

INTERCULTURAL COMMUNICATION AND DIGITAL MARKETING IN a TOURISM context



Norbert Beták, Zuzana Sándorová

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AND DIGITAL MARKETING
IN A TOURISM CONTEXT**

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PREFACE

The main focus of the *‘Intercultural communication and digital marketing in a tourism context’* textbook is upon the necessity of developing intercultural competence. This is especially relevant to the field of tourism, since tourism products or companies can only be successful if they take into consideration the cultural specifics of a given market, i.e. of the customers they want to attract. Cultural environment is the route of numerous aspects that cause intercultural differences and influence the success of marketing strategies. One of these aspects is language which is an essential element of any culture and of any company’s communication with existing and potential customers. Therefore, it is the most culturally sensitive element of the international marketing mix.

When using language to target foreign markets it is important to pay attention to the various hidden dangers. An example of this is specific phrases that may have different meanings depending on the context. This can lead to misunderstanding in a given country or even be counter-productive.

In addition to language, there are many other aspects of culture, (such as body language, religion, taboo topics, values, etc.), that can affect the outcome of marketing strategies. Hence, it is pivotal that (future) tourism experts become aware of, acquire, absorb and respond to important cultural knowledge and practices to gain the trust of the targeted market and satisfy the needs of their customers.

The present textbook aims to connect the above mentioned, seemingly-distant fields of study i.e. ‘intercultural communication’ and ‘digital marketing’, with the specific requirements of the tourism industry. The first part offers a brief insight into the key aspects of intercultural communication and thus provides a foundation for the following chapters of the book. In addition to various conceptualizations of the terms “culture,” communication and “intercultural communication” and emphasis upon the inextricable connection between culture and communication, the influence of culture on verbal and non-verbal communication is also discussed. The last sub-chapters are devoted to ‘Hofstede's cultural dimensions’, as well as to ‘Kluchhohn and Strodtbeck’s value dimensions’ since they represent the two most often applied models in intercultural marketing and management.

The chapters of the next part create a bridge between the first and the last sections of the book, dealing with the growth and impact of digital technology as an effective marketing tool to target customers and prospects; the effects of information overload on digital marketing and the personalisation of digital marketing.

The final two blocks “merge the two previous parts into one” as they discuss the subject of digital marketing in a multicultural environment. In particular, part three deals with the application of new technologies in multicultural advertising including ‘programmatic advertising’, ‘virtual’, ‘augmented’ and ‘mixed reality’. The last section contains the analysis of digital marketing from a multicultural perspective based on ‘Hofstede’s cultural dimensions’ and ‘the Jon Wilkins approach’, presenting several examples of intercultural digital marketing campaigns designed for the tourism industry.

As the textbook is primarily designed for future tourism experts, i.e. university tourism undergraduates, each main chapter contains questions and tasks whose main goal is to summarise the provided information and to apply them in practice within a tourism context. However, the publication can also serve as a tool for developing intercultural competence and for acquiring the knowledge to create a digital marketing campaign for other university study programmes. It is also supportive of secondary school studies and continuing education courses that focus on tourism at home and abroad.

Besides addressing the aforementioned objective we believe that the textbook will have several other positive effects, such as increasing graduate employability and improving the quality of services and competitiveness of (tourism) companies in Slovakia. This will be achieved by adapting their supply to meet the cultural specifics and customer expectations of the target market.

It may also contribute to the improvement of the image of Slovakia as a tourist destination that is open to visitors from different cultures, as well as facilitating intercultural dialogue, mutual understanding and tolerance between different cultures.

The Authors

CHAPTER 1:
INTRODUCTION TO INTERCULTURAL
COMMUNICATION

‘Only by competently interacting with others who are culturally different from us can our global village survive.’

(Liu et al., 2011, p. 26)

Due to the prevalence of multicultural societies globally, marked migration flows and signs of increasing ethnocentrism, intercultural communication is gaining more and more significance in every area of life (including tourism) in today’s world. In order to fully understand the concept and significance of effective intercultural communication, the first chapters of this part are devoted to explaining the terms of “culture” and “communication”, as well as pointing out their mutual interconnectedness.

1.1 UNDERSTANDING CULTURE

The concept and elements of culture

The term ‘culture’ has undergone various semantic changes during its existence, but its earliest meaning was derived from the Latin word *cultura*, which had its origins in the verb *colere*, meaning ‘to till (the soil)’, ‘farm’, ‘cultivate’, ‘worship’. Apparently, the etymology of this word, which is related to the English words ‘agriculture’ and ‘colony’, is connected to cultivating crops or animals. However, its meaning was later extended to ‘products’ of the human mind and to the image of a cultivated person, i.e., civilised person (Liu et al., 2011, Malota and Ariel, 2013, Risager, 2006).

The study of culture is the focus of various scientific disciplines, such as linguistics, philosophy, communication, anthropology, ethnography and cultural studies. Whereas anthropology tries to explore the impact of the membership of a particular social group on human behaviour, *ethnography* investigates the relationship between the social structures and the speech systems of different cultures. In addition, *cultural studies* are interested in the representation of the members of a group through their cultural products (e.g., poems, songs, etc.). Within the field of linguistics, *linguistic anthropology* and *sociolinguistics* are the areas most often associated with cultural investigations. The former seeks to answer the question of how, for instance, social status in the target community can be established or maintained; whereas the latter deals with such issues as the ways bilingual speakers switch codes, or the linguistic markers identifying the members of a social group (Corbett, 2003).

Due to their different focuses, academic disciplines have attempted to grasp the multifaceted nature of the word ‘culture’ in numerous ways; consequently, a number of approximately 200 perceptions of this term have been detected.

For instance, philosophers understand ‘culture’ as all the means that make sense for members of a particular social group and through which their relationship to the outer world can be represented. Furthermore, scholars of cultural studies usually perceive culture as the ‘product of individuals’ (Liu et al., *ibid.*, p. 56). In addition, one of the most famous anthropological conceptualizations of ‘culture’ is the so-called ‘web’ metaphor developed by Geertz (2000). On the one hand, members of a community are confined to their social reality chiefly by culture, and their functioning in this reality is facilitated by culture. On the other hand, culture can also be conceived as a product and a process; in addition, contexts for behaviour are also provided by culture.

Whereas the abovementioned general definitions serve rather to illustrate how culture is conceived by different academic disciplines, without attempting to be comprehensive, the following part of this subchapter provides some conceptualizations of this term developed by selected experts in the field.

According to Geert Hofstede (2005, p. 4), the world-famous Dutch psychologist, *‘culture is the collective programming of the mind, which distinguishes the members of one group or category of people from another or the software of the mind’*.

Also, culture can be understood as ‘Culture with capital C’ and ‘culture with small c’. The former basically refers to the so-called ‘high culture’ (Hatoss, 2004), i.e., arts and literature. The latter has a broader sense and stands for *‘a system of shared beliefs, values and customs, behaviours and artefact that the members of the society use to cope with their world and with one another, and that are transmitted from generation to generation through learning’* (Benčíková, 2007, p. 15).

As Valette (1986) puts it, culture in the broad sense has two fundamental components. One is connected with the anthropological or sociological dimensions of culture, comprising attitudes and customs, as well as the way of life and way of thinking of people. The other component of culture reflects its traditional representation, for example in foreign language teaching, including geography, history or the arts.

Similarly, Kramsch (1998, p. 10) understands culture as a social phenomenon, defining it as *‘a membership in a discourse community that shares a common social space and history, as well as common imaginings. Even when they have left that community, its members may retain, wherever they are, a common system of standards for perceiving, believing, evaluating, and acting. These standards are what is generally called their culture’*.

Even though culture is conceived by different academic disciplines in various ways, there is a general agreement amongst scholars on the pervasive nature of culture in that human behaviour is governed by it. Based on this consensus, probably one of the most comprehensive conceptualizations of culture is given by Liu et al. (ibid., p. 56), defining culture *‘as the particular way of life of a group of people, comprising the deposit of knowledge, experience, beliefs, values, traditions, religions, notions of time, roles, spatial relations, worldviews, material objects, and geographic territory’*. In addition, *‘our attitudes towards work and age, ethical standards, clothing, artistic expressions, ritual and customs, beliefs about health, the concept of time, social and political institutions, religious practices, and even our superstitions, are all reflections of culture’*.

“Culture” is a complex phenomenon and a term that comprises a plethora of elements. To summarise the most fundamental aspects already discussed we use the list provided by Reisinger (2009, p. 86-89) (See also Figure 1):

- Human environment
- Social heritage and traditions
- Way of life
- Behaviour
- Rules of social life
- Dress and appearance
- Food and eating habits
- Sense of self, (i.e. the sense of identity and self-esteem)
- Relationships (how people relate to each other and treat others; attitudes towards genders, gender roles and responsibilities, marriage, social relationships and work)
- Values and norms
- Beliefs and attitudes
- Ways of thinking and doing things
- Work and leisure habits
- Attitude towards time
- Cognitive knowledge (Hofstede’s perception of culture as “the collective programming of the mind”)
- Mental process and learning (how people organise and process information, how they learn and adapt to the surrounding environment)
- Information and communication
- Symbols and meanings
- Perceptions

- Differences and similarities between people



Figure 1: The elements of culture (Reisinger, 2009, p. 90)

Models of culture

Apart from the numerous definitions, several metaphors or models to conceptualize and explain the term ‘culture’ have also been developed. One of the best-known models is Hofstede’s ‘Onion Model’ (1991, in Dignen and Chamberlain, 2009, Liu, *ibid.*, Róka and Hochel, 2009), demonstrating that all cultures consist of several layers (see Figure 2).

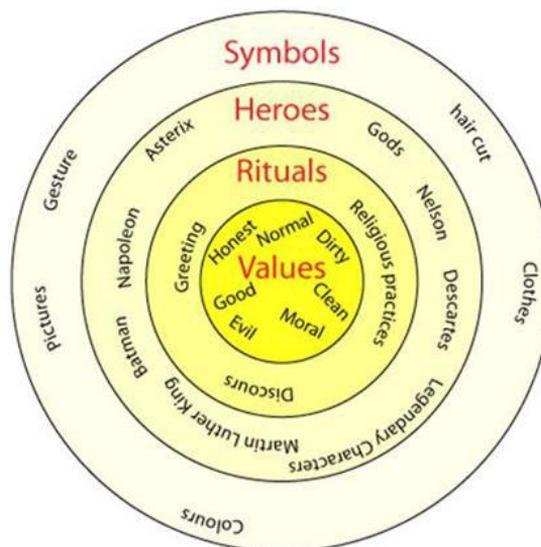


Figure 2: The Onion Model (Nguyen Duc et al., 2014)

The centre involves basic assumptions, values and beliefs; around the inner core are built heroes as well as activities such as cultural manifestations (e.g., rituals, customs, etc.) and artistic expressions; finally, the outer layer consists of symbols, larger systems and their institutions, such as economic, educational, political, and so on. Apparently, the basic idea of this model is that the more hidden a layer is, the harder it is to recognize, i.e., values and beliefs are more difficult to detect than cultural products.

Hall's model (1976, in Dignen and Chamberlain, *ibid.*, Hidasi, 2004, Reid, 2014) draws an analogy between culture and iceberg (see Figure 3), emphasizing that some components of culture, for example arts, food and clothes, can be seen above the surface of the water, i.e., they are easily noticeable. On the other hand, most aspects of it, for instance, language, eye contact, beliefs and attitudes, are hidden below the water level, and thus invisible. Similarly to the previous model, the underlying idea is that becoming familiarized with the hidden elements of culture is barely possible without a long-term and persistent investigation of the phenomena.

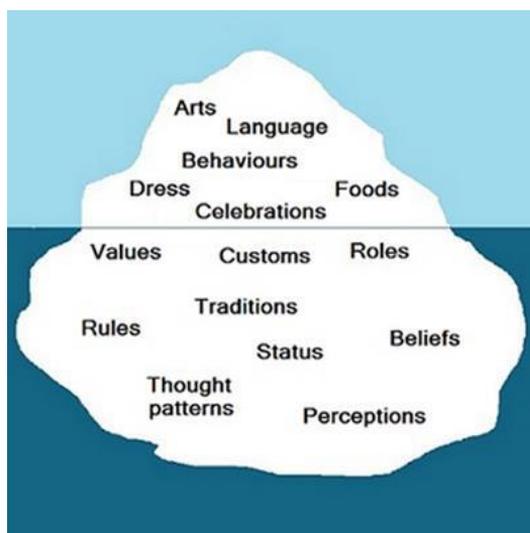


Figure 3: Hall's Iceberg Model (Garcia, 2014)

Similarly, the tree model (See Figure 4) is used to emphasise the visible and hidden aspects of "culture". While the treetop and trunk represents the visible elements, such as food and clothing or behaviour, the roots of the tree symbolise the invisible aspects, such as values and beliefs or the history the culture is built on. Moving between two or more cultures is similar to transplanting the tree, whereby the roots have to be protected and water (support) has to be provided for successful intercultural communication (Benčíková, 2007).

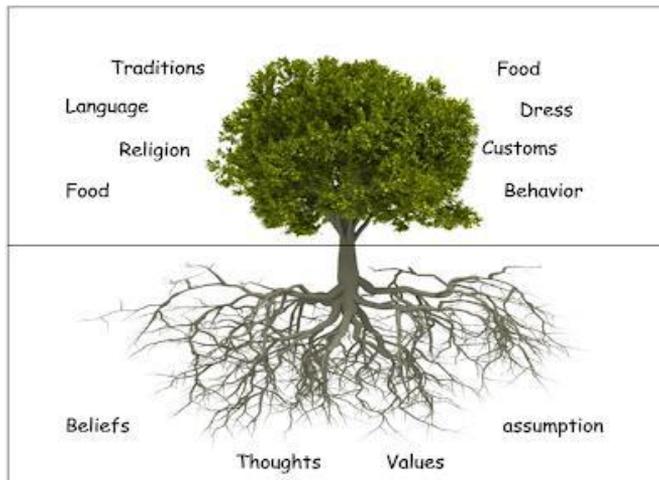


Figure 4: The tree model
 (<https://sites.google.com/site/individualreflection/questions>, 2022)

Last but not least, Hofstede’s Pyramid Model (1991, in Dignen and Chamberlain, *ibid.*, Róka and Hochel, *ibid.*) draws on his perception of culture as a kind of ‘human mental programming’ (see Figure 5). Thus the foundation of the pyramid is represented by universal behaviour that is shared by all human beings in the world. The next level comprises collective behaviours, i.e., behaviours learnt due to membership in different social groups. Finally, the top of the pyramid refers to the unique personality of every individual.

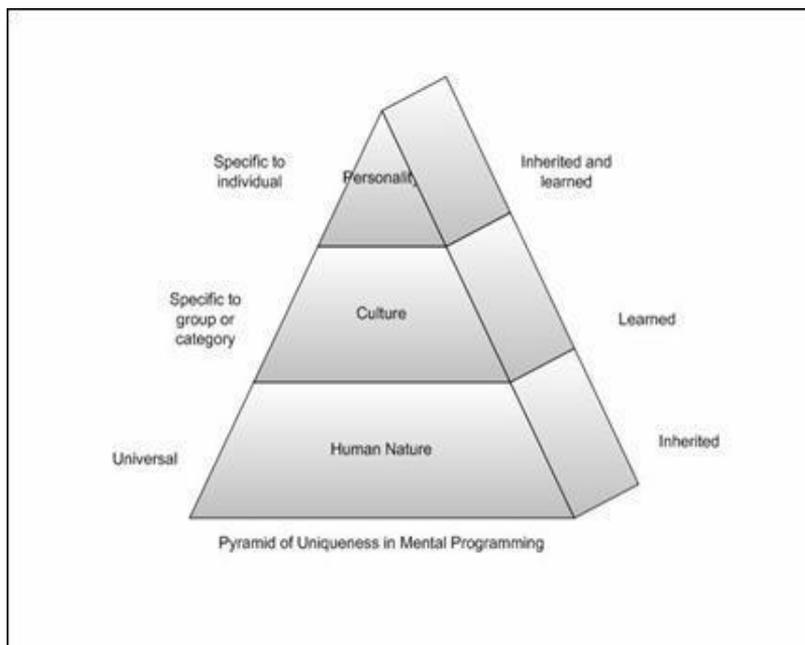


Figure 5: The Pyramid Modell (Willer, 2006)

Characteristics of culture

Apart from the given models, there are a number of features, through which culture can be characterized.

1. 'Culture is learnt', and thus, 'it can also be taught and acquired'.
2. 'Culture and cultural patterns change'; therefore, instead of learning the 'facts and truth of the moment', one has to learn 'how to learn a culture' and how to accommodate to changes (Damen, 1987, p. 88).
3. Culture is universal as it is one of the universal human needs, i.e., there is no human community without culture.
4. Culture consists of a set of 'unique and interrelated, selected blueprints', (i.e., a collective mindset), providing support for those who exist within them.
5. Language and culture are inextricable; culture is transmitted through language and reflected in language.
6. Culture can be characterized as a 'filtering device', which, on the one hand, protects its bearers; on the other hand, it also hinders them from entering other systems (Damen, *ibid.*, Hidasi, *ibid.*, Malota and Ariel, *ibid.*, Reynolds and Valentine, 2004).
7. 'Culture is relative': Each culture perceives the world in its own way, i.e. differently - and it is important to bear in mind that no one way is better or worse than the other. They are simply different.
8. Culture is taken for granted by the members of the community, often subconsciously, hence there are aspects that are challenging to explore. However, its individual elements, such as education, fine arts or religion can be more easily captured and absorbed.
9. Culture and language are mutually interrelated- in fact, culture is communication, (both verbal and non-verbal). It 'represents a system for producing, transmitting, storing and treating information, and as a communication system helps to exchange information or to explain problems arising in communication' (Benčiková, 2007, p. 17-20).

Types and levels of culture

When talking about different cultures, people typically refer to 'national' culture. However, our behaviour and preferences are affected by several other cultures, such as ethnicity, race, religion or occupation. For example, people of a certain profession, such as tourism professionals are influenced by the culture

of the industry and the profession itself, as well as the culture of the organisation they work for. According to Reisinger (2009), we can differentiate between:

- **Universal culture** (culture of all nationalities and humans)
- **Civilisation culture** (culture of a particular civilisation comprising different nationalities with similar political systems, economic development, ethnic roots, and religious values)
- **Ethnic culture** (culture of an ethnic group the members of which share a language, religion, colour, etc.)
- **Race culture** (culture of a particular race, for example, African-American, etc.)
- **National culture** (culture of a national group, often referred to as ‘country’ culture. However, within the geographic boundaries of a given country several nationalities and cultures may live, for example, Serbs, Croatians, Kosovars and Macedonians in the former Yugoslavia, or Slovaks, Hungarians, Roma people and Rusyns living in Slovakia)
- **Regional culture** (culture of a specific geographical region, such as the culture of Southern Italy)
- **Generation culture** (culture of a particular generation; for example, ‘Baby Boomers’, Zen generation)
- **Industry culture** (culture of a specific industry, such as tourism, banking, or pharmaceuticals)
- **Professional culture** (culture of a particular profession, e.g. doctors, lawyers, engineers)
- **Organisational / corporate culture** (culture of a specific organisation)
- **Functional culture** (culture of a specific department within an organisation e.g. finance, marketing, human resources)

In addition, Benčíková (2007) also mentions **Religious culture** (e.g. the culture of Christians, Jews or Muslims), **Gender culture** (culture of men, women, LGBTQIA+ etc.) and even **Class culture** (culture of the upper, upper-middle, middle, working and lower class).

