboo subjects, and the participants' answers were as expected, providing valuable information for this research.

Respondents were selected by means of a recruitment questionnaire. It consists of 5 selection questions to find out the necessary features of the participants. These include: residency in Bucharest, aged between the 18 and 30, not participating in a focus group in the last 6 months and working in other field except Marketing.

4. Results and discutions

Given that it is a qualitative research, the information obtained went through a process that involves identifying and interpreting the meaning of the data. The analysis (coding) and interpretation of information took place in parallel, being in a relationship of interdependence with one another.

Most of the respondents agreed on the main aspects of the taboo subjects, they completed the sentenced one to another, controversy being rare, it being highlighted in discussions about some more sensitive taboo subjects.

After the introduction, the subjects were asked if they had heard about the taboo subjects and what general information had about them. They all responded affirmatively, and almost half of them went on saying what they know about the subject. Respondents agreed to highlight the important aspects of taboo, including: the theme is sensitive, out of print and not easy to talk about. Next, the first word / idea / feeling that comes to mind when thinking about taboo subjects, the first words were "racism," "sexual," "forbidden," "homosexuality." However, one respondent stated that homosexuality is not a very popular taboo topic in our country compared to other states.

At the question about advantages and disadvantages of taboo topics, the respondents started with the advantages and only then, some mentioned a few disadvantages. There have been

mentioned aspects such as: it a subject present in everyday life but it is almost never discussed, it helps to open mind and perspectives, empathy in some situations. As disadvantages, there were only two, the fact that they can cause conflicts and cannot be advertised everywhere, for example, in the television.

The first question that also received the most answers was the one about naming examples of ads with taboo topics. Thus, they mentioned Nivea, Dove, United Colors of Benetton, H&M, Doritos, Rom, Lay's, Old Spice, Tabu Magazine, Alka, Unicef.

Dove advertising clip and its influence on respondents on race discrimination

In the first instance, a controversial video released by Dove at the end of 2017 was presented to respondents. The campaign features three women of different races wearing t-shirts in tune with their skin.

However, the focus group's responses were surprising. None of the respondents had any negative comments. On the contrary, none of them noticed this aspect that people from all over the world did not consider appropriate. More than half thought Dove tried to demonstrate equality between people and treated positively this taboo topic. A few of the opinions mentioned are: "They probably meant that the product can be used by any category of people, of any color.", "Equality between races, that's what they wanted to emphasize and promote."

They mostly associate this brand with the image the company presented until then: peace and equality, courage, positivism and diversity: "Dove products inspire confidence in your own person and that's one of the ads that reinforce this idea."

More than half accepted this statement, and the rest continued with the following:

"Because in the last few years there have been various topics on this issue of inequality between certain races, they wanted to intervene in this, claiming that the world needs to be better no matter the color of their skin.", "The Dove brand has created a certain reputation on the market and they no longer focus on promoting the quality of the product, they have a message behind the advertisement, gender equality, between races and even less are interested in promoting their product. "

It can be said that the respondents did not notice any mistake because of the image they have in mind about Dove. So they associate it with certain positive attributes and regardless of the theme of the videos, they watch at them with confidence. Another reason underlying this previous aspect is that the respondents are all part of the white race and did not consider their image to be impaired in any way if the black woman turns into a white woman.

At the question about Dove's negative examples, they all agreed that Dove is a company that has not failed so far from their point of view. One of the participants, however, has made it clear that some people might consider this offensive because: "There are several skin colours associated with the spot, and the races that believe themselves superior should not associate with inferior races."

Savana ad and its influence on respondents

The second advertising spot was Savana's. It was released in June 2017 and it is still on TV. It was a spot that the Romanians appreciated despite the multitude of taboo topics approached. Savana's advertising clip was welcomed by the focus group's respondents, mentioning that it includes several taboo topics. Thus, the following identified subjects, tattoos, concubinage, traditional family, home schooling, motorcyclists, unusual home pets, the role of the man in the kitchen, gender discrimination and the role of each in the decision-making process. Choosing from all of these, most of the respondents said that there is a misconception in our country about tattoos, home schooling and motorcyclists, and lately, in a certain political context, the traditional family is also mentioned.

The participants agreed on the product itself and said that Savana is the perfect product for everyone because of the broad market they address to and people can easily identify to one of the surprising situations: "It seemed to me that they wanted to show that the family was very

difficult and they managed to meet their expectations, even if they are bigger as every day passes. It's very interesting."

One of the reasons why it was welcomed with positive opinions and attracted attention was the use of humor and the presentation of the aspects of life in a funnier way: "It seemed funny to me and the idea of the happy ending sold it to me, I did not look at every subject to see what she was dealing with, but it humorously attracted me. They were taboo, but funny, I did not want to look beyond them, and at the end, it did not matter it was a taboo subject."

None of them thought it could bother in any way this video nor its message.

Sex discrimination

On the other hand, there was a topic on sex discrimination, which determined participants to share different opinions with each other. Thus, there were groups in which respondents were unintentionally divided: those who argue that there is no gender equality and those that claim it exists. It all started with one respondent's assertion that: "The bottom line is that the product is so good that the woman can decide. The man does not have to decide as he usually does."

The two different groups agreed on a few points: both genders can do a good job in some cases, whether there are currently doing activities that women are better at or vice versa, and the fact that women are at a disadvantage comparing to men in some situations. In support of this hypothesis, one respondent said that: "Statistics has shown that men earn more than women, men can perform better other activities than women, and even if we say women are equal to men, that will never happen."

A quarter of them agreed, and another one said that it is just an old ideology, and the performance of each one is important, continuing with the fact that he knows it because he has personal examples of women who do better than men. The men's group upset the women's group when they said women did not have the same abilities as men in many areas, such as construction, aviation and driving. The men's group also considers that: "Equality is where women want it," which caused negative comments from the other respondents.

One of the points noted in this discussion was the idea that genders do not want to reverse the roles because of the pressure of society. If someone would do what the other sex usually does, it could provoke controversy because of the fact that people "Are not quite open-minded," as all parties point out.

After discussing a few examples of ads that promote only one gender that is considered more appealing, they came to the conclusion that the portrayal of the woman in a sexual way is a taboo subject in Romania. In the past, women's campaigns were more appreciated than those with men because all respondents say that: "The female sex is more appealing", "It attracts more attention."

All respondents agreed to the following statement made by one of the participants: "If you do not like that specific product, you will associate the inconvenience with the brand. It's a minus for the company."

Race discrimination

The topic of discrimination based on race has been extensively discussed by the respondents. Less than half of them mentioned that this type of subject might not be considered a taboo topic because people have become accustomed to it and it is accepted by them, regardless of their skin color. One respondent motivated this theory with the fact that: "There are more and more ads with various races on the Internet, social networks, and so, the relationships between a black person and a white person are greatly promoted and people seem to be starting to do so, to accept it more and more".

As an example, it was mentioned the image promoted by Unicef with a heart made by a white person and a black one.

Two thirds of the participants mentioned that, as far as advertising is concerned, this issue is not very common in our country. There are very few companies that manage to produce

advertising clips that contain racial diversity. Thus, they only managed to mention the Lay's spots. They considered it a positive example. Moreover, they do not even think that there are enough clips originating in Romania. Most are the international ones. A cause mentioned by some was "low costs", but also the fact that for Romanians, the clips are not such a big influence.

As the participants have stated, they are easier to remember and the news about them travel much faster than the positive ones. In this case, the respondents mentioned the mistake made by H&M. They launched the new collection of clothes in 2017 for children, and one of the black children's shirt was written "Monkey", and people considered it an allusion to his race.

Regarding the race, the person who promotes the product also counts. Thus, the respondents considered that, for example, in Lay's ads, if someone else was in Cabral's place, the campaign could not have the same effect. This may be due to the fact that the main character, Cabral, is a popular and enjoyable person in our country and: "If it was someone I did not know, it could have changed my mind."

However, this is not a determining factor in order to say that the ad is not enjoyable.

Homosexuality

Another topic considered taboo by the participants was homosexuality. Here the opinions were divided. More than half think that these ads are okay and the others do not. The Doritos campaign was offered as an example to highlight the fact that the brand can bring together not only a man and a woman, but also two men. Although they have not specifically acknowledged, they have avoided the answer and the majority do not want to see such ads, especially if they contain explicit elements from the relationship of two men: "I think it depends on how close they are in the ad. You can usually accept up to a certain point. If they hold hands, it's ok, but if they appear in other ways, it gets a little disturbing."

However, they have said that they have not seen an ad that's about homosexuality so far. They cannot express a clear opinion until they see exactly how this subject is portrayed. Another factor that can lead them to form an opinion is the product to which the campaign refers.

Respondents said there are no such taboo campaigns paid and promoted in the social media, especially in places where it is mandatory to look at them, such as Youtube.

A quarter of them mentioned as reason for not broadcasting them on television, that they would receive fines from authorities. However, this did not prevent some companies from launching bold campaigns dealing with taboo subjects.

Finally, the respondents said that the viewer counts the most when talking about a successful campaign or not. The more open-minded a man is and a positive attitude towards the taboo has, the more chances the campaign has to be successful. Thus, in their opinion, the age and level of education matter a lot in forming opinions: "When people see taboo subjects, they consider them offensive and avoid them."

Taboo subjects and purchasing decision

More than half of the respondents responded affirmatively to this question, but there were people who did not agree. For most of them, such a ad-based decision is taken only when purchasing food and products having a low value. One of those said that it seemed normal for him to see a product on TV and go buy it because he liked the presentation, followed by another who said it was easier to buy only food because it does not imply making a heavy decision or too much loss. Thus, the respondents were divided into two camps: supporters of the advertising clips whose purchasing decision is based on them and decision-makers based on factors other than advertising.

All respondents mentioned that a taboo ad will not change their product perception and quality as long as it is something they want. They will also continue to buy the products whose spots they have just watched at the meeting. Only one person said he would think about Savana the first time when he needs paint because he liked that much the ad.

Before the focus group ended, each participant was asked to complete a short questionnaire to measure satisfaction. The questionnaire was designed on a Likert scale, addressing issues related to efficient use of time, quantity and quality of ideas, efficiency of the whole process and personal contributions, and how the group responded to his own contributions. Respondents noted that they were very satisfied with important issues such as time efficiency, personal contributions, and how others responded to their own opinions. Only two of the participants said they were dissatisfied with their personal contributions, these being two of the most silent people during the group meeting.

Finally, the qualitative research carried out had an important role in forming an opinion on consumer attitudes about taboo subjects. Generally, young people look at them with interest, but an interesting element is needed to attract their attention. Taboo subjects no longer represent a factor for the purchasing decision and have no restraint in discussing them freely. It is clear that they are not all on the same page, but, to a large extent, the general attitude is a positive and of acceptance of taboo subjects.

5. Conclusions and implications

Taboo subjects are common subjects, understood by everyone, who should not be marginalized or avoided without any relevant reason. The ease with which they are accepted is can observed in a discussion such as the presented focus group, since people are very quick to say how satisfied they are with an ad or not, and also they express their opinions freely within a group of strangers.

The main conclusion of the people who participated was that there is nothing abnormal about changing the values of the traditional family and society itself, and they are always fashionable. Advertising always attracts attention, whether messages are positive or negative. It is clear that the negative will always stay in people's minds more time. Most people have mentioned that humor helps them to keep their attention on certain clips with taboo subjects and to look at them in a positive way.

However, although they said they did not consider racial discrimination a taboo topic in recent years, it was noticed that, when mentioning this aspect, they all first thought of African Americans and said they were who they are more discriminated. There is a general belief that unconsciously there is a unanimous opinion about the idea that this discrimination against black people still exists and that is why it is often mentioned.

This focus group has helped in forming a unitary vision about taboo advertising and to be able to understand a little better what people see while watching certain ads, but also there could be found the main factors underlying a successful campaign. These include a humorous theme, the use of popular and loved characters by people, and the introduction of emotionally strong messages so that consumers can identify themselves with the presented moments. In this way, the client will empathize with the company that made the ad and, because it is a taboo subject treated at their will, the chances of purchasing the product will increase.

Regarding the purchasing decision, one cannot mention a unanimous view. Most are watching with interest and buy the products they see, but there are people who say they never watch an ad in order to influence their purchasing decision. In general, many will decide to buy lower-value items after viewing ads. For more valuable products, they need help from other factors other than advertising.

