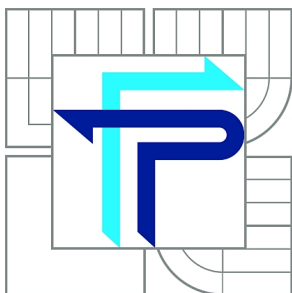


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ÚSTAV MANAGEMENTU

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BEHAVIORAL ASPECTS OF ECONOMIC RELATIONS, ORGANIZATIONS AND MARKETING WITHIN THE RUSSIAN FEDERATION

BEHAVIORÁLNÍ ASPEKTY EKONOMICKÝCH VZTAHŮ, ORGANIZACÍ A MARKETINGU V RÁMCI
RUSKÉ FEDERACE

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Instruction:

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Executive summary
Theoretical basis of the work
Problem analysis and current situation
Proposals and contribution of suggested solutions
Conclusions
References
Appendices

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Abstract

This diploma thesis deals with political, economic and primarily socio-cultural issues having impact on business, organizations and marketing in the framework of the Russian Federation, which are put into context of the Czech Republic (or other relevant regions eventually). My goal is to find out the ways how to approach the collaboration with the Russian Federation while considering knowledge from data providing background about macroeconomics and national policy. Emphasis of my thesis is especially put on cross-cultural element of business, more exactly on differences in organizational and consumers behavior. Using selected methods, I will extend the theoretical part assumptions and secondary research by the new pieces of knowledge. Based on my findings, I'll make new conclusions about countries' specifics, put them in a broader context, all to find out how to mitigate certain barriers and obstacles which can occur and affect companies spreading their field of activity to Russia.

Abstrakt

Tato diplomová práce pojednává o politických, ekonomických a především sociálně-kulturních aspektech, které mají vliv na mezinárodní obchod, organizace a marketing týkající se Ruské federace, jež jsou dány do kontextu zejména s Českou republikou (eventuálně jinými relevantními regiony). Cílem mé práce je nalézt překážky v obchodu a komunikaci s Ruskou federací a způsob jakým je možné je překonat. Důraz primárního výzkumu mé práce bude kladen na interkulturní složku, konkrétně na rozdíly v organizačním chování a chování spotřebitele. Zohledním také znalosti z nashromážděných dat o politicko-ekonomickém prostředí zemí. Použitím vybrané metodologie rozšířím teoretické podklady a sekundární výzkum o nové poznatky a v širším kontextu vyvodím závěry a návrhy pro optimalizaci bariér, kterým firmy jsou rozšiřující pole působnosti do Ruska vystaveny, a jimž mohou čelit.

Key words

Russian Federation, macroeconomic indicators, comparisons, barriers in international business, cultural dimensions and disparities, organizational behavior, consumer behavior, intercultural marketing and strategies

Klíčová slova

Ruská federace, makroekonomické ukazatele, komparace, bariéry mezinárodního obchodu, kulturní dimenze a odlišnosti, organizační chování, chování spotřebitele, interkulturní marketing a strategie

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Čestné prohlášení / Declaration

Prohlašuji, že předložená diplomová práce je původní a zpracoval jsem ji samostatně. Prohlašuji, že citace použitých pramenů je úplná, že jsem ve své práci neporušil autorská práva (ve znění Zákona č.121/2000 Sb. o právu autorském a o právech souvisejících s právem autorským).

I declare that this master's thesis is original and has been written independently. I also declare that the list of references is complete and that I did not breach of copyright (in the sense of Act No.121/200 Coll. on Copyright Law and Rights Related to Copyright and on the Amendment of Certain Legislative Acts).

V Brně dne 27. května 2011 / Brno, 27th May 2011

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1. Introduction

International business achieved huge expansion over the last years, going hand in hand with globalization and connection all over the world. The companies spreading their business abroad are still facing challenges to choose strategies and key tools for successful entrance of foreign markets. There are many obstacles which may impede such a business from establishing and keeping a competitive position. My thesis deals with such influencing factors which have undisputable role in successful activity in a foreign market.

The approach I have chosen is multidisciplinary, in the international context, concerning various fields of economics and management – including *macroeconomics*, *risk analysis*, *management*, *marketing*, *sociology*, *applied psychology* and *statistics*. With such a basis, I would like to present the results of my research in the broadest possible context.

Furthermore, I will try to explain such aspects within the context of politics, economics, business and marketing, to underline the magnitude of the impact on international trade, its barriers and risks. My goal is to find out elements of both *rational* and *emotional* profiles within the economy and their correlations within the scope of the Russian Federation, considering the Czech Republic or other relevant regions.

Firstly, I have chosen the methodological basis for my thesis which consists of several indicators of macroeconomic behavior and policy, associated risks and so-called “economic freedoms”. This part will be the source for the analysis of the Russian Federation put into context with the Czech Republic. As a source of my further research I have cited existing cross-cultural theories, dealing with market and organizational behavior. The task is to determine the specific behavior of Russian consumers and participants within the organizations and significant differences from the Czech ones within a specific target group.

I would like to contribute to an increase in the knowledge of the trade issues with the Russian Federation, understanding of the political-economic background and especially, expanding awareness about the cross-cultural environment, related business communication obstacles and a specific marketing approach which companies can use in their decision-making process while expanding in the local market or developing marketing strategies.

2. Theoretical part

2.1. Macroeconomic Overview

A study of any nation, business partners and potential customers requires comprehensive knowledge. Thus, in the first part I have decided to summarize several selected macroeconomic data indicators, which show the background about a country's international status, policy and situation. Such indexes are useful as an 'objective' economic comparison and indicators of different macroeconomic behavior between countries.

Macroeconomic indicators themselves deal with the performance, structure, behavior and decision-making process of an entire country's economy.^[5] Models within macroeconomics explain how the economy functions in the interaction and relationship between such factors as *consumption, employment, inflation, savings, investments, trading* and *economic policies*. Such models are used by both governments and corporations to support the establishment and evaluation of economic policies and business strategies. It is therefore worthwhile to provide insight into the following measurements.

The indicators I selected are supposed to reflect the different statuses, approaches, behavior and goals of governments and nations, relevant to international comparison.

2.1.1. Gross Domestic Product and Inflation

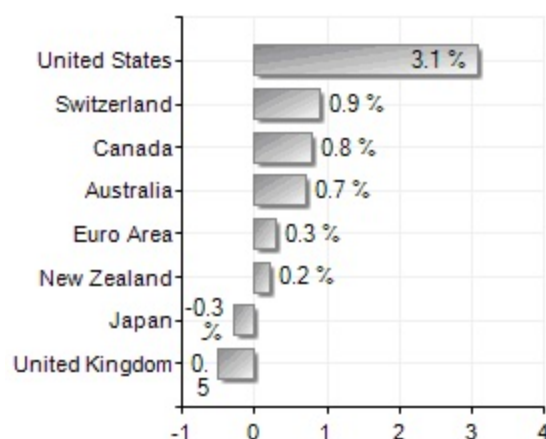
GDP is the primary indicator which shows economic standard of a given country.¹ It reveals us the total income or expenditure on its output of goods and services. We distinguish **nominal** (current) and **real** (inflation-corrected) product. The final calculation can be accomplished using three methods:

- *income method* (the sum of all wages of labor, profits of companies, land rents and capital interests)

¹ Note: GDP has still many limitations - fails to express e.g. a measure of quality of life, unpaid labor (grey/black economy), real savings (all assets, including resources, and other wealth fare), uneven fluctuations of prices caused by inflation etc. For insufficiencies we can count with *Human development Index*, for instance.

- *expenditure method* (private/household consumption + gross investment + government spending + (exports – imports))
- *output method* - measure of GDP which adds together the value of output produced by each of the productive sectors in the economy using the concept of value added.

In international comparisons we use **GDP per capita** (a frequent indicator of economic standard). It is an approximation of the value of goods produced per person. In other words, country's GDP divided by the total number of people in the country. In some countries, **Gross National Product** (GNP) is considered as more important (especially in those with high share of companies overseas). Difference is that the final value is generated only by country's owned factors (national owners), but in both country's area and overseas.



Graph 2.1: Real Growth of the GDP – notable economics, source – tradingeconomic.com, march 2011^[34]

Inflation in economics terms is the rate of the general level of prices in an economy over a period of time, which is measured by percentage change of price index. It can be driven either by *consumption* or *production costs*, and has several effects on economy.^[9]

- **negative effects** include a decrease of real value caused by money supply, hoarding of consumer and scarcity of goods, uneven redistribution of incomes (among people with variable and fixed incomes) and erosion of international competitiveness. If the inflation is uncertain and uncontrolled, it may discourage investments and cause general financial risks
- **‘positive’ effect** can be visible (while controlled inflation occurs) on lowering interest rates which means encouraging investments and consumption, on higher export profits (caused by depreciation), things which can warm up the economy.

2.1.2. Macroeconomic Stabilization Policy

Economic policy on a country level is divided on two fundamental components:

- **Monetary policy** – the process by which the central bank (or another monetary authority) of the country controls the supply of money, using an important tool, interest rate, for the purpose of controlling the economic processes, stability and growth. Basically we distinguish from two kinds of monetary policy:
 - *Expansionary policy*, which is traditionally used during economic recession in quest of combating unemployment by lowering interest rates with the intention, that easy credit will entice business to the expansion.
 - *Contractionary policy* is purposed to slow inflation in hopes of avoiding the resulting distortions and deterioration of asset values.
- **Fiscal policy** comprises of expenditures and revenues of national government, which refer to taxation, government spending, and associated borrowing (bonds, debts). Basically it is the use of government expenditure and revenue collection (taxation) to influence the economy.

Both policies have a strong influence on following macroeconomic factors as well as on **international trade policy**, which, due to its specifics, can be considered as a separated policy.

2.1.3. Balance of Payments: Trade Balance and FDI

Balance of Payments is an accounting record of all transactions between a country and the rest of the world, comprised of two accounts: **Current account** and **Capital account**. The Trade Balance is the main component of the current account and Foreign Direct Investments are on the other hand primary part of capital account of respective country.

The balance of trade (net exports) is the disparity between exports and imports, in national economy over a certain time period. Factors affecting the balance include:

- the cost of production (land, labor, capital, taxes, incentives, etc.)
- the cost and availability of raw materials plus intermediate goods

- exchange rate movements, restrictions on trade, non-tariff barriers such as health or safety standards, prices of domestic manufactured goods (responsiveness of supply)

We differentiate then:

- the positive trade balance which is called *trade surplus*
- the negative trade balance which is *trade deficit*

If surplus or deficit is significant, we call it *imbalance*, which has consequences such as

- a loss or a gain of exchange rate and value, a control over own national currency, employment demand (all decreasing while in deficit), control over economic cycles (surplus economies can restrict exports when expanding – to be more independent, and increasing them during a recession to mitigate negative effects)

Foreign direct investments

This term represents those investments which serve the business interests of the investor in a company, whose nation is different than the country the company put the investment. Companies involved in FDI tend to be more profitable and stable, but they also have to take into account disadvantages, unpleasant mainly in the initial phase of trading. It includes travel costs, communication abroad, and the local political and business environment, as well as the language and cultural differences.

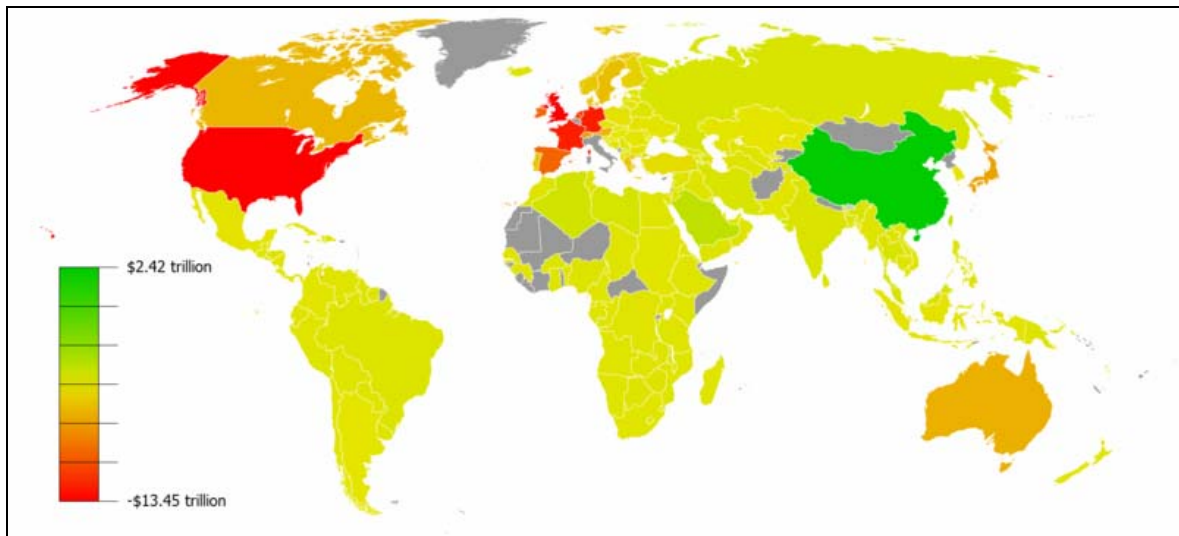
Foreign direct investments consist of three basic components:^[30]

- equity investment (investment of shareholder)
- reinvested profit (a share of direct investor on the profit/loss by a form of undistributed dividends)
- other capital (received and given credit, credit stocks, credits of contractors)

2.1.4. Public (Government) Debt

Government debt is money / credit owed by government at any level. It emerges with country's deficit financing and counts all government borrowings (bonds, loans...) *less* repayments^[9]. In the international scope there are two important terms related to the debt.

- **External debt** – a part of a total debt which is owed to non-residents outside the country by its residents. The debtors can be government, corporations or private households. The debt includes money owed to private commercial banks, other governments, or international financial institutions such as the IMF and World Bank.
- **Foreign currency and gold reserves** - funds held in international currencies by a country's central bank. Depending on the amount of foreign reserves, a country can control the value of its own currency by either increasing or decreasing the demand through the sale or purchase of foreign currencies.



Pict. 2.1 - World map of a balance between foreign reserves and external debt – Red colored countries have a negative balance (debt much higher than reserves), green countries have positive balance. Adopted from Central Intelligence Agency web-site^[21]

2.1.5. Consumption, Incomes and Savings

Following macroeconomic terms are especially distinct in determination behavior of consumers:

- **Disposable income** is the consumption and savings opportunity gained by an entity within a specified time frame, which is generally expressed in monetary terms. However, for households and individuals, disposable income is the sum of all the wages (salaries, profits, interest payments, rents and other forms of earnings received...) in a given period of time.

- **Consumption of households** or more precisely, **household final consumption expenditure** (HFCE) is ‘a transaction of the national account's usage of income account representing consumer spending. It consists of the expenditure created by resident households on individual consumption of goods and services, including those sold at prices that are not economically significant.’^[26]
 - Consumption is directly connected e.g. with *marginal propensity of consume/save* (ratio of income and consumption or income and savings – consumer willingness to spend his resources) and *price elasticity of demand* (a relation of price and quantity – sensitivity of consumer to pay certain price for certain amount of goods)
- **Savings of households** – The main domestic source of funds to finance capital investment, which is a major power of long-term economic growth. They are basically estimated by subtraction of household consumption expenditure from household disposable income.^[26] High differences between countries are caused mostly by institutional reasons (e.g. if pensions are funded by government or they are a matter of personal savings) and age-structure (high share of retired persons usually means lower savings in economy).

2.1.6. Labor Force (Unemployment and Productivity)

In economics, people present in **the labor force** are the suppliers of labor. It is a group of all the nonmilitary people who are employed or unemployed. Two terms in macroeconomics are closely connected with a labor force.