Finally, Reisinger (2009) lists **Family culture** and **Individual culture**. The former refers to the structure and cohesion of a particular family, the roles and responsibilities of the wife and husband etc. The latter stands for the value system, beliefs, or attitudes of an individual. Both family culture and individual

culture occupy the lowest levels of culture, as demonstrated in Figure 6. Above them, industry and professional cultures can be found, while the fourth level refers to national culture. The fifth level refers to civilisation culture and the highest level represents universal culture.

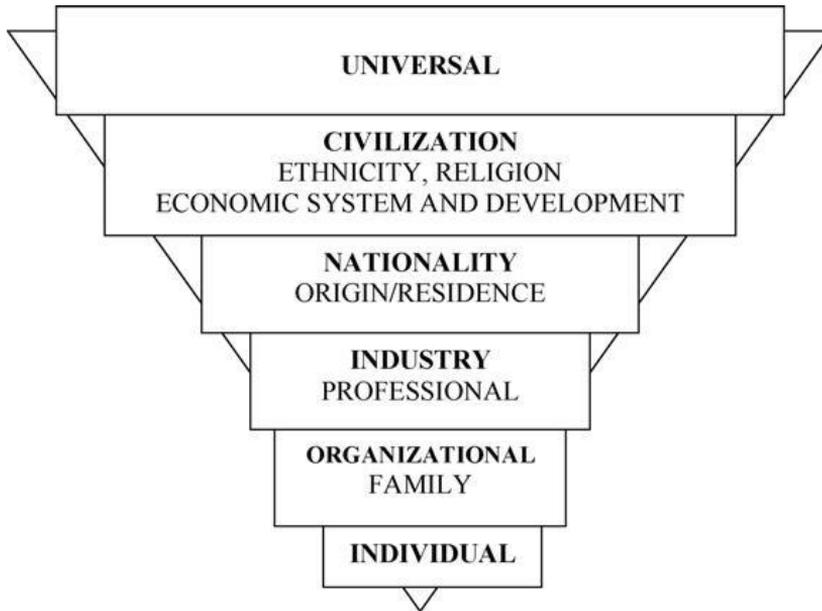


Figure 6: Levels of Culture (Reisinger, 2009, p. 100)

The particular levels of culture identified are mutually interdependent and influence each other. For example, national culture is affected by the economic development or religion of a particular civilisation. National culture influences industry and professional cultures, as well as organisational and family culture.

It is also important to highlight that individuals can be affected by the different types of culture they belong to (Camerer & Mader, 2016); for example, a Christian female advocate living in Slovakia may be influenced by the attributes of the given religion, gender, professional and national culture.

Types of cultures in tourism

There are three basic types of culture in tourism, as follows:

- Tourist culture
- Host culture
- Tourism culture

The term ‘tourist culture’ is generally used to refer to the culture of the tourist’s country, which, (even though tourists may behave differently when they are away from home), affects their behaviour.

‘Host culture’ is commonly explained as the culture of the country visited by tourists. However, we find it more appropriate to refer to the culture of those who provide local services to tourists at the given destination since, as explained above, it is not always identical to the national culture of the particular country.

‘Tourism culture’ can be defined as the result of the interaction of tourists and those who offer tourism and hospitality products and services at a particular destination (Reisinger, 2009).

Conclusion

We can draw on the above-discussed definitions, models, characteristics and types, to form an understanding of ‘culture’. Whether perceived as a way of life, value or physical appearance, culture can be generally regarded as a social phenomenon shared by the members of a particular culture, e.g. influenced by religious or national ideas and behaviours. If culture is shared, it is ‘communicated’. This intertwined connection of culture and communication is the focus of the next chapter.

QUESTIONS AND TASKS

1. *Discuss the meaning of the following quote with your partner: 'Only by competently interacting with others who are culturally different from us can our global village survive.' Do you agree with it? Why no/yes?*
2. *Give examples in the field of tourism, gastronomy or hospitality where it is important to pay attention to cultural differences.*
3. *Write down the first thing that comes to your mind when you hear the word 'culture'.*
4. *Define 'culture' in your own words based on the definitions provided in the first chapter.*
5. *What three metaphors are used to demonstrate the visible and hidden elements of culture?*
6. *Decide whether the following statements are True (T) or False (F).*
 - a) *We often do not realise that we do something in a certain way because we are affected by our culture.*
 - b) *Culture is inherited.*
 - c) *Culture is often communicated without using any words between its members.*
 - d) *A person belongs to a particular culture if he/she lives in the territory of a given community but he/she does not share its cultural specifics.*
 - e) *Culture is a collective mindset.*
 - f) *Culture is the same all the time.*
7. *Identify all the types of culture you belong to. Think of how far you represent these cultures. Discuss it with your partner.*
8. *What types of culture in tourism can you name?*

1.2 UNDERSTANDING INTERCULTURAL COMMUNICATION

The concept of communication

The English word 'communication' originated from the Latin word *communicare*, which stands for 'to make common', understood in terms of sharing codes to reach different communication goals, such as to fulfil tasks, exchange thoughts and knowledge. Every single social interaction involves communication. Communication as an academic discipline deals with verbal and nonverbal symbols used to share understanding and meaning. However, similarly to culture, communication is also studied by other scientific fields, such as neurology, psychology, philosophy and anthropology, which define communication according to their focus. Hence, a long list of different perceptions of communication could be created. However, as the primary concern of the textbook is communication between different cultures, the definition proposed by Liu et al. (ibid.), explaining communication as the process of using verbal and nonverbal symbols, systems and media in order to share information in a particular cultural setting, seems to be the most appropriate. Such a perception reveals the interrelation between culture and communication, as culture can also be identified as a code that is learnt and shared within the process of communication (Róka and Hochel, ibid.).

In relation to communication, two types are commonly distinguished: verbal and nonverbal communication; the former referring to both spoken and written language and the latter standing for body language.

Culture and verbal communication

The use of verbal codes is the main concern of applied linguistics, which in the past considered language 'to be a set of abstract systems whose meaning reside in the forms themselves rather than in the uses to which they are put' (Hall, 2002, p. 7-8). However, during the last three decades, applied linguistics has extended its scope of interest to such fields as linguistic anthropology and philosophy, communication, cultural psychology and social theory, due to which, the chief focus has been shifted from the structure of isolated linguistic elements to language use in real-world settings. Consequently, the reconceptualization of the two concepts, language and culture, has become central to the transformation of applied linguistics.

The relationship between language and culture has been highlighted by researchers in different subfields of linguistics, but mainly linguistic anthropology, sociolinguistics, translation, language acquisition and teaching, and intercultural communication (Risager, 2006). It has been revealed that when participating in communicative activities, the linguistic symbols that we use with others are conventionalized, i.e., developed by sociocultural communities of which we are members. *‘This perspective of culture as a dynamic, vital and emergent process located in the discursive spaces between individuals links it inextricably to language. That is to say, language is at the same time a repository of culture and a tool by which culture is created’* (Hall, *ibid.*, p. 19).

The current perception of language and culture as inextricable phenomena has its origins in the theory of Benjamin Whorf and Edward Sapir, the fathers of linguistic relativism. The Sapir-Whorf hypothesis suggests that the structural elements of specific languages used by members of particular cultural groups reflect the worldview of these groups (1940, in Hall, *ibid.*, Risager, *ibid.*, Róka and Hochel, *ibid.*). In correspondence with this theory, another linguistic anthropologist, Dell Hymes (1972, in Hall, *ibid.*, Malota and Ariel, *ibid.*, Róka and Hochel, *ibid.*), opposing Chomsky’s idea of language governed by a fixed and context-free set of principles, understood language as a context-dependant social activity. His approach became known by the concept of ethnography of speaking. Last but not least, the context-embedded perception of language as a social action also draws on the work of Michael Halliday, who considered ‘the essential role of the theory of language to explain the social foundations of the language system’ (in Hall, *ibid.*, p. 25-26, Malota and Ariel, *ibid.*, Róka and Hochel, *ibid.*).

The reflection of culture in language and the impact of language on culture can also be illustrated by Hall’s high-context and low-context theory (1996, in Delgadová, 2010, Gudykunst and Lee, 2002, Hidasi, *ibid.*, Reynolds and Valentine, *ibid.*, Róka and Hochel, *ibid.*). The communication patterns and preferences in the former have a rather implicit character, relying on the context of the information and are hidden in the physical setting or in beliefs, values, and standards. In low-context cultures, however, the meaning is explicit and literal due to the elaborated system of codes for developing and interpreting messages.

The communication style used by members of a particular culture also shows great variation across cultures. Firstly, we can distinguish between *direct and indirect communication style*. The former can be characterized as expressing

the speaker's thoughts, intentions, etc., explicitly and is typical for Western cultures; in the latter, the message is only implied and is to be decoded by 'reading between the lines' and is preferred in high-context societies, e.g. Asian cultures.

In addition, with regard to the *eloquence elaborate style* using rich and expressive language is more likely to be used in low-context, Western cultures; whereas the *succinct style*, appreciating simple language and silence, can be identified in high-context cultures.

Furthermore, the use of *personal style* is typical for a culture, in which the stress is put on the individual and their personal goals (Western countries); on the other hand, in *contextual style* the formality and status are highlighted more (such as in societies emphasizing respect for social status).

Finally, *instrumental style*, i.e., goal-oriented, is preferred in low-context societies, where, for example, orders are expressed directly and explicitly; whereas *affective style*, i.e., process-oriented, is preferred by high-context cultures taking into consideration other people's reactions (Liu et al, *ibid.*).

In addition, Reynolds and Valentine (*ibid.*, p. 59) deal with the question of what different languages reveal about culture. They describe English as a language of action, which, by putting the subject in the first place in a sentence, emphasizes the responsibility and central role of people in the universe. They also argue that the key position of the verb amongst word classes draws attention to the importance of activities conducted by people, and, through direct and indirect objects, it stresses who and what these activities are affected by. Furthermore, the English language also reveals that reality is measurable, since it uses 'rational, linear, cause/effect thinking, anchored in space and time' (*ibid.*). Hence, English communicators prefer direct, explicit, rational and personal messages. This last feature is mostly manifested in the frequent use of 'I' and 'me'. As opposed to this, people in Asian languages do not believe in objective reality; consequently, languages of the Sino-Tibetan family try to 'capture impression, an overall emotional quality, and subjective, experiential thinking' (*ibid.*, p. 59). Verbal communication is thus minimized and silence is highly valued. Speakers of Asian countries prefer indirect and impersonal messages; hence, 'I' and 'me' are rarely used.

Culture and nonverbal communication

It has been estimated that approximately 85 % of all communication is nonverbal and the significance of this type of communication varies widely across cultures (Hidasi, *ibid.*, Reynolds and Valentine, *ibid.*). According to Liu et al (*ibid.*, p. 153) ‘nonverbal codes send powerful messages, influencing our perception of others and how we are perceived by others’.

Nonverbal communication is generally understood as communication without words, which covers a wide range of phenomena from body movement, through proxemics and haptics, to paralanguage and even physical appearance and dress. Kinesics or body movement encompasses gestures, arm and leg movement, mimics including eye contact, and posture. Proxemics stands for the use of space, more specifically, the distance between the communication partners when interacting with each other. Haptics is related to the use of touch, by which countless messages can be sent, e.g., encouragement, affection, aggression, etc. Paralanguage refers to voice quality and characteristics accompanying speech, especially pitch, tempo, rhythm, volume and pausing. Last but not least, people’s physical appearance and clothes can also communicate their culture, religion, status, power or personality (Hidasi, *ibid.*, Liu et al., *ibid.*, Malota and Ariel, *ibid.*, Reynolds and Valentine, *ibid.*, Róka and Hochel, *ibid.*).

Various scholars agree that nonverbal communication fulfils several functions.

1. Nonverbal codes are used to reiterate a verbal message, which fosters understanding. However, nonverbal communication may also contradict the verbal dimension and, in such cases, it is usually the nonverbal message that is more trusted.
2. Nonverbal communication can also substitute for a verbal message, for example, when something is difficult to express by verbal codes or when communication partners do not share a common language.
3. Nonverbal messages can add extra information to verbal messages, i.e., they complement verbal communication.
4. Verbal messages can be regulated by using nonverbal codes, for instance, using hand movements to make the other do something or to stop them doing it (*ibid.*).

Similarly to verbal behaviour, its nonverbal counterpart is also determined by cultural patterns and norms which are learnt through the process of socialization. Some nonverbal codes have a universal meaning, others may widely vary across cultures; therefore, learning the expectations in terms of appropriate nonverbal behaviour is an important component of intercultural competence (Liu et al., *ibid.*). To illustrate how culture and nonverbal communication are deeply intertwined, several examples may be provided, such as different ways to attract a waiter's attention throughout cultures, or the gestures considered insulting, and being prohibited in one culture, having a different meaning and being permitted in another. Apart from body movements, the distance between the communication partners, the use of touch, voice qualities as well as physical appearance and clothes are all governed by cultural rules.

The concept of intercultural communication

Although there is an endless list of various definitions for both culture and communication, there is an agreement on the conceptualization of intercultural communication between different scholars (Hidasi, *ibid.*). Gudykunst (2002, p. 183) defines it simply as 'communication between people from different cultures'. Similarly, according to Hidasi (*ibid.*) it is an interaction between people belonging to different cultural communities. In addition, Damen (*ibid.*, p. 23) conceptualizes intercultural communication as 'acts of communication undertaken by individuals identified with groups exhibiting intergroup variation in shared social and cultural patterns'. Furthermore, Róka and Hochel (*ibid.*) claim that we can talk about intercultural communication if at least two people coming from different cultures exchange verbal and nonverbal messages.

Reynolds and Valentine (*ibid.*) go further, stating that intercultural communication occurs between people with different cultural backgrounds, coming either from different countries or the same country. This viewpoint is shared by Kramsch (1998), who outlines how we can refer to communication between people with different ethnic, social and national backgrounds in various ways. According to her, the terms 'cross-cultural and intercultural are interchangeable, both referring to the meeting of cultures or two languages across the political boundaries of nation-states' (*ibid.*, p. 81). However, she adds that intercultural communication can also occur between individuals of different social or ethnic groups within the same official language. Similarly, Byram (1991, p. 22) argues that intercultural communication usually takes place either

‘between people of different languages and countries where one is a native speaker of the language used’; or ‘between people of different languages and countries where the language used is lingua franca’; or ‘between people of the same country, but different native languages, one of whom is a native speaker of the language used’.

‘The phenomenon of intercultural communication is as old as human society’ (Damen, *ibid.*, p. 23). Indeed, the first human beings can be considered the first intercultural communicators when meeting other groups of their kind during their wandering from cave to cave. In addition, the Bible is full of events describing interaction between different nations and intercultural communication played a crucial role during the Age of Discovery (Hidasi, *ibid.*).

Intercultural communication as a field of study

Despite the long history of intercultural communication as a social action, it can be considered a young academic discipline. Its emergence can be dated back to the publication of Edward T. Hall’s *The Silent Language* in 1959 (in Damen, *ibid.*, Hidasi, *ibid.*), which offered the first explanation of the connection between culture and communication. However, the need for the establishment of intercultural communication as a discrete scholarly field, occurred as early as during the Second World War, and more strikingly, soon after its end, since a lot of development programmes in the United States failed due to the lack of intercultural knowledge and awareness. The first textbook on intercultural communication, written by John C. London and Fathi Yousef and titled *An Introduction to Intercultural Communication*, was published in 1975 (Róka and Hochel, *ibid.*). The next decades could be characterized by a boom in the field of the academic discipline in question, especially, amongst others, due to the work of William B. Gudykunst, Edward T. Hall, Geert Hofstede, Florence R. Kluckhohn and Fred Strodbeck, as well as Fons Trompenaars.

The importance of intercultural communication

Liu et al. (*ibid.*, also Hidasi, *ibid.*) mention four reasons why intercultural communication is important. First of all, intercultural communication is needed in order to come to terms with the increasing diversity of the population, i.e., the multiculturalism that a lot of countries face today. However, multiculturalism can also be understood as an attitude, referring to ‘a society’s tolerance towards

diversity and the acceptance of equal societal participation' (Kramsch, 1998, p. 20-23).

In addition, in order to foster the acceptance of cultural differences, societies have to address the challenge of promoting intercultural understanding, i.e., making people aware that cultural diversities enrich their lives. Therefore, 'the key to appreciating cultural differences is acquiring intercultural knowledge and developing intercultural skills'.

Furthermore, intercultural communication can be enhanced through international business cooperation, and vice versa: international business exchanges can be promoted by a good understanding of cultural differences.

Last but not least, intercultural communication is vital for facilitating cross-cultural adaptation, especially in terms of migration, but also in the case of societies encompassing culturally different communities or multicultural workplaces. Anxiety and uncertainty, threaten social cohesion; however, they can be reduced by developing intercultural knowledge and skills.

1.3 CULTURAL DIMENSIONS

It is almost impossible to become interculturally competent without understanding in what dimensions cultures can differ from each other, since it influences the way, members of various cultures behave or communicate (Hidasi, *ibid.*, Reynolds and Valentine, *ibid.*, Róka and Hochel, *ibid.*). Therefore, in the next part of the chapter, two of the most influential models of cultural dimensions are discussed.

Hofstede's cultural dimensions

Professor Geert Hofstede carried out one of the most comprehensive research studies on how work-related values are affected by culture, recording employees' value scores collected within IBM in 70 countries between 1967 and 1973. Later he validated the earlier results and extended the research to other respondent groups, such as commercial airline pilots and students, civil service managers or 'up-market' consumers. The 2010 edition of the book entitled 'Cultures and Organisations: Software of the Mind', comprises and compares 76 countries applying the six cultural dimensions that can be used to capture cultural differences between nations as displayed in Figure 7 (www.hofstede-insights.com, 2022).