I believe that there are needed other qualitative research, such as the focus group, in which people talk about ads with an emotionally impact to determine exactly what is the attitude of older consumers regarding these images presented in a different way than those that have been shown to the respondents in this research. Alternatively, research could be done on other categories of the population, for example other race minorities, to find out whether they have a different view on the taboo subjects than the youth from the white race.

Companies may also be more daring and could use these topics in advertising. If international ads are more common in Romania, the local ones are almost missing, so it is necessary for these companies in our country to try more often to bring the taboo subjects to the clients. In this way, people would become more open minded and would no longer be afraid to talk about it. It is necessary for these consumers to learn to pay more attention to these types of videos because if they deny them, it does not mean they do not identify with them or do not understand them.

Finally, it is necessary to encourage both consumers and companies to look more to taboo topics as these are not things that people will in no way accept, but only need a appropriate way to see them. As a matter of fact, the young people in Bucharest, and not only, have a positive opinion about these clips, which means that companies can successfully use these subjects at any time to make successful campaigns that increase customer loyalty their profit.

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Shaping Advertising Through Cultural Differences

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Abstract
This research aims to shed light on the relationship between cultural differences and advertising as well as the choices made by marketers in their effort of promoting products and services in different countries. Also, it aims for a better understanding of the consumer's perceptions based on their country of origin and cultural background. The data was collected through in-depth interviews and it was directly analyzed. The data used is primary data. The respondents chosen were 8 Romanians and 10 foreign students with ages between 17 and 25. The sample was chosen based on judgmental sampling for ensuring the presence of different cultures in this study. The issues analyzed were the differences in perception on how the women are portrayed in Romanian commercials and their role in society, the degree in sexuality and nudity in Romanian commercials, the general attitude towards advertising and the depiction of alcohol consumption in commercials. The results showed that the perception of the image of women differs between people belonging to various countries, especially when age and role in society is concerned. When the degrees of sexuality and nudity in advertising are concerned, previous studies were confirmed, western counties tend to have higher acceptance levels, especially France, comparing to more eastern cultures. Regarding the general attitude towards advertising, Romanians tend to see advertising as informative while there is a decrease of time spent watching TV for people in this age interval. Also, most of the respondents agreed that they would buy a product if the commercial was according to their taste or if the product is useful to them. When alcohol consumption is concerned, regardless of the culture, the respondents agreed that drinking in a social situation is acceptable. However, there is a clear difference between western and eastern cultures, one of the reasons being religion.

Keywords: advertising, cultural differences, perception, qualitative research.

JEL classification: M37.

1. Introduction

The issue of cultural differences in advertising has been around for a lot of time, however, I believe that is requires constant research since culture is a process that is in a continuous change. This research is based on the assumption that people perceive some aspects of their environment differently and that this is also due to the fact that they are shaped by their culture. Advertising has always been seen as a tool of communication, as a mean to deliver a message. The need to shape the message in accordance to the target market made me take into consideration the need to adapt it to that specific target's culture. That goes to show that when making decisions related to marketing, cultural differences must be taken into account.

The role of advertising as a communication tool is developed in the first part of the paper alongside the reflection of cultural differences in consumer behavior and the way in which these differences shape the perception of consumers upon advertisements. Together with other four factors, culture has an impact on the purchasing behavior of the consumer.

Cultural factors have an impact on the buying patterns and it doesn't only determine a person's behavior and wants but it can also determine a person's using pattern and dispose of product. Consumer's perception about the brand is highly important because, in the long run, it can create a trust based relationship which will generate sales.

In an attempt to provide new directions and fresh perspective on the proposed subject, the practical part illustrates a qualitative research with both foreign and Romanian respondents, research that aims to further analyze the impact of cultural differences on advertising.

Indeed, cultural differences influence advertising and this was proved by this research as well. Marketers should keep in mind their existence and take them into consideration when they

develop strategies. Besides their own culture, nowadays, consumers can be influenced by other cultures as well. In today's world, intercultural exchange is something that occurs with more ease and with a higher frequency.

2. Literature review
2.1 Advertising as a marketing communication tool

Throughout the years, the definition of advertising evolved in the same time as the field did. Marketers have tried to find an inclusive definition, reach consensus in their ideas and in the same time, make sure the differences between advertising and the other marketing tools are clear. In 2002, in an attempt to solve the issue, Richards and Curran identified five recurring elements found in the definitions available at that moment: paid, present in mass media, non-personal, with an identified sponsor and persuasive. As a result of those elements, the following definition was developed: "Advertising is a paid, mediated form of communication from an identifiable source, designed to persuade the receiver to take some action, now or in the future". Being a part of the marketing communication mix, it is closely related to communication. One of the roles of communication in the market has been established by Khan in 2007 (p. 270) as being the process where two or more individuals try to influence one another in a consciously or unconsciously manner by employing spoken words or symbols. As the role of advertising in the promotional mix in concerned, Belch and Belch (2003, pp. 17-18) detailed the reasons why many marketers rely heavily on it. The first reason would be that, used properly, it can be a very cost effective way of communicating with lager audiences. Also, it can be used in creating a strong brand image and symbolic appeals for a company. Another advantage of advertising is that it can make the consumers responsive when differentiation amongst the other components of the marketing mix fails.

When implementing advertising, marketers need to use different appeals in order to get the attention of the viewer and hopefully generate a reaction later on. Seven major kinds of advertising are known as being most successful namely: fear, humor, sex, music, rationality, emotion and scarcity. (Clow and Baack, 2013, pp. 171-187) Due to these appeals, creating a customer profile is highly relevant. Using appeals that are not suitable for your target market can lead to disappointing results and a waste of resources. "For instance, if a person leads an active, varied life and is secure and stable, no amount of advertising which appeals to fears of loneliness or of being a social outcast, or to social snobbery will succeed" (Dyer, 1982)

Advertising doesn't magically convince someone to buy, it requires planning and strategic thinking. Marketers should be aware of the fact that people are usually aware when somebody is trying to persuade them and they can act in accordance to this. They can be resistant and be suspicious of the intentions of marketers (Thorson and Duffy, 2011, pp. 1-10).

2.2 The effects of cultural differences on the consumer's perception of ads

Solomon et al. (2006, p. 498) stated that in order to understand the consumption choices of consumers, their cultural context needs to be understood. He viewed culture as a prism through which individuals view products and make sense of others' way of behaving and their own behavior.

In order to have a better understanding upon how this "prism" works and how it influences the people's perceptions, a closer analysis of the culture itself is required. In 1983, Hofstede defined five dimensions of culture: power distance, uncertainty avoidance, individualism, masculinity and long-term orientation. According to him, each country scores higher or lower on the scale in the case of each dimension. This can be a major help for advertisers and can provide precious insight when it comes to dealing with a new market. Culture is manifested in the everyday life, symbols and rituals that are observable. These simple cultural manifestations provide basis for regular norms, thus, setting social guidelines (Fargher et al, 2008). Culture is

a collective phenomenon because it is shared with the individuals who live in the same social environment and with the ancestors who lived before, this is how the behaviors were learned and carried over generations (Hofstede, Hofstede and Minkov, 2010, pp. 3-26).

Because sharing the same social environment also implies having a key for interpreting social surroundings people coming from different cultures may encounter troubles in interpreting signs, thus resulting in miscommunication (Samuel-Craig and Douglas, 2006). From a marketing point of view, this is interesting because it furthermore strengthens the idea that different groups of people with different backgrounds should be addressed differently.

The priorities the customer assigns to different products or activities is determined by his culture. If a product proves itself benefic and meets the desires of the members of a culture, it stands a better chance at being accepted in the marketplace. Consumer behavior is influenced by individual and external factors. The cultural factor relates to the buying behavior which is highly influenced by the cultural background. Different segments have different preferences, for example, people belonging to the same social class tend to make similar choices when it comes to their houses, leisure time activities, holiday packages and so on. Culture is in a continuous change and therefore, marketers shouldn't just focus on the existing culture but on the changing one as well. The cultural values are dynamic, there are some factors that influence today's trends. One of them is the increased craving of entertainment, which leads to an increased popularity of leisure oriented products. Another factor can be the amount of free time the consumers have. Knowing how the cultural values shift in a society helps in the rethinking of the marketing mix strategy for the targeted consumer. (Khan, 2007, pp. 29, 46)

The cultural backgrounds of the consumers can influence the communication process and consumers may react differently to the same message. Marketers should be aware of those differences when choosing the message and the channel through which they plan to reach the targeted consumer. The ways of communication differ among people, so do the cultural background & the language. The complexity of the problem comes from the fact that the language is influenced by the culture and the other way around. Language is a key factor in communication and it has the ability to create categories in our way of thinking. This influences our judgment when it comes to what is similar and what needs to be differentiated. (Varey, 2002, p. 116)

Nowadays, besides their own culture, consumers can be influenced by other cultures as well. A global consumer culture has emerged as an effect of globalization. The bicultural identity is formed from an individual's own cultural background and the part which is shaped by the global consumer culture. This aspect is highly important for marketers as they are always faced with the decision of whether to standardize or adapt their promotion strategies when entering foreign markets (Sobol, Cleveland and Laroche, 2014). Cultural intermediaries and marketers develop a large range of styles and lifestyles for consumers with little regard to cultural authenticity and tradition. The global consumer culture may be appealing to new consumers while it faces opposition from some religious and political groups (Malhotra and Arnould, 2015).

2.3 The effects of cultural differences on the consumer's perception of ads

"Cultural differences in perception, emerge in the ways Westerners or Easterners perceive the self, versus others." (Simonson et al, 2001, Kastanakis and Voyer, 2012). Kastanakis and Voyer (2012) managed to identify a few differences between Easterners and Westerners. People in Western cultures tend to be more independent and value the "self-made" concept more. They also tend to be more individualistic and focus on their own goals and objectives rather than focusing on collective needs. Westerners are more likely to change the status of their marriage, friendship, profession, friendships, etc. when they don't feel like those relationships represent their true self anymore or don't help in the achieving of their goals. Their self-perception in

based on unique personal attributes and traits. People in the Eastern cultures value relationships more and consider themselves as part of groups such as their families. They are more interdependent and care more about how the others perceive their public self. Easterners tend to be more humble and put a higher value on other individuals' needs. They also care about the effect of their own actions on the image of the group to which they belong to.

"Perception is an active, moment-to-moment exploration for relevant or interesting information, not a passive receptacle for whatever happens to come along" (Schacter, Gilbert and Wegner, 2009, p. 129). In order to understand what "moment to moment exploration" means we should understand the perception-action cycle. The perception-action cycle mainly relies on two components: the preceptor (preceptor perceives the surrounding world by processing stimuli) and the actuator (receives information from the preceptor and based on the received feedback it takes an action). The environment is in a continuous state of change, therefore, this process needs to be continuous. The stages of this process are learning form the environment and storing the information, updating the knowledge database and predict the course of action. (kin, 2012, p. 2) Perception is important for marketing activities because the way individuals perceive the brand and the product can affect consumer behavior and the better their opinion about the brand, the higher the chances of creating a trust based relationship and generating sales.

Lin (1993) conducted a study comparing the American and the Japanese TV commercials and how the viewers perceive them. In Japan, ads present the crafting process of the product and focus on the appearance. They value harmony, consensus in society, shorter messages, music (instead of songs), celebrity endorsements, a slower pace of the commercial and the way the product is packed. In the USA, they react better to commercials displaying facts and focus on what makes the product superior. Male spokespersons are more common than female ones (whereas in Japan, the situation is opposite). Americans react to slapstick type of humor, depictions of daily life, longer messages and a faster pace of the commercial is appreciated. The author concludes that despite the differences between cultures and advertising approaches, international marketers do not have to choose between standardization and specialization but rather make use of the common grounds and integrate the similarities while keeping in mind the differences in the perception of the potential consumer. This would be an appropriate strategy for today's global economy.

Another issue facing advertising that can be influenced by cultural differences as well is the tendency to avoid advertising. People can have negative perceptions on advertising and consider it misleading. Rojas-Mendez, Davies and Madran (2009) launched a hypothesis according to which, women are more likely to avoid TV advertising through behavioral avoidance (by engaging in other activities at the same time) than men. The research concluded that for all of the three countries mentioned earlier, the gender hypothesis is supported, indeed, females displayed a higher rate of behavioral avoidance towards television advertising.