- **Unemployment** as defined by the International Labor Organization^[28] occurs when people are without a job and they have actively looked for work (within the past four weeks). It is a key factor when measuring economic level of a country.
 - Quite several divisions exist, we distinguish for example from *structural unemployment* (labor market suffer from no/low demand of positions several economic branches, age groups or professions), *frictional unemployment* (occurs when a worker is searching for a new job), *cyclical unemployment* (caused by seasonality and business cycles) and *hidden unemployment* (not reflected in official statistics, part of black/grey economy)

- **Labor (workforce) productivity (LP)** is the ratio (the real value) of output to the input of labor. Where possible, hours worked, rather than the numbers of employees, is used as the measure of labor input. With an increase of part-time employment, hours worked provides the more accurate measure of labor input. Labor productivity should be interpreted very carefully if used as a measure of efficiency and growth of productivity. In particular, it reflects more than just the efficiency or productivity of workers. Output is influenced by many factors outside of workers' influence, including nature and the amount of capital equipment that is available, the introduction of new technologies, and management practices.
- $LP = \frac{GDP}{H}$, where H is hour worked.

2.1.7. Research and Development Expenditures

Research and development (R & D) expenditure is an investment into a creative work that is meant to generate cash-flows, i.e. the output of R & D meets the definition of an asset.^[26] In spite of this, *research expenditure* is treated as a cost rather than an investment. Research expenditure is immediately deducted from operating profit rather than being capitalized. *Development expenditure* is capitalized and then amortized. It is also a crucial factor for marketing strategy while making technological analysis.

- An example of **development costs** are the costs of designing or renovating a new product that a company plans to sell. An example of **research costs** can be the large scale screening of very large numbers of substances by pharmaceutical companies to try to identify those that may have useful properties.
- The results of **research expenditure** are highly uncertain and connected with risks. It is difficult to establish the value of the assets it creates (know-how, patents etc.).

2.1.8. Territorial (Country) Risks and Economic Freedoms

It is the specific group of international risks which follows the political, economic, demographic, social and other situations/specifics. In short, it includes all the non-market factors and barriers affecting the risk. There are two sub-groups (levels) of risk: **global** and **specific**.

- **Global political risks** influence somehow all foreign business and entrepreneurs. This group has a broad impact especially in the countries of large instability and in the countries of non-predictable or isolated constitution (e.g. not liable to legislation of international organizations).
 - Measurement for such a risk is presented by GPRI (global political risk) index. Its methodology measures the country's ability of absorption of political fluctuations and turbulences. It evaluates the combination of quantitative and qualitative factors - criteria² (political, social and economic security) aggregated by so-called 'open-source' methods.
- **Specific economic risks** occur in particular companies which are involved in international business and which can influence various projects. We take them into account, where the generic political (territorial) risk seems to be too generalized. For measuring the risk several methodologies of measurement exist.^[2]

Modern approach of measurement represents a method developed by companies *MIGA* and *OPIC* (assurors of public sector) and the groups *Eurasia* and *Pricewaterhouse Coopers*, which is based on integration of the political/economic risk into company risk management, measuring various indexes representing '**Economic Freedoms**'^[19]:

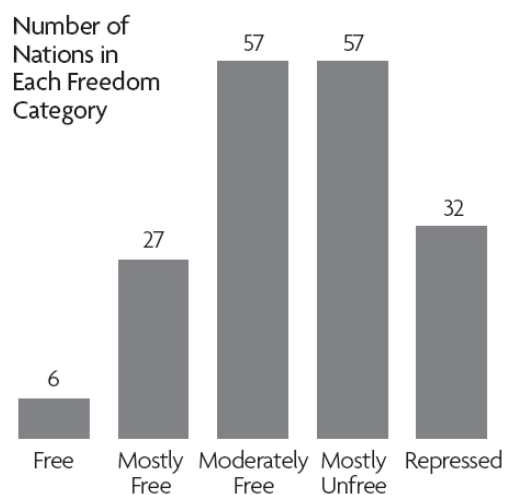
- Freedoms represent the aspects summarizing territorial/country risk. Doing business in the countries where the scores of 'Economic Freedoms' are low we consider usually risky and more complicated – in such environment foreign companies have to face issues and control mechanisms as government regulations, restrictions or protectionism, but also bureaucracy or corruption.

Each of ten features is comprised by unique methodology which is supported by complex data from international organizations as is a *world bank*, *doingbusiness.org*, *federal statistical offices*, *world data on trade and import*, *world development indicators*, *economist intelligence unit*, *country commercial guides* etc. They are following:

² Criteria include: Government efficiency, degree of a political legitimacy in the framework of the population, absence of opposition and cases of political force, low degree of social, ethnic and religious tension, capacity and ability for reduction of consequences of natural disasters, cases of humanitarian help

- **Business (entrepreneurial) freedom** is a quantitative measure of the ability to start a business, obtain the license, operate, and close a business that represents the overall burden and efficiency of regulation
- **Trade freedom** represents a composite measure of the absence of tariff (taxes – prohibitive, retaliatory, environmental...) and non-tariff (quotas, licensing, embargoes, price limits, standards, packaging, charges on imports...) barriers that affect imports and exports of goods and services.
- **Fiscal freedom** - a measure of the tax burden imposed by government, composed of three quantitative factors (tax rate on individual and corporate income, and tax revenue as a percentage of GDP).
- **Monetary freedom** - monetary freedom combines a measure of price stability with an assessment of price controls. Both inflation and price controls (interest rate) distort market activity. Price stability without economic intervention is the ideal state for the free market.
- **Government expenses** - this component considers the level of government expenditures as a percentage of GDP. The expenditures include consumption and transfers, account for the entire score.
- **Investment freedom** - freedom of flow of investment capital. It measures easiness and allowance/restrictiveness of individuals and firms to move their resources concerning specific activities both internally and across the country's borders.
- **Financial freedom** - a measure of banking efficiency as well as a measure of independence from government control, interference in the financial sector and availability of foreign operations.
- **Property rights** – a degree to which a country's laws protect private property rights and the degree to which its government enforces those laws.
- **Freedom from corruption** - qualitative study of degree which impede from freedom by introducing insecurity and uncertainty into economic relationships.
- **Labor freedom** - a quantitative measure of the legal and regulatory framework, a country's labor market (ratio of minimum wage to values added per worker, rigidity of hours, dismissing redundant employees, severance pay...)

Countries themselves according to average score of those ten freedoms are distributed to the groups on the scale from 100 to 0 (from highest to lowest freedom): **100-80 – Free** **79.9-70 - mostly free**, **69.9-60 - moderately free**, **59.9-50 - mostly unfree** **49.9-0 - repressed**



Graph 2.2 –Distribution of Economic Freedoms within World Nations, source: heritage.org ^[19]

2.2. Socio-Cultural and Behavioral Aspects

Awareness about social capital is nowadays perceived as a crucial factor of competitive advantage of the company, especially of the multinational one. Understanding of social and behavioral aspects of foreign partner, in the international scope, is often major step towards the success. As was indicated above (e.g. part “economic freedoms”), mentality and behavior influence widely the socio-economic situation of the country and obviously its international relations. Let’s explain terms connected with culture, sociology and behavior.

2.2.1. General Terms

Social science study processes and impacts of the whole social organization on structural phenomenon and changes (sociology, economy). **Behavioral science** (involved in a field of psychology) in contrast abstract data to investigate the decision processes and communication strategies within and between individual organisms in a social (cultural, economical) system.

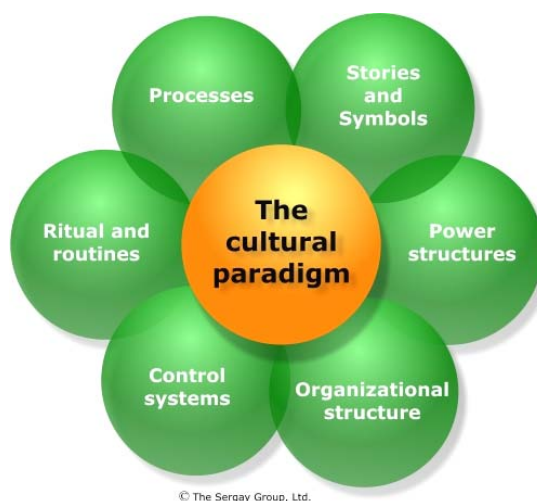
Organizational Behavior is then the study of individuals and their behavior within the context of the setting of the organization. It is an interdisciplinary field that blends primarily sociology, psychology and management.^[31] This behavior represents substantial chapter of my thesis – cultural analysis within organizations.

Consumer behavior is the study of conditions and factors why people do (or don’t) buy a product. It includes certain multidisciplinary studies (fields of psychology, sociology, anthropology and economics) attempting to understand decision-making process of the buyers, both individually and in groups. It surveys individual consumers and influences such as demographics, psychographics (lifestyle), ethnicity, social class, gender, culture etc.

Culture is considered as a highly influencing factor of both kinds of behavior. Many definitions of the word culture were formulated. I have chosen the one which suits our purposes well which says that “culture is a collective programming of the mind that distinguishes the members of one group (or category) of people from another”.^[22] It reveals that group of people, determined by similar schemes and mechanisms, is distinguished entity with its own specific behavior.

Individuals are always more or less inclining to accept what their culture says to them and objectivity aside, they form their “own” cultural truth, which isn’t in conflict with their beliefs and traditions. That’s why culture should not be considered as a minor or side issued by foreign organizations in significantly different country. Focusing solely on the cutting costs

and market shares may be a very short-term tactics but in no way a sustainable strategy to enter local market.



Pict. 2.2. – One of the definitions of corporate culture, adopted from Sergay Group web-site³

2.2.2. Economic Use of Cultural Research and Methods

While *trading*, *starting/doing business* or being involved in organizations of culturally different country (either as an employee or entrepreneur), it's necessary to know:

- **The basic etiquette** (social, business) – evident aspects which surround process of business as *appearance, dress, communication, customs, manners, negotiating tactics* etc.^[20]
- **The deeper specifics** of local organizations and their most significant differences from ours. Such 'cultural programming' of minds shows and implies to *styles of management, attitudes of staff towards hierarchies and inequalities, determination of behavior of workforce and its productivity, processes of innovation and many others*.

In *marketing* (especially strategic), cultural analysis is a cornerstone of successful campaign, especially in the scope of *segmentation* and *positioning* (viz. chapter 2.3.2).

For my research purposes I have chosen method of Dutch sociologist/anthropologist Geert Hofstede, so-called ***cultural dimension*** analysis, complex indicators showing the differences between countries and cultures having consequence in business. The following characteristics based on the social and cultural specifics strongly determine the business and consumer environment of the country. However, the final criteria will rely on broader methodology

³ *Corporate Culture* [on-line], The Sergay group, Ltd. Cited on 05-05-2011. Available on WWW: <<http://sergaygroup.com/Smart-Talk/What-is-Corporate-Culture.html>>

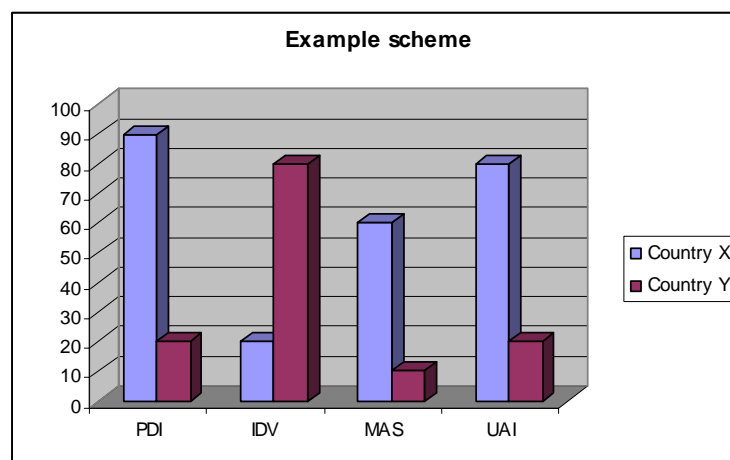
which includes for instance observations from theories of *cultural context*, *cultural relativism*, *ethnocentrism* or *hierarchy of needs* which will be explained later. Due to constant change in many aspects of modern life (information and communication technology, globalization), cultural behavior is going through constant change as well.

2.2.3. Cultural Dimensions

Hofstede's dimensions are the result of complex research comprising employees within over 40 countries. The research studied cultural specifics, perceptions, attitudes, tendencies of nations and disparities between them. Dimensions are bipolar parameters shown on the scale consisting of indexes from 0 to 100 (in several measures extended to 120). The position on the scale indicates strength of the parameter's tendency. Tendencies towards one of the poles reveal disposition to certain extreme of the dimension. However, concrete concept of behavior is a subject of complex research as the country e.g. having the high tendency towards *masculinity* can show some purely *feminine* inclinations. Dimensions also intertwine between themselves (e.g. some *collectivistic features* may be connected with *higher power distance*).

The dimensions (and their mutual polar opposites) are following:

- **High vs. Low Power Distance**
- **Masculinity vs. Femininity**
- **Uncertainty Avoidance vs. Uncertainty acceptance**
- **Individualism vs. Collectivism**
- **Long vs. Short Time Orientation**



Graph.2.3 - Examples of 4 cultural dimensions – values of *country X* signalize country of economic limitations, while *country Y* rather for economically free and quiet country, as in Scandinavia

High vs. Low Power Distance

The first dimension is related to hierarchic/equal societies, shows the degree to which wealth, prestige and power are redistributed within society and the same arising in company.

- In ***high power distance*** culture, certain boundaries and inequalities are perceived as useful, natural to society – they are expected and sometimes even more, they are required. There exist things such as big differentiation of the incomes, expectation of accumulation of powers and pretentious presentation of high status. Approach of management tends to be autocratic (possessing higher power and influence) and teachers' presence at school has bigger impact on the students (what they say tends to be believed as right...)^[12]
- In countries of ***lower power distance*** there is a tendency to equal opportunities for everyone. Eventually in more extreme cases a redistribution of the wealth is used to mitigate social inequalities, which is understood as a step against social injustice.
- We have straight implications to strategic marketing, e.g. **targeting** (see more in 2.3.2). For example, children/adolescents in cultures of high power distance are considered as not very relevant group – as the influence of parents lasts usually longer than in countries of lower power distance.

Masculinity vs. Femininity

This dimension indicates what importance people within the culture give to traditions and values (religion, customs), and on progress, status, career, and assertiveness. Hofstede's studies revealed the societies of particular countries emphasize either on

- competitiveness, effectiveness, somewhat uncompromising solutions which focus solely on goals - ***masculine pole***
- caring and modesty, humanistic approach towards business focusing on relations and protectiveness - ***feminine pole***

Such dimension often differentiate a role of women in respective society – if the country inclines toward masculinity, women there are usually more “career-oriented” and “independent” whereas feminine countries are rather more “traditional”, “family-oriented”.

- Marketing approach is likely to differ in masculine countries, where people tend to show off their wealth (powerful cars, exclusive brand clothes) and in feminine environment, where the emphasis is put e.g. on ecology-friendly, lifetime goods.^[17]

Uncertainty Avoidance vs. Uncertainty Acceptation

Problems of this cultural dimension deal with a society's tolerance for uncertainty and ambiguity.

- Societies of ***high uncertainty avoidance*** tend to establish many strict rules and control mechanisms. Taboos, prejudices and superstitions are taken seriously (formal and informal) sometimes in a form of signs and omens. Usually there are strong beliefs, social bonds and norms, as the structural stability reduces uncertainty.^[7] It has to be taken into account that the society is rather traditional with a general distrust towards innovations. There is often emphasis on theories in the science and philosophy. Society shows more stress and energy – showing emotions is considered common. People there are usually avoiding of planning because flexibility also reduces their uncertainty.^[12]
- The opposite type, i.e. ***uncertainty accepting cultures***, tends to understand opinions different from what they are used to. Such a culture tries to have few rules as possible and on the philosophical and religious level they are relativists and allow many currents and trends to flow at one time, side by side. People within these cultures are often more phlegmatic and contemplative, and not expected by their environment to express emotions.
- Marketing consequences can arise in case e.g. when selling new and unknown products. They tend to be initially sold worse in the countries of high avoidance than with low numbers. However once they break the barrier of cultural acceptance then - on the other hand they can become suddenly the successful mass product.