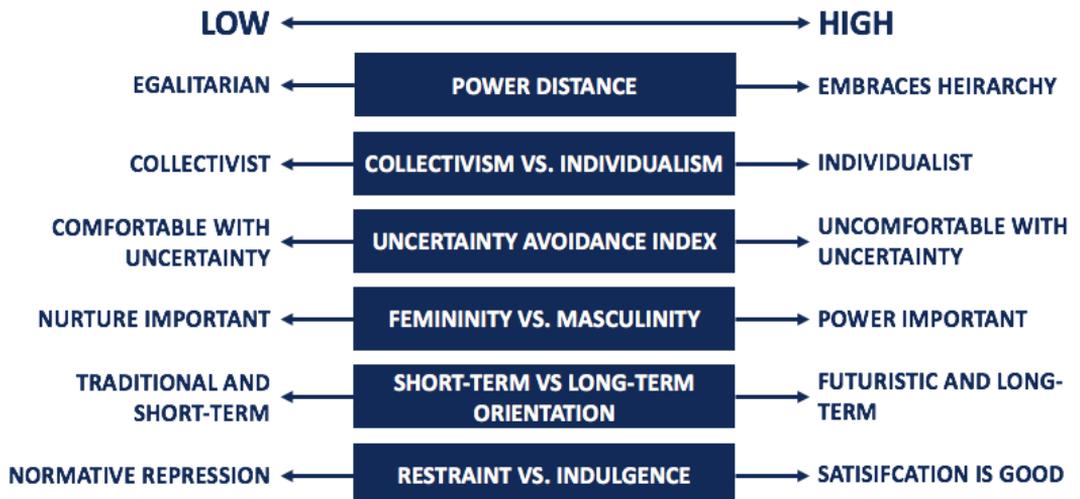


Figure 7: Hostede's cultural dimensions (www.corporatefinanceinstitute.com, 2015)

According to Hostede (www.geerthofstede.com, 2022), first of all, cultures can be distinguished according to the 'individualism-collectivism' dichotomy. In individualistic societies the stress is put on individuals' goals and personal achievement; whereas in collectivistic cultures individuals are expected

to subordinate their personal goals to the norms and values of the group. In addition, in the former people are independent from other individuals of the community, whilst in the latter people see themselves as interdependent with the other members.

Furthermore, cultures can be compared along the continuum of *masculinity versus femininity*. In masculine cultures, emphasizing power, competition and material success, the roles played by women and men are strictly distinguished; in cultures considered as feminine, stressing the prosocial thinking and interpersonal connections, however, these roles are often exchanged.

According to the power distribution in a particular culture, societies with a larger *power distance* can be described by inequalities between people of different status reflected mainly in the obedient and respectful attitude of the less powerful toward the more powerful ones. On the other hand, cultures with a smaller power distance stress the equality and interdependence between people of different status.

The dimension of *uncertainty avoidance* refers to the degree to which particular societies can cope with uncertainty. Logically, cultures with high uncertainty avoidance strive for information and certainty, whereas in lower uncertainty avoidance societies, people seem to be more comfortable with risk-taking and ambiguity.

In terms of time orientation, cultures can be classified along the continuum of *short-term versus long-term orientation*; whilst the former is usually associated with savings, quality of products or perseverance, the latter refers to quick results and less saving. At this point, it is also noteworthy to mention that another approach in terms of time orientation is also provided by Hall (1983, in Gudykunst and Lee, *ibid.*, Liu, *ibid.*, Malota and Ariel, *ibid.*, Reynolds and Valentine, *ibid.*, Róka and Hochel, *ibid.*), who differentiates between *polychromic* and *monochromic* cultures. Time in the former is viewed as more circular and relaxed and performing several activities simultaneously is commonplace. However, in the latter people consider time to be linear and prefer to do one thing at a time.

The dimension of *indulgence versus restraint* is determined by how much people try to control their desires and impulses based on the way they are educated. In an indulgent culture life is perceived as something that makes sense, friends and freedom are appreciated. In a restrained culture, people consider life to be hard, and, the normal state of being is duty, not freedom.

The weaknesses and strengths of Hofstede's dimensions

Hofstede's cultural dimensions have been accepted worldwide as a useful tool to analyse a country's culture. They reveal not only work-related values but also values in general, that affect the behaviour of the examined nation.

However, it should be recognised that the scores of a particular country within the dimensions refer to an average attitude or behaviour and may not be true for every individual. For example, even in collectivistic cultures, some people can show highly individualistic features.

Moreover, the dimensions describe the national culture within the geographical boundaries of the given country, which can comprise several cultures and subcultures, as it is in the case of Slovakia, the Balkans, Italy, or the USA.

Finally, although the dominant culture of a country is considered to be relatively stable, values are affected by many internal and external factors which can change over a longer period of time. This change is very apparent due to globalisation and the impact of Western cultures. Therefore 'Hofstede's cultural dimensions' should be used only as a guide to understanding the difference in cultures between countries, not a law set in stone (Reisinger, 2009, p. 147).

Kluchhohn and Strodbeck's value dimensions

Kluchhohn and Strodbeck's value orientation model (1961, in Hidasi, *ibid.*, Liu, *ibid.*, Malota and Ariel, *ibid.*, Róka and Hochel, *ibid.*) identifies five universal problems that all human cultures have to cope with, and value orientations refer to the means used by different cultures to address these problems (See Table 1).

VALUE DIMENSION	ALTERNATIVE ORIENTATION
'Human nature' orientation	Good, evil, or 'mixed'
'Person versus nature' orientation	Subjugation to, harmony with, or mastery over nature
'Time' orientation	Past, present or future
'Activity' orientation	Being or doing
„Relational' orientation	Collectivistic or individualistic

Table 1: Kluchhohn and Strodbeck's value dimensions

Firstly, *human nature orientation* deals with the fundamental character of human nature, i.e., whether people are primarily seen as good, bad or a mixture of these two. Apparently, this issue is profoundly linked to the dominant religion in a particular society, for instance, in Buddhism the goodness of the person is emphasized, while in Judaeo-Christian tradition humans can be both evil and good. This perception can influence, for example, how group leaders treat their staff, (e.g. whether they think they are generally lazy or hard-working).

Secondly, *person versus nature orientation* refers to the relationships of people to nature. For example, highly industrialized societies are founded on mastery over nature, whereas in developing countries human beings are considered to be part of nature and thus expected to live in harmony with all its elements.

In addition, similarly to Hall's view, cultures can differ significantly according to their perception of time, i.e., *time orientation*. For example, the life of people in Western countries, especially the USA, Germany and the Switzerland, is organized around time and on time; hence, punctuality is one of the most highly valued character traits. In other cultures, e.g., in certain countries of Africa, time does not play a key role in people's lives, and there are communities which do not have any verb tenses because of their lack of a sense of time.

Furthermore, cultures can also be distinguished according to their *activity orientation*, which addresses the problem of doing or being. It means that in Western societies a high value is placed on human work, and in certain Asian cultures, due to the influence of Buddhist philosophy praying is regarded as more important than working.

Finally, *relational orientation*, corresponding to Hofstede's idea of collectivism-individualism, refers to a person's relationship to other members of the society. Thus, in collectivistic cultures individuals subordinate themselves to the needs of their community (family); whereas, in individualistic societies personal achievement and success are superior to human relationships.

Conclusion

Both ‘Hofstede’s cultural dimensions’ as well as ‘Kluchhohn and Strodbeck’s value dimensions’ create valuable resources to understand cultural differences and foster our intercultural knowledge and skills. They can also serve as a useful guideline to cultures when developing a new product for a specific market or dealing with hotel guests. However, once again it is important to stress that these guidelines are for ‘general orientation rather than absolute and reliable ways of describing national cultures’ (Camerer & Mader, 2016, p. 33).

QUESTIONS AND TASKS

1. *Explain how culture and language are mutually interrelated.*
2. *How is communication different in low-context and high-context cultures?*
3. *What types of communication styles are typical for them?*
4. *What does the English language reveal about English-speaking cultures?*
5. *What can we learn about Asian cultures through their languages?*
6. *What does non-verbal communication comprise?*
7. *Name the functions that non-verbal communication fulfils.*
8. *What are the “do’s” and “don’ts” in respect of non-verbal communication in English speaking countries? (Note: See textbook titled ‘Cultural specifics of selected English-speaking countries’).*
9. *Using relevant internet sources, find out about taboos in respect of non-verbal communication when communicating with members of different religions (e.g Christianity, Islam, Judaism, Buddhism, etc.) or national cultures (e.g Chinese, German, Turkish, etc.)?*
10. *What should you pay attention to in terms of non-verbal communication when communicating with customers in tourism, gastronomy and hospitality?*
11. *Discuss the following questions with your partner:*

What is intercultural communication?

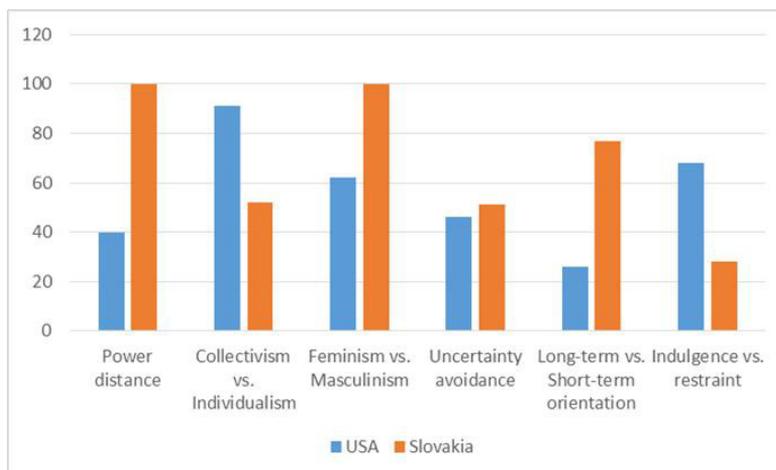
Between whom can it take place?

What does intercultural communication as a scientific discipline deal with?

Why is intercultural communication important?

12. *Explain how national cultures can be different based on ‘Hofstede’s cultural dimensions?’ What does one have to be aware of when using the scores of a particular country?*

13. Read the following comparison of the United States of America and Slovakia based on ‘Hofstede’s cultural dimensions’ (Hofstede, 2022; Sándorová & Tárnová, 2021). Do you agree with the evaluation of Slovakia based on your experience and knowledge about your home/the country? Why yes/no?



Graph 1: Comparison of the American and Slovak culture (www.geerthofstede.com, 2021)

Power Distance

The United States can be classified as a society with a low ‘power distance’ index. There is often explicit emphasis on equal rights in all areas of American society and government. Slovakia is at the opposite end of the ‘power distance’ dimension. It is accepted that some individuals have more power than others and people are accustomed to hierarchical organisations.

Individualism versus Collectivism

The United States can be characterised as an ‘individualistic’ culture. The expectation in society is that people should not rely too much on others and the goal is for the individual to be a “winner”. On the other hand, Slovakia can be found right in the middle of the dimension, which means that it does not show a clear preference, i.e. the characteristics of both ‘individualistic’ and ‘collectivist’ cultures also appear.

Masculinity versus Feminism

The United States is not clearly a ‘masculine’ society but is more likely to fall into this group based on its cultural characteristics. People should strive to be the

best they can be; their well-known saying is that “the winner takes it all”. Slovakia is a highly ‘masculine’ society, though, it is characterized by success orientation, leadership, achievement of goals, as well as a” show-off” attitude.

Uncertainty Avoidance

The United States is below the average in terms of the ‘Uncertainty Avoidance’ dimension. New ideas, innovative products are properly accepted. They are generally more tolerant of anyone’s ideas and allow freedom of expression. With an intermediate score of 51 for this dimension, Slovakia does not show a clear preference, i.e. it is often characterised by an emotional need for rules, even if they never work. Time is money, hence, people have an inner urge to be constantly busy.

Long-term versus Short-term Orientation

The United States is characterised by a fear of change and a preference for the common practices of the past. As this contradicts what has been discussed in the previous dimensions, the duality inherent in American society is clearly visible. Yet, businesses in the U.S.A measure their performance over a ‘short term orientation’. On the other hand, Slovakia can be characterised by ‘long-term orientation’. They are willing to persevere and invest to achieve results and saving money does not cause a problem.

Indulgence versus Restraint

The United States strengthens the group of ‘indulgent’ societies. This is also well reflected in the famous phrase “work hard, play hard” i.e after hard work, there is a well-deserved rest. In Slovakia, on the other hand, there is a culture of ‘restraint’ i.e too much self-reward and indulgence are considered to be wrong and unnecessary.

CHAPTER 2:
THE GROWTH AND IMPACT
OF DIGITAL TECHNOLOGY
AS AN EFFECTIVE MARKETING TOOL
TO TARGET CUSTOMERS AND PROSPECTS

‘We have technology, finally, that for the first time in human history allows people to really maintain rich connections with much larger numbers of people.’

(Pierre Omidyar)

2.1 INTRODUCTION TO DIGITAL MARKETING

Digital technology is evident today on a universal scale and its presence in various everyday activities and situations has encouraged the emergence of a digital community, whose behaviour and communication habits have changed significantly due to computer and Internet technology.

In general, the marketing of tourism is significantly linked with information and communication technology and the nature of its development is almost parallel to the development of digital technology. For example, it is difficult to find a business in the tourism industry that is a completely "no-tech" / "low-tech" and would not allow its customers to communicate via digital technology.

Since the birth of the Internet (in the 1960s) many things have changed in technology, and significant progress has been made with regards to the future. Using the Internet for various activities is now a natural choice, whether it be for communication, business or leisure activities. Information has spread online at a faster pace, with vast quantities of new data and information being produced daily. Humanity has reached the point where there is an expectation that huge quantities of accumulated data can be processed innovatively and effectively and simplified to provide solutions for certain specific problems.

In today's world, there is a great demand for data that is, or may be relevant to a given area. Marketing is the sector that can significantly benefit financially from data acquisition, and processing and it can be utilised to provide a competitive edge for companies and institutions operating in similar or related fields. For this reason, it strives to obtain the largest possible volume of quality data for subsequent analysis and the creation of the necessary information.

However, we are talking not only about collecting and processing existing data already held within an organisation, but also from external sources - where the habits, satisfaction indicators, preferences and possibilities of prospective customers can provide a company with information that may be beneficial

in increasing profit. The spike in the quantity and quality of information from digital media users throughout the world telling us exactly what people want, need and or may be seeking, doesn't appear to be changing any time soon, due to the infinite capacity of the Internet.

Imparting the right amount of information is also important to consider. We need to bear in mind that if we were to 'drown' our customers in advertising or transfer too much information, we could create adverse effects, such as discomfort and anxiety which could lead to resistance to particular brands. When considering the need to make our business visible on the Internet, we must be sufficiently prepared so that we guard against the undesirable opposite effect of our digital marketing and repel potential clients or business partners instead.

From this we can deduce that there is a very fine line between seduction and repulsion. When personalizing digital content, it is also recommended to take into account the cultural differences of individuals. By respecting these cultural differences we can build a closer relationship between the target audience and a particular brand, institution or organization. Creating a network or several networks with different cultural or other similarities can significantly contribute to the prosperity of the company - especially if the network participant feels adequate care and consideration has been taken to address their needs and ideas. Digital technology offers a wide range of ways to contribute to the personalization of content and offerings, especially when aligned solely to the creativity and marketing strategy of the company and how it uses available information for the benefit of its business.

2.2 BACKGROUND AND NEED FOR CONTENT ADAPTATION

Marketing has recently become an area in which a very significant digital transformation has taken place. Developments in digital technology and changes in the consumer environment and behaviour have led to the emergence of digital marketing, which can now be seen as a catalyst for marketing and a fundamental marketing tool. Digital customers many of whom carry out their daily activities online, have effectively aligned their habits and needs to the internet, the consequence being that it is quite difficult to find a particular product or service, which is not in some form available via a wide network of suppliers. This digital transformation has brought many changes to both resellers and service providers, namely that they have to cope with the new challenges of digital requirements, while looking to reach the customer both offline and online. The Internet is a virtual environment that can be mastered intuitively by people (especially the younger generations), but it also has many functions and tools that require prior knowledge and appropriate training. These include digital analytics and other tools used in digital marketing. As these are areas which are evolving rapidly, a rapid response is also needed from stakeholders and professionals in the form of training and adoption of new technology and tools concerned.

Innovation in this direction in recent years has been focused on content personalization, which consists of adapting the offer of products, goods and services to harness expectations, preferences and the actual needs of the customer (existing and prospective).

Personalization can be achieved when there is enough information about the user – individual or group interested in the given product/service. The first step in this process is to obtain relevant information about existing and potential customers. Various technologies and digital tools can be used for this purpose. The identification of customer needs consist mainly in identifying the basic characteristics of a potential buyer, which may be important in targeting them and producing adapted content. It is also important to capture information about their current status and anticipated preferences. It is helpful to know about their standing in the market place and their cultural background, which can significantly influence their purchasing behaviour. Simply put, they must be thoroughly and purposefully acquainted with both existing and potential future customers.

Digital tools allow us to analyse not only the user of the website/other digital applications, but also provide statistical data on the success of digital campaigns. Digital analytics uses modern digital technology to obtain and evaluate quantitative and qualitative data and should continuously improve the marketer's knowledge of existing as well as potential customers.

Avinash Kaushik (2007), a well-known digital marketer and web analyst, defined digital analytics as: 'Digital analytics is the analysis of qualitative and quantitative data from your business and the competition to drive a continual improvement of the online experience that your customers and potential customers have which translates to your desired outcomes (both online and offline).' Despite the changes in digital marketing in recent years, the essence of this definition has not changed. At the centre of the digital marketing concept is the customer who makes their purchase journey based on their previous decisions. Proper marketing makes this easier and more helpful for the customer in their decision-making process. Digital Analytics enables the analysis of all digital business campaigns. This data makes it possible to obtain feedback on the performance of online channels and measure their effectiveness or shortcomings - and specifically non- functioning (or insufficiently functioning) channels or advertising campaigns. The data obtained can be used to build a successful digital marketing strategy that will be in line with real expectations and needs of customers.

Each future customer goes through several processes before the purchase of goods or services, which can be divided into the following summary stages: Awareness Stage, Consideration Stage, Decision Stage. In the following section, we provide a brief description of each stage according to Amanda Sellers (2021).

Awareness Stage

It means identifying and naming an existing problem on the part of a current or potential customer. In this step, the current/future customer displays a symptom of an unresolved problem or opportunity, to which a satisfactory solution is then sought. However, the exact way of solving the problem is not yet clear, only the appearance of a certain problem is certain - for example, a lack of something, too much of something or nothing at all. In the field of tourism, it may be, for example, an awareness of the need to travel, relax, gain travel experience, or to travel for a business trip, etc.

Consideration Stage

It represents the stage of defining the problem and, if necessary, the proposal of possible solutions. In this step, the existing or potential customer has already experienced the problem, but is also looking for possible ways to solve it, for example by starting to search and study available and relevant information on the Internet. In the field of tourism at this stage, it may be, for example, seeking the most advantageous ticket to their chosen destination, like searching for accommodation options in the business district of their destination, etc.

Decision Stage

This is where the evaluation of the solution is made, leading to the final decision. In this step, the customer will definitely decide on their purchase. The brand of the given business plays a very important role, because it can significantly influence the decision (via targeted advertising, customized offer, etc.).