Another difference on how consumers from distinct countries perceive advertising can occur due to each country's cultural tolerance and openness regarding the degree of sexuality and nudity presented in advertising. A study concerning the cross cultural differences in sexual advertising was conducted by Nelson and Paek in 2005. The hypothesis according to which the degree of sexuality presented differs from country to country was supported. Starting from the idea that feminine societies are more people oriented and therefore show more concern for the equality between sexes as well as more sexual freedom for both sexes, the masculinity/femininity cultural value was taken into consideration. The research showed that factors such as the degree of masculinity, political regimes and personal values regarding sexual freedom have an influence in the degree on nudity portrayed in advertising. However, the researchers consider that in order to have an overall view of the situation, other factors should be taken into consideration (besides cultural factors such as masculinity levels). This

goes to show how complex the process through which the consumers form perceptions and how many factors need to be taken into consideration by marketers when choosing strategies.

3. Methodology and research

Starting from Malhotra's 2009 (p. 7) definition of marketing research, we understand that such an endeavor improves decision making and ultimately leads to the identification and solving of problems as well as helping in identifying potential marketing opportunities. Based on the previous definition, the fact that indeed, cultural factors do affect the way in which people belonging to different cultures perceive advertisements and can furthermore influence their consumption patterns and behavior, a research in this direction can provide insight and a deeper understanding on how the cultural differences influence advertising. The research aims to shed light on the way in which cultural differences influence advertising and the choices that are made by marketers in regard to the countries in which they promote products. Also, it aims to offer a better understanding of the differences in perception of people with different cultural backgrounds. In order to achieve this, previous studies regarding this topic have been analyzed and taken into account when setting the objectives of the research.

1. Differences in perception of women roles and portrayals in Romanian commercials

The way in which women are depicted in commercials has been studied by Furnham and Mak (1990) and it showed differences (as well as similarities) between different countries. For example, regardless of culture, women seem to be presented as dependent. In the USA, women are more likely to present domestic products in commercials whereas in France and the UK they are more likely to present body products. In Australia they are more likely to advertise food. The age of the women presented in the ads also differs: in the UK it is normal to see middle aged women in commercials whereas in France, the women in commercials tend to be rather young.

2. Degree of sexuality/nudity in Romanian commercials

A research made by Nelson and Paek in 2005 revealed that the tolerance threshold (when it comes to nudity in advertising) varies from country to country. Countries such as France and Thailand tend to be more open towards nudity whereas China tends to have a low tolerance of it.

3. The respondents' general attitude towards advertising

Petrovici and Marinov (2007) presented the differences between the Romanians' and Bulgarians' perceptions of advertising. Considering these differences, further research can shed more light on the matter thus it became one of the proposed research questions.

4. Perception on how alcohol is advertised in Romania

While the Romanians might perceive alcohol consumption as something usual, some respondents might have other opinions based on various influences such as culture, religion and social norms applied in their countries of origin. Not all the countries choose to advertise alcohol on TV. For example, in Jordan, all advertisements of alcohol are banned, in Spain, advertisements on spirits are banned, whereas ads on beer and wine are partially banned. In France, all alcoholic beverages partially restricted while in Turkey the only alcohol that can be advertised in beer. In Germany and Italy, alcohol commercials are based on voluntary agreements. Among the most permissive countries when it comes to advertising policies are UK, Greece, Mongolia and Romania (World Health Organization, 2004).

3.1 Research design

The chosen method for the data collection part is the in-depth interview (one-to-one meetings with each respondent) based on the need of finding out insights and the personal opinions of each respondent. The data used in this research is primary data, directly analyzed. Probing was

used in order to discover the respondent's inner beliefs, attitudes and the measure in which these were affected by their own culture.

The respondents chosen are 8 Romanians and 10 foreign students with ages between 17 and 25 years. When choosing the sample, judgmental sampling was used. (Malhotra, 2009, pp. 344-345) The respondents were chosen according to their country of origin, this judgment was used to ensure the presence of different cultures in the study. The foreign students belong to countries from Western Europe (France, Germany), Southern Europe (Greece, Italy & Spain), Northern Europe (England), Eastern Asia (Mongolia) and Western Asia (Jordan, Turkey). One important mention is that one of the respondents was born in England but comes from a Syrian heritage, his belonging to this subculture that can highly affect the opinions and perceptions.

In order to document the interviews and to store the information, the in-depth interviews were all recorded, the respondents being aware and agreeing to this beforehand. The interviews lasted between 30 minutes and 2 hours. In order to fulfill the research purpose and respond to the research questions, commercials related to the research topics were selected. Therefore, they were related to the image of the women in advertising, the degree of nudity and sexuality and depiction of alcohol consumption. In order for the foreigners to have the chance to understand and in an attempt to reduce the language barrier, all of the commercials were dubbed in English.

3.2 Results, analysis and interpretation

The interviews were conclusive, the respondents were open and cooperative. While in the case of some questions, opinions differed within the members of the same cultural group, in other cases, the answers were exact and easier to analyze. The structure followed during the interviews was semi-structured. Some particular questions were considered beforehand in order to keep the interview on track and to cover all the proposed subjects. However, whenever certain keywords were used by the respondent or there was a need for details, additional questions were asked.

1. Differences in perception on how the women are portrayed in Romanian commercial and their roles in the society

In order to find out the respondent's opinion on this matter, few commercials displaying different females in different situations were used. In one of the advertisements, the woman is presented as a videochat model. While the majority of the respondents deemed the commercial funny and unexpected, they had different approaches regarding the image of women. Individuals coming from Italy, Greece and Romania found the woman to be too old for this kind of appearance, "*not really sexually appealing*". On the contrary, the French respondents did not think so, despite the fact that in France, 63.3% of women presented in commercials are rather young. (Nelson & Paek, 2005) Also, a third of the respondents coming from Romania claim that the ad made them feel uncomfortable.

The participants coming from Jordan, Turkey, Greece and England (with Syrian heritage) had a different approach on the way in which the woman is portrayed here. The sexualization of the woman in this advertising was considered too high and "*inappropriate*"; "*this is not a good display of the woman, she could be someone's wife or mother*". This difference in perception can be sustained by the difference in religion, the higher importance assigned to it and the importance of the role of women as mothers. For example, in Turkey, 47% of the population believes that "The role of women in society is to be good mothers and wives" whereas in the Western Europe, the percentage is somewhere about 20% (24% - France, 22% - UK, 19% - Spain) (McCarthy, 2017). Also, the Mongolian respondent affirmed that "*they would never show this kind of commercial in my country*".

A second commercial presented the topic of plus size women in the context of a one night stand after drinking Bergenbier. The majority of respondents claimed that the commercial is funny

but it can be offensive towards a certain group of people: "*it can be seen as a commercial that objectifies women but it's funnier rather than being offensive*". A mention that should be made is that before going into detail and asking additional questions, the first reaction is that the commercial is funny and people generally laughed. When going into details, the majority of respondents started taking into consideration the feelings of those who could be offended by this as well as the fact that it can send wrong messages to women "*it can even affect women that are not even fat, especially young girls that lack self-esteem and women in their 20s*".

A third commercial displayed a young girl having a mature attitude. While there were some concerns regarding to the messages that this type of commercial sends to young girls and the fact that this kind of portrayal of a young girls may be inappropriate (due to the attitude and the makeup) some respondents were more open than others. Amongst the international interviewees, the most open ones who also claim that this can be displayed on TV (with small adjustments or just how it is) come from Spain, Italy, France and Mongolia. A response that summarizes the reactions of others would be that his as is "*killing the children's innocence and does not show their true nature*". In the case of the Romanian respondents, there were more people who don't consider that the commercial is so inappropriate but there were a few individuals who were clearly against it "*this commercial is disturbing and it makes me sick*". One of the keywords that appeared in this analysis was "oversexualization of children".

An interesting observation came from the German respondent who noticed that in the case of some commercials women only appear when they bring food or drinks to the table, the person justified this behavior as being something that represents a real situation which is why it was shown on TV. "*They don't think about the feminist stuff, in this age we need to be careful with this because we should try and change it*". Some respondents agreed that some of the presented commercials objectify women, however, they thought that it was not the main theme of the commercials neither was it the first thing to come to mind when watching it.

2. Degree of sexuality/nudity in Romanian commercials

Amongst the commercials that helped in determining how comfortable the respondents are with the degree of nudity and sexuality in commercials, one particular commercial that has never been on TV (because it was not approved by the responsible authority in Romania) was shown. The participants were unaware whether the ad was on TV or not. In the case of Romanians, all the respondents recognized a high level of nudity and some claimed that it made them feel uncomfortable, however, some of them would not mind seeing it on TV. In the care of international respondents, the ones with the highest acceptance of a high level of nudity are coming from Spain and France. These findings are in accordance with the study of Nelson and Paek (2005). All the other individuals would not agree with displaying this on TV. "*how did you take plaster and made it so sexual?*", "*you have to take responsibility for what you are showing on TV*". Also the idea that the ad is disrespecting towards women and is focusing on the body instead of focusing on the product came up. Most of them displayed a concern about what children can see on TV. They also think that younger people tend to be more open towards it because "*we grew up with this level of nudity, it is okay*".

3. The respondents' general attitude towards advertising

A survey done by Nielsen in 2015 displayed that the highest rate of trust in television commercials was found in Latin America (72%), followed by Africa and the Middle East (70%), Asia and Pacific (68%), North America (63%) while Europe it the most skeptical one (45%). Having this in mind, the researchers found a direct connections between the level of trust in advertising and the economic development of the country. This findings of this study are somehow supporting the research done by Nielsen because respondents from France, Germany and Italy and Spain (countries with the highest GDP values) (Word Bank, 2016) tend not to trust advertising. However, in the case of the countries with lower GDPs, the hypothesis

was not supported since in countries such as Jordan and Turkey, the response was negative as well.

In the case of Romania, the research proved that Romanians view advertising as informative thus supporting the findings of Petrovici and Marinov (2007). They consider that advertising presents valuable information about the products and "*if the advertising is not informative, it has no value for me*" Besides this, Romanians do not have a very good opinion on the advertising scene in Romania and some of them consider that it is "*based on national traditions and habits that do not represent me.*"

When it comes to the role of advertising, Romanians believe that advertising should persuade people to buy the products and to emphasize the best characteristics of the product without being too aggressive. "*If they are spamming me, I will deliberately avoid the brand*".

Overall, about a third of the respondents claimed that they do not watch TV anymore, considering it "*a waste of time*" or "*I do not want to let it shape my opinions*" and even if they do, they claim that they change the channel when commercials come up.

A difference between their preferences rose when it comes to the type of preferred type of commercials, the direct ones, serving the information straight up or the indirect ones with a backstory. The Turkish respondent stated a clear preference for the direct type, so did the one from Mongolia due to the fact that "*it saves a lot of my time*" while the one from Germany displayed a preference for the indirect type as well as a preference for the brands that use this kind of commercials. All of the respondents agreed that regardless of the level of trust in advertising or attitude towards it, they would try a product if they saw a commercial that they liked for a product that they could use.

4. Perception on how alcohol is advertised in Romania

Regarding the display of alcohol consumption in Romanian commercials, most of the Romanian as well as foreign respondents agree that displaying its use in a social setting such as a family gathering, a get together with friends is normal and it is considered a part of both the Romanian society as well as their country of origins'. All of them agree that the consumption of alcohol is only acceptable in this kind of context, while displays of drinking alone or at inappropriate hours in not a message that should be put in advertising. Connecting consumption of alcohol with the idea of family is something that is common among most countries besides the Muslim countries. While these cultures don't embrace alcohol consumption and its display, the respondents having this background, agree that even if they "*do not agree with putting family and alcohol toghether*" or "*think about children and religious people since alcohol is not a general thing*", they agree that "*alcohol consumption is a big part of Romanian culture*". A different perspective on this matter that came up during the interviews was that in the presented commercials, women are never seen as drinking but rather bringing the drinks to the table.

4. Conclusions

The purpose of this research is to provide insight into the way in which cultural differences influence advertising and the choices that are made by marketers in regard to the countries in which they promote products. Also, it aims to get a better understanding of the differences in perception of people with different cultural backgrounds. To achieve this, previous studies from this field have been presented and analyzed and based on these, four elements were discussed: the image of women in advertising, the degree of nudity and sexuality, the general attitude upon advertising, and alcohol consumption in Romanian commercials.