Individualism vs. Collectivism

- ***Collectivistic values*** are distinguished by group (collective) thinking. This dimension is often perceived as a barrier of internationalization of economic business relations. In certain sense, there is a small difference between words 'needed' and 'wanted'. Collectivistic cultures have stronger mass potential and people act in the way more

traditionally, how the society or any concrete or abstract authority instructs them. Loyalty to one employer for the whole life is quite common. Celebrations of collectivistic events are of a very folkloric nature - manager who locks himself in the office and do not participate is hardly being respectable or authoritative among others.

- ***Individualistic tendencies*** sign on the other hand technology-like approach, independent decisions within company. Changing habits, isolation, frequent residing are common things. The responsibility about actions is individual as is a personal success. Maximum work efficiency is expected and people like to say their own opinions out loud.

Long/Short Time Orientation

Additional 5th dimension reveals a tendency towards both lengthy and careful planning of the future (of life, finances, projects...) or just living by today.

- ***Short Time Orientation*** presumes both higher risks and opportunities in business and marketing, from dealing with contracts (internationally) to suggestibility of consumer and his tendency of quick spend of financial resources to maintain personal stability and happiness in the present (USA, Russia, France)
- Societies with ***Long-term Orientation*** value future orientation, making sacrifices for long-term goals, they tend to invest rather than spend (China, Hong Kong, South Korea, Finland).

2.2.4. Other Socio-cultural Indicators

In addition to cultural dimensions, there are several other cultural distinctions which are partly interwoven with them, but express new points of view – for example:

- **cultural determination** (I do what I want to *vs.* I am determined to do what society tells me)
- **cultural ethnocentrism** (I think my country is superior to others *vs.* I think the world is all equal)
- **context of culture** (I mean what I said in my message *vs.* I mean what is hidden in the context of my message)
- **hierarchy of needs** (a theory of human motivation by Abraham Maslow)

Context of Culture (High vs. Low)

As the cultural differences occur, behaving and communicating in certain context is crucial feature which is causing many misunderstandings between the cultures. Its idea goes in same cases hand in hand with cultural dimension but it is more obvious.^[12]

- **Low-context** cultures (Anglo-Saxons) are typical with its straightforwardness - words themselves have a principal role and what is said is also meant – that’s why ideas can be spread easily abroad, globally with success and without much misunderstanding.
- **High-context** cultures (many eastern or traditional cultures) rely a lot on hidden meanings and the context of communication (Japan is obvious example - even in their written language they don’t use actually letters, but kind of “pictures”, which are understood by context of opposite discussant). Characteristic signs of high context culture include:
 - Use of titles, level and distinction is characteristic
 - Small talk is a crucial part of the dealing, i.e. ‘getting into business is more important than business itself’. Business is about relations rather than goals
 - Expression of face, gestures and tone are more important than words themselves; binding power of handshake and oral agreement have a substantial role in negotiating
 - Circular reasoning (a trust in opposite opinions) i.e. logical fallacy in proposition assumed implicitly or explicitly in one of the premises.
 - Seeing a big picture, decisions on the spot (immediate)
 - Polychronic society, which means human interaction and doing several tasks at the same time over focus on timeframe and one thing

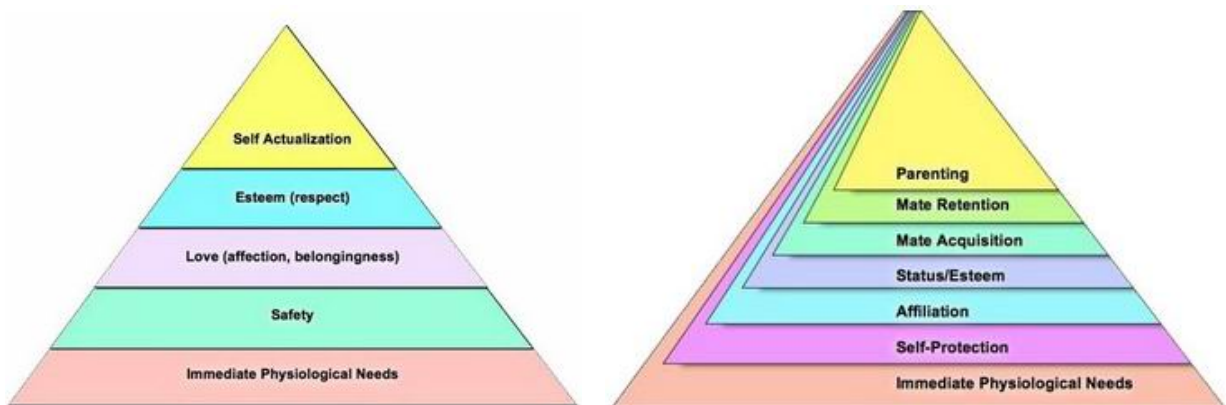
Maslow’s hierarchy of needs

This model, portrayed as a pyramid describing psychological nature of human needs, was created by psychologist Abraham Maslow (1943, *Theory of a Human Motivation*). It should be especially considered while approaching unknown culture. Its idea is fulfillment of needs of human on specific levels. Base-line of the pyramid goes from elementary needs of maintaining life, towards immediate physiological (security) needs, basic family needs, furthermore social position and identity. Status, self actualization and self realization are at

the top, as the highest human aim. Maslow's model, though generally appraised, accepted and counted as a very helpful tool in international marketing, has been also a target of criticism.

The order in which the hierarchy is arranged (with self-actualization as the 'highest' need) has been criticized as being *ethnocentric* by aforementioned Geert Hofstede (in the book *The Cultural Relativity of Quality of Life*, 1984)^[29], based on knowledge that in collectivist societies the needs of acceptance and community tend to outweigh the needs for freedom and individuality.

Also the status of sex (along with breathing and food at the bottom) is viewed from an individualistic and not collectivist perspective: i.e., as a physiological need that must be satisfied before moving on to higher pursuits. It neglects the emotional, familial and evolutionary implications of sex within the community. For such purposes, social psychologists of Arizona State University lead by Steven Neuberg revisited the pyramid (Picture 2.3.) with respect to more general needs.



Pict. 2.3 and 2.4 – Maslow's original hierarchy of needs (1) and revisited Maslow's pyramid (2) , source – College of Redwoods web-site.^[29]

2.3. International and Intercultural Marketing

International marketing in the last times went through radical changes in opening the borders of business and global development of customer oriented relationship. Its modern concept is driven by the motto „**think global, act local**“, which pays attention to culturally different countries, as its understanding creates a competitive advantage.

2.3.1. Approaches and Policies in the International Marketing

Intercultural marketing is one of three widest concepts of marketing approach in the international scope. The difference from two others, *global marketing* (which takes into consideration the whole globalization and homogeneity of the market – products as a consumer electronics, cosmetics, non-alcoholic some industrial products) and *export marketing* (where company finds own geographic zone and comes with home marketing mix) is that *intercultural marketing* uses a priori international approach – already at the state of research and development we count on fact of the international marketing. This form of marketing is especially useful when doing business to an end customer (B2C) and if we don't have local distributors or partner for further adjustment of products and we generally don't practice form business to business (B2B).

The concept of intercultural marketing considers social and cultural differences of consumer behavior and focuses on relatively low-cost adaptations in following fields^[8]:

- Product policy (modification of taste, of color...)
- Brand policy (selection of right brand for local market)
- Price policy (modules without extras, planning of credits and loans)
- Distribution policy (adaptation of amounts of goods portfolio, opening hours)
- Communication policy (sponsorship, presenting the celebrities, charity...)

Theoretical approaches to internationalization of the organizations there exist several theories, which one of the most common (*ERPG model by Howard Pelmutter*) defines main styles - *ethnocentric, polycentric, regiocentric, geocentric*:

- **Ethnocentric** companies are focused on a domestic market, and international activities are result of success on market within own country. After achievement of a maximum share in domestic scope they are “pushed” to internationalization. Their activities are spread to the close cultures which don’t require radical change of the strategy, managing activities from the country of origin. Advantages include: unity in image, design, unique know-how, centralized site (and arising savings). However it has limitations and insufficiencies in international possibilities and strategies
- **Polycentric** companies come with opposite approach – they are focused solely on international conditions and spend long time with development of strategies – to maintain diversity. Subsidiaries act as independent units and in a personal policy, **local management** is preferred.
- **Regiocentric** companies adapt their strategies on the certain region using specific socially-cultural zones. They distinguish certain behavior of consumer (ecological, impulsive, sensitive...). Example of such company is Nestlé (adjusting products – their form and packaging according to regional habits)
- **Geocentric** companies apply the global strategy, without consideration of interests of subsidiaries and adjust their strategy according to successful and profitable geo-zones.

2.3.2. Marketing Strategies (Segmentation, Targeting, Positioning)

Segmentation in international marketing

Segmentation stems from the knowledge that market is composed of various consumers who have different wishes and needs, value system, purchasing power, preferences and habits. In other words, the market segmentation is a division on the homogenous subgroups, which can be affected by particular marketing instruments. The conditions of such subgroups are following:

Segments have to be **large-scale** enough to be affected, **differentiating** one from another by the market expressions and to be **measurable**. To reach those conditions we use criteria as:

- **Geographic** (economic and cultural similarity of the selected zones)
- **Demographic** (gender, age, family size, marital status)
 - special sub-branch goes for ethnic criteria

- **Socioeconomic** (similar education, professions, revenues of households, structure of expenses...)
- **Psychographic** (take into consideration value system – social classes, life styles, free time activities)
 - principle oriented vs. activity oriented
- **Behavioral** which reflect consumer behavior, needs and expectations. We can divide those segment criteria by following preferences:
 - purchase and usage segmentation, benefit segmentation, attitude segmentation, loyalty segmentation , regularity of usage of segmentation

Segmentation by socioeconomic, demographic and geographic criteria arises from secondary research, i.e. statistical socio-economic data (rational profile of consumer). Psychographic and behavioral (emotional profile of consumer) result from deeper analyses. Having segmentation complete, we use several strategies consisting of three main approaches:

- **mass (not differentiated) marketing** – focus on homogenous wishes of a consumer (difficult in terms of high competition)
- **differentiated marketing** – takes into consideration specific segments and its different models
- **concentration strategy** - focus just on one segment – usually small and rather exclusive (niche)

Targeting – choosing a market segment

A marketer shouldn't ignore the differences in the segments so secondly he has to choose to aim a single product to certain, suitable segment. Among crucial factors while making selection belong: *a size of a segment, growth potential and attractiveness of segment.*

Positioning in international marketing

A choice of the right positioning is an important decision in terms of international strategy. It's an interpretation of brand's position. In the international conditions, it allows to adjust supply according to expectations of consumers and competition strength.

In analogy to segmentation we have similar approaches as global (also *high-tech*) positioning, used especially on industrial and technologically demanding goods (machinery, biotechnologies), selected consumables (electronics, computers) or several services (in logistics, insurance).^[6] In other forms of global (*high-touch*) positioning we don't consider socio-cultural differences.

Having knowledge about different expectations and attitudes of the final consumers, we face for instance their high *nationalism* (in case of acquisition of local brand, the strategy is usually to let the local brand preserve its own name and feature) or different *perceptions* of a foreign brand. We also consider criteria of a foreign country having role in consumer perception – e.g. reputation of local governance credibility, cultural welfare, society stereotypes or tourism development.

2.3.3. Marketing Mix

Any market research needs the elementary analysis which reflects consumer's needs. Marketing mix is simple and widespread model, advisable for every market campaign summary when doing analysis. With the help of its **4P** – *product, price, placement, and promotion* – we express basic questions, which every market analysis requires:

- Does the organization create what its intended consumer wants? (product)
- How much are the intended consumers willing to pay? (price)
- Is availability at right place, at the right time and quantities? (placement)
- What the target groups know about products and how to awake their desire of a product purchase? (promotion)

Survey about the **product** itself tells us how to approach to design and features, to meet consumer expectations concerning functionality, style, reliability, what importance should be put on branding and so on. An analysis of a product **placement** plays an important role in distribution policy, in amounts of goods to be given to respective channels (*wholesalers, retailers...*). Findings in the role of **price** are crucial in creating marketing strategy (approaching market by mass production, diversification, niche...) as well as price policy and strategy (*penetration / optional / premium / skimming / competition pricing...*). Results of **promotion** analysis give us psychological motives how certain groups of people respond on

various forms of advertising and show us possible strategies as is *message & media strategy* and *communication model*.^[18]

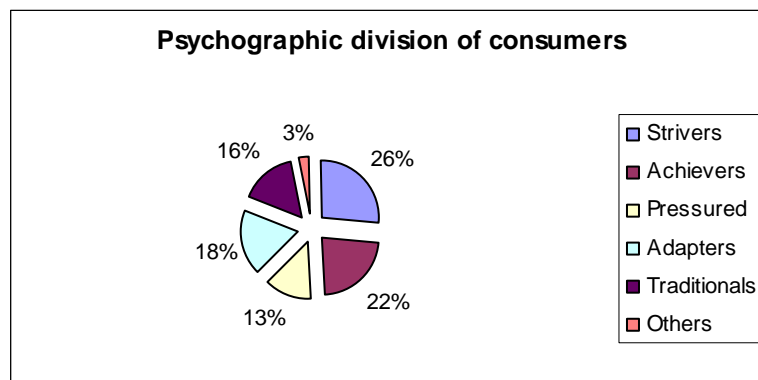
If company does the business in the sphere of services, the extended **7P model** include elements of **people** (attitudes, skills, appearance), **process** (a means to achieve an outcome - goal) and **physical evidence** (consumer's reliance on material supporting the services).

2.3.4. Characters and Attitudes in Consumer Behavior

Consumer attitudes are composed of several signs - his *beliefs*, *feelings* and *behavioral intentions*. They are interpreted as the forces representing and influencing how the consumer is going to react to the object. In marketing strategies, one of the cornerstones is how our target groups are distinguished and which way they behave. We can separate them by typical attributes characterizing target groups (dependent on the gender, age, status etc.) or by signs which are common in overall cultural thinking.

Division of consumer behavior according to BSB agency focuses rather on psychographic consumer profiles^[8]:

- **Strivers** – pursue importance of career, of average age 31, materialistic, hectic, with money as a priority
- **Achievers** – usually older, preferring quality over price, image to show their status
- **Pressured** – usually women under stress about family and life problems
- **Traditionals** – people with a retrospective insight, patriots aware of cultural wealth
- **Adaptors** - older people satisfied with their life, with values and opinions, can't be highly influenced but they can quite easily adapt



Graph 2.4 – percentage of respective consumer types in major developed countries (compiled from ^[8], according to BSB)

Following **behavioral divisions** according to marketing mix made within the collaborative marketing research of USA and Russia^[10] reflect more the human nature within the culture, than division of social classes, gender etc.

- **Type I, “The Quality-Oriented, Practical Shoppers”** - quality and value oriented, willing to pay reasonable premium, they consider evaluation of a product but do not put emphasis on a brand itself. They like convenient shopping with services, dislike crowds. Domestic and imported products don't make a big distinction for them. They trust to advertisement for preliminary evaluation, respond to promotional activity as personal sales. Attractive package is a plus.
- **Type II, “The Frugal Moralists”** - disbelievers in marketing, trust only the things they can see on their eyes, most price-driven, not status oriented, rather anti-status, moralistic about consumerism (Yankee thrift, Marxist ideal). Shopping is necessary evil for them and home-made goods is preferred to imports.
- **Type III, “The Uninvolved Pragmatists”** - value oriented consumers, preferring convenience, but for the value they forsake it. They evaluate product via advertising – often make comparisons of goods.
- **Type IV, “The New Russians”** (Новые Русские) - brand oriented, bordering with price sensitiveness (but never bargain), skeptical for advertising, spending time evaluating product.
- **Type V, “The Introverted Shoppers”** - prefer home made goods, evaluate price-quality ratio, and minimal personal/sales-agent interaction – large department stores, without sales agents, pay attention to advertising
- **Type VI “The Bargain Hunters”** - for this group, street market is quite favorite place, price is the main concern, to some extent they response to advertising, lengthily evaluate product before a purchase (product oriented).