Figure 8: The Buyer’s Journey (Own illustration)

In previous pages, we introduced the term online channel, which actually represents an online space where the potential customer meets a product, service, or even a specific seller and provider. The online marketing channel creates opportunities to influence the user and lead them to the decision to make the desired purchase or use the service offered. It is necessary to realize that the role of online marketing channels depends mainly on the process of going through the shopping cycle. This means that some marketing channels can draw a potential customer

to a product, for example through a search channel, while others are more useful when the user (potential customer) has already started thinking about their needs and is very close to making a final decision on a future purchase (e.g. PPC - Pay Per Click).

In the following section, we provide a brief overview of selected online digital channels, focusing on the most well-known and most used terms.

SEO (Search Engine Optimization)

It deals with increasing the visibility of the website so that it appears in unpaid search positions in the highest possible places. As a result, it achieves an increase in website traffic. Optimization is performed on two levels: on-page SEO and off-page SEO. In the case of on-page SEO, factor optimization is done directly on the website, for example by analysing and setting keywords. With off-page SEO, there is a systematic building of the credibility of the website in the eyes of search engines (eg by registering in online catalogues, purchasing PR articles, through social networks, etc.)

PPC (Pay Per Click)

This is a system where you pay for clicks on an ad. i.e. If a user clicks on that ad and moves to the appropriate website, the ad network is paid a certain amount. In some cases, it is possible to target advertising according to demographic data or patterns of behaviour and thus adapt marketing activities to a potential group of people interested in a given product or service.

Social Media Marketing

It represents a long-term and creative process of building a network of people interested in a given brand. The creation of original content and its systematic sharing on various social networks is an effective way of using social networks for marketing purposes. The preference for using individual social networks changes over time, as well as the way and time of their use, so it is recommended to monitor and respect related trends in this type of marketing.

Email Marketing

Email Marketing is one of the most important online marketing channels, which focuses on the delivery of targeted advertising to the electronic mailbox of a user -

a potential customer. It also serves to ensure the maintenance of contact with customers, who will receive an overview of news and events in connection with the selected product or service by e-mail. The usual way of gaining and retaining customers can also be by way of an email newsletter, which will provide interesting reading and information for those interested (and enables capture of their contact details).

Video Marketing

Video Marketing is also one of the most popular marketing channels, the popularity of which also lies in the fact that users like to watch short video clips - especially when it is associated with engaging and entertaining content. So-called video blogs (vlogs) seek to distribute content through video. Videos can then be shared on social sites as well as on special video-sharing sites (Youtube, Vimeo, etc.)

Although the acquisition of new customers and expansion of the customer network is extremely important, existing customers must not be forgotten either, and therefore systematic care is also necessary in this regard.

Personalization of digital marketing is a long-term process that focuses within appropriate digital platforms to obtain information about customers and seeks to adapt the offer to customer requirements and preferences. The customized offer is characterized mainly by the fact that it is tailor-made and corresponds as much as possible to the expectations, needs and possibilities of the user who is interested in the given product or service.

People want to be treated as individuals and therefore the power of personalisation is indisputable. One way to extract information from customers is to use questionnaires in which they express, for example, their satisfaction or dissatisfaction, as well as other options and opinions. However, it is to be expected that in some cases it will be more difficult to obtain the required information via a single online tool, for example by not receiving sufficient responses to questionnaires from customers. This can result in a so-called information gap in our knowledge regarding customer information. It is then necessary to reconsider the form and tool used to obtain information and possibly consider a more efficient method via an alternative tool. If a multi-channel digital tool for effectively obtaining broad information about customers is available, it is possible to 'plug the gap' where information has previously been lacking.

2.3 INFORMATION OVERLOAD AND ITS EFFECTS ON DIGITAL MARKETING

The revolutionary digital transformation that has been taking place since the early 1990s has also brought challenges that were not yet known at all, or at least had not required so much attention. The issue is information overload, where the influx of information on the Internet becomes weighty, difficult to process and causes problems rather than providing solutions for the individual. The term information overload was first used by Bertram Gross, a Professor of Political Science at Hunter College, in his work as early as 1964. He stated that Information overload occurs when the amount of input to a system exceeds its processing capacity. Decision makers have fairly limited cognitive processing capacity. Consequently, when information overload occurs, it is likely that a reduction in decision quality will occur. At a time when the issue of possible information overload was being considered, the Internet was not yet as accessible and widely used as it is today, but the topic has nevertheless aroused interest. Since the early beginnings of the Internet, the situation has changed greatly and the amount of information has multiplied. This is evidenced, among other things, by the statistics of The Radicati Group, Inc. *in 2017, the number of worldwide email users was expected to top 3.7 billion. By the end of 2021, the number of worldwide email users will be over 4.1 billion. Approximately half of the worldwide population used email in 2017 and at the end of 2021 there will be approximately 320 billion sent and received emails per day worldwide.*

It can be stated that information overload, in its simplest essence, manifests itself when an individual receives such a large amount of information that is already difficult for them to process and tolerate. It is not possible to determine the exact limit of the amount of such information that would lead to information overload, but rather we could talk about subjective predispositions and abilities of an individual that affect the 'tolerance' of a large amount of information. It means that a certain amount of information (as well as the frequency of their occurrence) may trigger an overload of new information for some individuals, but on the other hand, acceptable and easily processed by other individuals without too much difficulty. Thus, we cannot determine the exact limit of the 'information surplus' as even the maximum limits for receiving and processing information are different. They may even be different, dependent on the nature and complexity of the information. Acknowledged opinion cites five categories that cause information overload:

personal factors, information characteristics, task end process parameters, organizational design, and information technology (Eppler, M., Mengis, J. 2004).

In today's world, it is often difficult to handle the technology that fully supports the creation, retrieval and dissemination of a vast range of information. According to a recent article in 'Psychology Today', information overload can produce feelings of anxiety, powerlessness, and being overwhelmed, plus mental fatigue and a difficulty in making decisions - or worse, making hasty, bad ones. In 2018, the International Data Corporation predicted the world's data would grow to 175 zettabytes in 2025.

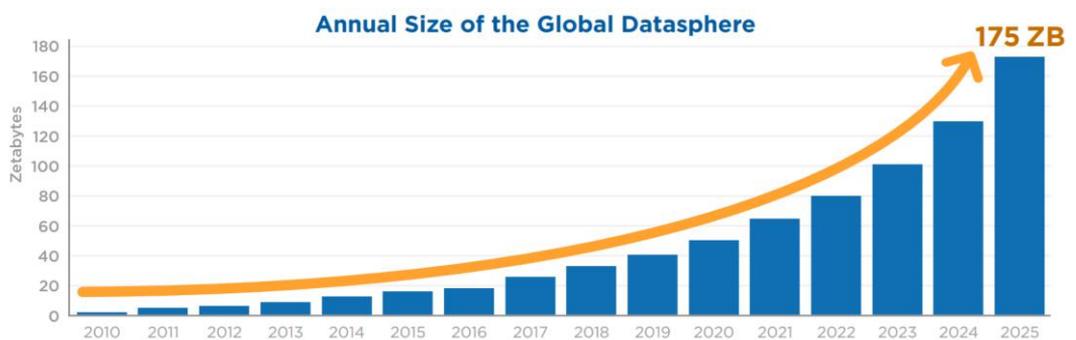


Figure 9: Annual Size of the Global Datasphere (Data Age 2025, 2018)

In respect of digital marketing, information overload is also of great concern when we create content, look for potential clients and implement targeted advertising. We must constantly be aware that our activities also create information and thus increase the risk of overload.

A specific example of information overload in tourism

Internet meta-search engines are a common way of searching for and booking air tickets and tours. If a person potentially interested in air transport uses a meta-search engine and thus tries to speed up and simplify this activity, they most often encounter parameters such as price, trip duration and necessary transfers when searching for and studying specific search results. Other circumstances (e.g. distance from the airport residence, final destination, preferred airlines, previous experience, etc.) must be considered - especially in the case of a large amount of available new information. In such a situation, it can easily happen that the interested party subconsciously or consciously focuses mainly on the cheapest offers, while other information - due to information overload, escapes them. Therefore, they may

simply choose the cheapest offer, but not focus on the other more advantageous or relevant parameters.

Options for avoiding Information Overload in digital marketing

Value added content

Create content that adds value to your customer's life or meets their interests. Present your products or services in a way that directly correlates to what they are already genuinely interested in. It is best to position unique content that is also interesting and important to the recipient. It is often a material that contains a certain manual, description, or aid, etc.

Reduce choice overload

'Less is sometimes more' also applies in the world of digital marketing, but also in the case of an offer that is intended for potential customers. When a very wide range of offers is made to the interested party this may happen to be counter-productive. In this case they may not even choose from the established wide range of options, because uncertainty and indecision arises. It is therefore important to focus on a specific offer that is not only original but also avoids ambiguity.

Short, simple and relevant

People in today's fast-paced world often do not have time to thoroughly study the information that appears online. Therefore, it is recommended that the marketing message be conveyed in a form that is short and sharp (for easy reading), simple (for quick and easy understanding) and relevant (for content that the recipient is genuinely interested in).

2.4 PERSONALIZATION OF DIGITAL MARKETING

Tourism in the 21st century is characterized by its diversity and popularity as well as dynamism in development and connection with digital technology. There is a wide range of tourism products, the growth of interest in obtaining tourist experience and the prevailing competition amongst suppliers. The new trend of digital marketing in tourism includes personalization, which focuses on the 'Personalization Menu' within tourism services. The wide range of tourism supply meets a relatively diverse range of requirements and interests, which addresses specific demands in such a market. It may be important for a potential tourist that their demand is handled individually and that their intentions are met with an offer that is 'tailored to their needs'. The aim of personalization in digital tourism marketing is to offer a service tailored specifically to those potential customers who are interested. Personalization of digital marketing is achieved by adapting the marketing offer to the personality of a potential customer or interested party. The basic precondition for the personalization of digital marketing is that reliable information is obtained about an individual's personality - their individual interests, preferences, customs, as well as their cultural background. This valuable information can then be used to tailor marketing tools and content to individuals. Personalized digital marketing can be in many cases much more effective compared to traditional marketing, which is not geared to the specific preferences of an individual, but is of a more general nature.

Personalized digital marketing can be defined as a *digital strategy that conveys promotional content in a form that adapts to the individual preferences and requirements of a potential customer.*

There are highlighted in the research report of Epsilon that 80% of consumers are more likely to make a purchase when brands offer personalized experiences. According to Travel and Leisure Websites / Mobile Apps they present the follows (2018):

- *87% of respondents say they are much / somewhat more likely to do business with travel websites / apps offering personalized experiences but only 64% say travel websites / apps are currently delivering personalized experiences very / somewhat well.*
- *Respondents ranked the following personalized experiences as the first and second-most motivational to do business with a travel and leisure brand: Providing offers or coupons based on consumer's physical location (35%);*

home page automatically shows best fares / hotel deals in frequently-travelled cities (32%); providing offers or coupons based on past trips or preferences consumer set (28%).

In personalization we can observe a range of different approaches. In the following part we choose from the most commonly adopted and provide a brief description of each.

Segmentation

Segmentation is a marketing approach that requires breaking down the overall target market into tiny groups of customers, companies, or countries that are noted to have common interests, needs, and preferences. The goal of segmentation is to gain an overview of the operation and behaviour of individual customer segments. Segmentation creates favourable conditions for grouping users and respecting their possible specific requirements. Segmentation can be based on general social processes, which are shown mainly in differences

- **geographical** - breakdown based on geographical areas (state, region, city,)
- **demographic** - breakdown by demographic data (age, gender, ...)
- **cultural** - division according to cultural specifics
- **psychographic** - division according to lifestyle, social strata, etc.
- **behavioural** - division according to attitudes, knowledge of reactions, etc.

Often, one single criterion is not enough for market segmentation but it is necessary to analyse and respect several criteria in order to set the correct market segmentation and thus the creation of effective targeted advertising. Based on this, we distinguish: a) one-level segmentation (one criterion is respected); b) two-level segmentation (first the segmentation according to the first most important criterion is performed and then the second criterion); c) three - and multi - level segmentation (first the segmentation according to the first most important criterion is performed, then the second to more criteria follow).

The biggest advantages of segmentation include the possibility of a better and more thorough understanding of customer needs, greater accuracy in the selection of marketing tools, effective selection of the target market customers.

Personalization

In its simplest essence, it means creating a profile for each user individually and then offering a personalized experience. It is true that the more information available about an existing or potential customer, the better and more efficiently it is possible to offer him or her tailor-made content. Therefore, it is advisable to find out data, for example, about preferred web channels, about web browsing habits, about the products they are most interested in, etc. Often it is fruitful to elicit data from previous purchases and then use this to create personalized menus and access. Personalization differs from segmentation mainly in that in personalization marketing segments with one user are formed instead of a group of users with similar characteristics. The creation of a marketing strategy can be developed, among other things, by first creating a database of users, then obtaining feedback (for example, via a questionnaire) and using its results to differentiate customers, including the creation of special and unique offers and information.

In the field of tourism, we find various means as well as forms for adapting marketing content to the personal level of an individual. In the following section, we select some possible ways to personalize digital marketing with regard to intercultural diversity.

Targeted Emails

Currently, email marketing is used not only for electronic communication, but also as a form of advertising campaign. It is a digital type of marketing, which consists of sending relevant information via e-mail. It is often used to send an e-newsletter, which can provide the customer with interesting information but also attract them to make another purchase from the seller based on their offer. In this type of marketing, e-mail provides a means that can be used to maintain contact with the customer. If we manage to maintain contact with the customer, then loyalty to the seller is built, which then creates favourable conditions for repeated purchases. Personalized emailing is achieved by tailoring emails to target groups or individuals who are provided with personalized content - often generating content specifically for individuals, addressing by name, generating special birthday offers, etc.

Custom Video Messages

A personalized video campaign is a common tool for building a real relationship with the customer. The success of video campaigns depends on many factors, but the right choice of the target group is paramount. It is important that the viewer feels that the video content is actually created just for them and / or about them. According to Barber (Forrester), personalized video is the kind of video that delivers personalized content with individualized elements in video and scene composition. Personalized video differs from traditional video marketing in that it uses technology that is able to match and change the video content based on the user's personal information. This data is then incorporated into the action and direction of the video. The creators of a personalized video often try to influence the user's emotions and arouse in them an emotional relationship to a given product or service. Personalized videos have great potential in marketing, among other things, due to the well-known popularity of videos and short films (even compared to written text). Personalized videos can captivate the viewer, especially when they are creative, interesting, but above all, the right target group is chosen.

Tailored Product Recommendations

The proposed services are set out in the list of products, the conditions for which the goods are applied are, in particular, the data relating to the relevant data set, in order to ensure that the person concerned is able to pay the goods. In addition, the special technology companies involved in the development of their activities include the following provisions:

- on the Internet search engine, you can use the keys
- the data collection rules
- social-security - like pages and products, removals, real estate brokerage, etc.
- Land management
- Demographic data

In the field of fiction, there is a cultural image and a cultural background in the nature of the community, which is based on the personality of the person in question. There is a need for cultural awareness and skills in the field of 'cultural personality', and there is a common sense of excellence in the development of a cultural product or service.

Social Media Marketing

The potential of social networks has increased a thousand-fold since the early 2000s, and although the range of social networking platforms has expanded (even migration between social networks but also profiling across multiple platforms is even now comparable), all indications are that their popularity remains high. Social networks offer their users an online space to communicate and share content, but they are also a good environment for implementing marketing activities. Using various social networking tools, it is also possible to implement an effective marketing campaign based on relatively accurate socio-demographic characteristics of users. In addition to targeted advertising campaigns, social networks can be used in the field of marketing to build PR and reputation and generate active communication with users. It also enables sharing of relevant content as well as creating and caring for a community of users. There are various ways of personalizing marketing on social media platforms, such as sharing and using personalized content, personalized videos, various quizzes and feedback questions. Campaigns can also be re-targeted (connecting with users who previously interacted with the product offers) or re-promoting a website to remind them of the chance to obtain a desirable product. One of the best advantages of personalization on social media is a positive effect on ROI (Return of Investment). Social media ROI is a metric showing the amount of value generated by your investments in social media and is an important indicator of the success of the marketing strategy used.

Social networks can be a great tool to support the personalization of digital marketing. They are a platform where people can express their preferences, for example through likes, commenting on posts, sharing pictures from destinations, but also by becoming followers of a site, events, etc. It is in this form that it is possible to differentiate the behaviour of potential customers, the popularity of certain destinations, or even their possible preferences. The information obtained can be further used to build an effective personalized digital campaign through other media. In addition, the social / organizational side of the product / organization itself can also be tailored to most interests, or even focused on different preferences.

To respect intercultural diversity, for example discounts can be offered to the groups concerned, e.g. to the Irish for St. Patrick's Day, Jewish festivals, Easter offers etc. All of these groups can be specially catered for.

2.5 THE BENEFITS OF PERSONALIZING DIGITAL CONTENT IN GENERAL

Personalized marketing can provide many benefits to both the company and the customer. This is because the buyer can get offers that fully meet their current needs. Moreover, you may come across personalized content that fits your interests in many ways and allows you to experience personal attention - 'care'. As has become clear, the data collected about the user and their various shopping habits and behaviours are the starting point for effective personalization. Without properly collected data and their relevant evaluation, the benefits of personalized digital marketing cannot be realized. In the following, we group some of the positives that can be achieved as a result of the personalization of digital marketing content, without claiming to be exhaustive.

Flexible and effective business management

In this context, it is important to ensure that there is a consistent and coherent 'business plan', based on the marketing process. In addition to online sales the website can be used to search for and access online services. Digital data processing and the quality of the website can also be developed and more and more can be done in the field of web content management, as well as in targeted digital communications.

Wider data provided by a digital service provider can be integrated to enable predictions for marketing purposes.

Accessibility of information to sales staff enables them to get a clearer picture of how the company's product / service contributes to the customer's needs. The data serves as a basis for leading the customer to the most appropriate product page on the web. Customer interaction enables effective feedback to be captured. This can also play a major role in the selection of new strategies for more effective marketing going forward.

Building loyal customers

If customers feel that the company really cares about them and takes their needs into account, then there is obviously a growing willingness to remain loyal to the brand, recommend the product / service to acquaintances, friends and of course make

a possible re-purchase. Personalization helps make customers feel that they are really important to the company and that the company can respond to needs as soon as possible, or at least as quickly as possible. The path to loyalty can also prove to be quite effective and reliable through personalization, as it is through human nature that personal attachment can trigger loyalty to a brand or product. The durability and sustainability of loyalty is also an important issue, it should not be forgotten or pushed into the background, as a 'failed' customer can be very difficult to persuade later, and even a customer who voices their negative experiences can deter other interested parties. In order to maintain loyalty, it is worthwhile following the customer's needs assessment, change their habits, and try to find the best opportunity to retain and / or rekindle their attention and interest. However, it should be considered that 'intrusive' behaviour (marketing activities with inappropriate frequency - too common or too rare) may irritate the user and will not necessarily succeed, even if the product is very attractive.