There have been clear differences in regard to the perception of the portrayal of women in Romanian advertising. Age was an important factor that has been taken into account by the respondents. The ones from Romania, Italy and Greece being more sensitive towards this factor. Showing women as sexual beings was considered inappropriate by the respondents

coming from Turkey, Jordan and the one with Syrian heritage. This can be explained by the importance they attribute to the role of women as mothers and wives. When the degree of nudity is concerned, the research has confirmed the previous studies, France is among the countries with the highest tolerance of a high degree of nudity. In general, the Western countries tend to be. Based on these findings, marketers can choose what type of woman (image and role) and the optimal degree of sexuality that should be used in the promotion of a certain product based on the characteristics of the target audience.

The level of trust that a nation has in advertising as well as the importance of the informative role can also prove important insight. Trust has even been considered a currency in marketing since without trust, selling the product and creating brand loyalty can be a lot more challenging. The research showed that countries with a better economic situation tend to be less trusting as well as the fact that Romanians do consider advertising informative.

Displays of alcohol consumption in advertising are considered by all the respondents, something normal for the Romanian society (despite their own opinion). The context proved to be very important. Drinking in a social context (with family and friends, at a party, to celebrate) is considered a part of life for most of the cultures and accepted as a truth about the Romanian society by the others. Knowing how the target feel about such matters can help in developing a better strategy by providing a context for the product.

When it comes to cross cultural research, there are always challenges. These can be caused by a lot of factors including the ever changing character of culture as well as communication issues and the high difficulty of data analysis that needs to be performed.

This research faces a number of limitations: the sample size and the sample profile – in order to get a better understanding of the international context, more regions should be present. In this case the sample is rather small, presenting 10 different countries. Also, the sample is constituted of students and this is itself a limitation because it doesn't offer a full picture of the situation. Besides, they cannot be considered representative for the whole population for their country since most of them live in urban areas and are currently enrolled in higher education institutions. Also, one of the respondents was shaped by two cultures and it can be a downside since he cannot be fully attributed to only one culture.

Another limitation is fact that the previous studies that were referenced in this study do not include all the countries represented in the research, therefore when comparisons were made between the findings of this study and the previous ones, the data is not totally compatible for all the countries.

Cultural bias of the researcher: even if by having this in mind, efforts were made in order to limit its effects, it is impossible to fully eliminate this bias. Probably the stage in which this bias can affect the research the most is the data analysis stage. Due to the presence of personal opinions, it may be harder to stay as objective as possible, especially since my country of origin is part of the sample.

Language barriers are present in this kind of research. The interviews were conducted in both Romanian and English. This in itself makes a difference between the interviews conducted in my mother tongue with respondent whose mother tongue is also Romanian and the interviews with the foreign students, out of which, only one is a native English speaker.

Method of data collection – the data was collected via in-depth interviews. An upside of this method it that a high response rate but a major downside can be the loss of anonymity. Therefore, some respondents might feel ashamed to respond with honesty to some questions, especially since this research touched some sensitive topics.

For future research, I would recommend a larger sample that can offer an event better insight on this subject. Despite the loss of anonymity I still believe that the interviews are the best way of data collection for such a study. Another method could be the focus group but there is a risk that the participants would influence each other and thus, alter the results of the research. Also,

an interesting theme that can follow this one would be an analysis of the global consumer culture and its effect of cultural differences,

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The Role of Marketing Communication for Creating the Ryanair's Image, from Consumers Perspectives

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Abstract
The marketing communication represents a defining element of the relationship between the organization and costumers, being highlighted through the need to ensure a continuous informational exchange, that can be made through different techniques and methods, in order to achieve the necessary communicational objectives for maintain the relationship wellness of the two entities. These premises have led to the need of identifying the role of marketing communication for creating the company's image, from consumers perspectives, thing that have determined to establishment of a qualitative research, through which it can be observed the costumers' attitude on the company's image and also on the motivations to purchase. This study was conducted on a target group of low-cost consumers, made up of those who have already used the Ryanair's services and also those who have not had the opportunity, so far. The respondents have been selected through the snow ball sampling method and then they took part in individual in-depth interviews. The results of our qualitative research have proved that the communication policy is placed on a secondary plan and the main acquisition criteria are the offer's price and the services' quality. It cannot be neglected the communicational utility, but the importance of financial considerations is strongly felt. An outstanding part of the research have pointed out that the communicational policy is not an acquisition criterion, but its purpose is to bring into customers' attention the services and the positive aspects of the company that can different it from another.

Keywords: Marketing communication, Promotional techniques, Brand image, Consumers' behavior.

JEL classification: M31, M37.

Introduction
The marketing communication represents a component of marketing activity, due to the fact that: even though the marketing specialists manage to concept good policies of product, price or distribution it is necessary that these to be correctly transmitted and in time to consumers, otherwise it cannot be perceived the essential, the values and the exact message that was actually wanted to be communicated, with the purpose of raising the consumers interest. Therefore, achieving a good well thought communication policy, defined as a "consistent and correlated communication program" (Kotler and Armstrong, 2004, p. 678), always adapted to the requirements of the dynamic environment of economic market and made up of functional assemblies of communication systems, it become necessary in order to build customer relationships, that ensure the achievement of all marketing objectives.

Literature Review

1. Marketing communication
Making a briefly review of the literature on marketing communication section, it was highlighted that authors like Popescu (2003, p. 17) consider that the marketing communication can be defined as "a mix of four elements (advertising, personal sales, sales promotion and public relations), or specific messages, elaborated in order to evoke some points of view, feelings or behaviors; the marketing communication fulfil to a certain situation and it is a part of the marketing mix, along with the product, the price and the distribution". Noting that the marketing communication process is more complex than this and it cannot be simply summarized with a mere conceptual equality with promotion, the specialists (Popescu, 2003,

p. 23) point out to main forms of communication in marketing: promotional communication and continuous communication. The main difference between these two is the way to the consumer. Thus, it can be detached two distinct, but complementary directions: the first form of communication has a temporal character, manifested through the marketers' wish of transmitting an impulse to the customers, with the purpose of reaching an objective (sales growth, raising the company's notoriety, etc.) and it is made by using "the promotional techniques: advertising, sales promotion, public relations, personal sales and direct marketing". By the other side, the continuous communication uses representative elements of the organization, which have a continuous and stable character, named in literature as "continuous communication techniques (brand, design, package)". The main role of these is to maintain the uninterrupted connection with the consumer, by transmitting the value system and organization's objectives, without the involvement of the marketer and only just through the continuous character of these elements. Therefore, there are some significant differences between these two communication techniques – promotional and continuous – that, even though help the company to achieve a wide range of objectives, they express different manifestations in time.

More authors mention in literature the importance of promotional activity, designed as a promotional mix (due to the complementarity of the promotional techniques) and, in the main time, they put accent on the fact that the choose of these techniques included in the mix should not be randomly made, but considering the best way to transmit the company's values in order to create a nice relationship with the costumer. Also, it is very important to concentrate all these elements into an integrated marketing communication, with the purpose of providing a clear and credible message (Armstrong and Kotler, 2016, p. 372).

2. Promotional and continuous communication techniques

Through all the communication techniques mentioned before, the three more remarkable could be the advertising, the public relation and the brad. In some authors view, the advertising is considered "the nerve of communication policy of the organization" (Piquet, 1983, quoted in Balaure, 2002, p. 487). Others (Percy, 2014, p. 78) consider that the main appropriate advertising's definition is the one that take into consideration the action of the consumer who turn himself towards the product that is promoting, after contacting the advertising materials. Moriarty, Mitchell and Wells (2009, p. 57) admit that regardless of the form, the advertising is materializing like a significand method of delivering to consumer a persuasive message about the brand, through which it will be deeply settled into consumer's mind some positive believes and experiences, which will conduct to the decision of acquisition.

Moreover, another important promotional technique is represented by the public relations. These have been considered "a management way of communication between organization and customers" (Khodarahmi, 2009, p. 529). Also, it is believed that the PR activity is the "planned effort for establishing and maintain the well-being and mutual understanding between the organization and the consumers. More exactly, the role of PR activity, as a component part of integrated marketing communication, highlight the fact that the public relations can be constitutive as an elementary instrument of constructing the brand and creating a "relevant marketing content that can attract the costumers towards the brand, more than delivering some messages" (Armstrong and Kotler, 2016, p. 398).

3. Brand image

Furthermore, the brand image is another meaningful element of promotion. Authors like Percy (2014, p. 61) consider that the best definition of brand image can be made by asking the question "How is the company perceived in present?". Lee, Lee and Wu (2011, p. 193) analyze the brand image as a set of perceptions as the brand is interpreted by consumer's mind. Popescu

(2003, p. 50) add the brand image is considered to be in literature like an "ensemble of objective representations (facts, material characteristics, results) and subjective (attributes, symbols) perceived by an individual about a product or an organization". From these definition we can mention the three types that a company image can take: the wanted image (which is created by the company according to its marketing objectives and that can be made as a differencing advantage to the detriment of the others companies), the broadcast image (which is made out through every single activity of material branded by the company, as a way of promotion) and the formed image (the one that coincide with the public perception, whether we discuss about customers, distributors or providers).

Additionally, the relationship between brand image and consumers' perception is another important aspect that should be analyzed. In other words, by determining the status of this relationship, marketers can find out the level of knowledges of the costumer regarding the brand and, eventually, even the consumption level (Sasmita and Suki, 2015, p. 279). In literature (Shimp, 2003, p. 35), the main element that reflect the consumers' knowledge about the brand is brand notoriety, described though the level of recognition and reminding the brand image. These are possible in the moment when consumer associate the brand with some favorable characteristics, feelings or experiences.

Taking these into consideration, we can mention that the consumer's brand loyalty is defined through his high level of knowledge and the positive attitude.

Methodology and Research

The applicative field of the research is represented by the low-cost air transport services sector and especially by the Ryanair's communication policy, which have proved an exciting and controversial style of communication, during its activity in the business. Thereby, it will be interesting to highlight if the company's communication marketing efforts, made with the purpose of creating such an original image brand, have a directly effect on consumer choice of using the company's services. This fact is going to be observed by making some in-depth interviews on consumers, which will provide the real motivations and attitudes which lead to choosing the company in the detriment of another, from the same sector of services.

The targeted group of consumers for our qualitative research is made up of persons which have used low-cost air transport services, from Ryanair or other companies. The respondents have been chosen through the snow ball sampling method. According to Cătoiu (2009, pp. 525-526) the foundation of this method is directly linked to the researcher activity of selecting persons that meet the specific research's criteria. In this case, the respondents are formed by low-cost consumers and Ryanair's customers, who, after being interviewed, they will recommend to the researcher other suitable persons, who will also take the position of a respondent. Thus, the sampling number is going to grow through the recommendation system, exactly as the way of making a snow ball. The number of interviews will stop at the moment when the researcher's gaps will be field.

Regarding the research objectives we can mention the following:
- Identifying the respondent's perception about the "low-cost air transport" notion.
- Determining the notoriety level of the low-cost companies that activate on Romanian market, being them used or not.
- Determining the methods of information used by respondents, in order to know the low-cost services' offer.
- Identifying the respondent perception regarding the Ryanair communication policy.
- Identifying the way that no favorable information transmitted through media, can affect the acquisition decision.
- Recognizing the decisional elements of the offer regarding the acquisition.

- Determining the acquisition motivations and the respondent's attitude towards fly conditions, supplemental or auxiliary services, flight staff, the importance of destinations, the price, for low-cost companies in generally, and also Ryanair.

Considering these objectives, it was made the interview guide, which contains discussion themes that followed the identifying of perceptions, motivations of acquisition, level of information regarding the low-cost companies on the Romanian market, ways of information regarding the low-cost services offers, attitudes towards communication policy and influential factors regarding the acquisition decision.

Analyzing and interpreting the results

Taking into consideration the guide interview structure, we can keep the subjects' order while presenting the results. It can be admitted that the respondents' perception about the low-cost air transport services is a good one; the majority answered that the low level of the price is the main reason why they choose this kind of transport (ex: "It helps me save some money when I go in a holiday trip; I prefer spend those money on other holiday's activities").

Also, the respondents mentioned some advantages (low prices, wide variety of destinations, the flexible schedule) and disadvantages (meeting some other passengers with an inappropriate behavior, the lack of comfort, quality of services) of the low-cost air transport services. All these determine the decision of acquisition, so we can consider them part of the motivational system.