3. Analytical Part

3.1. Russian Federation in short

The Russian Federation is from many perspectives a very unique entity. Notably, from one side, it is one of the most prominent powers of the world, but on the other hand, it shows still many signs of a developing country.

The country has a crucial impact on the world economy mostly because of its huge recourses of oil, gas, many raw materials and wealth of natural resources. There lies dependence of substantial part world on this country. Russia is a strategic and key partner of the European Union with many perspectives to the future. It is also the last of main economic powers which isn't in World Trade Organization which gives it a space for many specific particularities.

The thing which reflects a nature of developing country, and covers most of the opportunities for investment states is that Russia is specific type of economy, so-called natural resource **commodity-driven** economy, exporting mostly raw materials and importing particularly **value-added** products, because it lacks competitiveness of domestic products mainly due to inconsistency of quality in many fields of production and because of costly entrepreneurship conditions.

In Russia, the transition from one economic/political system to the other still runs its course. Consequences of collapse of Soviet Union proved that democracy in Russian conception became a huge obstacle. Russian territorial size, variety, specific culture and mentality of generation raised in long-time traditions of constitutions as tsardom and communism showed and proved that democracy became rather a problematic establishment. Changes caused by transformation progressing until these times are somewhat of delicate nature – above all I would include social and health care as well as education availability tendencies burdened by high fees and obscured by corruption cases.

There are many aspects (political, social, geographical, demographic...) why the realization of free-market economy is slow-changing and still somehow in the distance beyond sight, often perceived as unnecessary.

However besides the unpredictability and risk factors, many **opportunities** exist, niches to be used as an advantage, as present Russia relies highly on a foreign trade. Plus Russia has been

fast-growing economy in the last few years, considered as one of the most promising, dynamically developing economies. The opportunity to enter the market offers results with large value added is broad and prospect.

Many economical branches suffer from an obsolete production base so the occasions exist e.g. in the fields of^[30]

- transport, telecommunication, logistic structures which require reconstructions, finishing and modernization
- the medical and pharmaceutical products and ecologic-friendly technologies
- various kinds of services

For revitalization of Russian economy, many projects have already been implemented (e.g. so-called *special economic zones*, attractive for investors) including an innovation centre, so-called Russian “Silicon Valley”, Skolkovo nearby the capital of Moscow. The project is financed mostly by the government (which reserved tens of thousands Billions RUB from its budget) and private investors. Among other important tasks the renovation of agricultural system belongs; to ensure **independence** from global crises and negative economic consequences.^[40]

There are many factors supporting the active entrance the market at this point – especially welfare combined with the country’s need of improvements, opening the gates to enter the business and lack of competitiveness in certain sectors. Hesitating can cause the potential market in the future will be more financially demanding particularly due to changes in the competition and also because of changes in legislation. In any case, the specifics of the market and politics require careful analysis made on the country.

I will focus on two substantial components:

- Political/economic situation and occurring risks (subjects of secondary research)
- Socio-cultural nature and behavior (subjects of further primary research)

3.2. Economic Analyses of Russia in context of the Czech Republic

In this part, I will focus on elementary processes within macroeconomics and economic policy; basic mechanisms shaping the general economic behavior in context of Russia and the Czech Republic. First of all I'm going to explain the methods I used for the analysis.

3.2.1. Methods of Research

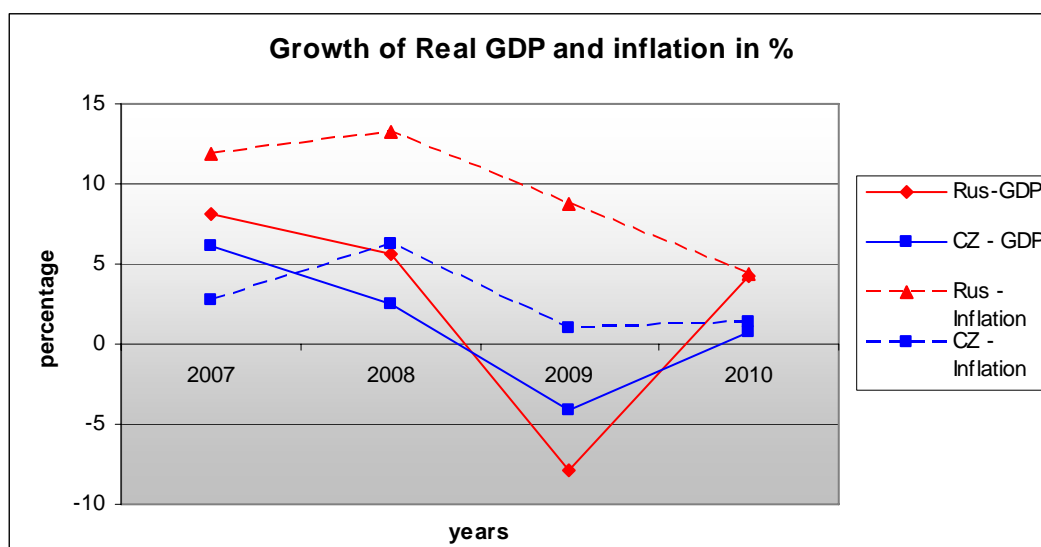
I analyzed various data collections from which I extracted necessary pieces and unified them to the comparative form, reflecting mutual relations of the indicators. The following parts contain mostly secondary data collected from various sources and put into juxtaposition, being the empirical results of this research.

Data from the main statistical or banking servers of respective countries (*gks.ru*, *cbr.ru*, *czso.cz*, *cnb.cz*) as well as from the servers and databases containing complex international, particularly economic indicators (*OECD database*, *World bank statistics*, *Central Intelligence Agency*, *heritage.org*, *tradingeconomics.com*, *euromonitor.com*) provide the information on macroeconomics and economic policies of countries, being the main source of 'rational profile' - economic attributes of the country.

Having both theoretical macroeconomic knowledge and wide, reliable and varied statistical data, I will attempt to explain the processes and trends of recent macroeconomic behavior within Russia, compared mainly to the Czech economy and its development.

3.2.2. GDP and Inflation

As there's significance of economic disparity between Russia and the Czech Republic, GDP serves us a clear picture of its development. According to International Monetary Fund and Central Intelligence Agency^[21], nominal GDP per capita for the year 2010 for the Russian Federation was approximately USD 10 521 (the Czech Republic went for USD 18 721), and purchasing power parity estimation was USD 15 807 for Russia and USD 24 987 for the Czech Republic. We can see fairly high difference of economic standards in both countries, which GDP, especially provided by purchasing power parity which reveals us considerably higher standard for the average Czech individual. However, we have to take into account, that Russian GDP is much more influenced by many significant disparities such as regional and territorial (cities vs. rural areas).



Graph 3.1 - Real growth of GDP and real growth of inflation in Russia (red lines), Czech Rep. (blue lines), percentage of indicator's annual increase. Source: gks.ru, czso.cz ^{[32], [35]}

If we consider a growth of real GDP, then it is quite obvious that during the year of the crisis (2008) both indicators fell below zero. In Russia, those differences had more influential impact (the mostly stated problem was the commodity consequence and its dependence on exports of raw materials). Changes are generally more dynamic and extreme in Russian case. However the graph shows different correlations of GDP and inflation. Russian return to growth didn't induce higher inflation immediately. The Czech Republic return to real growth is accompanied also by small increase of inflation.

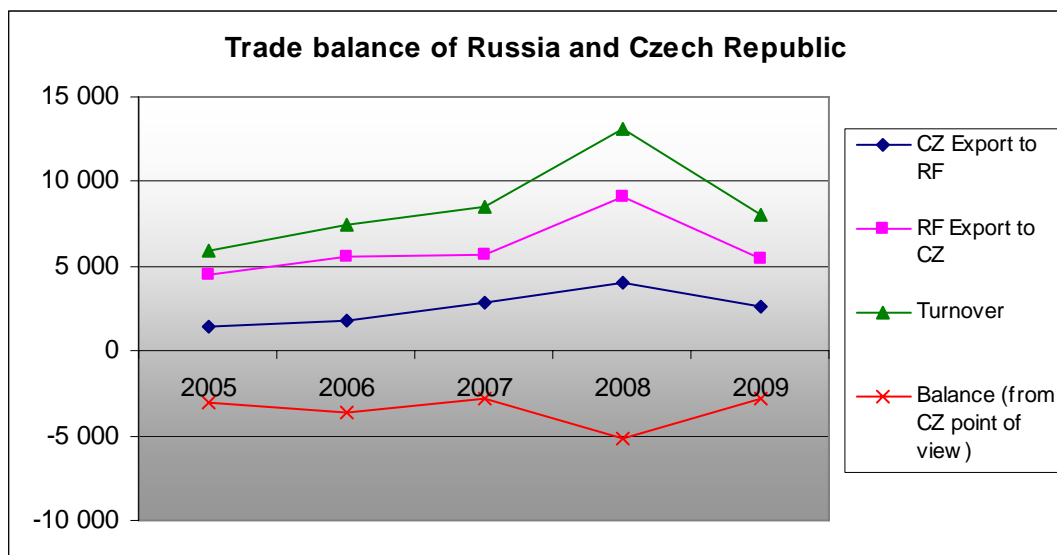
Let's take a look on features, many of them being substantial components of GDP

3.2.3. Balance of Trade (Net Exports)

Russia is an export-oriented country (as been said, commodity-driven). Concerning value added goods; it fails because of low 'real need' to produce them. Czechs on a contrary, have to rely on goods with value added, as their country hasn't big natural resource potential.

- Russian **exports** rely mostly on raw materials for power industry, which counts more than half of overall export. Export of iron and non-ferrous metal take second place, increase in 2010 achieved also export of chemicals, wood and paper industry. ^{[34], [35]}
- Among the perspective **imports** belong products of chemical and metal industry, textiles and footwear. Lower investment activity signalizes a decrease of import of machinery, transport and heavy industry in general. Still there are strong expectations for revitalization of these imports. ^[35]

Both countries retain steadily positive balance of foreign trade, according to Czech Statistical Office^[32] (data for 2010), exports overweight imports monthly by CZK 10 Billion, the same but in a higher extent goes for Russia, and according to its Central Bank^[36] it is over USD 10 Billion per month (around 18 times more, considering approximate USD/CZK exchange rate). Mutual trade balance of the countries is following.



Graph 3.2 - Time series of the annual development of trade balance between Czech Republic and Russia, in millions of USD according to ministry of trade and industry of CZ.^[30]

Up to the impact of a crisis at the end of 2008, the peak of turnover was over USD 13 Billion. About two thirds of this turnover fell upon in favor of Russian export. Trade balance was decreasing during the years of crisis; the Russian part was falling especially quickly. However data from July 2010 (index 10/09) signalize repeated increase and revitalization during 2010 (Russian exports to Czech Rep. increased by 23.9%, and Czech exports to Russia by 18.2%)

3.2.4. Foreign Direct Investments

According to Rosstat^[35] in 2009, a volume of foreign investments into Russian economy amounted to USD 82 Billion, which is by 21% less than in previous year. The biggest amounts were oriented into processing industry, business organizations and mining industry. Foreign capital reached USD 268 Billion in 2009 (compared to 191 Billions year earlier). However, it is estimated that about a half of it is in fact the repatriated Russian capital accumulated in off-shore zones (due to high volume of foreign investment from countries as Luxembourg, Cyprus or British Virgin Islands). According to the Czech National Bank^[33], the inflows/outflows of FDI (in millions CZK) are following:

	2008	2009
RUS-equity	2 626	524
RUS-overall	4 533	22
CZ-equity	2 204	122
CZ-overall	4 462	468

Tab. 3.1 - Structure of Russian FDI (RUS) on Czech territory and opposite, Czech FDI on Russian territory (CZ), considering equity and overall investments, in mil. CZK. Source: CNB^[33]

Mutual FDI of Russia and the Czech Republic reached quite similar amounts in 2008, both in equity and overall. Russia had only slightly higher share. However there was a huge fall from both sides in 2009 when consequences of financial crisis had stopped the flows of FDI. As the data of Czech National Bank give us a hint, much of expected reinvested profit was actually a loss. Russian total investments fell behind in the balance. Despite that Russia invested to equity, its final FDI was only CZK 22 Million. Many countries scored even negative numbers in overall FDI in 2009 though.

Opportunities to invest in Russia vary according to regional differences; cities like Kazan, Tver, Ekaterinburg and Rostov-on-Don have been cited as particularly favorable for foreign investments and lead the way in terms of regulatory openness.^[42]

3.2.5. Government Debt

Low public debt, which Russia imposes, is the sign of stability of government, currency and in international trade. Government **spending** and **borrowing** is deliberate, while maintaining low **purchases** - relatively low taxes. There is limited system of loans and general distrust to credit tools (as mortgages), considered to be one of the reasons of low debt. According to OECD^[24], Russia ranks among 10 lesser indebted countries in the world (ratio of debt to GDP), being the last indebted in G20. Compared to Czech Republic, situation is following:

	2009	2010
CZ	34%	40%
RU	8%	9.5%

Tab. 3.2 - Percentage ratio of debt to GDP. Source: tradingeconomics.com^[33]

Low debt reduces Russia's exposure to global financial turbulence – currency's fluctuations are likely under control, as is interest rate policy, and other controlling mechanisms.

- Favorable **External Debt** and its good balance with **Foreign Reserves** of currency and gold helps to a strengthening the position of Ruble as a world currency, because

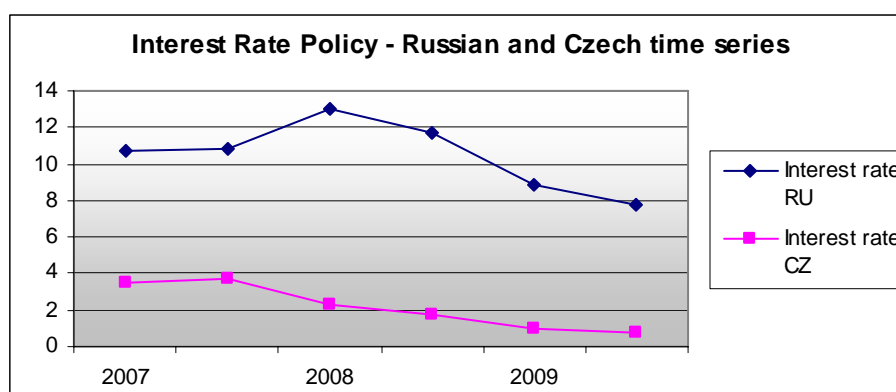
many countries suffer from high external debt values of their respective countries (France, Germany, Great Britain and USA whose net public debt near 50% of GDP).