In addition to the above, it is important to note that by customizing the content, we have the opportunity to achieve many other benefits that have the potential to provide a positive impact on users and potential customers, but are therefore useful and highly beneficial to the business entity. These may include, for example, shortening the sales cycle, more effective advertising due to better evaluation, increasing revenue ROI, enjoyable experience for customers, targeted specific customers, etc.

QUESTIONS AND TASKS

1. *Which aspects are most important for implementing effective personalization of digital content?*
2. *Which online channels can be used to personalize digital content and in what way?*
3. *What steps does the customer go through before the purchase itself and how can they be influenced by personalized digital marketing?*
4. *How does information overload affect shopping habits and trends today?*
5. *What are the most striking differences between segmentation (4.1) and personalization (4.2)?*
6. *Which benefits can be most important for the customer and why?*

CHAPTER 3:
DIGITAL MARKETING
IN THE MULTICULTURAL ENVIRONMENT

‘Innovation needs to be part of your culture. Consumers are transforming faster than we are, and if we don’t catch up, we’re in trouble.’

(Ian Schafer)

3.1 INTRODUCTION TO DIGITAL MULTICULTURAL MARKETING

Existing and potential customers are influenced by various factors when making a purchase, among other things, by their own economic, cultural and social backgrounds. The *cultural background* of an individual can be an extremely strong factor in determining his or her own consumer behaviour and the final decision-making process. From a sales standpoint if the selling entity (company or individual) operates in a multicultural environment (rather than focusing exclusively on a homogeneous cultural group of customers) and wants to reach a wider, culturally diverse group of people, then it certainly needs to gain an oversight of important cultural specifics. Simply put, it must make its offer specific and adapt its advertising to the cultural uniqueness of potential interested parties. Furthermore, from the point of view of building good relations with consumers, it will also be beneficial for them to identify and log the cultural characteristics of their customers/potential customers. The behaviour of customers from specific cultural backgrounds is influenced by the way in which they receive content, as well as the product and service itself. Therefore, in order to streamline the marketing strategy, it is necessary to understand and respond to the traditions, customs, language skills, experience and other characteristics resulting from the cultural predisposition of the customer.

According to Cui (1997) Developing strategies for marketing to customers of diverse ethnic backgrounds has become more important than ever as we are approaching the 21st century. Yet due to diversity in race, nationality, religion, geography, language and customs, etc. it has become increasingly difficult for marketers to use the same marketing mix strategies for all customers groups.

In the present, often referred to as the ‘digital world’, the global use and reach of the Internet and digital technologies, has enabled businesses to identify and open up new niche markets and target specific niche segments. Specifically, national minorities can form a coherent customer base and a strong target group. A multicultural dimension also encourages specific cultural groups to embrace

mutual respect, coexistence and acceptance of diversity in their interactions with other cultural segments. With the help of modern digital technologies, it is thus possible not only to create and implement effective marketing campaigns based on the cultural differences of all target groups but also to enable communication between cultures.

Gaining the trust of different ethnic groups can be highly beneficial for business purposes in both the tourism and other sectors. Tourism can for example, tailor advertising to the interests of ethnic groups, creating content that is interesting and relevant to the customer's ethnicity and cultural background. Consequently, the end product or service can also be effectively tailored to target groups. Approaching and gaining target groups based on ethnic / cultural uniqueness is an area that is currently addressed by specialized marketing companies and agencies, because appropriate identification of characteristics and setting the right marketing strategy often requires considerable energy and specialist expertise.

As well as opening up communication with customers and prospective customers from other cultures, a measured intercultural marketing strategy can underpin and support an umbrella marketing strategy to the wider customer base.

3.2 DIGITAL MARKETING IN A MULTICULTURAL ENVIRONMENT

In connection with considering the culture of customers within a target market, terms such as ‘cultural marketing’, ‘ethnic marketing’, ‘cross-cultural marketing’ or even ‘intercultural marketing’ are frequently used. In many cases these terms are regarded as synonymous due to the characteristic feature that closely links them. The common fundamental basis of these forms of marketing is respect for recognition of the cultural background of customers and its incorporation into targeted marketing activities. For the purposes of this chapter, we do not consider it important to look for strict differences and provide precise definitions of these terms - we leave this task to the field of marketing theory. We focus our attention primarily on finding ways and establishing opportunities for the use of various digital tools and online platforms that can be applied in a multicultural environment. We focus on the description of marketing in a multicultural environment and its aspects in terms of digital technologies.

Digital marketing in a multicultural environment offers solutions for launching product campaigns and advertisements that target specific groups of racially, ethnically or culturally related consumers and customers. It is, among other things, a specific way of market segmentation, which seeks to target selected groups with appropriately formulated marketing activities. While the selling entity can create the same advertising regardless of the differences in its universal target groups, it can adapt its products as well as their promotion to smaller segments – both specific and interrelated groups. Such segmentation can take place in different ways and on the basis of the different characteristics identified for the target groups. Ethnicity segmentation means tailoring content and other marketing strategies to the interests and characteristics of the selected ethnic group. It enables the selling entity to identify and explore the untapped potential of an ethnic group. The background and psychological nature of ethnic marketing lies in the fact that the consumer becomes more comfortable and connected with the subject of the marketing proposition because it is sympathetic to the environment or circumstances that he/she knows, rather than to generic factors that may be less relevant and familiar. Sometimes, for example, adapting the language of the advertisement (either by using colloquial speech or by including a translation in the headlines) can have a positive effect on the individual and lead to a positive evaluation and perception of the brand as well as the product or service itself.

Increasing migration in Europe also results in cultural pluralism in the markets, which is both an opportunity and a challenge for companies. In many places, profits have already been made from this challenge, using the tools of ethnic marketing established primarily in the United States (Sasné, 2016).

According to Morse (2021): *The real key to marketing success with any consumer group is to have a genuine interest in the customers, what their needs are, and how your company might fill those needs. Multicultural customers are no different.* The author of the book *Multicultural Intelligence* also presents *The Six Best Practices in Ethnic Marketing and Merchandising*:

- 1. Think like your ethnic consumers so you can serve them better.**
- 2. Define your ethnic merchandising ‘look’ and organize to execute it.**
- 3. Tailor your offering to appeal to your ethnic customers.**
- 4. Create a culture that enhances the store experience and ‘connects’ with the community.**
- 5. Recruit and retain a diverse staff to help you successfully serve your target customers.**
- 6. Develop a marketing plan to communicate value at all points of customer contact.**

Marketing success is also determined by careful and considered selection of the most appropriate combination of digital tools, the effective use of which can significantly contribute to the success of marketing campaigns. A multicultural society is heterogeneous from different angles. Current marketing recognises the importance of targeting these segments.

3.3 DIGITAL DIVERSITY MARKETING

‘**Digital Diversity Marketing**’ is a relatively new way of targeting diverse groups. This form of marketing uses different digital (or other) channels to communicate and appeal to customers with different cultural backgrounds, ethnicity, genders, races, religious beliefs, etc.

Diversity means that the following factors, among others, are taken into account:

- Age
- Ethnicity
- Race
- Nationality
- Gender & sexuality
- Language
- Religious belief and spiritual view
- Socio-economic status

Diversity in digital marketing means that the demographic and other social and / or personal background of the customer is not only respected but also taken into account when creating marketing content. **Digital Diversity Marketing** seeks to identify target groups and sub groups of diverse customers. Based on these findings the marketing strategy is streamlined to achieving marketing goals using modern digital technologies. More traditional offline channels are used to spread marketing messages and campaigns e.g. *the classic information channels such as printed media, direct mail, telemarketing etc.* However, nowadays modern online platforms and means of marketing are preferred and it is recommended to pay attention to the wide range of online marketing channels e.g. *email marketing etc.*, which provide a very effective foundation for the implementation of diversity marketing activities.

***Diversity Marketing** realizes the markets and the market consumers have different tastes, beliefs, interaction types and lifestyle choices. Such vast differences are then tackled by customized marketing strategies (Dahl, 2004).*

Diversity marketing is thus able to target a particular ethnic group / cultural group. For example, it may be a different marketing strategy but the same product for different target groups. In any case, it must be a properly prepared, targeted advertising, which is not based on stereotypes - but on real differences.

In August 2019, the Female Quotient partnered with Ipsos and Google (Google/Ipsos, 2019) to survey 2,987 U.S. consumers of various backgrounds to better understand perceptions surrounding diverse or inclusive ads. The study asked participants about their perceptions with respect to 12 categories related to diversity and inclusion in advertising. According to data on thinkwithgoogle.com (Shipley, 2020) people are more likely to consider, or even purchase, a product after seeing an ad they think is diverse or inclusive (in reference to the 12 categories discussed in this study). In fact, 64% of those surveyed said they took some sort of action after seeing an ad that they considered to be diverse or inclusive. This percentage is higher among specific consumer groups including Latinx+ (85%), Black (79%), Asian/Pacific Islander (79%), LGBTQ (85%), millennial (77%), and teen (76%) consumers.

In relations to these findings Digital Diversity Marketing is a useful tool in the hands of marketers to increase their online reputation (often referred to as e-reputation of the selling entity).

Regarding online reputation, it is necessary to take into account various aspects. These include the presentation of the selling entity's brand on the Internet via advertising, but also content on their own social media channels. A key factor of success in the current highly competitive climate is the positive reputation of the company. It is obvious and highly probable that a company with a positive reputation has a better market position than, for example, one that does not value its customers or does not take care of them in an appropriate way. The most common source for informing and building a visible online reputation is customer experience feedback published on various Internet forums, portals or even social networks.

As it was defined by Jenna Phipps (2020) the *Online reputation is the consensus public opinion of an individual or organization based on their online presence and dependent on both their behaviour and the subjective thoughts of observers or customers.*

Building a reputation, including online reputation, is a long-term and systematic process whose foundations and strategies are defined by 'Online Reputation Management' (ORM). As it is defined by Jones et al. (2009): *On-line reputation management is the process of positioning, monitoring, measuring, talking and listening as the organization engages in a transparent and ethical dialogue with its various on-line stakeholders.* From this definition, it is clear that it

is necessary not only to monitor what people or businesses are communicating online about the company in question and its products or services, but also to learn and adapt how to respond to each party in any interactions.

Here are four reasons why managing online reputation is a critical function for tourism businesses (Destination BC Corp., 2014):

1. **Social media has changed traveller behaviour** – Social media has changed how travellers research trips, communicate with businesses, share experiences.
2. **Consumers trust other consumers more than other advertising sources** - It is understandable that consumers trust recommendations from people they know, but why such a high level of trust for advice from strangers? Unlike marketers, consumers are independent and seek reassurance from the personal experiences of other like-minded individuals. They are not selling anything, and do not stand to benefit from purchases. This is not to say that paid advertising is a waste of money. Consumers are still influenced by sources they do not fully trust; they simply keep researching a combination of sources until they are confident they are making the right decision
3. **Business reputation is interdependent** - In tourism, your ability to attract customers depends not only on the reputation of your business, but on the reputation of the businesses around you, your community or region, and the province as a whole. When everyone works together to strengthen reputation, individual businesses get stronger, as do their home regions.
4. **Reputation drives revenue** – there is a direct relationship between online reputation, demand and pricing power.

Online Reputation Management uses different online tools and platforms and as cites Vartiak (2015): *Online reputation management (ORM) combines marketing, public relations and search engines. ORM enables an organization to protect and manage its online reputation by becoming actively involved in the outcome of search engines results.*

Special online reputation monitoring tools (e.g. *Google Alert, Social Mention, Reputology*) can also be used for effective reputation building. To build a successful online reputation management programme, it is necessary to follow an appropriate strategy.

Portmann et al (2014) present a framework called '**FORA**' for online reputation analysis and management. The FORA framework consists of three key layers. The first one is called '*Reputation Search Engine Layer*'. It is designed to search for Web data and consists of two components. The first one collects tags and converts them. The second is a metasearch engine that sends a search query and aggregates the search results into a hit list. The second key layer is called '*Knowledge Base Layer*'. This component specifies the findings in terms of relationships and properties. The third layer is the '*Dashboard Layer*'. The dashboard hosts the knowledge representation and the context-based hit list. The authors claim that in the process of online reputation management, firstly the reputation of an organization has to be analysed. Thereafter the organization 'should enter an appropriate online conversation with its stakeholders'. By doing this a company is able to respond to comments and answer customers' questions.

Social networks, but also various blogs, web channels for the dissemination of content (videos, images, etc.), web applications and other digital platforms are all favourable tools for carrying out reputation-building activities.

Human involvement in digital marketing, so called 'Soft-Skills' is not always easily replaceable by 'robotic' technologies. Fine (human) skills still have an important place in today's digitized and automated world. These are a person's personality traits and abilities, including behaviour, attitude, their ability to communicate, empathy with the target audience segment, problem solving ability, time management etc. In addition to the above-mentioned, competencies such as creativity or critical thinking are absent from artificial intelligence and represent a critical contribution from human marketers. Digital advertising and online marketing can take full advantage of both of these options - both the innovative conveniences of artificial intelligence and the added value of human potential. In the following part, we focus on technological options and the tools of artificial intelligence as well as on the possibilities of their application in the field of digital marketing in a multicultural environment.

QUESTIONS

- 1. Positive reviews will increase the online sales.**
 - A. True, because positive reviews make customers more likely to purchase.
 - B. False, because the reviews doesn't mention negative experiences.
 - C. False, because no one trusts online reviews.
 - D. Hard to decide.

- 2. How to deal with negative online reviews?**
 - A. Ignore them.
 - B. Respond in anger and defensive way.
 - C. Apologize for inconvenience caused.
 - D. Respond as promptly as possible and promise to resolve the problem.
 - E. None of the above.

- 3. Think about how you could reach culturally different target groups of customers with the same product in terms of diversity marketing. What different criteria would you choose? What would be the main criteria?**

3.4 THE NEW-TECH IN MULTICULTURAL ADVERTISING

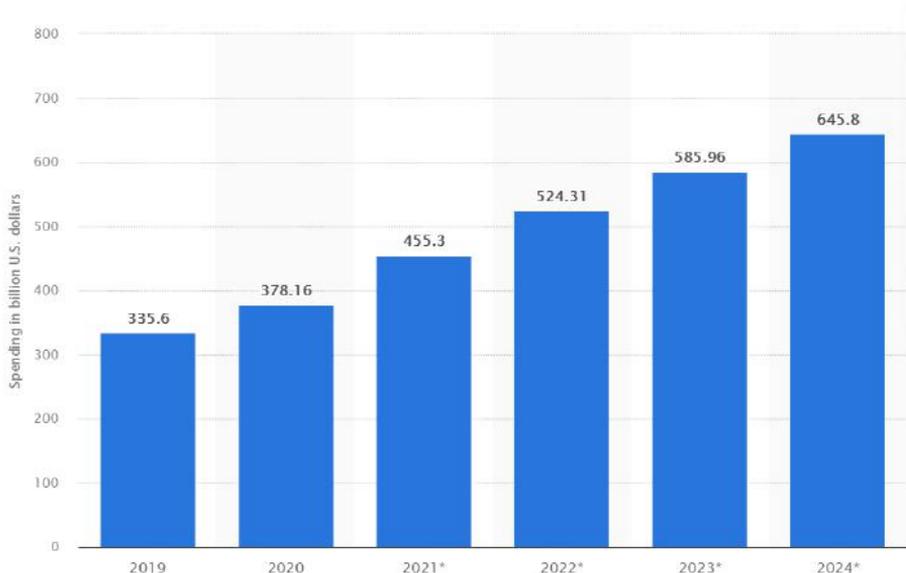
The tourism industry is able to respond very promptly to the innovative changes in the world of digital technologies and, thanks to its economic potential, to adapt them quickly to its needs and expectations. Virtual reality (VR) and augmented reality (AR) technologies have the potential to create a whole new era in tourism (as well as in education, healthcare, and other sectors). On the one hand, they can be used in tourism organizations for management of data marketing, entertainment and education of customers/prospective customers. This can provide tourists with a completely new form of gaining experience e.g. in relation to cultural heritage or the opportunity to explore a distant destination. Unlike previous generations, today tourists can take full advantage of the so-called ‘virtual tourism era’, which thanks to advanced technologies, allows those interested in tourism to explore options from the comfort of their home. From the point of view of competitiveness, it is necessary for participants in the tourism market to satisfy the requirements and expectations of tourists by harnessing these new technologies and promoting greater interactivity.

Digital Advertising

According to AdEx Benchmark report (IAB Europe, 2020), the *Digital ad spend in Europe grew by 6.3% in 2020 to €69.4bn. This is despite the severe economic headwinds caused by the Covid-19 pandemic. It is the slowest growth on record since inception of the IAB Europe Adex Benchmark Study in 2006 and notably lower than during the 2008/2009 financial crisis.*

Although we have seen lower growth in 2020, the data still reports growth rather than stagnation. If we look at the 2019 (12.3%) data and the 2018 (13.9%) data, we can see a larger-scale growth in digital advertising. It was calculated that the digital advertising spend worldwide amounted to 378.16 billion U.S. dollars in 2020, which represented an increase and not a contraction versus the 2019 figure in spite of the economic impact of the Covid-19 pandemic (Statista Research Department, 2021).

The graph below predicts the global growth of digital advertising going forward.



Graph 2: Digital advertising spending worldwide (Statista Research Department, 2021)

The importance of digital advertising nowadays is unquestionable. The key question in this matter is: Which platforms and marketing strategies should be used to achieve maximum efficiency? Digitalization is merely providing us with tools that open up the opportunity to interact in many different ways, whether business-to-business, business-to-consumer or consumer-to-consumer. This can be achieved by using a wide array of digital media such as online forums, social media networks, blogs, videos, photos, and news sharing on the Internet.

Programmatic Advertising

Programmatic Advertising is an automated media buying technique that involves targeting individual consumers in real-time. It is a progressive and innovative form of selling and buying advertising online. In general, we can talk about an automated process where the entire sale and purchase of online advertising space is carried out in a sophisticated way through artificial intelligence.

Programmatic advertising takes the entire process to a new level. It uses algorithmic software that handles the sale and placement of digital ad impressions via ad exchange platforms. Targeting tactics are used to segment audiences using acquired data so that advertisers only pay for ads delivered to the right people at the right time-rather than being dependent on a ‘scatter gun’ approach.

The main characteristics of the programmatic advertising principle are (Busch, 2016):

1. **Granularity**, i.e. full consideration of individual ad impression opportunities governed by the consumer's general parameters, specific recipient characteristics and their anticipated responsiveness to a specific advertising environment.
2. **Real-time trading**, i.e. deciding on a specific advertisement or a specific ad impression opportunity at the time of its creation based on the latest data.
3. **Real-time information**, i.e. assessing the available opportunity based on its highly specific characteristics and relevant empirical data collected to date.
4. **Real-time creation**, i.e. advertisers produce a (where possible) dynamic and data-driven ad that is best suited to an opportunity immediately after winning the bid for inventory.
5. **Automation**, i.e. an automated booking and posting process

With the emergence of Programmatic Advertising as a marketing tool, there has been a higher customer-centric approach to advertising and embracing of a real time buying opportunity. A more effective targeted advertising strategy will ensure that a planned digital advertising campaign will become accessible in real-time to carefully identified parties who may be really interested in a particular product or service. It also creates opportunities for advertisers to monitor feedback and identify the real needs of their potential customers. On this basis it is possible to create and change the content of a digital campaign according to cultural or other preferences.