Regarding the ways of information, it was highlighted that the most known companies in this field are Ryanair, Wizz Air and Blue Air, but even though some of them reminded about the very low offer of Ryanair with 9 €, the majority admitted that Wizz Air communication policy is more elaborated and present on the market through different media channels. Moreover, all the respondents claim that in the first place they use online methods in order to check the air transport services offer, but they also consult their families and friends' reviews. In connection with that, there were distinguished two categories of respondents regarding the company notoriety: the ones that know the company and they already used it, and the ones that know the company, but did not used it.

Being asked about the form of communication of Ryanair met in online or offline field, the majority mentioned the social media platform (Facebook), online banners that send directly to official/ specialized web site, newsletters, online press media, tv/ radio ads or street banner. All these types of communication were created as un offer of services, that highlighted the low price and the best offer. The intensity or the lack of these forms of communications determined the respondents to confess that: the Ryanair communication policy should be more visible and maybe a little bit aggressive, but others consider it optimal and some others – annoying. Therefore, in generally, the company did not attract the consumers' attention through the mix of communication, but during our research, we presented them some news from media regarding the company, in order to see their perception of the company activity, like: different declaration of the management department ("Brands don't need to be loved to win over consumers", "We are nice but only nice enough"), some social context that the company used to stand up with their low price offer ("We are not the only one who piss on the competition", Flight attendant charity calendar in bikini) or different decisions regarding the fly conditions that media claim to be next on the list (adding more sits in planes, but removing one/two toilets, creating some special places for traveling standing up). The respondent's perceptions have been different, but more than have of them admitted that they would not refuse to use the company again, because of this news in media, for them the most important thing being the offer and the flight conditions.

After that, being asked to associate a word with the company, the respondents used some syntagma that reflect a very positive way of thinking: holiday, cheap flights, contentment, comfort, safety, unicity, a middle way, efficiency, ambitious, promptitude.

Remaining in the policy communication field, we asked the consumers how do they consider that the media influences can affect their decision of acquisition and the respondents split in two groups: the ones that admitted that they are not influenced by media news, especially if their own experiences with the company are good, and on the other hand, the ones that analyze and appreciate the companies also due to the media activity. The first group was the majority, so this continue to support the conclusion that the marketing communication Ryanair policy is placed on a secondary plan and the main criteria of acquisition are the price and the quality of the services. It is not annihilated the utility of communication, but it is strongly felt the importance of the financial elements. Therefore, we sum up admitting that even though the communication policy is not an important criterion (of acquisition), its role is to bring the services' package into the eyes of consumers and, also, in the same time to present the brand image that the company is promoting and not the only that media might be trying to create.

Conclusion

The purpose of the actual research was to determine the consumers' perception about the role of marketing communication in creating the brand image. The research conducted us to the result that the Ryanair image is built on the base of the marketing communication that the company implemented through different media channels which promote the offer of services and the passengers' comfort thanks to flight conditions, flight attendant attitude, the variety of destinations or the schedule flexibility. Also, the company brand image is defined by the media activity, like PR campaigns or different declarations that relate and transmit the company's value system.

Therefore, even though the company notoriety was lifted by the detached and exciting style of communication characteristic, it is very important the way in which it is administrated to consumers (in small and rare doses), because otherwise, even though the negative promotion is a way of raising the company notoriety, on a long term it does not represent an advantage considering that the bad characteristics will follow the company reputation.

As a series of improvements, we can recommend the following aspect mentioned by the respondents: a more visible communication policy in media (TV ads), raising their notoriety through valuable characteristics of the company and not through some activity that might cause some contradictory perceptions or divergences between the company and the competition.

This is way, we can affirm that the actual research conducted at a high level, it could represent a way though which the Ryanair would have the chance to receive an analyze of its own activity, that would highlight the negative, wrong made aspects or the forte points. Doing this the company will improve its own communication policy and also the product policy, considering the best ways to deliver the fairest offer to consumers.

Concluding, the Ryanair communication policy helped to creating the brand image of the company between the consumers, but its actions need a more careful thinking and more moderation, in order not to scare or drive away the consumers by this original style, that might affect. The consumers' wish, as the research reveal, can be summed up to nice, more visible and original campaigns (on TV or streets, not only online) and declarations worthy of a company that wish to position itself in the top of the low-cost air transports companies.

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The Impact of Unconventional Marketing Communications

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Abstract
The following article is going to review the meaning and methods of implementation of the concept of unconventional marketing communications. There are going to be discussed in further detail the starting point, namely the concept of guerrilla marketing and the four tools derived this concept, namely ambient marketing, ambush marketing, stealth marketing and viral marketing. These under-researched methods are important for the future of marketing communications as they represent a new way of using classical communication tools in a way that better appeals to the modern consumer. These methods appeared as a reaction to the changes in communication, technology and consumer behavior to facilitate the way in which companies and brands are spreading their messages and to present said messages in ways that better fit and impact the modern consumers. The differentiation point of what this article classifies as unconventional marketing communications is that not only the message should be of extreme importance and developed creatively but that the place and manner of implementation of the campaign should be unexpected and stand out in the eye and mind of the consumer.

Keywords: unconventional marketing, guerrilla marketing, ambient marketing, buzz marketing, stealth marketing, viral marketing, ambush marketing.

JEL classification: M31.

Introduction

Story (2007) discusses how filled up by ads the modern world became as it mentioned that the average person was exposed in average to 5000 advertisements every single day . Sanders (2017) further explores this affirmation through mathematical estimations and underlining a crucial aspect of the problem, the environment where the prospective customer spends most of its time. He explains that a person who works outdoors will see far less promotional messages, as outdoor advertising is less frequently encountered and more expensive, that a person which spends most of its time online, where the media is cheaper and allows for a larger variety of ad implementation. Elliott (2017) offers an estimation that the average Internet user is exposed to 11 250 ads per month his point being that ads should get smarter and more innovative and not more frequent and therefor annoying. He further outlines that while there are some ways from the consumer's side to block unwanted communication this represents a major issue for companies as annoying the prospective customers is not the way of building a customer base and good relations with them.

This is where unconventional marketing communications come into the equation. By nature, unconventional marketing communications should be designed to surprise and entertain the prospective consumer allowing for the message, brand or product to be better received and later remembered.

Saucet (2015) agrees that when discussing unconventional marketing communications, it is hard to come across one generally accepted definition of the concept. So, by unconventional marketing communications we can understand any form of commercial communication that is out of the ordinary either by message, combination of media channels, implementation manner or overall concept and which aims to achieve conventional, Kotlerian marketing objectives through unconventional methods at the smallest cost. Further on, Saucet (2015) explains that the term Levinson (1984) introduced, "guerrilla marketing" became an umbrella term for every technique which falls under the criteria of involving small financial resources and aims to generate great results.

The reason why this article investigates these techniques is that they have been present on the market long enough to have some form of research behind them but not long enough to be clearly and coherently explained. There is no denial that B2C communications are changing and this particular cases have proven to offer good results which have great potential to become major future trends. Campaign creators may often implement some of these elements but still, there is not much research or specialty literature to better explain them and so, these campaigns usually remain random cases and little attention is paid to them after some time. The rational thing would be for these unconventional campaigns to be categorized and researched in order for these methods to be improved. Of course, that what falls under this category of unconventional communications should have some degree of novelty, differentiation and creativity but there should be some guidelines drawn as to keep an eye on the evolution of these aspects.

This article attempts to explain these techniques and to draw some attention towards their history, evolution, scientific review ,ways of implementation and results.

Guerrilla Marketing
Nufer (2013) presents how the term "guerrilla" comes for the military field, being a diminutive of the Spanish word "Guerra", meaning war. He further explains that the concept was adapted into the market long before it became an object of interest for academic literature. Levinson (2007) defines guerrilla marketing as a solution for entrepreneurs with low budgets but with great imagination and creativity as this concept encourages the creation of impactful campaigns with regard to smart investment of monetary resources.

Wendland (2016) explains that there are studies which can depict how marketing communications media changed over the years 2005 and 2009 and how television and radio advertising decreased while ambient and viral marketing registered important rising percentages as an explanation to rising importance of guerrilla marketing as a complementary tool to the classical promotional mix.

Hutter and Hoffmann (2011) discuss the nature of the concept and which are the main effects of such campaigns stopping at three main ones : Surprise, Diffusion and Low cost.

The surprise effect is connected to the unconventional nature of guerrilla campaigns, as avoiding processing the message of an unexpected advertisement is nearly impossible for the surprised consumers (Johnston and Hawley, 1994). Hutter and Hoffmann (2011) explain that the diffusion effect is connected to the fact that guerrilla marketing manages to expose more consumers to the advertising message without increasing the cost of the campaigns through the fact that consumers will be more likely to share something that captured their interest, therefor generating WoM and EWoM. And about the low-cost effect, they state that it refers to many marketeers' strategy of desiring to increase the number consumers exposed while also cutting costs.

One important thing to consider when discussing guerrilla is that the impact and influence of such campaigns depends on different variables like the company's type, the sector in which it activates and the kind of product(s) it aims to promote (Hutter and Hoffmann, 2011).

Considering the lack of clear definitions and the blurred lines there are several techniques that emerged form guerrilla marketing, some generally accepted, some considered to have emerged separately. As Nufer (2013) mentions there is a lack of clarity in the available classification of the subject.

Saucet (2015) categorizes four main marketing techniques that emerged from guerrilla marketing, namely: Ambush marketing, Viral marketing (also known as Buzz Marketing), Stealth marketing and Ambient marketing.

Nufer (2013) splits guerrilla marketing into four categories as well but in a different manner. In his classification it can be found the following: I) Infection guerrilla marketing which is

comprised by vital marketing and guerrilla mobile marketing; II) Surprise guerrilla marketing consisting of ambient marketing and sensation marketing; III) Ambush marketing and IV) Low budget guerrilla marketing which is more of a category that gathers special examples from the three before mentioned ones.

Wendland (2016), who reinforces the lack of information and clear grouping of sub emerging elements on the matter, proposes a different categorization of general promotional mix tools. As it is presented, there are conventional and unconventional measures in a 'above the line' and 'below the line' classification. The 'above the line' concept refers to promotional tools which consumers can identify immediately. Television, online, outdoor, print and cinema advertising are above the line and conventional tools. Event marketing, sponsorship, public relations and direct marketing are below the line and conventional tools, while guerrilla marketing remains a below the line and unconventional measure. This categorization was previously discussed by Egan (2007, p.11) which explained that 'above the line' is a term used to refer to advertising while 'below the line' represents all other marketing communication tools. Furthermore, he explains that the 'line' concept is rooted in the way advertising agencies used to invoice clients back in the 20th century.

DeMers (2016) depicts the strong and weak points of guerrilla. On the strong side this strategy allows distinction from competitors for the implementer, may decrease consumer's hesitance towards trusting the advertised message, allows for creative liberty in campaign design and has a higher potential for becoming viral. The drawbacks and risks are, however, considerable as guerrilla requires a lot of time spent on brainstorming, planning and implementation, it has a high degree of unpredictability and misinterpretation and its results are rather difficult to measure.

On the aspect of misinterpretation, DeMers (2016) exemplifies the Boston Mooninite Panic back in 2007. Chapin (2013) presents the incident when the Boston Police Department mistook an electronic device with multiple LEDs modeled after an Aqua Teen Hunger Force (American animated series) character for a bomb and generated media frenzy.

The main tools of unconventional communications
I) Ambush Marketing
Welsh (2010) states the essence of the term he coined back in the 1980's as a promotional tactic through which a company or product can get the chance of being in the consumer's attention during an event through different creative ways without paying to become an official sponsor of the event.

He clearly explains that ambush marketing does not involve taking advantage of sponsored properties without paying the associated fees but rather finding a way to occupy the thematic space of a competitor's sponsoring the event. On further emphasis, he states that ambush marketing is a sign of healthy competition which leads to sponsored properties becoming more valuable, therefor benefiting the organizer and the event.

 Herzog and Nufer (2014) emphasize that this technique can lead to great results for significantly smaller costs compared to other ways and explains that ambush marketing's objectives can fall under one of three categories being: I) economic: generating sales, increasing market share, profit; II) psychological: improving brand image, increasing attention and gaining awareness; and III) competition-orientate: weakening competitors' image.