- Russia has 497 Billion USD according to published data for march 2011 from CBR^[35] in foreign exchange reserves (3d place in the world behind China and Japan)

3.2.6. Interest Rate Policy

While steadily decreasing, Russian banks still maintain high interest rates – due to the distrust to banks and general avoidance of living on the credit. Russian rates are three times higher than in Europe. Yet, it is twice as profitable to deposit funds in the EU as it is in Russia. For example, the weighted average interest rate for deposits made in Europe in 9/2009 was 2.92%, whereas in Russia it was 9.25% for Ruble deposits. However, high Russian inflation cause that effective interest rate in Europe was 2.62%, while in Russia it was only 1.15%.^[37]

Compared to the Czech Republic, Russia suffers from bigger fear of “overheating of economy”, which contribute to high inflation. Rates rose in 2008 (from 10% to almost 13%) - the mentioned reasons were concerns over instability and acceleration of the consumer price index. The further comparison shows that global financial turbulence forced Euro Zone to raise the rates approximately twice (from 2% to 4%), USA rates during crisis went up even from 1% to 5%.^[34]



Graph.3.3 - Progress of Russian and Czech Interest rate in the years 2007 – 2009^{[32], [35]}

3.2.7. Consumption expenditure – Incomes and Savings

The crucial macroeconomic factor, consumption expenditure, is generally more impulsive and dynamic in Russia – it grows more than twice in comparison to Czech Republic, in the year 2007 almost three times more. The following tables (3.3, 3.4) reveal four-year time series:

	2006	2007	2008	2009
Czech	5.1	4.9	3.6	-0.2
Russia	10.9	14.2	10.7	-7.7

Tab. 3.3 - Annual growth (percentage) of household final consumption expenditure, source: tradingeconomics.com, laposte-export-solutions.co.uk^{[27], [34]}

	2006	2007	2008	2009
Czech	7.2	7.3	6.8	-4.3
Russia	13	12	2	2

Tab. 3.4 - Annual growth (percentage) of income, source: gks.ru, cszo.cz^{[32], [35]}

The growth of incomes doesn't represent such differences though. During the economic recession, on the other hand, Russian drop of consumption expenditure fell extensively below zero, while the Czech Republic maintained stable numbers despite its incomes fell rapidly.

Even though Russia doesn't show high numbers of increase of disposable incomes, the consumption rises in average more than twice as fast. Consumption strongly varies regionally:

- Moscow is traditionally powerhouse of highest expenditures. For instance, disposable income (for 2008) in Centralny region (RUB 21 050 per capita) is twice bigger than in Juzhny region (RUB 10 850 per capita). In the areas of war/unrest, (Chechnya, Dagestan) the expenditure is even about 10 times lesser.^[25] This expenditure is determined to high extent by disposable income, and its inequalities in rural and city areas, causing limitations of economic growth.

According to the survey of magazine Pravda.ru (may 2010)^[39], fifty percent of Russians spend almost all their money on current consumption and just a quarter of the Russian nationals have savings, proving a small marginal Propensity to Save. Situation in million-strong cities however vastly differs, over 80% of respondents stated to have savings.

The important component of disposable income, **a wage** is in the similar relation as GDP. An average wage for year 2010 in Russia was almost RUB 20 000, which is about CZK 13 000 according to average exchange rate⁴. In the Czech Republic it went up to CZK 24 000.

- Much larger disparities exist again among Russian Regions. If we only take wages in the capitals (data for half of 2010) – average nominal wages in Moscow amounted

⁴ For simplification, I count that 1 RUB equals 0.65 CZK. In the year 2010 the exchange rate oscillated around that value

to 36 394 RUB (about 23 600 CZK) and Prague 29 610 CZK. The Moscow number is far more distant than the country's average.

	2006	2007	2008	2009
RUS-wage	10 634	13 593	17 290	18 795
CZ-wage	19 546	20 957	22 691	23 488

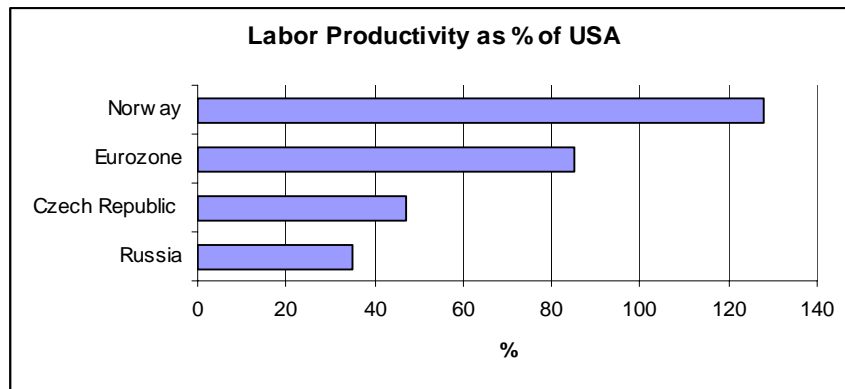
Tab.3.5 - Average wages in RUB (RUS) and in CZK (CZ) according to moscow.ru and sources ^{[32], [35]}

The interesting factor occurs in inequalities of incomes – for example between average *pensions* and *wages* that I found out on both countries' statistical servers. Where the European Union strictly combats that average pension isn't lower than 3 times of average wage, Russia goes still far beyond this border so far. Pensions in Russia create just about 27% of average wage, while in the Czech Republic it is around 41% of nominal wage. If we count the past growth, situation starts to improve for Russia, but still represents low numbers to provide a minimum standard of living.

3.2.8. Labor Force – Qualification, Unemployment and Productivity

In both Russia and the Czech Republic, there is a big potential in qualified labor force, as both countries have high rate of quality state education. Russia is considered to have also one of the best mass-education systems in the world producing a literacy rate (98%), exceeding the most of European countries.^[40] However, tertiary education in times of the economic transformation has achieved steadily decreasing trust as the graduates of Russian universities are considered as theoreticians, but not practitioners, as required by employers.

- **Labor Productivity** is still something that the Russian Federation struggles with. It is clearly not only factor of individual skills, its big role play also technological and managerial/organizational insufficiencies - overall approach of the society, not oriented on efficiency. Numbers show that Russia has one of the lowest ratios in the world – Russia scores about 20 GDP/hour worked (35% of USA productivity). It is stated as one of the biggest obstacles in Russian development. The Czech Republic represents nearly 47% which is better in comparison to Russia, but still it is one of the poorest results in Central-Western Europe, only with Poland behind (40%). The average percentage of USA in Euro area is 85%. Russians have nearly 2000 hours worked per year, which is around 100 hours more than in the Czech Republic and for example more than 600 hours in Germany.^[24]

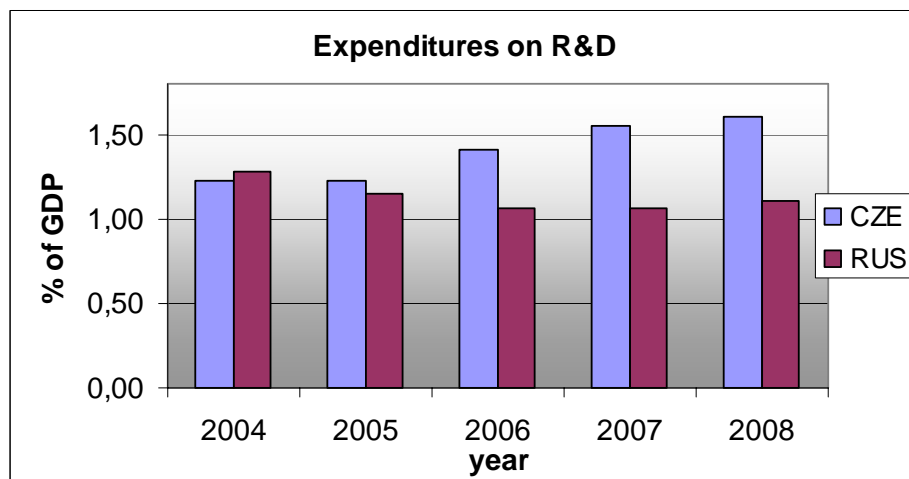


Graph 3.4 - Selected regions and their labor productivity in relation to USA (100%), year 2010, compiled from data of OECD^[24].

- **Unemployment**, on the other hand, is less favorable in the Czech Republic according to the methodologies used by CZSO and Rosstat. It exceeds 9.5% (slightly lower than Euro area average) in the beginning of 2011. Russian unemployment rate decreased after crisis from 9% to 7% in the beginning of the same year. Generally, Russia in last two years shows a trend of slightly higher employment than in the Czech Republic.

3.2.9. Research and Development (Innovation)

Last macroeconomic indicator I chose is one of the measures of innovation, input into **Research and Development** – and its time series. This attribute reveals that Russia has a lot to improve, since the chaotic entrance into free-market economy and situation after reconstruction (perestroika) of country lead to consequences of deterioration of the conditions for scientific work. In this field Russia along with progress of democratic constitution became uncompetitive with the rest of the developed world, averaging slightly above 1% of GDP.



Graph 3.5 – Time series: expenditures of R&D as percentage of GDP, source: tradingeconomics.com^[34]

If we compare Russian and Czech situation, we can see (graph 3.5) that Czech expenditures have grown year by year, driven by the need of high quality, innovative, value-added products. The same trend goes through the whole European Union, for example average expenditure in Euro area for 2008 was 2.04%, and at-the-times technological rival of Russia, United States, reaches 2.67% of GDP.

3.2.10. Ten Economic Freedoms – Specific Country Risk

In the last part of my analysis concerning macroeconomic comparisons I searched for *Specific Economic Risks Factors* of countries projected in *Economic Freedoms*, described in chapter (2.1.8., Specific Economic Risk).

The results for Russia (in context to the Czech Republic) are following:

Business Freedom - complexity of establishment and running own company in Russian Federation is very high. Procedures from a start over run till are limited by regulations, bureaucratic obstacles and long procedures going through authorities.

- **obtaining the license** lasts much longer than the world's average, it counts 18 procedures and 218 days.^[23] World Bank ranks it on 123rd position among all the world countries. Production is also a subject of lengthy and complex proceedings.
- **high initial costs**, which often cause hardly acceptable conditions for SME's (small and medium enterprises). Legal form is also very important aspect, when deciding to start a business with Russia. Due to obstacles and high costs, investors bring solutions via third party (off-shore zones like Cyprus).^[42]

Trade Freedom's deductions in Russia are perplexed by obstacles as

- **prohibition tariffs** - discrimination taxes and payments and licenses, complicated own certification, costly but non-transparent duty appraisals and additional fees. Where the duties lose its impact (within the framework of multilateral negotiations with WTO, concerning liberalization), they are partly replaced e.g. by import surcharges
- **non-tariff barriers** - subsidies, quotas, import/export restrictions, market access restrictions and regulations.^[26]

As for **Investment Freedom**, right of investments gathers and determines legislation for foreign investors. Despite that, there are a lot of exclusions (stated as 'protection of constitution, public rights, legal interests and defense of the state'^[42]). Procedures, tenders and

foreign accounts or capital payments and transactions are subject of restrictions. The risk of direct investment is obvious, which classify the country as unfavorable.

Russian **Fiscal Freedom** is comparable to Czech one. Despite low taxes (13% - individual income tax, 20% highest corporate tax), which make Russia free country, there is a protectionism in fiscal policy affecting non-residents of Russia, who pay twice as bigger tax from income for example. Overall tax revenue for Russians (year 2010) was counted on 34.1% (in Czech Republic it is 36.2% percent, slightly higher than Russian)^{[30], [34]}.

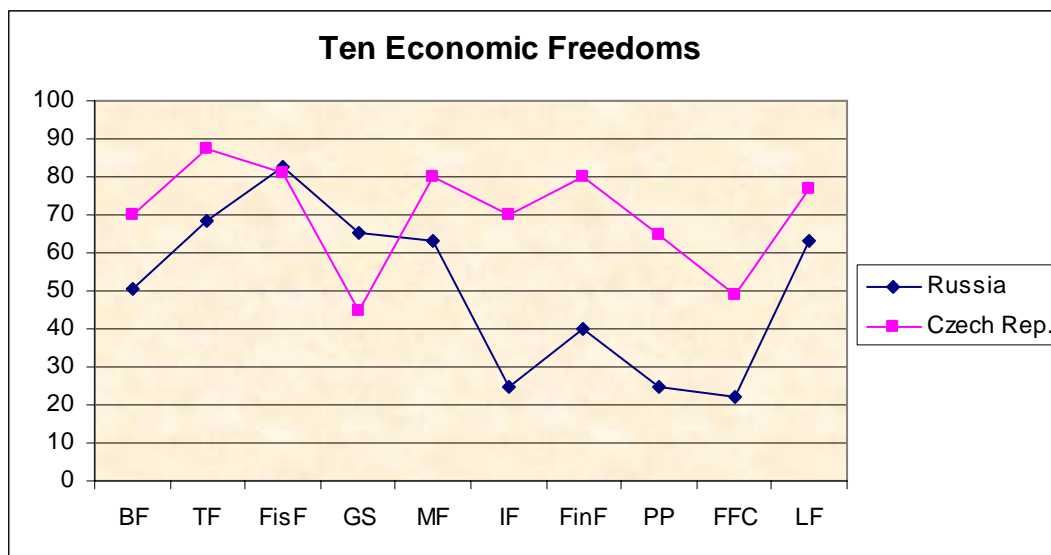
Government expenses are only one more favorable ‘freedom index’ compared to the Czech Republic. In Russia the expenses represent 34% of GDP (in previously mentioned comparison to the Czech Republic’s 42.9%). Big influence is in the sectors of mining and power engineering. Public debt numbers, according to the findings in the previous chapter (3.2.5.), speak in favor of Russia -11% of GDP (CZ 60%).^[19]

As far as **Monetary Freedom** is concerned, main Russian detractors include high average of recent inflation (around 12%), regulation and deformation of prices and subsidies by government and numerous state-owned enterprises. If we take a look on **Financial Freedom**, state banks dominate (thus the whole sector is in state’s influence) and despite reforms towards credibility and transparency is still globally perceived as low (risky). Analyses in context of the economic crisis showed, that banks aren’t that stable as it was supposed – the main problem is their undercapitalization. It is counted with up to RUB 1 000 Billion ^[30] for their recapitalization.

If we compare **Property Rights** in Russia to Western European countries (with strong appeal on law enforcement), the Russian system is set in a different, following manner. The spreading and circulation of any information (regardless it holds some property rights) is above all and as fast as possible.^[40] The protection of ownership, especially intellectual one (know-how) is considered as weak and court system is also considered as unpredictable and contracts are difficult to claim and enforce.

Corruption in general is still pervasive, being also integrated in Russian political-social system. It affects several numbers of other economic freedoms. The fight against it is therefore perceived as unsuccessful yet. It is said to be significant as both quantity and amount of bribes go (despite legislation changes such as the requirements of employees to grant their assets).^[38] Grey and black economy is still the extensive part of the whole economy, resulting in *regulation/tax evasions* and thus loosing the financial tools into the state budget.

Labor Freedom belongs among other high ‘freedom’ deductions in Russia’s overall score caused mainly by rigid regulations and costs on the employee. There is also above-mentioned, very low labor productivity, complicated dismissing and protectionism of employee including many procedures (as opposed to deregulations in the Czech Republic which went slightly in favor of employer, creating severance payment system straightforward and not costly).^[19]



Graph 3.6 - Ten economic freedoms according to MIGA, OPIC, Eurasia and Pricewaterhouse coopers methodology for 2010 (data for the graph were adopted from *heritage.org*^[19])

Specific economic risk of a country represents the average of these figures (higher number means lower risk) – score for Russia is **50.5** and for the Czech Republic **70.4**. World’s average is **59.5**, regional (European) represents **66.8**. From such a point of view we can suppose that overall international business will be demanding task - especially within low Russian scores in *business / investment / financial freedom, property rights* and *corruption*.

Russia is ranked among the countries bordering on mostly *unfree/repressed* economy while the Czech Republic has much more higher freedom and its score ranks on the border of *mostly* and *moderately free* economy. Russia has turned protectionist in the last years hand in hand with the impact of economic crisis being the factor which has entrenched the trend.

Generally, I would sum up the following intersections of Russian macroeconomic behavior as considerable issues in the international business analysis and as obstacles that potential interested foreign persons can encounter: *Government protectionism, state control mechanisms, juridical system* and more socially oriented peculiarities as *bureaucracy, corruption, weak labor productivity* or *distinctive consumption*.