There are different types of ad delivery depending on the type of programmatic option chosen. Among the best known types of programmatic media buying are:

- ***Real-time Bidding***
- ***Private Marketplace***
- ***Preferred Deals***
- ***Programmatic Guaranteed***

REAL-TIME BIDDING

‘Real-time Bidding’ (RTB) has become synonymous with programmatic media buying primarily because of its widespread usage. RTB is conducted through an ‘open-auction’ (or ‘open marketplace’). This means that a price is set for which the offered inventory is sold in real time. An important condition for bidding is that the technological criteria are available and set correctly. Three platforms are needed to implement RTB:

- **Supply-side platforms (SSP)** – allows to publisher to sell ad space to advertisers; the platform to set a lowest cost of the space
- **Ad exchanges** – digital marketplace for the buying and selling of media advertising inventory from multiple ad networks
- **Demand-side platforms (DSP)** – allows an advertiser to buy ad space and manage their ads (e.g. Google Ads); DSP enables a decision to be taken on the ad content and the cost to the advertiser

IMPORTANT TERMS

‘**Impression**’ – when an ad is displayed on a user’s screen

‘**Publisher**’ – the owner of a webpage or mobile app

‘**Advertiser**’ – person or company who is interested in buying advertising space on a web page

The whole RTB process takes place in the background and very quickly, so this process is imperceptible to the average user. From an advertiser's perspective, a DSP needs to have the correct parameters set for its digital campaign. On the basis of these, it will be decided whether the available advertising space is relevant or not and therefore whether it should be bought at auction or not. Important and adjustable parameters include age, origin, faith, cultural specifics or other characteristics (e.g. favourite activities, movies, etc.). From the publisher's point of view, it is necessary to use cookies to collect relevant information important for the correct selection of the digital campaign, which will then be moved further into the ad exchange using SPP. In cases where a prospective advertiser visits a publisher’s site, a bid request with useful information is sent to the ad exchange where the advertiser’s DSP will evaluate the ad potential in real time and decide whether or not to place a bid and how much to bid. The prospective advertiser will see

the ad with the winning bid. The ad price is usually expressed in CPT (Cost per thousand impressions).

Private Marketplace

A ‘Private Marketplace’ is an invitation only RTB auction, the essence of which is that publishers invite selected advertisers to bid on their available premium inventory. In the Private Marketplace there are no supply-side platforms (other than the RTB). This form of programmatic media buying also offers various privileges, e.g. Allowing advertisers to access the publishers inventory before it is sold in the public marketplace. For publishers there are also benefits in that they get premium rates for their inventory. Much like the open auction, publishers or ad exchanges can set a minimum CPM (Cost Per Mille/Thousand). The highest bidder will win the impressions.

Preferred Deals

‘Preferred Deal’ allows publishers to sell their premium media inventory at a negotiated fixed CPM to selected advertisers. The deal is then transacted in real-time and advertisers will win the impressions by bidding at or above the fixed CPM price set by the publishers. It means benefits for advertisers mainly due to the fact that they are offered exclusive inventories with a stable price offer. For publishers one of the main benefits of preferred deals is a controlled and stable revenue stream through this selected environment. From the advertisers’ standpoint the cons of PD are a tendency for the CPM to be higher and the inventory volume is usually not guaranteed.

Programmatic Guaranteed

‘Programmatic Guaranteed’ allows buyers to reserve a predefined number of ad impressions on specific placements at a fixed price. It is not a fully automated way of trading because it requires the interaction of buyers and sellers. Buyers and sellers must agree on price and impression volume before launching a digital campaign. Due to its nature, it represents a combination of programmatic and direct sales channels and a non-auction-based approach of programmatic advertising. The main benefits of PG are that, publishers gain higher control over what content is displayed and advertisers can see exactly where these ads will be served. The PG is also similar to direct sale / buy but for example the Direct sale is completely manual and in direct

sales, advertisers pay only for where their ads appear, while in programmatic, advertisers bid for their targeted audience.

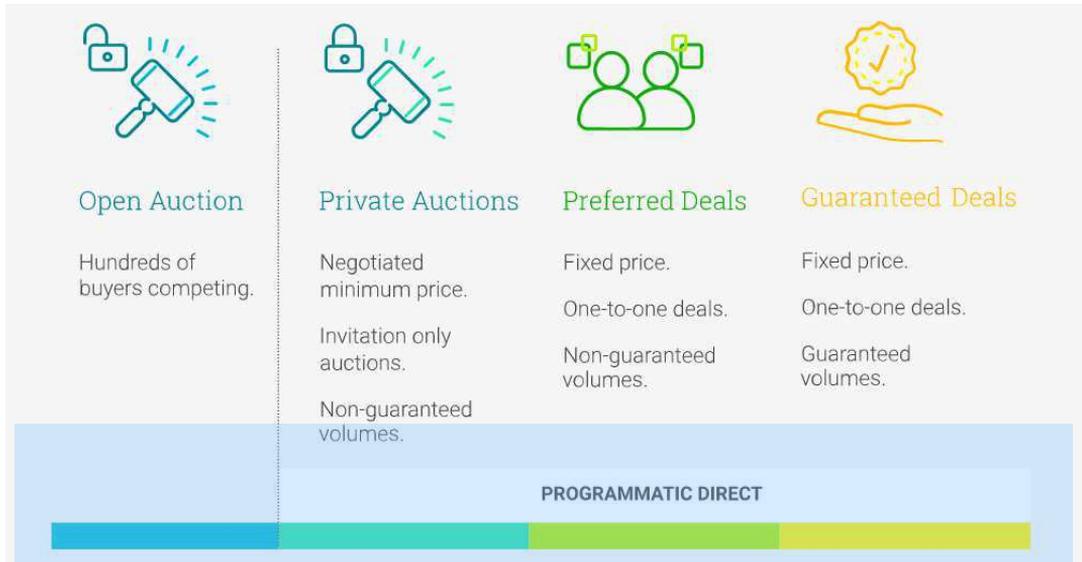


Figure 10: Programmatic advertising (Dinodia, 2017)

<https://www.adpushup.com/blog/explainer-the-four-types-of-programmatic-deals/>

The automation advertising system involves different applications. The information data Management Platforms (DMPs) develops the customers profile in understanding his tastes and habits, routine purchases and preferences which are stored as data cookies. Different data can be accessed to identify GPS tracking location, present activity and geographical conditions. We can illustrate the above model with this example: Motels which are situated closer to the airports can offer accommodation via passenger smart phones when there is plane delay data to support the passengers who are stuck in the airports. (Gertz, O., McGlashan, 2016).

QUESTIONS

1. *Think about the advantages and disadvantages of various types of programmatic advertising! Write down your findings!*

Advantages:

Disadvantages:

2. *Decide which of the following types of programmatic advertising best describes the case below!*

You visit a website that sells luggage, but you don't make a purchase. The company offering travel luggage has decided to display its ad on websites that suit its criteria and to those visitors who didn't make a purchase. In this case you visit your favourite travel website, then suddenly you see ads about luggage. The website you visit does not have strong control over what advertising appears on its website.

- A. Real-time bidding*
- B. Private Marketplace*
- C. Programmatic Guaranteed*
- D. All of the above.*
- E. None of the above.*

3. *What type of programmatic advertising would you suggest for a multicultural campaign? Justify your choice!*

3.5 VIRTUAL REALITY, AUGMENTED REALITY AND MIXED REALITY

Virtual reality also known as VR is a technology that produces a realistic three-dimensional environment that one perceives as real. It uses special glasses that, when deployed and launched, bring the user into a computer-generated world, in which they can then move, communicate and perform various activities. The aim of VR technology is to be able to create the most authentic image of the real world, or the most credible simulation of a fictional world.

At present, there is much talk of the so-called ‘virtual tourism’, which combines both the notions of virtual reality and tourism and means a tourist in a remote location can visit a selected destination through digital technologies. The content of virtual tourism is available to the user via a virtual reality headset, or via other digital technologies (computers, smartphones, etc.).

Virtual Reality in tourism initially began to be used to shorten the customer's digitalization process. As customers usually have a lot of questions before booking a hotel room or buying a ticket, entrepreneurs have decided to adopt this technology and offer it to their clients to streamline various related processes. e.g. Virtual Reality allows the customer to walk around a hotel, see and experience a digital hotel room. Some hotels even offer the experience of local attractions. Tourism entrepreneurs call it ‘Try before you buy’.

The application of virtual reality technology is not limited to the hotel industry. Especially during the global COVID-19 pandemic, (with the strict epidemiological measures and the resulting travel ban), those applications that could provide the desired tourist experience came to the fore. This experience does not take place in the real world, (although it may seem extremely realistic) and should not be seen as a substitute for real travel. Rather it should be regarded as a new form of discovering and gaining experience. Use of VR technology does not only apply at the time of the travel ban and the visiting of popular tourist destinations. There may also be other reasons to justify the experience of tourism in a virtual environment. e.g. where it is not possible or timely to get to a desired destination. In these instances, VR technology (and related applications such as Wander, National Geographic VR) can be very helpful applications.

While Virtual Reality offers an immersive and intense tourist experience, the virtual tour itself is not necessarily associated with education and intercultural development. To achieve this, it is necessary to incorporate added elements, which purposefully fulfil the educational function. VR technology is already in many schools, for educational purposes and can help the student by identifying issues, development tasks and activities aimed at developing necessary competencies and / or their expanding knowledge.

Virtual Reality can be beneficial in the tourism industry in very many areas, whether travel planning or management, promotion and marketing, entertainment or education. Its benefits and advantages can also be applied in the field of preservation and presentation of cultural heritage. VR technology is an affordable technology and therefore its use is not limited to a narrow clientele. The scope of applications suitable for VR technology is constantly growing and offers quality and varied opportunities for use in the field of tourism. There are a number of agencies and companies in the market that can develop tailor-made software. Therefore, if required it is possible to create your own applications adapted to meet special needs and conditions.

More generally VR technology is often used in larger museums, making it accessible to an even wider audience.

Virtual reality applications related to museums, which are one of the most important and visible exhibitions of cultural heritage in social media, may increase the interest in real visits to these places. In addition, VR applications are providing a unique platform for informative communication among tourists. There are growing opportunities to use VR applications in online travel communities, where tourists exchange information via online forums (Guttentag, 2010).

Both Virtual Reality and **Augmented Reality** (AR) technologies can be effectively integrated into marketing activities designed to influence the customer's purchasing cycle (stimulation phase, inspiration phase, purchase phase and sales phase). With specific regard to multicultural differences, in the phase of stimulation, when the initial emotional connections with the customer are created, it is possible, to help the customer anticipate how he/she will feel when consuming the tourism product. In the second, inspirational phase, in which the information retrieval and decision-making process takes place, the benefits and inspirational possibilities

of a tourism product can be presented, which can bring a potential customer to the final purchase decision.

According to Hay (2008), the greatest potential use for virtual worlds in communication is a chance to *'break the barriers of traditional communication offering multiple channels-chats, instant messages, group notices, multiple languages for real life international communication'*.

Besides advertising, virtual tourism can fulfil cultural, educational and recreational functions (Cherevicko T.V., 2004).

The notion of Augmented Reality is sometimes perceived as identical to the Virtual Reality technology. However, there are fundamental differences in the technological platform used and the way and purpose of its use. The basic difference compared to the VR is that its user does not 'move' into the virtual world, but remains in a real environment, which is, enhanced by digital virtual elements, sound or other sensory stimuli. Furthermore, it usually does not even need a special electronic device (VR headset). The digital layer / elements are displayed through a software application on a smartphone or tablet. This simplicity makes it much more accessible to the average user than VR technology.

In tourism, AR technology has wide application and it is anticipated that it's usage will expand. Examples of applications are: Simplification of the navigation of tourists to unknown destinations; increased interaction in museums. Like VR technology it is a suitable tool for making the tourist experience more attractive and more enjoyable. AR can also provide the user with opportunities for self-development and education.

Its potential to open doors in the tourism sector, will help the user to gain a unique tourist experience. In the field of tourism there is also great potential for the use of AR in customer care - as well as in marketing and advertising innovation.

The **Mixed Reality** represents a higher level of augmented reality. It is about mixing the real (physical) world with the artificial (virtual) world. In this situation the user can influence both worlds by their actions. It is not always easy to determine the boundary between AR and MR, but in the case of MR, artificial objects (holograms) offer many more possibilities and wider use. Usually, 'Mixed Reality' technology uses special glasses, where the user has control over

the surrounding world - the environment, but can also interact with the artificial world. This interaction can consist, for example, in moving certain objects – or, in another form, of manipulating virtual objects in a real environment. Mixed reality applications allow you to manipulate and interact with elements of both the real and digital world. For example, you can pick up a virtual box from your real table at your home, open it and see what is inside. Many companies are currently working on the development of MR technology and its implementation in various areas - engineering, medicine, marketing, communications, computer games, etc. This hybrid form of reality (through a combination of virtual and augmented reality), will bring a whole new world of possibilities to everyday life.

QUESTION AND TASKS

Find a way for a tourism marketer to implement technologies AR, VR and MR according to the special and real needs (demand) of the tourism market! Follow the next steps!

- A. **Empathise** – Conduct a survey of your target group and write down your findings!*
- B. **Define** – First, think about the problem according to the real needs of your target group and define problem that have to be solved!*
- C. **Ideate** - Collect and characterize all the proposed ideas and highlight the differences*
- D. **Prototype** - Present the best product / service ideas and identify their possible advantages and disadvantages*
- E. **Test** - Share the ideas with the target group and incorporate the feedback into the final product / service solution*

CHAPTER 4:
THE ANALYSIS OF DIGITAL MARKETING
FROM MULTICULTURAL PERSPECTIVE

‘We want to know what consumers are looking for, what their values are, and how can we meet their needs. It’s not just about Big Data; it’s about translating that into the truth.’

(Gayle Fuguitt)

4.1 INTRODUCTION TO DIGITAL MARKETING ANALYSIS

To create and execute a successful digital marketing strategy, it is necessary to anticipate the range of responses (expected and possible) from potential customers. Different cultures have different values and embrace different customs and habits. These are reflected in consumer behaviour.

For marketers globally, it is essential to develop a strong understanding of the local culture and its accompanying beliefs, values, and customs. Culture dictates how people make sense of their society, its institutions and social order. Culture also frames how and what people communicate and how they express what they believe to be proper and improper, desirable and undesirable. Without an understanding of culture, marketers are not really able to speak the right language to the consumers they want to target. Even if the words, grammar, and pronunciation are correct, the meaning will be off (Niosi, 2021).

Careful and systematic analysis of consumer behaviours can provide information for the marketer, which are important prerequisites for achieving desired marketing goals. Consumer behaviour is changing due to many factors. A significant factor may be, the cultural background of the consumer, which can influence his or her communication on digital networks, shopping habits, preferred ads and promotional tools, etc. However, consumer behaviour also tends to change due to unavoidable situations that are imposed on them. We have witnessed this during the Covid-19 pandemic. In Slovakia, in the second half of March 2020, shops and services (with the exception of essential services and essential medical health-care) were closed and a large part of the economy was temporarily put on hold. Households reduced their expenditure on goods and services mainly due to the prevailing uncertainty about the development of the pandemic and its impact on the labour market. According to the Analytical Commentary of the National Bank of Slovakia (Analytici ÚMS), household consumption slowed down its growth at the beginning of the year to 1.0% annual growth. Expenditures on transport,

clothing and footwear, recreation and culture, and education (due to the closure of schools) fell the most. In the field of tourism, according to Currency, statistics and research analysts, the hotel industry lost almost all revenues in the second half of March 2020 – even though they had increased during the holidays *before the pandemic* broke out.

The European Commission's new consumer survey published on 12 March 2021 also shows the impact of Covid-19 and popularity of 'greener' choices. The results of the survey, conducted at the end of 2020, illustrate that consumers were willing to pay more for a product that is more durable. As the commissioner for Justice, Didier Reynders, stated (European Commission, 2021):

The pandemic left a mark on consumers: While 38% of them were concerned about being able to pay their bills, another 42% decided to postpone major purchasing decisions. On a positive note, findings also show that 56% of consumers are mindful of the environmental impact of their purchases.

Undoubtedly, the global pandemic is also having an impact on customer behaviour and consequently, on digital marketing as a tool which seeks to get closer to customers - even in changing situations and circumstances. During anti-pandemic measures, people were often not allowed to communicate face to face and encouraged to use online channels - and shopping was safer by using e-shops. Many people who did not use digital online channels before the pandemic, gradually began to use them for their own purposes as a matter of course after the emergence of restrictions.

As the 'online presence' of potential customers increases, the catchment of consumers to whom online marketing communication should also be directed is growing. This is because population groups (such as the elderly) who may previously not yet have been present in the online environment in any great number now have a significantly increased presence. It is now necessary to cater for their habits, needs and expectations as part of any digital online strategy.

4.2 HOFSTEDE'S CULTURAL DIMENSIONS AND JON WILKINS APPROACH IN DIGITAL MARKETING

In this subchapter, we will briefly deal with the cultural dimensions of Hofstede (2022) and The Jon Wilkins approach, as these were also the starting points for the analysis of digital advertising in the next part of the publication. We will focus our attention on the description of those features that we consider to be authoritative, important from the point of view of intercultural digital marketing and therefore deserving of a special focus. This does not mean that other factors should not play an important role in considering the production of an intercultural digital campaign in tourism. While we believe that a thorough knowledge of the culture of a given target group requires appropriate research, to which cultural dimensions (e.g. according to Hofstede) can make a significant contribution, this may not be the only source of obtaining important information about the cultural background. It is important for us to properly understand the values and preferences of the selected target group and the true nature and significance of the culture rather than considering possible stereotypes or the introduction of any discriminatory element as part of our assessment.

The results of the Dutch sociologist/scientist, Geert Hofstede, in the field of cultural research are extremely important. Based on its dimensions, Hofstede analyzes and characterizes individual cultures and thus creates unique judgments. He first created the four dimensions of culture, then added a fifth dimension. The five-dimensional model of national cultures was created based on research in the 1970s from a large number of IBM employees around the world. In 2010, Minkov created two new dimensions based on a study of world values, one of which was completely new and the other a replica of Hofstede's original fifth dimension (but renamed). So currently Hofstede provides the opportunity to compare the differences of national cultures in six dimensions using the so-called 6-D model. Slovakia and the Czech Republic were also included in the international comparison to determine individual dimensions. In the late 1990s the research was repeated among students of the Slovak 'University of Agriculture' and the result was calibrated by a coefficient that expressed the difference between the results of agricultural students in the Netherlands and IBM employees there.