Ambush marketing can either be done directly, meaning that the advertiser misleads consumers through its marketing activities to believe that it is officially associated with the event in cause or it can be done indirectly, when it only tries to imply affiliation without making a specific claim for association with the event.

Important sports events are the main environment where ambush marketing is usually put into practice, the first time when this form of marketing appeared being 1984's Los Angeles Olympic Games.

The views' regarding this practice are splitted up some considering it unethical and in some situations even illegal while other perceive it as a clever approach on engaging in healthy competition.

Culf and Harding (2006) present one of the most memorable ambush moments in history, when in 2006 during the World Cup FIFA had to ask Holland supporters to take off their patriotic orange lederhosen shorts which had the logo of Bavaria, Dutch brewer, while Budweiser was the official sponsor of the event. Many participants were enraged by this move as they considered it an overstep from a sponsor to impose limitations on what they can wear at the event and considered that their pants represented the national heritage of Netherlands by the specific orange color.

Louw (2012, pp.93) explains that ambush marketing has the possibility to be implemented to any type or size of event, not only sports related, but also cultural, social, or even, political events may be subjected to such ambush campaigns.

Cornelius (2011, p.13; p.20) discusses the important difference between unlawful ambush marketing and parallel marketing. Parallel marketing refers to the context in which the marketing simply happens during the event without any special intention to coincide. In order to differentiate between these two concepts, the author proposes to have an imagination test and to take the advertisement out of the event's context and reimagine in a day-in-the-life scenario. If the message of the advertising maintains relevancy, appeal and coherency then it is parallel marketing. Otherwise, we are discussing about ambush marketing and the message won't work outside the designated context.

II) Stealth Marketing

Roy and Chattopadhyay (2010) emphasize that there is no official definition of the concept provided yet and explain that the term of stealth marketing refers undercover marketing, meaning that the marketing action in process it not recognized as marketing by the target audience. Martin and Smith (2008, p.45) define stealth marketing as the implementation of marketing practices which fail to accurately portray or explicitly present the connection to the producing company or message sponsors.

Kaikati and Kaikati (2004, pp.7-9) explain that the popularity of the concept derives from three factors: I) the increased criticism of advertising in the last decades; II) the very fragmented consumer market that we experience nowadays which is becoming more costly and harder and harder to reach regardless of its size; and III) the ad-skipping ability consumers gained through different technological devices. For the third factor the authors discuss DVRs and TiVo but considering that their article came out more than a decade ago, the discussion when it comes to television is no longer centered around recording devices but rather around online streaming options.

As one of the most significant examples of stealth marketing, Martin and Smith (2008) present a stealth marketing move from 2002 created for Sony Ericsson for the launch of its T68i camera phone when 60 actors were hired to pretend that they are tourists in ten cities across the United States. The campaign consisted in the 'fake tourists' asking people to take their photo near various touristic attractions with the newly launched device and with this having the chance to 'share' information about the phone and allow them to experiment with it. When this move was uncovered by the media and criticized for being misleading, company officials justified that it is common for people to exchange information about product in their day to day lives and that the actors were instructed to mention their affiliation if explicitly asked.

Kaikati and Kaikati (2004, pp.9-15) present the six main stealth techniques present on the market: I) viral marketing; II) brand pushers; III) celebrity marketing; IV) bait-and-tease marketing; V) marketing in video games; and VI) marketing in pop and rap music.

Jumping over viral marketing ,which shall have a dedicated and more detailed presentation, Kaikati and Kaikati (2004, p.10) explain the term of brand pushers as hired actors who approach consumers in day to day situations, in popular and highly frequented locations and expose them to well concealed commercial messages.

In the case of celebrity marketing, we can consider the case of celebrities which disguise product promotion under the form of interviews where they discuss various health problems to which the product in case was helpful (Kaikati and Kaikati, 2004, p.12).

About the bait-and-tease technique Leigh (2002) offers the most relevant example of Mercedes Benz's 'Lucky Star' campaign. This campaign was a faux trailer film which was shown in cinemas and on television in the United Kingdom in the summer of 2012 and actually managed to make the viewers believe that it was the teaser of a real movie, when in fact it was a cleverly disguised ad for the new Mercedes SL, a car priced at the time at £92,000. The production was directed by the distinguished director Michael Mann and featured awarded actor Benicio Del Toro.

When discussing video games, it is well known that the best of them frequently display logos and products of real companies to design a more authentic and lifelike experience for the player. Kaikati and Kaikati (2004, p.14) state that video games have become a second showroom and a virtual design studio for automobile producers.

About marketing representation in pop and rap music, Kaikati and Kaikati (2004, p.15) refer to songs in which musicians evidently mention important brand names and even display brand logos in their music videos as part of a collaboration or as a way to promote a certain type of lifestyle.

Roy and Chattopadhyay (2010, p.74) present two more particular aspects of stealth marketing: one of them being the rebranding of various companies for various purposes as to improve their image and the second one being the 'flogs', meaning fake blogs sponsored by companies to promote the product and present it in its best light possible.

Martin and Smith (2008, p.50) emphasize that stealth marketing should only be used when the product promoted can deliver a superior experience compared to what it is depicted thorough advertising, for consumers to truly share between them truly positive and relevant impressions.

III) Ambient Marketing

On defining ambient marketing, Luxton and Drummond (2000, p.735) explain that due to the newness of the concept and to the little scientific research on the subject, no official definition can be offered. They define the concept of ambient marketing as: 'The placement of advertising in unusual and unexpected places often with unconventional methods and being the first or only ad execution to do so' and put special emphasis on: 'Newness, creativity, novelty and timing are key themes in Ambient advertising'.

Shelton, Wojciechowski and Warner (2016, p.78)'s research's results showed that that the term in this context was not recognized by professionals and that the younger generation considered the guerrilla approach outdated.

However, as Luxton and Drummond (2000, p.735) underline, their definition has some constrains in terms of time, location and execution as terms such unexpected, unusual and unconventional change their meaning from one day to another as new ideas emerge and are put into practice.

Saucet (2015) clarifies some aspects regarding the commonly encountered misinterpretation of ambient and street marketing. As it further explains, ambient focuses on interactivity and it includes most advertising forms while street marketing's roots are represented by the

distribution of flyers and brochures. Hutter and Hoffmann (2011) explain that ambient marketing is the guerrilla alternative of classical outdoor advertising which approached an area that used to be free of advertising in order to better reach target groups.

Shelton, Wojciechowski and Warner (2016, p.70) present the term of ambient marketing as being coined back in 1996 by Concord Advertising, an outdoor advertising British agency, when it was faced with a massive request from clients for innovative campaigns. They further state that ambient uses the urban consumer's surroundings to create cheaper and more impactful advertising.

As an explanation the fast development of this form of marketing, Gambetti (2010, p.39) lists several vital factors such as: cost effectiveness, the ease of impact measurability, overall high engagement rates, specific targeting and proximity to point-of-sale and further explains that this media is fast developing due to the fast expansion of cities due to urban migration which lead to longer commutes to the workplace.

Luxton and Drummond (2000, p.736) explain that while ambient can be associated with out-of-home advertising and both have relevant similarities, ambient is usually used in association with other tactics.

Saucet (2015) offers an interesting ambient example from 2009 when Hubba Bubba, the chewing gum brand, displayed an outdoor ad which emphasized the brand's claim of selling the world's longest chewing gum. To the classical form of an outside ad, an oversized element replicating the advertised product is attached as to increase visual impact on the consumer and make it remember the brand and associate its claim with its name.

What it is important to be remembered about ambient marketing, as Luxton and Drummond (2000, p.735) emphasize, is that every aspect of the outside environment is a potential advertising medium and that this concept is fluid, having the possibility to adapt over time to all trends and changes on the market and the advertising industry.

In Romania , for example, have been some interesting implementations of ambient marketing. One of the most memorable ones was realized by McCann Ericsson Romania for the mobile communications provider Vodafone in 2012 and was entitled 'Biblioteca digitală Vodafone' (' The Vodafone digital library'). The company teamed up with the publishing house Humanitas in order to create something unique by offering Vodafone subscribers that passed by Victoriei M2 metro station free access to download fragments of 49 eBooks and 10 audiobooks of the publishing house by the simple scan of some QR codes displayed all around the stations on library shelves like posters. This approach was impactful, as though creative advertising is not unusual in that particular location, this type of approach was the first of its kind. The location choice fitted the target consumer of the company perfectly, as that particular metro station is a hot point for students and white-collar professionals which switch lines there to go to the business area of the city or to various universities

IV) Viral marketing

Kotler and Armstrong (2017, pp.519-520) explain that viral marketing is the digital version of the classical word of mouth implemented through various digital forms of content and rich media which are easy and attractive to share between users.

Rollins, Anitsal, and Anitsal (2014, pp.2-5) depict that this phenomenon existed long before modern media and had as predecessors' buzz marketing, word of mouth and online marketing and that it has a considerable degree of unpredictability as it depends on consumers' abilities to receive and interpret the message. In authors' view, buzz marketing refers to attention capturing marketing communications created by companies, word of mouth marketing refers to consumer created, and shared opinions and online marketing refers to online advertising.

Moreover, they classify two categories of viral content: consumer-initiated viral content which is related to peer to peer recommendations; and business-initiated viral content which compared to regular advertising focuses more on interactivity and humor.

Haryani and Motwani (2015, p.50) present the fact that viral marketing is a more effective tool compared to traditional word of mouth and that consumer generated materials play a very important part in the purchasing decision process as more than 50% of users are influenced by such content.

Belch and Belch (2018, p.151) define viral marketing as: 'propagating marketing-relevant messages through the help and cooperation of individual consumers. Their definition though it doesn't specify the online element of the concept emphasizes the importance of sharing between various members of a social network. They further explain that there are three major factors affecting the success of a viral marketing campaign which are: the message, the sender and the receiver and the particularities of the social network used to share the message.

In Harvard Business Review (September 2015) are discussed the factors that lead to a video becoming viral. Behind these factors are concluded the ten most important reasons for the decision of sharing content through social networks. The most important five ones were: opinion seeking and validation, display of shared interests with virtual friends, social utility, the desire to interact with online friends and the desire to start a conversation. Further on it is presented the fact that around 18% of internet users share a video weekly and around 9% daily, this splitting online users in two categories: super sharers, which are responsible for 82.4% of all shared content and regular sharers, which share 17.6% of all shared content.

Kaikati and Kaikati (2004) emphasize the benefits of viral marketing, them being the fact that compared to other methods it is relatively inexpensive and has the potential of reaching large audiences within the target group in a relatively short period of time.

Berger and Milkman (2012)'s research concluded that in terms of which type of content is more frequently shared, negative content becomes more viral than emotionally void content, but positive content is the most and the fastest spreading type of content. This finding might be biased as it is unknown whether people are sharing the type of content more frequently encountered online or if they do share things based on personal preferences. However, it is certain, that high-arousal emotion evoking content is significantly more likely to be distributed than relaxed ones. Rollins, Anitsal, and Anitsal (2014) explain that consumer's viral content perception is almost all out of the marketeer's control abilities as each consumer adds its own bias when spreading the message and the message may gather new dimensions when added sharer's subjective interpretation.

Further on, they present that in order for the content to achieve viralization, the right online channel should be selected for distribution, as each channel has its own profile and limitations, meaning each channel has a different popularity degree, method of sharing and associated culture.

One example of successful viral marketing implemented in Romania is represented by Leo Burnett Romania's for Telekom Romania campaign 'Vloggers Swap' which gathered various important vloggers with different audiences and encouraged them to switch lives for a day and a video.

Data was used to identify the audiences of the country's most influential vloggers and then swap pairs were decided regarding the type of content of the vlogger and its perspective and opinions so as the swaps would have maximum impact. The most viewed ones were the switches between bisexual world-famous choreographer Emil Rengle and Dorian Popa, Romanian celebrity known for the machomen image, and the one between popular rapper Deliric and 17-year-old You Tube sensation Selly. Many other vloggers were involved, and the entire point of the campaign was to showcase diversity and generate buzz for the company and the vloggers involved, as almost 500 000 viewers also started to follow both vloggers. All-

important Romanian news outlets covered the campaign, from printed magazines and newspapers including their websites and social media accounts to prime-time news.

The official results were that the campaign reached 85% of Romanian millennials, the videos were trending on You Tube's Top 5 and that the overall number of views at the last official count was 9 million and a half, on social media more than 30,000 positive comments were last counted , hundreds of thousands of likes, and millions of impressions gathered, all these with 0 media spending (Spataru, 2018).