3.3. Socio-cultural analyses of Russia – Existing Research

This part is the main basis for my primary research - a concept of social, cultural and psychological elements of Russia having influence on the **organizations** and **consumers**. My hypotheses will be based on the latest measurements of cultural dimensions and various analyses of cultural specifics – how they influence and form the mentioned organizational and consumer behavior.

3.3.1. Cross-Cultural Analysis of Russia

Russia, as their leading scientists underline, “is not just a country; it is a civilization”^[40], very complex world in its own right. The society there has strong and varied traditional roots. On the other hand Russian people are opening up, and from marketing point of view reacting very positively towards western and global culture. As macroeconomic behavior is specific, social and cultural elements are also full of peculiarities.

Since Russia is a powerful player in the international business, and potentially very perspective business partner, smaller economies have to pay attention to be able of more-or-less adjustment and flexibility. There is a question - how to approach the Russian culture to minimize the risks coming from that?

Perceptions and stereotypes between Czechs and Russians

The **social** and **cultural** element of a country in the international scope is often perceived by many biased stereotypes, which come from certain media interpretation, historical context and own experiences with the foreign country. I made just a small probe into superficial perceptions of Czechs about Russians and vice versa.

- According to my own mini inquiry among the Czechs I found several relations how they generally perceive typical Russian. Words describing countries' residents were mostly: mafia, vodka, cold and stone-like people, rather masculine and rigorous culture, self-confident, straightforward, somewhat dangerous, not to be trusted. That's a view which also tells a lot about Czech background and historical context, which still poses obvious signs of hostility towards Russia.
- On the other hand, Russians I spoke with have rather positive feelings about Czechs – besides presumable beer, the Czech Republic means for them also guarantee of high

quality and prosperity in general (Czech porcelain, glass among others). The country is very popular tourist destination for Russians – almost everyone went/is going to visit places like Prague or Karlovy Vary. However they often complain about Czech orientation and political agreements for the west, which means the alienation from Slavic brotherhood, which is somewhat sensitive issue for them.

Fundamentals about Russian business culture

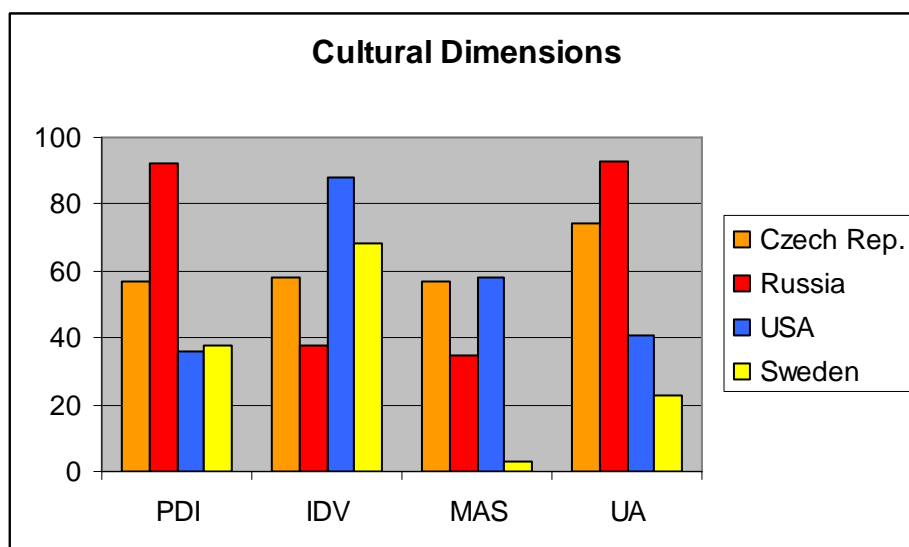
Culture and etiquette of business meetings is a science itself – as for business meetings with experienced partners, many Russians know how to and can handle meetings in rather straightforward and reserved style of Anglo-Saxon culture. But still, business with Russia is commonly built rather on^{[15], [20]}:

- Warm relations, contacts, confidence and patience. As the financial return of business with Russia can be highly generous, but lengthy, building of relationships is based on the same principles. Amount of respect is needed and the closer space between business-partners is expected (body contact, shaking hands...).
- Russians tend to be more openly emotional in the relationship than western Slavic countries (as opposed to the stereotype perceived by many). Usually such expressions are positive, but in business one has to be careful about that Russians are also good strategists. Spoken dealings have much bigger weight on business than a correspondence or mailing.
- Complicated dealings require advanced knowledge of the language. The awareness about ethnicity, specific affiliation of Russians (from Orthodox, Jews to Muslims or even oriental) is highly recommended. Nevertheless, the cornerstone of extensive and successful collaboration with Russian counterparts is to know principles of the general culture of Russia – awareness and understanding the differences.

Hofstede's cultural research

During latest research, according to Hofstede's data^[22] published in the year 2002/2003, the numbers of cultural dimensions for majority of world countries were collected. For my purposes, to see clear disparities in the cultural behavior, I extracted besides Russia and Czech Republic also data about USA (representing Anglo-Saxon culture which being the originator

of today's global view on the world) and Sweden (developed country representing quite opposite features than others). Findings and results of Hofstede and his collaborators are following:



Graph. 3.7 - Results of Hofstede's cultural dimension in selected countries (for year 2003), source [17], [22]

Time Orientation, the fifth dimension, wasn't measured in countries like Russia, but generally in Slavic countries is considered as very low (scores usually up to 10), opposed to Scandinavia (score around 50). Ratings of United States are somewhere in the middle of those two groups.

Findings from latest research tell us that Russia tops the graph in three cases – *very high Power Distance (PDI)* and *Uncertainty Avoidance (UA)*, *moderate Femininity (MAS)* and the *lowest score of Individualism (IDV)*. Czech scores are rather moderate, except the higher *Uncertainty Avoidance*.

The main obstacles of Russian integration within market and global economy

The following points reflect specifics of Russian mentality which cause collisions of cultural thinking when establishing an effective market economy and global foreign trade⁵

- Insufficient regard for *individualism* as relates to the development of the personality in the sense of victory over competition
- Decision avoidance on one's own personal basis

⁵ Translated from: БУТЕНКО А.П., КОЛЕСНИЧЕНКО Ю.В. Менталитет россиян и евразийство: их сущность и общественно-политический смысл // Социологические исследования. – 2005, № 5.

- Insufficiency of fondness of controlling a private property
- Insufficient tendencies towards making concessions and compromises
- Strong dependence on the perception of information, and not on the content of information itself (*high context*)
- Insufficiency of long-term purposefulness and of permanently focused activity
- Insufficiency of a thrift/economic thinking
- Tendency to the extreme behavior (polarized opinions)
- Frequent conscience in doublethink (belief in two different incompatible opinions – so-called circular reasoning)^[14]

Summary

According to this measurement as well as the assumptions made in business culture and national macroeconomic behavior gathered in secondary research, we can presume the general Russian behavior

- impulsive consumption behavior, extended spending, high differences in the living standards, avoidance of living on the debt, reliance on self-protection, habit of traditional life and as well as the richness of natural resource commodities impede (keep from) the innovation, causing inefficiency within organization of labor force and low responsibility about country's future direction
- hierarchic and rather collectivistic society, with tendencies of feminine orientation and avoidance of uncertainty
- mentality issues concerning difficulties in the effectiveness of establishing a market economy, high context perceptions
- nationalism, protectionism, sensitivity towards products, insensitivity of price

3.3.2. Local Marketing

Both specific *macroeconomic behavior* and the *values of cultural life* give us a hint that marketing and advertising would not be an easy task in Russia. It may be lead by huge dynamics and many peculiarities being odd to the 'western' or 'global' people.

To survive in the new environment of rapidly growing competition, there is going to be a strong need of new, improved marketing thinking. In Russia's marketing coverage we have for instance the enormous differences in ethnics. When penetrating some regional markets with major local differences, e.g., Muslim areas, it would be a good idea to get a local adviser. Reliability of research may also vary regionally - what impress people in Saint Petersburg it doesn't necessarily have to impress residents of Moscow, Sochi or Vladivostok etc.

Despite above mentioned divergences, there are several general problems and elements affecting more-or-less all Russian-speaking society within the country when companies use the global approach:

- **Distribution peculiarities** – distribution channels in Russia are in the phase of constant 'taking shape'. Global companies can burn out easily on it, while they make one-shot research (even with help of local agents)
- **Problems with slogans and translations, different sets of popular concepts** - Difficulties in Russia can properly translate Nike's "Just do it," Microsoft's, "We are rolling out the wheels." Ignorance of cross-cultural approach is seen in example of campaign about Whiskey or GMO (insurance company) which were automatically taken as household name in Russia but there, in fact, is a very small awareness and thus also the response.
- Slogans in English or mechanically translated didn't meet big appeal.
 - Simple example of approach towards foreign slogan is showed in McDonald's "*I'm Lovin' It*" – In the Czech Republic there's no translation – and the company use its original slogan while in Russia there was found a better response on the translated version, thus Russian advertisements use the approximate translation "*Вот что я люблю*" (*Vot shto ya lyublyu*)^[11]
- Mistakes in **socially acceptable advertising** which differs in Russia as generally more conservative country - different understanding of respecting pensioners, non-acceptable aggression, nudity, sensitive touching of precious national or even foreign values with positive/negative effects.
- Differences in **symbol understanding** (a pig – a sign of luck in Germany, negative symbol in Russia)

Examples of various marketing/advertising adaptation and approaches:

- Swiss **Nestlé** presented the package of candies featuring Kremlin achieving success as well as form of packaging towards local customs. In such emerging markets Nestlé sells well-known products i.e. **Nescafé** coffee, in smaller packs or ‘refill’ containers. The aim is to create brand familiarity and loyalty among a wider group of buyers than just the middle and upper classes.
- **Baltika** huge brewery joint stock company’s campaign has foreign (Czech) value as the key to the success. The company produces ‘own Czech’ beer **Žatecký gus**, in fact non-existent drink in the Czech Republic, having as an ingredient a ‘world class hop’ from small Czech town Žatec, which is in fact there only in trivial amount. TV commercials presents that small agricultural town as the paradise on the Earth.
- Russian bank **Trust** advertising featuring celebrity of **Bruce Willis** game on values of assurance, security which proved to be appealing on Russian mentality. The bank did exhaustive marketing research and held many a focus group. According to advertisers, “Bruce Willis’s image is one of a trustworthy and dependable person.” Thus the bank’s new slogan is very courageous: “Trust is like me, except it’s a bank!”
- Vodka made by Distillery company **Vinexim**, called **Putinka** uses high popularity of former president and nowadays prime minister **Vladimir Putin**. Household name which is generally critically-acclaimed among Russians. In Russia such a mark easily grabbed attention and desire to buy such a product by stimulating nationalism.
- **Lipton**’s commercial spot supporting a new collection of tea, where different people of different ages and colors of skin are jumping into the swimming pool with strawberries, was radically shortened and trimmed to more suitable Russian form.
- **Snickers** spot with slogan ‘you are not you when you are hungry’ was adapted as it had contained the action with elderly people brought down during the football game – in Russia it was evaluated as unacceptable, thus the heroes of the spot had to be replaced by young actors.

4. Primary Research part

4.1. Methods of Primary Research

My research lies primarily at the intersection of psychology and economics. In a two-month qualitative study, I evaluated a sample counting 52 respondents, Russians and Czechs. My sample is supposed to reflect the differences in cultural thinking. Using primarily the methodology explained in the theoretical part and with consideration of the analytical research I evaluated first the organizational behavior and then consumer behavior.

Source data for primary research consists of *two questionnaires* I created, which are the survey on the ‘emotional profile’ of nation’s individuals. I would like to compare the differences and extend results of existing research (hypothesis) and to support/disprove my assumptions.

Inspiration for the questions and their evaluation I found in some of the theoretical sources (concerning Hofstede’s methodology and cultural research in general), in diploma theses especially from Swedish university Lulea^[44], from co-operative Russian-American consumer behavior research^[10] and in several other works as well as various articles about Russia that made me wonder. My own cultural collisions I have experienced gave me also several ideas.

The research was done by **comparisons** (in the comparative way). In my case it is Russia compared to the Czech Republic. There are negligible results in terms of absolute numbers; everything needs to be considered in the context of both the countries. I tried to capture the **level of disparity** as the distinguishing and substantial feature of the research.

A sample group (a segment) of respondents was chosen within a working student or young worker demographic of between 21 - 28 years, usually well-educated (tertiary). Russian average was 23,5; Czech 25,1. I expected such a segment to reveal the tendency, progress and new directions in the behavior of the society within marketing, business and other spheres.

My primary research was enriched by remarks of respondents and personal observations I made in during the stay in Saint Petersburg and several other places in Russia. My sample of Russians is geographically located in Saint Petersburg and the Leningradsky region (students/workers there). Czech respondents are gathered from various regions of the country.

4.1.1. Questions – Intentions and Formulations

- To improve the accuracy and quality of the data collected from respondents, I used a carefully-worded set of questions and approached the target information from various aspects. The survey was designed for ease of use and comprehension to increase the response rate and to ensure precise responses. Additionally, this approach was conducive to an on-line format, which further increased the response rate; an important consideration due to the international aspect of the research.
- Most of questions contained **ordinal scales** options (*tendencies*) where I was able to apply statistical methods as *mean, median, frequency*. Some of them **nominal scales** (various options, quantitatively not connected together).
- Most of the questions were designed to be answered on that ordinal scale of 0-3 (four total options). The intention was that a respondent's choice had to incline to one of the extreme variants, and the middle answers as "*I don't know*" or "*something between*" weren't usually allowed.
- To save the time of the respondents and to maintain efficiency, the survey didn't contain any open-ended questions

4.1.2. Evaluation of the Questionnaire

Evaluation sheet (see appendix 7.3) was constructed in the following way: All the answers were converted to the points on the scale to catch the depth of the tendency.

- To evaluate questions in the scope of **organizational behavior**, I used options (mostly from 0 to 3) converted finally into percentage (0% to 100% respectively). I extracted the cultural characteristics of our sample in analogy to the respective cultural dimensions and their specific differences within organizational/business environment.
- As for **consumer behavior**, the questions and their evaluation were based on the attitude to *4P* elements and to *foreign goods*. The *cultural analyses* and methods mentioned (cultural dimensions) played its role in the evaluation as well. According to the results of Russian and Czech consumer behavior and I suggested the suitable international marketing approaches or strategies.
- The answers of respondents, expressed in numeral values, had been counted up and then their average was calculated.

- This average of the minimum value (0) and maximum possible value (usually 3, but in some cases also 1 or 2) is expressed as percentage, which signs the final importance rating (preference, tendency, inclination...), towards one of the pole of the scale.