Due to the sudden and drastic changes taking place in the world, some of the results obtained 20-30 years ago may be obsolete (especially based on the original research). It is important to note that there have even been critics of the

theory of cultural dimensions (according to Hofstede), who refer, for example, to the errors and inaccuracies found in the research methods used. However, for the purposes of our publication, it is particularly important that we point out the need to distinguish and respect cultural diversity and, consequently, to approach digital marketing with due care and expertise. Arguably Hofstede's cultural dimensions provide a very good foundation for these purposes. There is also a convincing argument that Hofstede's professional activities have greatly contributed to the birth of an independent scientific discipline called 'cross-cultural management', which has become the basis and important area for study and research into intercultural differences.

For a more in-depth understanding of Hofstede's cultural dimensions, we recommend studying 'Consumer Behaviour', or 'Culture Consequences' via www.hofstede.com

To reinforce this concept, Adler and Gundersen (2008) defines cross-cultural management as *'The people's behaviour in organizations worldwide that reflects how people or employees with different cultural backgrounds work in an organization and the service they will extend to the clientele'*.

The globalization-effect is not only evident in the world of the labour market. More broadly, globalization is associated with very positive benefits, i.e. simplification of, cooperation and communication between different cultures and social life (education, culture, etc.) as well as in different spheres of work. Ensuring basic human rights and respect for diversity is a prerequisite for successful cooperation and coexistence. To this end, it is important that the creation of intercultural digital marketing is not based on stereotypical prejudices, but on real captured and analysed data relating to the cultural background of a selected group of the population. Many other distinguished experts have dealt with national differences. Among others, we recommend referring to Shalom H. Schwartz (1994) and Fons Trompenaars (1993), as well as the important cultural framework model, 'The Global Leadership and Organizational Behaviour Effectiveness (GLOBE) programme', which categorises countries into clusters with similar cultural characteristics.

Jon Wilkins (2002) draws upon the findings of a very large database of advertisement pre- and post-tests in Europe and the Americas to demonstrate that few ads travel well. He identified differences from country to country in factors such

as the positioning of the brand and the preference to persuade consumers by using particular executional styles (e.g. testimonial, demonstration, atmosphere or humour). Consequently, this means that the advertising mechanisms that work best must reflect market conditions, cultural differences and brand history. There is a fundamental need to look for similarities in behaviour and in attitudes that cross national boundaries, feed them into the creative development process and, if possible, produce ads that deliver good ‘in-market’ results cross-nationally.

According to the Jon Wilkins (2002) approach and the Ortiz-Sotomayor analogy it is possible to distinguish factors *that force us to look beyond globally harmonized advertising into ‘market differences’ and ‘consumer differences’*.

Market differences include economic factors, media environment, advertising regulations / restrictions, category development and competitive development. Meanwhile consumer differences are formed by cultural differences, communication syntax and experience with the brand.

In the following part, we do not focus on a comprehensive analysis of data from selected digital campaigns, which would demonstrate their success and which could be beneficial, in terms of its optimisation. If we were to do so, we would certainly reference measures such as sales revenue, social media engagement, or even cost-per-click action. Our main objective here is to provide a brief analysis of selected digital campaigns in the context of tourism in Central Europe taking into account intercultural characteristics. We have identified the following three points as the first stage in respect of obtaining the necessary information and as a fundamental basis for further research. We have presented the digital campaigns according to the following three points:

A. Conceptual Basis

B. Marketing Goal

C. Analysis of Intercultural Features

A. Conceptual basis – *the importance of understanding the real environment for a digital campaign*

In order to create a credible and comprehensive digital advertisement, it is necessary to consider the social and national environment in which it is to be created. Therefore, we have to analyse in depth the cultural background that may potentially affect the creation and positioning of the advertisement. While this is a process that may once have been considered important at a theoretical level in terms of understanding the context, we can now appreciate and take into account its practical value. When creating advertising it is extremely important to identify the basic features and positioning of the selected company, but to have given important weight to cultural considerations. The same advertising may have a different meaning in different social and cultural environments and thus may have a completely different effect than would be expected. Not only can scope for inconsistent interpretation of content cause problems, but also, for example, inappropriate content, or the choice and use of bad digital channels to communicate advertising, which can be difficult for a given culture. Therefore, when creating a new digital advertisement, it is necessary to be thoroughly acquainted with those important factors that can significantly affect the potential for its success. These factors include socio-cultural features and differences, as well as e.g. economic indicators, ethnic distribution, etc.

B. Marketing goal – *the clear indicator of the success of digital marketing campaigns*

There is no doubt that without setting the right targets, it is very difficult to measure success, but even the necessary interventions to achieve optimisation is also difficult to implement. Marketing goals must therefore be clearly and precisely specified, measurable but also achievable. Goals also play an important role in selecting an appropriate marketing strategy.

In November 1981, an article was published in ‘Management Review’ by George T. Doran called ‘*There’s a S.M.A.R.T. way to write management’s goals and objectives*’. The acronym SMART literally stands for Specific, Measurable, Attainable, Relevant, and Time-Bound. The SMART goals are possibly one of the most effective ways of succeeding in business. The goals may be different for different marketers and different priorities may even be set. Crucially the goals must be formulated in such a way as to properly guide the individual activities in the preparation, creation and dissemination of a digital marketing campaign.

C. Analysis of intercultural features – *Acknowledging cultural values and differences to avoid misunderstanding and conflicts*

In the case of learning a foreign language, a visit to a foreign country or communication with a foreign business partner, it is necessary to recognise and respect cultural elements and related differences to avoid conflicts and misunderstanding arising from different values and beliefs. It is also important to perceive and identify them in the creation of digital marketing, which in today's globalized world can find and reach a broad global audience. Whether a given digital marketing campaign is suitable for a selected cultural audience can be decided according to the basis of the characteristics and positioning that the selling company targeted company has. These then need to be compared to the existing cultural characteristics of the audience and appropriate conclusions drawn before a campaign is shaped. Because culture is constantly renewing and changing, it is not always easy to predict unambiguously which advertising can meet its goals most effectively. On the other hand, it may be a little easier to predict which elements of an advertisement / advertising campaign would be more likely to fail. Crucially when taking culture into account as a sensitive factor, it is essential to understand and respect it as well as possible. The Hofstede's (1980, 2001, 2010) research can also be used in the analysis of cultural differences and more broadly in the qualitative evaluation of digital marketing campaigns. By diagnosing intercultural differences, we can achieve a deeper mapping of cultural background leading to the creation of highly effective intercultural marketing content.

For the analysis of the digital campaigns that follow we used Hofstede's classifications and also Jon Wilkin's approach. We particularly focused on the consumer differences and the cultural differences such as the digital communication syntax.

In the following section, we cover examples of five intercultural digital marketing campaigns. All campaigns were generated in Central Europe except one, which is an Australian tourism campaign. What all the digital campaigns mentioned in this section have in common are that they are linked to tourism and have been delivered in digital form. As we do not have enough information about the background of all of these digital campaigns, we cannot conclude with sufficient relevance that they were created by respecting and harmonising intercultural specificities and differences. Nevertheless, they have the hallmarks of intercultural intent - whether targeted or not – and are thus able to provide a sound basis

for studying and analysing each digital campaign with regard to intercultural characteristics and differences. We examine these five digital campaigns through the 'lens' of the 'six dimensional model of national culture' by Geert Hofstede (6-D Model ©).

CASE1: COME BY TRAIN TO EUROPE WITH US (SLOVAKIA)



Figure 11. The Digital Campaign of the Railways of Slovak Republic (www.zssk.sk)

Conceptual basis

The Digital Campaign of the Railways of the Slovak Republic (ZSSK) is focused on train travel within Europe. It focuses on destinations such as Zurich, Ukraine or even Vienna. The promotion of train travel between the two capitals in Central Europe - between Bratislava and Prague also has a special advertising focus. These capitals are approximately 330 km apart and this route currently takes approximately 4 hours 36 minutes by train (according to the internet connection planner on <http://vlak.cp.sk/spojenie/>). It is necessary to acknowledge that the countries of Slovakia and the Czech Republic are geographically very close and share a similar culture. Moreover, they are connected by a common history and the language used is very similar. For a long time, these two nations formed one common state, until the disintegration of Czechoslovakia on January 1st 1993. The friendly bond between the Czech Republic and Slovakia is based on a solid foundation and despite the emergence of two independent states, they still have an exceptionally good relationship.

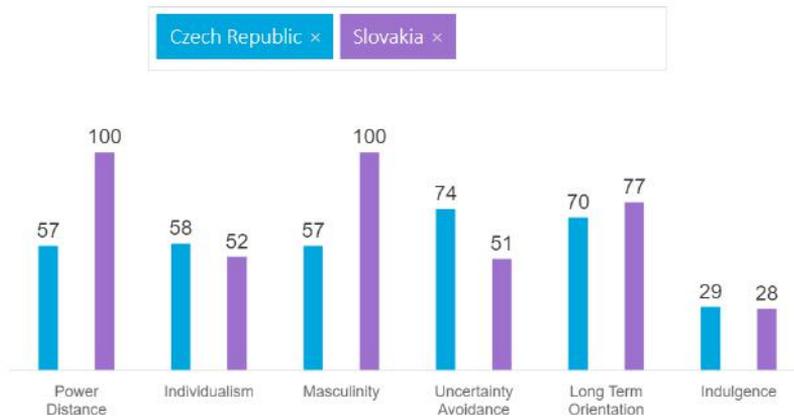
Marketing goal

The aim of the digital railway campaign was to persuade people to switch to a more environmentally friendly mode of transport instead of opting for coach transport that require changes when travelling to Prague and Bratislava. The train connection between ZSSK and České Dráhy connects the two capital cities, Bratislava and Prague without a transfer. This campaign was mainly promoted directly on the trains. This was very effective as it had a positive impact on every passenger who took the routes on which these ads were placed. This campaign was also promoted on the rail carrier's website and on other travel sites to reach people who use train transport, or not at all. A significant part of the advertising campaign also took place on social networks, such as Facebook. The promotion of train transport between Bratislava and Prague will certainly be strengthened by the information that the visitor to the relevant railway website will absorb and will potentially lead to an improvement in the quality of transport for the consumer. This may be reflected not only in a reduction in transport time, but also in an increased quality of services offered on these trains (e.g. business section, children's cinema, quiet section, Wi-Fi and others).

Brief Analysis of intercultural features

According to Hofstede's dimensions, Slovakia is characterised by the so-called 'Masculinity and Power Distance', while the Czech Republic is most characterized by 'Uncertainty Avoidance and Long Term Orientation'. This means that while Slovakia is more focused on the success and behaviour of people, it is possible to characterise more directly. However, in the case of the Czech Republic we find the need to avoid uncertainty and focus on constant, 'guaranteed' ways. In practice, as Slovakia and the Czech Republic are close nations and the old connections of history between Slovakia and the Czech Republic (Bratislava and Prague) are tied together there is no uncertainty or conflict between them in this campaign. Consequently, there is no need to introduce anything extraordinarily specific to address their respective cultures. In the slogan of the advertisement 'From Bratislava to Prague more comfortable', the terminology 'more comfortable' which appears is probably what the creators of the advertisement introduce to try to influence the essential needs of travellers, i.e. the need to travel safely and comfortably. The advertising website describes in more detail the services that 'testify' to rail travel as a convenient mode of transport. Furthermore, the advertisement also emphasises the need to reduce the environmental footprint - which is more associated with train travel than conventional road transport.

Environmental issues and the associated reduction of the ecological footprint are topics that resonate frequently today and can be considered not only as extremely useful and beneficial, but also as ‘In’ topics that can reach a large audience.



Graph 3: Comparison of the Czech and Slovak culture (www.geerthofstede, 2021)

CASE 2: TRAVEL BUILDS BRIDGES (AUSTRIA)

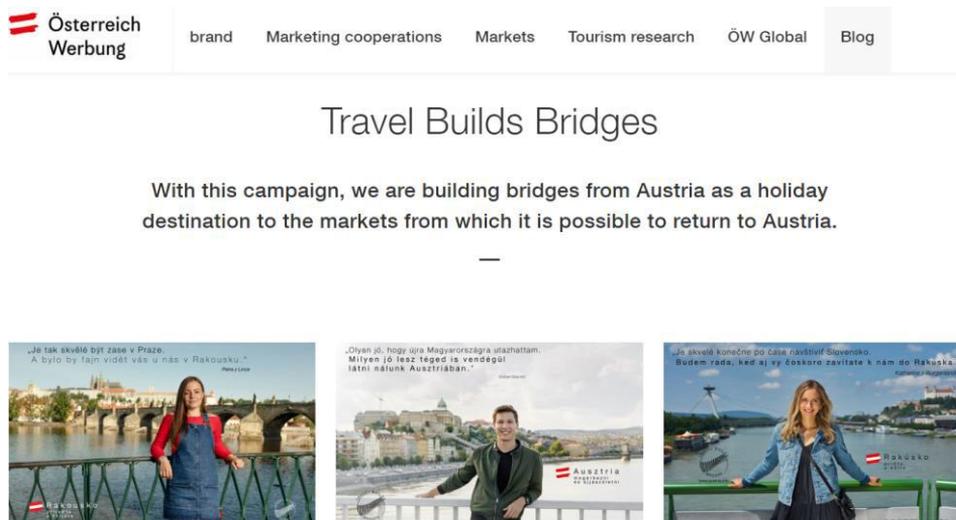


Figure 12. Travel build bridges campaign (<https://b2b.austria.info/uk/>)

Conceptual basis

On the occasion of the opening of the borders between Austria and Slovakia - during the Covid-19 pandemic, the 'Österreich Werbung' (<https://b2b.austria.info/uk/>) agency created a new original campaign with the motto 'Travel builds bridges' - 'Travel connects', the concept of which is unparalleled in tourism. Travelling to Austria today is very easy - with the exception of the pandemic period, when various restrictions were imposed. There is also, near Bratislava, a point where the borders of three states meet - Austria, Slovakia and Hungary. Despite the geographical proximity of the countries, the cultures of Slovakia and Austria are not so close. There are various differences in the socio-cultural background of the people and also visible differences in living standards. Slovakia, together with Romania, has seen the largest increase in the number of visitors to, and overnight stays in, Austria since 2000. According to data provided by the Austrian National Tourist Office 'Österreich Werbung', it has more than tripled during that period. Since 2016, Austria has developed a tourism theme for the Danube region. Its project partners are the federal states of Vienna, Upper and Lower Austria and the 'Ministry of Economy'. Since 2005, the 'Twin City Liner' has been connecting Vienna and Bratislava. In addition, the Austrian side organises an annual workshop, during which approximately 15 tourist destinations present their offer

to Slovak travel agencies. Despite the fact that more Slovaks go to Austria, especially in winter, according to the 'Österreich Werbung', summer tourism recorded an increase in overnight stays by 8.9 % by the end of 2018. In 2018, according to statistics (TASR, 2019), 810,000 Slovak citizens spent the night in the country. The average length of stay was 3.4 days. However, Austrians perceive the post-socialist states of Central and Eastern Europe as countries that were once historically associated with them. They do not see Slovakia as a country they should not travel to for various reasons, but some still have more confidence in countries they know better. In addition to 'the West', this includes Hungary, Croatia, the Czech Republic, but also Slovenia (Ministry of Transport). The number of Slovak visitors that come to Austria every year is still marginal and 149,000 people from Slovakia spend at least one night there. Austria's tourism is undoubtedly one of the most successful sectors of the Austrian economy.

Marketing goal

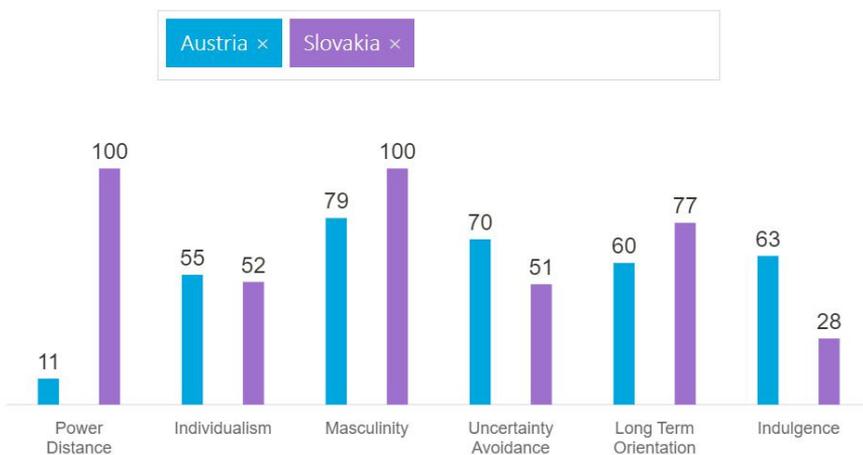
The bridge as a symbol of the connecting element is generally very well known. The Danube River is of similar importance for Slovakia and Austria. The aim of the 'Österreich Werbung' campaign is to rebuild 'bridges' between people and states and to realise the value of freedom to travel. The main purpose of this digital campaign is to attract Slovak tourists to Austria and the Bratislava bridge is used as a symbol of continuity for promotion. This graphic element is intended to stress that it is time to rebuild the bridges between the states and to re-develop tourism. The phrase associated with the campaign, 'So happy to be in Slovakia. Looking forward to see you soon in Austria.' underlines that Austrians visit Slovakia and it encourages Slovaks to visit Austria as well. This campaign is in the form of a video with slogans. The created digital material is available, on social networks, but also via the Austrian tourist portal 'Österreich Werbung', which is also the main tourist portal for the country.

Brief analysis of intercultural features

The digital campaign is aimed at people immediately visiting their country, Austria, when the borders are opened after the pandemic (Covid-19) restrictions. An article on the 'Österreich Werbung' portal (<https://b2b.austria.info/>), which is available in all Central European languages, draws attention to the campaign in many states. Now is the time when we can travel freely across borders, meet and enjoy moments and hearty hospitality together, which has been a long tradition in our cultures.

However, there was a time when borders in Central Europe were difficult to traverse, not because of pandemic measures, but because of the regimes of the ruling political forces. This digital campaign has the potential to positively influence those generations of customers that have experienced a travel ban to the West, but also younger generations who have experienced a similar ban during the duration of lockdowns or other anti-pandemic measures. Slovakia definitely has a high score in 'Long Term Orientation' (77) which is mainly specific for countries with a pragmatic culture. According to Hofstede Insight (<https://www.hofstede-insights.com/>), in societies with a pragmatic orientation, people believe that truth depends very much on situation, context and time. They show an ability to adapt traditions easily to changed conditions. This may mean that Slovaks are more adaptable to emerging changes and take advantage of new opportunities while also maintaining past leisure pursuits (e.g. travel tourism in Austria, etc.).

It is possible to analyse and therefore come to interesting conclusions. The digital campaign "Travel Builds Bridges" conveys the joy of people who have visited Austria's target countries (Slovakia, Hungary, etc.) and encourages citizens of those countries to return to Austria as a possible tourist destination. It can evoke feelings in the Slovaks that encourage them to visit Austria. Effectively it promotes 'bilateral and mutual support for the countries concerned'.