Conclusions

As it can be noticed , most terms belonging to unconventional marketing communications have been present in the market for a decade or more, have no major research or further explanations to back them up and to help marketeers better understand, categorize and implement them. As presented , guerrilla marketing is the mentioned starting point of this kind of communication and one certain thing that can be said is that it has no limits in terms of creativity or ways of implementation. There are no well-defined lines in term of what guerilla actually is but there are several characteristic of guerrilla communications: it's clever, unexpected ,cost effective and it captures consumer attention and media coverage. The tools presented under guerrilla, namely ambient marketing, ambush marketing, stealth marketing and viral marketing may not be the only ones belonging to the concept but are the ones most frequently used in recent years and the most review from a scientific point of view. There are unconventional marketing campaigns that can combine two or more of these presented techniques as they use multiple promotional mix tools in order to implement the campaign on several methods .

The main advantage of these techniques is that with a little creativity a brand can distinguish itself from competitors and create a more impactful and authentic image in the mind of the consumers. Basically, by creating and gathering a unique and outstanding mix in terms of media, message and manner of implementation the campaign will most likely gather more attention than a classical one. This is also a solution to the persisting problem of consumers becoming better at ignoring ads. Viewers don't necessarily have to resonate with the message of the campaign ,brand values or product characteristics , though these are important elements for long term consumption. At first contact, they have to be entertained by what they experience when faced with the campaign and most important the campaign should be memorable for them at some sensorial level. Entertaining the consumers means that the brand and product will most likely be remembered and when the need and consumption opportunity will appear there are higher chances that they choose the unconventionally promoted product to others in the category.

The presented approaches have all the premises to become important trends in marketing as consumers become more ignorant towards ads and more research about their effectiveness is expected to appear in the following years as these methods can better impact the relationship between companies and consumers.

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Market Research About the Attitude Towards Romanian Cinema

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Abstract
Romanian cinema has gained a lot of popularity abroad in the past decades. But inside the country, Romanian movies don't have a spectacular box office. This paper aims to discover the attitude towards Romanian film and related aspects among moviegoers, with the aid of a market research. The results are meant to improve the attitude of spectators, but also the aspects considered important, while also paying attention to an adequate promotion of the films to increase the number of viewers.

Keywords: Romanian cinema, attitude research, Romanian films, Romanian New Wave, market research.

JEL classification: M31.

1. Introduction

The attitude towards the Romanian film is an important aspect both for the consumers of local cinematographic productions and for their creators. The analysis of the attitude regarding the Romanian film can contribute to the realization of genres of films, trailers and promotion methods according to the expectations and structure of the target audience. Knowing the aspects of Romanian films that matter the most to the moviegoers, and the factors of influence that determine them to watch Romanian films are essential information for Romanian filmmakers, leading to the production of valuable films that will attract more audiences to the cinemas.

This paper contains a quantitative research regarding the attitude towards the Romanian film, first describing the methodology of the research (using the survey method, having as a tool the questionnaire) and afterwards the analysis and interpretation of the obtained results. The questionnaire composed of closed and open questions, measured by different scales, was filled in by 204 respondents.

At the end of the paper we can read conclusions and recommendations related to the discoveries that resulted from the research, these recommendations are meant to improve the attitude of the consumers towards the Romanian film and implicitly to increase the number of viewers through the production of qualitative films, but also through innovative ways of promoting them.

2. Attitude and influence factors

Datculescu (2006, p. 67) considers attitudes as "attractions and rejections, affinities and aversions," and their organization in hierarchical structures defines the value system. Attitude has two components: beliefs and values (Zaltman and Wallendorf, 1979, p. 424). Attitude itself cannot be seen, only the behavior that derives from it. It is important to note, however, that attitudes are not innate, but at their core lies learning (Chisnall, 1991, p. 47). The process of forming attitudes takes place over time, and their change, though possible, is difficult to achieve and takes time. Therefore, their stable character makes them easy to anticipate.

But attitudes aren't able to fully predict behavior. Zaltman and Wallendorf (1979, pp. 406-410) mention two major categories of factors that influence the relationship between attitude and behavior: personal factors (other attitudes that are stronger, individual abilities, activity level) and situational factors (norms and presence of other people, external barriers, and the specificity of attitudinal objects).

According to Barmola and Srivastava (2010, p. 270), factors influencing consumer behavior are external variables (culture, subculture, social classes, social groups, membership groups such as family, interpersonal influences or other types of influence) of behavior (belonging to the human mind and its attributes, here being the personality, motivation, involvement, perception, information processing, learning, attitude) and the decisional model of consumer behavior with its five stages described by Kotler et. quoted in Stăncioiu (2004, p. 48): identification of need, search for information, evaluation of alternatives, purchase decision and post-purchase evaluation.

Solomon, M. et al. (2006, p. 350) define the reference group as being that individual or group, real or imaginary, which can be said to be of particular relevance to the individual's assessments, aspirations and behavior. Attitudes are influenced by the personality of the individual, but also by the family, colleagues, social group, membership group, opinion leaders, word of mouth.

3. The context of the research – Romanian cinema landscape

Although marketing requires a careful study of consumers' needs and expectations, to offer them products and services that meet their requirements, the film industry is acting rather differently. Pricop, Solomon, Meca (2012, pp. 99-100) state that the consumer is no longer the focus, but the filmmaker, and the film value can only be determined by consumption.

The promotion and distribution of films play the most important role in attracting the target audience to the film, as according to Hennig-Thurau, Walsh and Wruck (2001, p. 4), the cinematographic industry requires a high degree of risk but with a great potential for profit. The film is regarded as a cultural object, an art object, and as a commercial product. Film marketing is described by Kerrigan as quoted in Allen (2012, p. 1) as the activity that sustains the film to reach the target audience at any time during its lifetime, including production, distribution, exploitation and consumption.

In the American film industry, marketing research is carried out both before and after the film, by testing the title, trailers, posters, etc. Test screenings with spectator samples are organized to analyze their reaction towards soundtrack, end of film, inclusion or omission of certain sequences. Exit surveys include surveys made after watching movies in cinemas, helping to raise public awareness, better product positioning, and an effective communication campaign. Neuro-marketing methods are also used to analyze unexpressed reactions and consumer emotions while viewing key movie sequences. These methods can be used to monitor the efficiency of certain aspects of the film, the degree of awareness of the viewer. All these things are not happening in the case of European films of art, and consequently not in the case of Romanian ones. The author film, as its name implies, requires a unique, original creative act that reflects the personality, style, artistic preoccupations of the author-creator.

If traditional marketing starts from knowing demand (consumers) to conceive an appropriate offer, cultural marketing is best suited to conceiving a product offer and optimal conditions to meet the right demand (Pricop, Solomon, Meca, 2012, p. 103). The offer is represented by the Romanian films made by the Romanian directors and produced or co-produced by the production houses in Romania. Even though in Romania we cannot talk about a cinematic industry, as is the case with Hollywood, the Romanian films of the last few years, as well as the outstanding results they enjoyed in international film festivals, demonstrate their value.

The offer for the Romanian film market is thus composed of the actual films, the production houses that make these films, and also the cinemas that allow for the viewing of the films. The current Romanian cinema is called New Romanian Cinema, stylistically due to director Cristi Puiu, who in 2001 was to release "Stuff and Dough" and in 2005 he would be awarded Certain Regard in Cannes for the film "The Death of Mr. Lăzărescu" (Filimon, 2014, p. 31). Bardan

(2012, p. 78) says that 2001 became the year 0 of the Romanian cinema because in 2000 there was no Romanian film.

The National Center for Cinematography (CNC), the state institution that finances the majority of Romanian films, mentions 82 producers/production houses in the 2017 statistical yearbook (CNC - National Center for Cinematography (a)). On the CNC site, under statistics (CNC - National Center of Cinematography (a)), it can be seen that in the year 2017, 28 Romanian films were produced, out of which 17 fiction films (10 with CNC financing and 7 co-productions). In 2016 there were launched 25 Romanian films (out of a total of 64 projected Romanian films), the total spectators being 459,053, of which 428,048 for premieres (CNC - the National Center for Cinematography (b)). American movies projected in cinema in 2016 recorded a total of 220, of which 116 premieres, with a total of 11,163,351 spectators. The difference is overwhelming, and the Romanian film ranks last, preceded by European films, 169 titles, including 69 premieres, with a total of 1,065,694 spectators. Compared to the 428,048 Romanian moviegoers in 2016, in 2015 there were about half, 203,833, and in 2014, 199,549. At the same time, the number of American spectators increased from 8.393.689 in 2014 to 10,890,575 in 2016, according to CNC statistics (CNC - National Center for Cinematography (b)).

A consumer can choose to watch the Romanian movie at the cinema, at home on TV, by purchasing a DVD or by watching online. The main problems faced by the Romanian film market are the lack of sufficient funds for making films (Puiu, quoted in McCathie, 2016, p. 1) and the increasing number of closed cinemas for various reasons. There are countless cities without cinema halls. According to Bardan (2012, p. 79), in 1938 there were 372 cinemas in Romania, and in the late 1980s under the Ceausescu regime 450. In 2016 there were only 92 cinemas in operation in Romania (compared to 78 in 2014 and 82 in 2015), with 74,116 seats (compared to 2014 and 2015 when seats increased from 61,534 to 68,415) and 393 screens (according to CNC - National Center for Cinematography (b)). The year 2017 records 90 cinemas in operation, with a number of 72,112 seats (CNC - National Center of Cinematography (a)), however, this year's revenues reached 266,584,619 RON.

According to the CNC - National Center of Cinematography (b)), total revenues were RON 241,582,416 in 2016, Cinema City Romania, with 25 cinemas in operation. Total revenue recorded by Cinema City Romania in 2017 was 171,887,154 RON (CNC - National Cinema Center (a)). Cinema City Romania's market share in 2016 was 60.62, followed by Baneasa Developments with only 7.29.

Austin and Gordon, quoted in Hennig-Thurau, Walsh and Wruck (2001, p. 4), argue that cinema industry experts are less aware of the audience, the decision-making process behind the choice of viewing the movies or the process used to decide to watch movies in spite of other activities, and Wierenga (2006, p. 674) describes the consumer of the cinema industry as a great unknown. Spectators pay for a product, based on the promise offered by marketing tactics (Drake quoted in Allen, 2012, p. 1), and marketing has the role of diminishing this uncertainty through various product differentiation strategies.

As for cinema, the public cannot be influenced only by the film itself. The cinema, the comfort of the rooms, the accessibility to the cinema, the technical quality of the projection rooms, all these factors contribute to the influence of the spectator. The fact that the consumer ultimately chooses that particular film and not another film or other way to spend his or her time (theater, concert, etc.) represents the cost of opportunity of the cinematic spectacle (Pricop, Solomon, Meca, 2012, p. 113). Inevitably, the spectator has expectations when it comes to watching a movie. Formation of expectations arises from previous experiences, preferences for a certain type of film, information level, cultural level, and promotional materials (trailer, articles, synopsis, word of mouth, prizes taken, performers etc.), which all influence these expectations.

Learning leads to changing behavior, as a result of the accumulation of experience and information, which leads to the preference of a certain kind of film, the stylistics of certain directors, etc. Certain movie factors can trigger the purchase of the ticket for watching the movie. These factors may be the director, the actors, the special effects, the fact that the film is a continuation of another already watched film, the prizes.

On one hand, we are witnessing an increasing number of Romanian films produced, launched, awarded, on the other hand, we cannot affirm that the number of spectators increases proportionally or overwhelmingly with the advent of the new Romanian films. So what are the reasons for this? The present paper aims to analyze the viewers' attitudes towards Romanian film, preferences and influence factors, to understand the consumer profile and to discover the reasons for the relatively small box office of the Romanian film compared to the American film.

4. Research methodology

This research is a quantitative research, conducted with the help of the questionnaire, to get answers from a large number of respondents and to make accurate statistical analyzes and correlations. The questionnaire is self-administered, composed of 20 questions, both closed and open.

The decisional problem

Despite the appreciation and awards obtained at international festivals, Romanian films don't have a success at the national box office and their image is not exactly positive. The market research aims to analyze the attitude towards the local cinematic product and to determine the factors of influence that count the most and that attract moviegoers in the cinema halls.