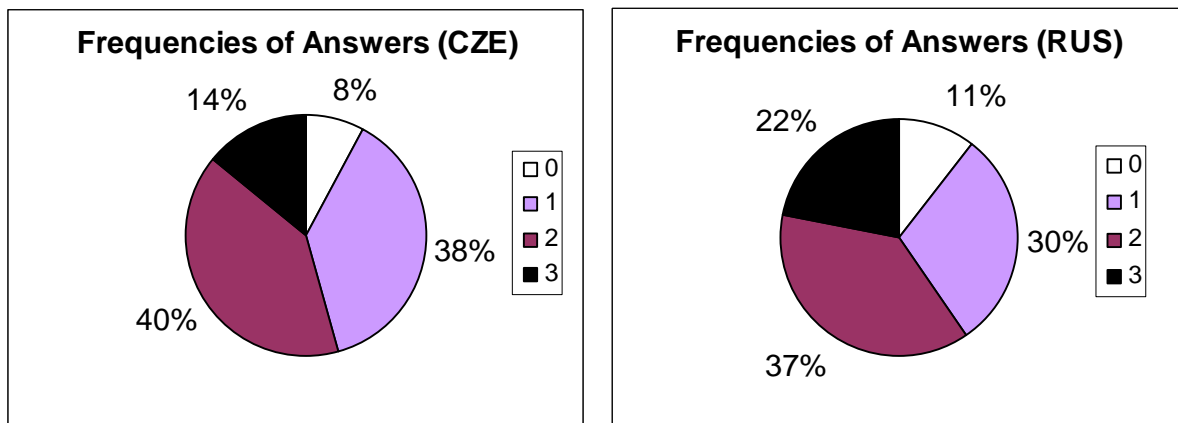
4.1.3. Validity, Reliability and Limitations

- In terms of respondent answers, in several cases there was a risk of reliability because of following aspects: *high subjectivity of respondents (uncritical view on themselves, different cultural determination etc.)*, *insufficient attention, being in rush, refusal of answering, misunderstanding (bias), typing error etc.*
 - To avoid problems, I was communicating (at least on-line) with the most of the respondents during completion of the questionnaire and tried to take a cautious approach to them personally.
- There is only specific target group of respondents; results are **valid** only for that group, even though we can suppose the impact on other groups or even whole nation. So we cannot generalize it (despite the importance such group represents), taking into account that other segments of individuals can give us vastly different results. Plus in Russia especially, it is also limited geographically (mostly Leningrad area)
- Small statistical sample can be somewhat limiting and as the deviation can vary still quite considerably.

4.2. Behavior within Organizations

The immediate thing in the questionnaire that captured me was Russian answers and their construction. They were generally **more radical** and **polarized** than Czech answers. Czechs were rather careful in their selections and reserved in their opinions, while Russians had often their strong persuasions in the expression of their opinion.

The following graphs (4.1 and 4.2) reveal how the opinions are structured. Most of the answers contained 4-grade options concerning their agreement with question (0 – 1 – 2 – 3 in the analogy of *no - rather not - rather yes - yes*)



Graphs 4.1 and 4.2 – Relative frequencies of the respective options by Russians and Czechs

Both samples showed their preference to choose the middle variants (1 and 2), but it is clear that relative frequencies (expressed in %) of the extreme options (0 and 3) are more common among Russian respondents. Total number of answers was 660 for Czechs and 900 for Russians.

I approached the evaluation of behavior within organizations according to **Cultural Dimensions** method, reflecting its particularities in the questions posed.

Results within defined sample group are intended to reflect and to be compared to the measures of **Hofstede's** research numbers and other analytical indicators. Deviation of analytical hypothesis and my results can be in particular cases represented mostly by:

- New behavioral tendencies of the society (as there is a 8-year gap between results from year 2003)
- Particular disparities of the chosen segment to the culture of the whole country.
- Disparities in perceptions of respondents, which aren't related to the long-term cultural aspect but by current (economic, demographic...) situation (e.g. conditions for a spend according to purchasing power parity)

In the following parts, the respective dimensions (*power distance, uncertainty avoidance, masculinity/femininity, individualism/collectivism, time orientation*) are evaluated.

4.2.1. Power Distance

First of all I focused on particular **Power Distance** elements – I posed the questions about:

- Perception of country's salary gap (first pair of columns of graph 4.3)
- Communication hierarchy - disagreements with super-ordinate (second pair)
- Employee's participation on decisions and his autonomy, approach of management – perception and preference (third, fourth pair)
- Perception and preference of professor's approach within studies (fifth, sixth pair)

Findings:

All results have showed us that Russian sample has slightly lower *Power Distance* response than the sample from the Czech Republic. It is represented by higher values on the graphs (bigger autonomy, more common disagreements...).

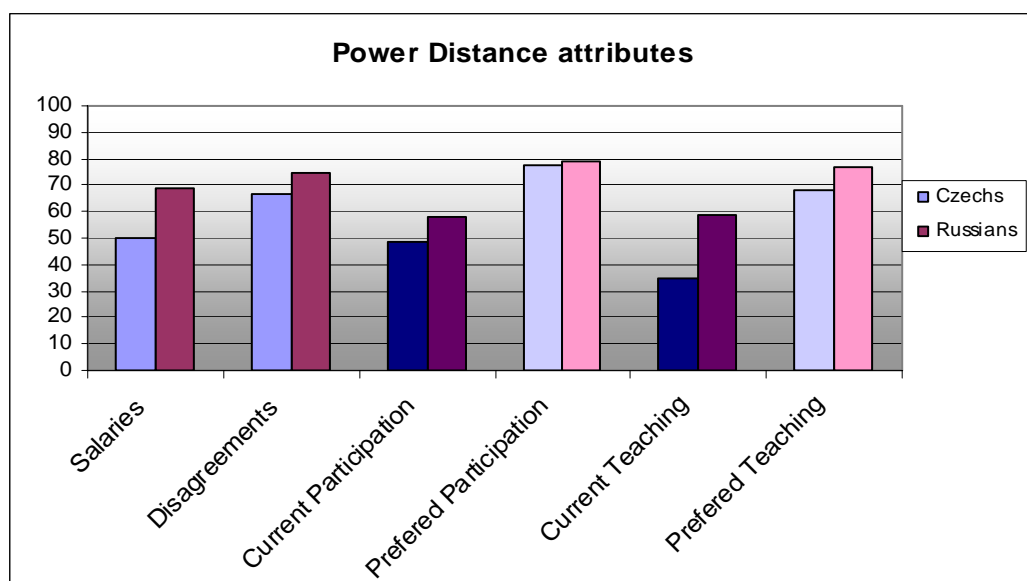
- Russians clearly feel more injustice in the **salary gap**. The median for this factor of *Power Distance* is 'rather injustice'; Czechs on the other hand find it as 'rather natural'. As the salary gap is generally bigger in Russia (revealed in the chapter 3.2.7, which stands for higher *Power Distance*), the results reveal that this gap is felt by Russian as far more 'unnatural'. Such an appraisal thus lowers this dimension.
- The sample of Russians perceive bigger **autonomy within the workplace** (58% - this would sign they have more democratic approach), which is quite the opposite to the Hofstede's analysis of *Power Distance*. Open **disagreements with a boss** are more usual among Russians (74% tendency), while Czechs have a bigger restraint to express disagreement. Russians also perceive to have a more 'discussion-based' **style of education** (59%). Czechs feel the opposite tendency (35%) which goes for rather hierarchic approach from the side of a teacher/professor.
- The ratios of **preference** and **perception** of *autonomy* and *education* is following: Concrete numbers are 1.33 and 1.22 for Russians, 1.45 and 1.53 for Czechs. Deviation from value 1 signs bigger disparity between preference and perception.
- According to the mentioned average numbers, Russians basically answered in the way that their current situation in the workplace (perception) meets their wishes (preference) in both mentioned points. Already in their twenties, they perceive that their freedom and independence within the workplace is quite high enough, which

differs from Czechs. Their favored type of education also meets the current situation more than in case of Czechs.

My own experience of several dealings with Russian offices and institutions is that Russian sub-ordinates have the lesser autonomy than in the Czech Republic, showing a higher dependence on the decisions. Same goes also for family relations, where young adults are under bigger influence of their parents especially if they live with them.

Reasons for quite unexpected results of my questionnaire (being in a contrast to the existing cultural research) can be explained by following instances

- The sample can partly show the **new tendency** towards democratic approach within the workplace.
- Factor of **satisfaction** – According to ratio of *preference/perception*, Russians reach working positions more suitable and adequate to them already their age. They might lack wishes of future improvement, being satisfied with the situation.
- **Subjective approaches** in filling out - the current satisfaction felt by Russians also can be result of disparities in *Uncertainty Avoidance* (chapter 4.2.2.), particularly in self-criticism/self-approval. Russians tend to exalt than criticize in contrast to Czechs. This dimension can be detracted by such a subjective overtone. I suspect also that the scale of answers somehow shows what should be popular and what is not. In other words – certain respondents might answer in ‘the way they want to be’ and not ‘the way they are’ (result of different **cultural relativism**).



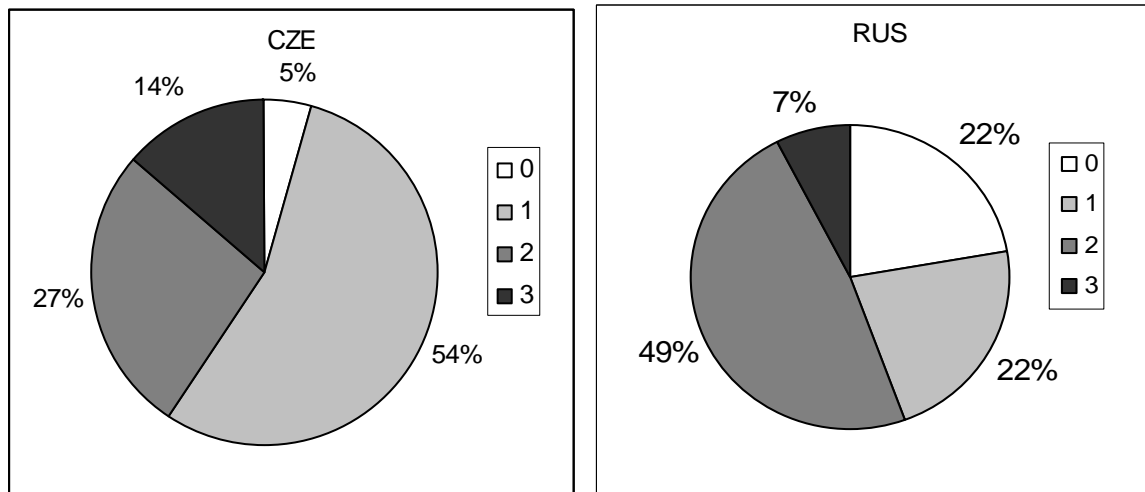
Graph 4.3 – Power Distance Attributes (differences between **current** and **preferred** situation is marked by darker and lighter colors respectively)

4.2.2. Uncertainty Avoidance

Second dimension generally concerns two questions:

- Un/willingness to move for a job, reasons for a change of a job
- Approaches towards motivation – praise or criticism

Findings:



Graphs 4.4 and 4.5 – Relative frequencies of willingness of change a job (0 – low, 3 – high)

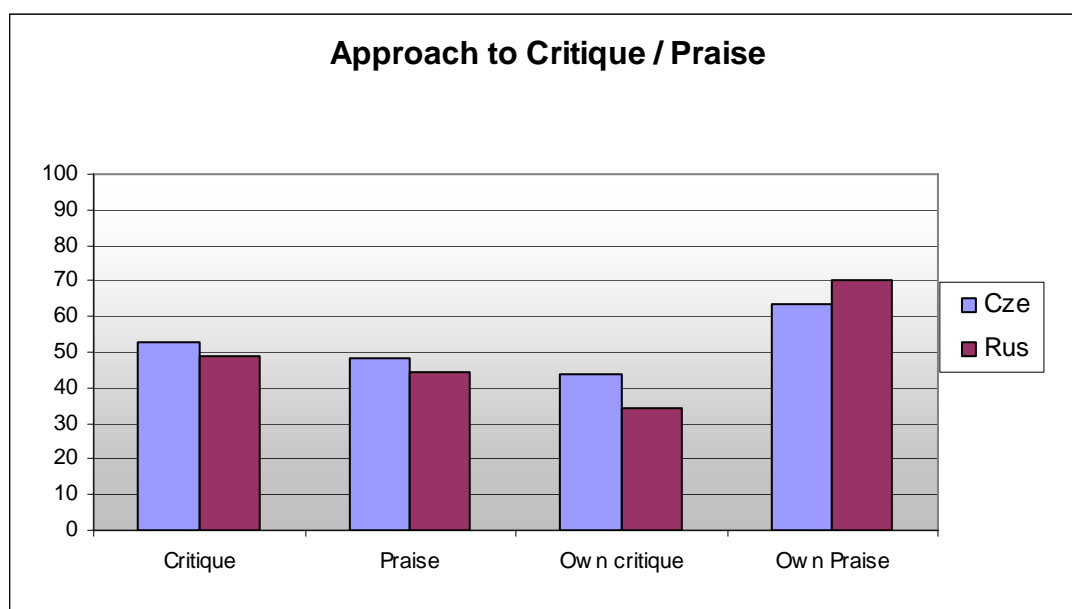
Almost one fourth of Russians are, in principle, not willing to *move for a job*, while Czechs have the same answer ('0') just in 5 %. A twice bigger ratio of Czechs is prepared to move often (14% to 7%). However, the median shows that about half of Russians are up to move because of the job 'from time to time' (49% of answers), more than half of Czechs for 'rarely' (54%). Czechs generally intend to search for their job for longer time.

In addition to the previous question, I asked several people with the working experience, about three reasons for a changing their job

- low wage / competition offered better conditions
- unsuitable work environment
- willingness to try something new, unconventional

Both samples, Czechs and Russians, mentioned mostly the first reason, second and third reason has almost the same significance, lower by 25 - 35%. It follows that both samples of workers/students in their twenties put emphasis on a wage (so called 'strivers' – part 2.3.4.), which seems to be critical for them at the moment, without noticeable cultural disparity.

Another *Uncertainty Avoidance* element I've chosen to assess is the approach to the motivation by either **praise** or **critique** (viz. following graph 4.6) from their **bosses** (first two pairs of columns) and by **themselves** (last two pairs of columns). My assumption was based on the societal reception in general. I had the opportunity to compare those approaches within families, friends and organizations. Czech are perceived as more critical to themselves (stereotypically also perceived that they hardly can praise themselves on a workplace) while Russians put more effort on compliments (from a Czech perspective rather 'overuse') which somehow shows their *avoidance of conflicts* and also may lead to many unsolved issues. Compared to Czechs, Russians generally avoid critique among themselves, using more of exalted vocabulary (in analogy of 'you are the best'), pointing positives and avoiding insufficiencies. General approach to problem thus often lacks solution down to its core.



Graph 4.6 – Critique and Praise within a company perceived by both samples

The results don't show particular differences; however I found out that Czech 'importance rating' to own critique is by 10% higher than Russian, whose number reaches (44% to 34%). Czechs also slightly perceive criticism as a better motivation – tendency of higher critique and lesser praise appears in their answers.

It's logical that society having 'lower economic freedom' (see 3.2.10) as Russia is, usually avoidant about uncertainty, as the regulations have to be established to reduce this element. From my own observations I can say that another typical feature, expressing emotions, is more usual in Russia. Discussions in general can be much more flamed, than it is usual in the Czech Republic. Many facts confirm that uncertainty avoidance factor is assumed to be rather

high. Another thing supporting this dimension is for instance a lack of innovation processes in market economy conditions – as tell us the numbers of Research & Development (part 3.2.9.)

4.2.3. Masculinity vs. Femininity

I posed questions about two main organizational aspects of this dimensions:

- Focus on relations vs. Focus on goals (within a company)
- Job certainty and modesty vs. Career and status

Findings:

While Czechs prefer to have ‘a stable and satisfactory job’ over ‘career and status’; studied Russians put an emphasis on ‘**career orientation**’. There is especially notable the difference in masculinity between Russian and Czech men (average 2.45 to 1.27 respectively, where femininity is closer to 0 and masculinity to 3). Czechs obviously possess much more feminine wishes.

If we take a look on the results of ‘**goal vs. relation orientation**’, Czechs are indifferent or indecisive about the importance of ‘good relations’ versus ‘getting a job done’ (from 22 answers, 10 answered ‘rather relations’, 10 answered ‘rather getting a job done’, and no-one was marked focus purely on ‘job done’).

Young Russians again seem to know what they are going to reach as their frequency of answers gives us the hint. They are generally driven by *goals*, *job* and *career*. Quite an interesting is the comparison of countries’ results: from 30 respondents, 17 of them selected the option stating that they have a strong preference to ‘get the job done’ rather than to ‘establish good relations’ within a workplace, and 8 of them showed their pure focus on goal (‘to get a job done’), which is the option that remained empty in the Czech case.