Graph 4: Comparison of the Austrian and Slovak culture (www.geerthofstede.com, 2021)

CASE 3: EXPERIENCE BRATISLAVA – 72-HOUR CITY (SLOVAKIA)

72-HOUR PLANNER

Generate the plan by clicking on squares

WHO IS VISITING?



TRIP PREFERENCES

Figure 13. The 72-hour City Campaign (<https://72hourcity.com/>)

Conceptual basis

Bratislava is one of the most important Slovak tourist destinations. During 2019, according to statistics (Štatistické ukazovatele za rok 2019, 2019), a total of 1,395,896 visitors visited the city with an average of 2.04 nights per visitor. Of the total number of visitors, more than 960,000 foreign tourists spent an average of 1.80 nights per visitor. However, visitors to Bratislava dropped dramatically in 2020 due to the Covid-19 pandemic.

Tourists are attracted to the city of Bratislava as well as to the wider area - the Bratislava region – which can be considered a short-term destination for both inbound and domestic tourism. Although many tourists stay a number of nights in Bratislava, tourists still prefer short-term stays. This is certainly due to the relatively short distance and excellent accessibility of the surrounding metropolises, such as Vienna or Budapest. Despite the strong competitive influence, the capital of Slovakia is constantly striving to create a stable background that reflects its strengthening in the tourism market. It is clear that Bratislava as a city offers very favourable opportunities, especially in the areas of business and sightseeing. Furthermore, by involving the wider Bratislava region in the process of creating a tourist offer, it enables the creation and presentation of a completely new and attractive range of tours and travel experiences.

Marketing goal

The '72-hour city advertising campaign' was created to support tourism in Bratislava, taking into account the still current coronavirus crisis and is aimed primarily at domestic tourists, but also at the border regions of the Czech Republic, Austria and Hungary. The campaign promotes the unique experiences and rich cultural offerings of Bratislava and the region. The essence of the campaign is to attract tourists to Bratislava for more than 24 hours and thus create a profit for the city, the state, but also other players in tourism. The campaign is connected to the website of the same name (see the picture) and presented in Slovak, English and German. Consequently, it is also able to reach the general public from German-speaking or English-speaking regions. This advertising campaign was also promoted by various personalities on their own social networks.

A visitor to the campaign website can access the recommended three-day programme or take the opportunity to create their own "tailor-made" programme and explore the capital from a different perspective. This can be done on the basis of the consumer's preferences which can be focused on history, nature, culture, sports, activities with children or a combination of these. Visitors to the capital can independently set up their own three-day to four-day programmes according to their personal choices, together with advantageous accommodation on the campaign website <https://72hourcity.com/>. The campaign website works by filtering the most appropriate range of programmes and available accommodations based on the customer's own special preferences.

It is the ability to set their own personal requirements that gives the impression to potential customers that their particular interests are taken into account and encouraged.

Brief Analysis of intercultural features

The form and methodology of the '72-hour city advertising campaign' used appears very innovative and flexible in terms of reaching potential customers who may have different travel intentions. It is very likely that such an advertising campaign will reach a wide range of people interested in a travel stay precisely because it does not focus on just one group of clients, but strives to offer various tailor-made programme packages.

Although the campaign website does not have the option to choose an experience / programme based on specific cultural traits and preferences, the individual offers can nevertheless appeal to people with different cultural backgrounds or preferences. The great positive of the website is that although the campaign focuses mainly on inland tourism, promotion in various language versions means that it is extremely effective in attracting visitors to the capital which is so close and accessible from other surrounding countries. This advertising campaign may arouse the interest of potential Austrian tourists. While we acknowledge that statistically Bratislava is visited for a shorter period (OOCR Bratislava Tourist Board, 2019), it can be attractive for tourists from the surrounding countries when they are able to access a rich tourist offer, which can be packed into three or four days.

If we look at the cultural dimensions of Austrians, according to Hofstede's dimensions, in e.g. 6th dimension (Indulgence) or 1st dimension (Power Distance) it has significantly different scores to Slovakia, which means that it has very different characteristics compared to the Slovaks. This represents a challenge for Slovak tourism, which, if it thoroughly analyses demand, will be able to set the supply and meet tourist demand appropriately.

CASE 4: WELLSPRING OF WONDERS (HUNGARY)



Figure 14. Wellsprings of Wonders Campaign (<https://visithungary.com/>)

Conceptual basis

Due to the coronavirus pandemic in 2020, inbound tourism has declined significantly in all countries. However, tourism organisations in each state are optimistic about the future and have launched digital campaigns to promote their countries on several media platforms. The Hungarian Tourism Agency (<https://visithungary.com/>) has joined forces with the international campaign to promote Budapest and launched a joint programme in neighbouring states. The campaign period ran from 16th June 2020 to the end of the year. Target countries included Germany, Austria, Slovakia, the Czech Republic, Poland, Serbia and Romania. ‘The Hungarian Tourism Agency’ promotes Hungary abroad using digital platforms. The campaign, running under the ‘WOW Hungary’ country brand on Facebook and YouTube carried short country image films and other advertisements. It signalled to the travel planners of the above-mentioned countries that Hungary is waiting for them after the pandemic.

Marketing goal

This promotion is also exciting because, for the first time, it addresses prospective tourists from specific nations in their own languages, as well as targeting different messages and offerings to different target groups in each country. The short, (approximately 30 second) videos capture the interest of each target audience appropriately and to grab their attention.

As Hungary has a wide range of tourism offers, almost every segment has been addressed, but the common denominator of the campaign films lie in covering the fantastic Hungarian water resources. Water also appears in the name of the country brand: 'Hungary - Wellspring Of Wonders', i.e. Hungary, the source of miracles.

The programme mainly divides the target audience according to age and offers them tourism products accordingly:

It presents cultural and sacred values, sights, gastronomy and a special offer of health tourism to the *Czech elderly*. The image-film has more than 1.7 million views on YouTube's video-sharing interface, so it can be assumed that the message has wide appeal.

Czech young people and families with four children are mainly attracted by the products of active tourism, Hungarian wines, gastronomy, special experiences and Lake Balaton, (as a symbol of water), appears. This video also has more than 1.7 million views, so a big difference in the requesting age group is not evident.

The *older residents of The Czech Republic*, Hungary's northern neighbour are enticed by the presentation of winery, active tourism, Hungarian culture and spas. Interestingly, this video has only half a million views.

In the short film for *young people in Slovakia*, the 'insta factor' appears strongly, i.e. the experiences gained here are popular on social media. The main focus is on experiences, extreme sports and water recreation. Surprisingly, this image-film has only 350,000 views, which is very low compared to the promotional materials reviewed so far.

For *seniors in Poland*, the campaign offers sacred venues, wonderful gastronomic experiences, wine tasting and Hungarian specialties and spas. As with the older Czech age group, 1.8 million people watched the video promoting Hungary.

The short film with 4.3 million views offers mainly family programmes, exciting experiences and special locations for *young people in Poland*.

In the short film for the *older German age group*, we can see a cavalcade of the products mentioned so far - everything from nature to culture, from

gastronomy to health tourism. This promotional video received only 1.8 million views.

The image for *German youth and families with small children* promotes water-related experiences, fine wines and culturally important yet bustling cities. The difference between the two segments is quite marked, with the short film for young German people watched by 4.1 million people.

Brief Analysis of intercultural features



Graph 5: Comparison of the Czech, Hungarian, Polish and Slovak culture (www.geerthofstede, 2021)

Based on the dimensions examined, the following conclusions can be drawn. Watching a campaign film actually embodies several distinct scenes and usually conveys information that society needs to maintain some connection to its own past-whilst addressing the challenges of the present and the future. It is this harmonious meeting of tradition and modernity, from which a living and positive relationship can develop. Although we do not know exactly on what basis the emphasis was placed during the preparation, we believe that such an approach may be appropriate for the target country - and especially the V4 countries. These countries have a rich historical background, traditions, customs and cultures, most of which are still in evidence today. All of this is reinforced with the theme of cultural openness, which is also important, especially for the younger generations, and the tendency to need to be open to modern ideas and approaches. The campaign also highlights the important natural human trait of enjoying life and presents a package that can be highly attractive for those who want to have fun and relax.

Also found in the campaign video and worth examining are the dimensions of ‘individualism’ and ‘collectivism’, which enhance the activity, social beauty and importance of time spent together. These are values that can be important to the people of Central Europe.

CASE 5: THE DUNDEE CAMPAIGN (AUSTRALIA)



Figure 15. The Dundee Campaign

<https://www.youtube.com/watch?v=NNJKWVmK-GM&t=3s>

Tourism Australia has resurrected ‘Crocodile Dundee’ in a new Super Bowl commercial that has already reached hundreds of millions on the day and through social media. Tourism Australia's Crocodile Dundee Super Bowl ad was seen by an estimated 100 million viewers when it aired last year. It featured a star-studded cast including Danny McBride and the Hemsworth brothers with cameos by Margot Robbie, Hugh Jackman, Russell Crowe and Isla Fisher. And of course, the OG Crocodile Dundee himself, Paul Hogan. The woman behind the massive success of this project is Lisa Ronson, Chief Marketing Officer of Tourism Australia, who mentions in an interview on the <https://www.becausexm.com/>, that ‘*Tourism is a \$113 billion industry for Australia. We have a long-term goal to grow our tourism sector to more than \$115 billion annually by 2020. The US in particular is a critically important market for Australian tourism for achieving these goals.*’ She also adds, that ‘*The ‘Dundee’ campaign launched in 2018 is an example of this, where we tapped into the emotional triggers associated with the original Dundee franchise and used the Super Bowl to kick-start our new \$36 million marketing campaign aimed at super charging the value of American tourism to Australia.*’ (Cranmer, 2019).

The Dundee campaign is also available on <https://www.youtube.com/watch?v=NNJKWVmK-GM&t=3s>.

Marketing goal

The Dundee marketing campaign orchestrated by 'Tourism Australia' in 2018 capitalised on the enduring popularity of the 'Crocodile Dundee' films in the American market. The A\$36 million campaign created by advertising agency Droga5 had the ambitious goal of growing the US market from A\$3.7 billion in 2017 to A\$6 billion by the year 2020 (Leotta, 2020).

Two weeks after the release of the trailers, another version of the video was broadcast during the Super Bowl final in the United States which was watched live by more than 100 million Americans ('Travel and Tour World', 2018).' Tourism Australia' considered the campaign to be a major success as the videos spread virally online. According to droga5.com (2019) the 'Dundee' was the number one viewed, searched and shared Super Bowl campaign generating more than 12,000 media articles at an estimated value of A\$74 million and leading to a 900% increase in booking enquiries.

The campaign had a separate profile account on the Facebook, Twitter and Instagram platforms, where it began to spread through the [#BringBackDundee hashtag](#). It also appeared on the official YouTube account of the tourist portal for Australia. The Australian actors themselves, who shared it on their social networks, also took part in the promotion of the campaign. Additionally, the campaign promo appeared on the largest online movie database - IMDb.

Brief Analysis of intercultural features

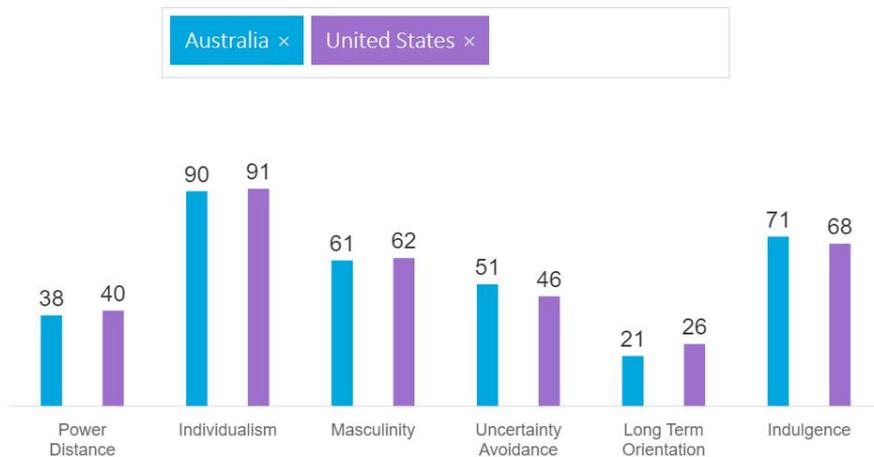
The success of the 'Dundee' campaign happens due to the convergence between the textual and contextual factors which informed its discursive framework.

'At the textual level, 'Dundee' (like 'Come Walkabout' before it) capitalised on the promotional potential of a fictional narrative which revolved around a journey and more specifically, the physical and symbolic interaction with the landscape' (Leotta, 2020).

Chen (2015) suggested that commercials which encourage viewers' immersion into the story are more persuasive. In this particular case, viewers' immersion into the narrative was facilitated by the establishment of a textual representation of the viewer, the American tourist (Brian Dundee) as the main character of the story.

‘Tourism Australia’ has hit back by selecting actors, many of whom are very popular throughout Hollywood. The faces of the American actors are familiar to them, which is why the campaign in the United States has become so successful. The promotional campaign itself consists of a short, (approximately one minute) video spot, which attracts Americans to the beautiful sandy Australian beaches, bustling cities, beautiful wine regions, the best restaurants and last but not least, ‘The Sydney Opera House’.

The designers have chosen an excellent method to convey the propaganda messaging of the campaign film which is evidenced by the successes achieved. The use of humour as a tool and the parade of popular celebrities in the trailer and its promotion approached the target audience (American Citizens) in a novel way. If we compare the Australian and American cultural dimension characteristics, the perceived similarities are clear. ‘The Indulgence Index’, for example, is exceptionally high, suggesting that they are both ‘Indulgent’ countries. According to Hofstede’s dimensions, those people with a high score in ‘Indulgence’ generally exhibit a willingness to satisfy their impulses and desires with regard to enjoying life and having fun. The tendency to be optimistic and cheerful is a marked feature of these societies, and therefore the method chosen for the ‘campaign’ may have been well-founded.

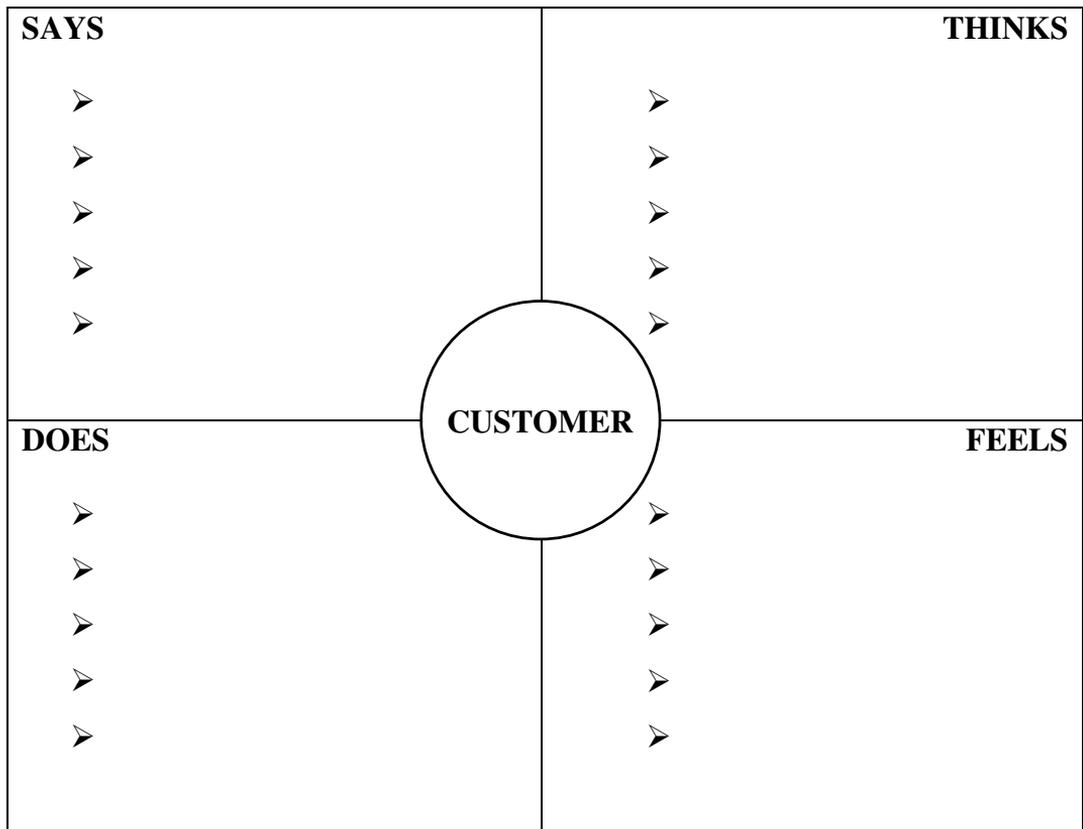


Graph 6: Comparison of the Australian and American culture ([www.geerthofstede](http://www.geerthofstede.com), 2021)

QUESTIONS AND TASKS

1. *Elaborate on how digital communication campaigns may differ in long and short term oriented societies! Write down and discuss your findings.*
2. *Try to find a digital marketing campaign and analyse it from an intercultural point of view.*
3. *Write down the questions you should ask when specifying marketing goals! Use the S.M.A.R.T approach to answer the following questions.*
 - a. *What indicators will be crucial in measuring goals? (Specific)*
 - b. *Outline an example of a time schedule with attainable goals, e.g. according to number of visitors to your website. (Measurable)*
 - c. *Give an example of a relevant goal for a particular business, as well as an irrelevant example that is not intended and therefore not achievable for the business goals. (Attainable)*
 - d. *What goals would you set for a two-month plan and for a two-year plan? (Time-Based)*

4. Create an Empathy Map to discover the needs of the customers' segment



- 5. Define the marketing problem/issue of the customer and brainstorm an appropriate digital campaign to solve it.**
- 6. Create a prototype (Example) of a digital multicultural campaign for the purpose of tourism.**
- 7. Test the marketing campaign created in previous step by communicating its pros and cons with your classmates.**
- 8. Prepare a presentation and present your work and ideas for creating a multicultural digital marketing campaign.**

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The main aim of the present textbook is to provide an essential and comprehensive overview of the aspects of intercultural digital communication in a tourism context since it is generally acknowledged that intercultural communication plays a crucial role in tourism and hospitality management and marketing. In today's globalised world, though, it is extremely important not only to be aware of the specifics and requirements of intercultural communication but also to respect diversity, as well as to encourage communication and cooperation between members of different cultures, a significant part of which is provided by digital technologies, channels for both conveying information and influencing customers' behaviour. Reflecting on the mentioned ideas, the textbook is divided into several parts, starting with an overview of the basics of culture and intercultural communication that serves as background knowledge for implementing the aspects of intercultural communication in the digital space. The following sections deal with digital marketing, in particular, with its elements, possibilities and tools. Naturally, case studies of intercultural digital campaigns as interesting examples of "good practice" cannot be missing from the book, either.



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