The purpose of the research

The purpose of the research is to study the attitudes of the respondents towards the Romanian film and the most powerful factors of influence.

Research objectives

- The opinion concerning various aspects of the film (script, director, actors, sound, etc.)
- Determining the influence factors underlying the decision to watch or not a Romanian film.

Hypotheses

- The theme and sound quality are the main reasons for the refusal to watch Romanian films
- The most important influence factors are family and friends
- Prizes positively influence the decision to watch a movie

Research Coordinates

The information was gathered by completing an online questionnaire. Respondents received a link to the questionnaire, which could be completed from March 31, 2018, until May 14, 2018.

Sources of information

Research collectivity: Romania's population consuming cinematographic productions, aged 18 and over

Observation unit: individual consumer

Sampling unit: the individual consumer

Sample size and structure

For this research, being a pilot survey, the size of the sample is 204.

The "snowball" sampling method was used, both female and male, older than 18 years.

The analysis of the data was carried out in the SPSS program, following the established objectives and hypotheses. Interpretations have taken into account, among other things, the

average score of different aspects studied, the information obtained using contingency tables, to confirm or refute assumptions and understand the phenomenon. A series of conclusions and recommendations were formulated, meant to improve the attitude towards the Romanian film in the future and to focus on the factors that count the most for spectators.

5. Research results

5.1. General opinion about Romanian films

The bellow results illustrate the opinion of the respondents regarding the Romanian film in general. A very favorable opinion was marked by 1, favorable opinion by 2, to a very unfavorable opinion, noted with 5.

Table 1. General opinion about Romanian films

1	Very unsatisfactory	15
2	Moderately unsatisfactory	76
3	Neither unsatisfactory nor satisfactory	59
4	Moderately satisfactory	33
5	Very satisfactory	11
	Average score	2,74

Source: own research

Analyzing the average score, 2.74 out of 5, we can see that the opinion of the respondents is slightly favorable. This result explains why Romanian films do not record an impressive number of viewers in cinemas, but the fact that the average score is (only) 2.74, illustrates that various aspects can be improved to change the viewers' opinion.

5.2. Aspects considered important for movie quality

An average score analysis demonstrates that the script is assigned the highest importance (average score of 9.02 out of 10), followed by actors and cinematography. The least important aspect in the opinion of the respondents is the budget, with an average score of only 5.11. These results show that respondents believe that a good film in terms of scenario can also be achieved with small budgets (as is the case with most independent Romanian films). The special effects that attract many spectators of American blockbuster movies are penultimate in the rankings of importance. However, significant attention must be paid to actors and cinematography, since the results revealed that viewers are mostly visually oriented.

Table 2. Importance of aspects concerning the quality of the movie (on a scale for 1 to 10, where 10 is very important

Aspect	Average score
Script	9,02
Actors	8,50
Cinematography	8,50
Directing	8,31
Sound	8,09
Music	8,01
Special Effects	6,27
Budget	5,11

Source: own research

5.3. How people watch a movie

46.9% watch movies with a partner, followed by 28.4% alone and only 14.4% with friends. We can, therefore, assume that friends are not a factor of such significant influence, but that respondents are watching films that are on the same wavelength with their partner.

Table 3. How people watch a movie

	%
With my partner	46,9
Alone	28,4
With my friends	14,4
With my family	9,5
Other (please fill in…)	,8

Source: own research

5.4. Reasons for not watching a movie

In order to analyze the influence factors, especially the influence of friends, besides other intrinsic aspects of the film, this question was measured by Likert's scale, and the strong agreement was marked with 1, followed by the agreement 2, to strong disagreement - note 5.

Table 4. Reasons for not watching a movie

	I choose NOT to watch a Romanian movie if:					
	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Average score
I don't like the description	59	68	48	11	8	2,18
I don't like the trailer	51	67	49	17	10	2,32
My friends tell me the movie isn't good	26	40	74	36	18	2,90

Source: own research

The average score obtained for each response variant shows that the greatest influence is represented by the description (average score 2.18) followed by the trailer (average score 2.32), and the least influence exerted by friends who say that the movie isn't good (average score 2.9). These results demonstrate that film-related aspects actually influence the decision to watch that film more than the circle of friends can do.

5.5. Probability of watching a Romanian movie if

Table 5. Reasons for watching a movie

What is the probability to watch a Romanian movie if:				
	Definitely would	Probably would	Probably wouldn't	Definitely wouldn't
The movie has won prizes	23,2	54,1	17,5	5,2
Famous actors play in it	25,8	51,5	18,6	4,1
My friends go to see it as well	15,5	47,4	27,8	9,3
I like the subject	54,1	39,7	2,6	3,6
I like the trailer	37,1	46,9	9,3	6,7
I like its outdoor advertising	9,8	37,1	41,8	11,3

Source: own research

The probability of watching a Romanian film is highest if the respondents like the subject: 54.1% said they are very likely to watch a Romanian movie in this case, followed by 37.1% who said they are very likely to watch a film whose trailer they liked. The least aspect that seems to count in the decision-making process of watching a Romanian film is outdoor advertising: 9.8% said it is most likely to watch a movie whose outdoor advertisement they liked, and 41.8% are unlikely to do it. 54.1% said they are likely to watch a movie if it has got awards, 51.5% are likely to watch it if well-known actors play in it. 47.4% said they are likely to watch if friends go to see that movie. 46.9% of the subjects said they are likely to watch the Romanian film if they like the trailer.

Table 6. Correlation between reasons for watching a movie and level of satisfaction

What is the probability to watch a Romanian movie if famous actors are playing in it?	How do you consider the theme / subject of Romanian movies?				
	Very unsatisfactory	Moderately unsatisfactory	Neither unsatisfactory nor satisfactory	Moderately satisfactory	Very satisfactory
Definitely would	9,7%	13,8%	27,5%	36,1%	37,9%
Probably would	29,0%	62,1%	56,5%	52,8%	51,7%
Probably wouldn't	38,7%	24,1%	14,5%	11,1%	10,3%
Definitely wouldn't	22,6%	0,0%	1,4%	0,0%	0,0%

Source: own research

51.7% of respondents say they would probably watch a Romanian film in which famous actors play if the themes of the film are very satisfactory. Also, the contingency table shows that while the theme is not satisfactory, 62.1% of respondents would probably watch the movie if they play well-known actors.

5.6. Evaluation of Romanian film aspects

Analysis of the mean score obtained (1 = very unsatisfactory, 5 = very satisfactory) illustrates that the cinematography is the most satisfactory aspect (average score 3.2 out of 5), followed by subject (3.02) and sound (3.01), the last aspect being the promotion (2.47).

Table 7. Evaluation of Romanian film aspects

	Very unsatisfactory	Moderately unsatisfactory	Neither unsatisfactory nor satisfactory	Moderately satisfactory	Very satisfactory	Average score
Cinematography	13	31	72	60	18	3,20
Subject	31	29	69	36	29	3,02
Sound	25	28	77	48	16	3,01
Technical quality	16	42	80	49	7	2,94
Promotion	32	73	60	23	6	2,47

Source: own research

However, average score values show a rather neutral attitude towards these issues. We can conclude, therefore, that the Romanian film is moderately appreciated in terms of cinematography, subject, sound, but in terms of its promotion, the respondents find it rather unsatisfactory. In order to analyze why promotion is considered unsatisfactory, further research should be carried out.

Table 8. Correlation between level of satisfaction with the subject of the movie and general opinion about Romanian films

My general opinion about Romanian films is:	What do you think about the subject of Romanian films?				
	Very unsatisfactory	Moderately unsatisfactory	Neither unsatisfactory nor satisfactory	Moderately satisfactory	Very satisfactory
Very satisfactory	0,0%	3,4%	1,4%	8,3%	34,5%
Moderately satisfactory	12,9%	17,2%	42,0%	66,7%	48,3%
Neither unsatisfactory nor satisfactory	16,1%	34,5%	47,8%	19,4%	13,8%
Moderately unsatisfactory	38,7%	44,8%	7,2%	5,6%	3,4%
Very unsatisfactory	32,3%	0,0%	1,4%	0,0%	0,0%

Source: own research

We can observe a connection between the subject of the film and the general opinion of the respondents towards the Romanian films. 34.5% of those who consider the topic very satisfactory, have a very favorable opinion about the Romanian film. The corollary is valid: 32.3% of those who give the minimum score to the topic, have a very unfavorable opinion.

Table 9. Correlation between level of satisfaction with the subject of the movie and probability of watching Romanian films if it has won prizes

What is the probability of watching a Romanian movie if it has won prizes?	How do you consider the subject of Romanian films?				
	Very unsatisfactory	Moderately unsatisfactory	Neither unsatisfactory nor satisfactory	Moderately satisfactory	Very satisfactory
Definitely would	12,9%	6,9%	15,9%	36,1%	51,7%
Probably would	22,6%	62,1%	65,2%	58,3%	48,3%
Probably wouldn't	41,9%	27,6%	15,9%	5,6%	0,0%
Definitely wouldn't	22,6%	3,4%	2,9%	0,0%	0,0%

Source: own research

From the contingency table above, it appears that 51.7% of respondents who consider the topic very satisfactory claim that they are very likely to watch a prize-winning Romanian film. 41.9% of respondents who think that they are unlikely to watch an award-winning film, perceive the Romanian film theme as very unsatisfactory. 0% of respondents said they were unlikely to watch an award-winning film if their theme was very satisfactory.

6. Conclusions, recommendations, and further research

The research found that the Romanians' view of the Romanian film is slightly favorable, which can be seen in the box office. The demand for the Romanian film is still shy, the number of Romanian filmmakers who are successful at the box office is far below that of the European film, not to mention the American one. Although the number of films produced has increased in recent years, with an increase in co-productions, the number of cinemas is unfortunately still decreasing, which makes it harder for Romanians to get access to Romanian films.

Following the quantitative research, the hypothesis that the theme and sound quality are the main reasons for the refusal to watch Romanian films has been denied, as the most appreciated aspects are the image, the subject and the sound, the last being promotion. As a result of the average score, it is considered very unsatisfactory. Filmmakers are thus advised to allocate a part of the budget, however small it may be, to promotion, because with a proper promotion, many more Romanians could be attracted to the cinemas. Without marketing campaigns, the attitude of Romanians risks being the same or even deteriorating as a result of preconceived ideas. Many exceptional movies have a very low visibility and lose potential viewers because they do not have money for promotion. Even though the main focus of arthouse films is to participate in festivals such as Cannes, Berlinale, Locarno, Venice, etc., it is possible to increase the chances of attracting more viewers if well-thought-out promotional campaigns are carried out.

Film promoters should include in the promotional strategy an appealing presentation of film themes, especially comedies, information about prizes, an exciting film description, and an attractive trailer. The film is perceived by moviegoers as an audio-visual product, whose components are appreciated and valued, starting with the script (considered to be the most

important aspect in the opinion of the respondents according to the average score of 9.02 out of 10).

Based on the average score, it was noted that most of the respondents are watching films with their partner, and the most important factors of influence are those related to the film itself, such as its description and trailer. Also, 54.1% said they are very likely to watch a Romanian film if they like the description, followed by 37.1% who said they are very likely to watch a movie whose trailer they liked. In order to attract audiences to cinemas, filmmakers should pay more attention to the description and trailer of Romanian films, as well as casting with well-known actors, as 51.5% of respondents say they are likely to watch a Romanian film if they play well-known actors. In order to deepen influence factors, we could also analyze the influence of the Internet, film reviews, the word of mouth, and explore who is the decision maker in choosing to watch a Romanian film - the respondent or the partner, friends, family, etc. Thus, the weight between the own initiative and the weight of the recommendations could be analyzed.

American film is mostly associated with an industry, although it also contains particularly valuable independent films. This success is due to the fact that marketing researches are done, marketing budgets are impressive, popular actors are being cast, the film is announced well before its launch, etc. Of course, the question remains to what extent the creators' freedom of creation is affected. However, without ever being able to equate the power of the American film industry, the Romanian film could take on various success methods, which could increase it in the eyes of the audience, making it appreciated in Romania at least as much as abroad.

The last years demonstrate a diversification of the Romanian film genres, an enrichment of the themes, a creativity and imagination worth to be admired. The Romanian moviegoers will sooner or later realize that the Romanian cinematography deserves the success it has beyond the borders and that this must also be reflected in the national box office.

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