The closer look at men and women in Czech Republic shows that both sexes have the same attitudes concerning *goals* and *relations* within the workplace. Percentage of men and women within ‘career orientation’ is also very similar, despite men tend to be oriented towards status and career slightly more.

	RUSSIANS			CZECHS	
	females	males		females	males
Maximum Goal Orientation	1,93	2,18		1,36	1,36
Maximum Career Orientation	1,90	2,45		1,45	1,27

Tab.4.1 – average masculinity/femininity disparities

In Russia, there are clearly bigger divergences in roles and goals of men and women. It signs that women, even though they have more ‘masculine’ aims than in the Czech Republic, are compared to Russian males more ‘feminine’, i.e. family, traditionally oriented. Masculinity and wishes for security of women are likely to arise from the fact that in Russia there are women within a family, living without husband, stand in for the role of man. If we take it from male perspective, studied Czechs show much more feminine results than Russians. Despite more masculine values in Russia, the disparity between men and women still points out that young women in Russia have bigger desire and expectations to be secured/protected from a man than Czech women, who can imagine a life as ‘single’ and ‘independent’ for longer time. (it supports also the fact about pretty different average age of marriage in both countries – viz. page 78)

4.2.4. Collectivism vs. Individualism

This dimension significantly distinguishes the cultural and business approach, that’s why my attention was primarily focused on it. I surveyed the dimension in the following realms:

- Responsibility about success and failure
- Job requirements
- Approach to the purpose of job, loyalty to employer
- Importance of a salary and working content

Findings:

One of the basic characteristics of *Collectivistic / Individualistic* thinking is usually connected with different **responsibility within defined group** (team) – my samples rated four questions about their social acceptance of the results achieved from a collective effort and a personal view of person’s role within group tasks – either *success* or *failure*. Low values represent collectivistic responsibility; high values go for individualistic tendency (graph 4.7). First two pairs of columns reveal *perception* and last two pairs show *preference* of respondents.

Both Czechs and Russians show in all their answers rather **collectivistic tendencies**, only in one case crossing the level of 50% (53% of Russian ‘success preference’, which eventually means slightly individualistic tendency). We can see that *preference* and *perception* almost doesn’t vary – both samples see their situation more or less corresponding to their wishes.

However, all results see Russians more individualistic in this case which is again in reverse to the presumption.

The biggest disparity is in the *success* preference - Czechs prefer 20 % lower ‘individual-responsibility’ which means they would like to share positive result of their effort evaluated rather within a group/team than individually. Preference of sharing success within Russians is on the other hand more individualistic as is failure (though there the disparity is lesser).



Graph 4.7 – Relation to success / failure (first two pairs of columns – *perception*, last two pairs - *preference*)

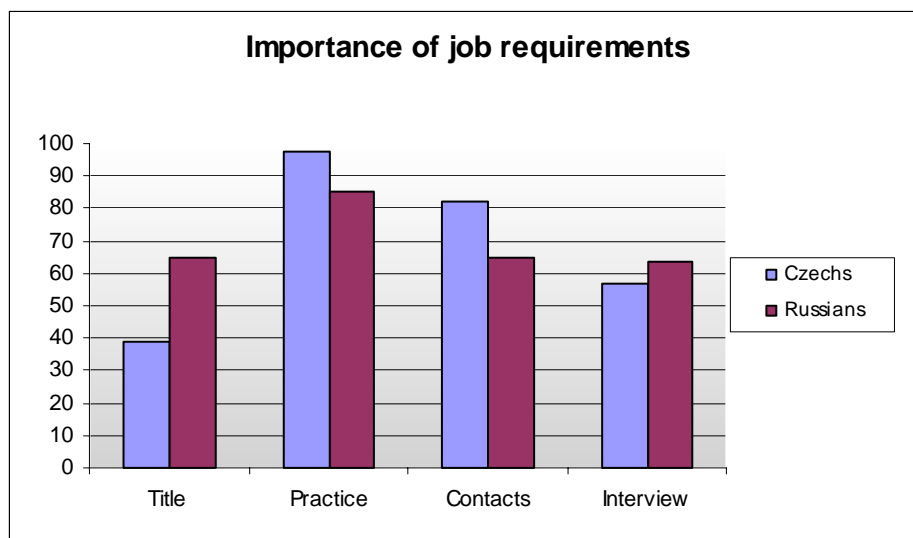
Job requirements:

My next set of questions about degree of individualism/collectivism concerns **four requirements**: *title/certificate*, *practice/experience*, *contacts* and *personal interest during interview*. Results are on the graph (4.8) below.

The importance of possessing university **degree** or relevant **certificate** (column ‘title’) while looking for a job seems to be much higher in Russia (64%) - it is a collectivistic tendency - as in such societies, results achieved in the education are primarily important, more exceptional and valuable. However we can see tendency that a title loses its importance compared to practical skills and work experience as also in Russia the number of graduates increases.

Practice on the other hand has almost 100% importance rating in the Czech Republic. It is a sign of bigger individualism within the job requirements, but the role should be given also to a scarcity of job possibilities of graduates (structural unemployment). For Czechs, a title is considered as a minor aspect, having only 38 % of relevance.

The results of **personal appeal** importance during an **interview** (last pair of columns) sign that Russians tend to judge themselves slightly more according to subjective criteria, based on the immediate impression.



Graph 4.8 – Job requirements

The relevance of having **contacts** to get a job (which is more usual in collectivistic societies) is perceived as higher by Czechs, who gave it an 81% importance rating whereas Russians scored 67% importance rating. However, both groups of respondents admit that their social systems rely on personal relations and acquaintances. Such tendencies aren't favorable as they can lead to reduction of competitive conditions and even to corruptive behavior.

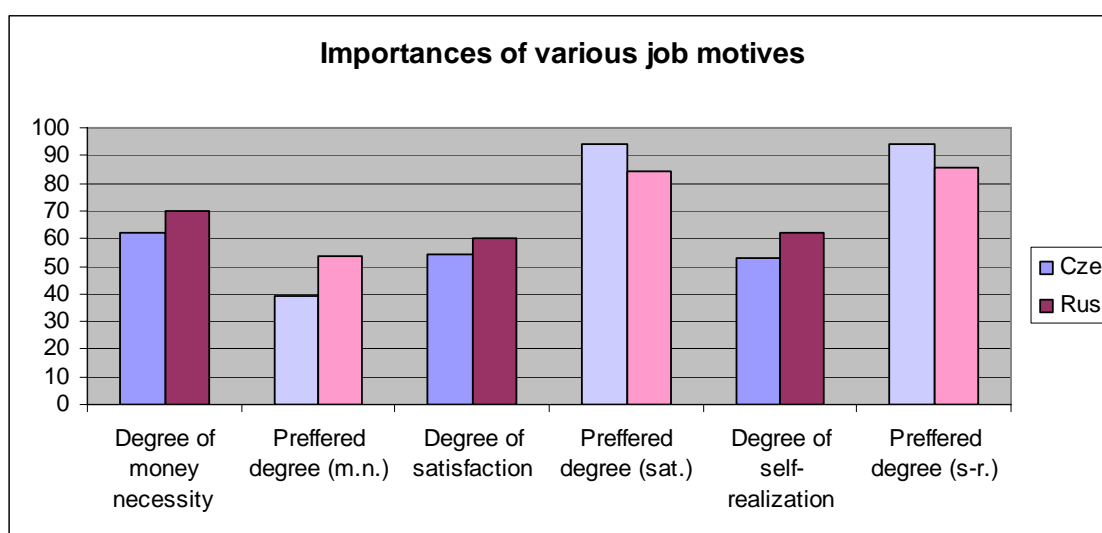
Since the unemployment in the Czech Republic is higher than in Russia; we should take into account not only cultural aspects, but also current economic, demographic and structural aspects (age, qualification) of job requirements.

Job Motivation:

From the following graph (4.9, darker columns only) is obvious that the *degree of money necessity* plays the biggest role in the **current situation** within a workplace of both young Czechs and Russians. Degrees of *self-realization* (fulfillment of potential) and *satisfaction* (feeling comfortably on a workplace) at work have a lesser role. However Russians assign a bigger role to each of three aspects (up to 10%).

Preferences however vary much more (lighter columns). Czechs would prefer lower need for money (by about 15%) and higher need of both self realization and satisfaction (by about 10%), compared to Russians.

These preferences correlate with different structure of needs, where collectivistic-individualistic values play a role in *Maslow hierarchy* (viz. 2.2.4). In Russia, based also on my own experience, people tend to value more their social needs (necessity of being secured, protected) than need of their self-realization for example, which tend to be secondary at times. It also reflects the overall economic situation; people in Russia are generally poorer (as economic indicators such as *lower purchasing power parity* revealed). Their needs tend to be focused rather on material aspect of their job than on the satisfaction. Accent on security (presented in very complex home/facility lock systems, many cameras and security guards) is generally higher in Russia, as uncertainty and fear of the unknown is considerable.



Graph 4.9 – Importance of job motivation aspects: first pair of columns signs *current situation* of the element; second pair of columns signs (marked by the light colors) its *preference*

The last mentioned aspect concerning *Individualism/Collectivism*, is the ratio of preference of *high salary* to *interesting content* of the job. High values signalize preference of the content. According to Hofstede, preference of higher salaries (lower values) is interpreted as a collectivistic tendency. My sample was questioned to choose their current preference between those two aspects. The lowest value was 0 (0%), the highest 3 (100%). Results revealed that importance rating was generally nearly 10% higher in Russia in favor of the salary. (61% Russian to 52% Czech content importance. However, there are again variability mostly among Czech and Russian men – Russian ones are clearly salary oriented (two thirds of the sample), Czechs only in 45% (1,36 out of 3).

RUSSIANS			CZECHS		
Avg.females	Avg.males	TOTAL%	Avg.females	Avg.males	TOTAL%
1,64	2,00	52,22	1,75	1,36	60,61

Tab. 4.2 Preference of high salary / interesting content

4.2.5. Time Orientation

My final dimension question concerns the approach to savings. Consumption is perceived as very impulsive in Russia and rather cautious in Czech Republic. Thus savings are expected to have lesser role there.

	AVGm	AVGf	AVG	%
CZ	1,64	2,27	1,95	65,15
RUS	1,36	1,69	1,53	51,11

Tab. 4.3 – Tendency of *spending money* (min. value 0 = 0%) or to make *savings* (max. value 3 = 100%)

Answers (showed in the statistical overview table) point out the difference of that approach – Czechs put higher importance on savings by 65% and Russians have their mean value on 51%. The comparison of the sample thus proves my assumption that Russians have a tendency of living for today, being very generous people; but they do not put big emphasis on savings, and they tend to lack the planning of financial resources for a future.

I observed also Russian tendency of higher *polychronicity* (see more in 2.2.4.) which is a sign of lower *time orientation* and *high context* culture. It includes respectively lesser accent on strict planning management and higher flexibility. E.g. the job overtime in Russia is more usual and lengthy. Employees are usually supposed to be prepared for bigger time consumption on their job. Procedures within administration (visas, registrations, requests...) are naturally often delayed compared to their terms. Workers within institutions as well as people I dealt with had to be reminded to being on time more usually than I'm used to here.

4.2.6. Summary of My Cultural Measurement Input

My samples show many cultural differences, many of them confirm the assumptions, but some of them came as a surprise. Already the first dimension, ***Power Distance***, revealed the unexpected, quite opposite tendency in all its aspects signaling Russian view their work relationships more democratic and less hierarchic. ***Uncertainty avoidance*** elements of samples generally confirmed the assumptions that this dimension is higher within the Russian society – unwillingness to change a job proved to be somewhat lower in Russia. The approach to praise/criticism, confirmed my assumption of 'lesser motivation by critique' in Russia than in the Czech Republic, despite it was by rather small margin.

Results of ***Masculinity/femininity*** aspects of our samples showed generally higher numbers of masculinity for Russians. The differences among males and females in the society strongly

vary in the Russian sample, showing a distinct role of women – interpreted as more traditional and feminine. Some other feminine features, which were revealed in Russian culture, are apparent also in *Consumer Behavior* - parts Promotion (4.3.3.) and Product (4.3.4.).

The dimension I focused on the most was ***Individualism/Collectivism*** and its following elements. Responsibility within workplace is perceived as slightly more individualistic in Russia, which is in contrast considering the general assumption. However job requirements and motivation (money vs. self-realization) reveal again rather collectivistic nature of Russia in the comparison to the Czech Republic. *Hierarchy of needs* is, according to my observations, constructed rather with the emphasis on security arrangements (over self-actualization), as the highest aim of many individuals to reach.

Time Orientation value indicated that my supposition was again backed by both results and the personal observations. It is mainly that higher importance is put on the human interaction than on timing or planning.

This also supports the *polychronicity*, which is one of the typical features of a ***High context*** society. The other facts about high context in Russia include crucial role of small talk (especially during the establishment of relations), an accent on the highly emotional speech and gestures. The situation context in Russia is put often over the words themselves (e.g. the expression of agreement can still mean, in certain circumstances, the refusal– as there is a tendency of avoidance of telling unpleasant things straight into the eye). Also, polarized opinions in my questionnaire sometimes result in trust in antagonistic opinions, depending on the emotional state of mind which has generally higher role in Russian communication.

My further observation concerning ***cultural determination*** showed that Russians trust often what is believed by the whole society (trust in omens, superstitions, miracles, deeper traditional religious beliefs I often encountered), clearly more than Czechs.

All in all, my cross-cultural research of organizational behavior in many cases confirmed the assumption, but on the other hand showed many specifics that belong to a single segment and thus their results are varied, sometimes showing opposite results. The target group I monitored especially for my questionnaire has individual characteristics that quite obviously don't match with the whole society, but still, gives us the certain detailed view representing behavior of an important segment within the culture.

4.3. Consumer Behavior and Approaches to Marketing

The second part of my primary research is focused on several topics within consumer behavior/marketing issues as is

- price sensitiveness and quality premium approach
- meaning of status and prestige
- acceptance/influence and suggestibility within advertising
- product placement specifics
- approach to domestic vs. foreign products, critical points

Concrete questions are available in part two of the questionnaire (appendix 7.2)

4.3.1. Price Sensitiveness

Bargains/Discounts

My assumption was based on the consumption data, cultural tendency to time orientation (savings) and overall approach to life which is presumed to have higher tendencies of spending in Russia than in the Czech Republic.

The results of the first question reveal that the low price isn't really a crucial factor for our sample of Russians. According to their answers, they rarely bargain or care for discounts much. On the other hand, it is obvious that Czechs are specialists for discounts; our target sample confirms that; the average ratio is 73% to 46% for Russians and Czechs respectively (lower percentage signals higher importance rating of discounts/bargains).

Absolute frequencies show quite an interesting distribution of answers, especially the fact that the Czech respondents didn't choose the option 'never searching for discounts or bargains' in a single case (answer '4') while in case of Russians it is the second most frequent answer. In contrast, Russians didn't mark the option 'I follow discounts/bargains during everyday shopping' (answer '0') at all.

Absolute Frequencies					
Answer	0	1	2	3	4
Rus	0	3	6	12	9
Cze	3	3	10	6	0

Tab. 4.4 - Frequency distribution of a scale reflecting the seeking for discounts with variants 0 – 4 (often – rather often – sometimes – rarely – never). Question 1, part 2 of a questionnaire (7.2)

The other **price sensitiveness factors**, plotted on the graph 4.10, of both national samples usually confirm the supposition in all cases (higher columns sign higher sensitiveness). Czechs prefer to be *stocked up* by products for advantageous price, and they are extremely *hesitant* when choosing an expensive product (first and second pair of columns) compared to the Russian sample. On the other hand, only less than a half of Russians hesitate about buying expensive product (second pair of columns).

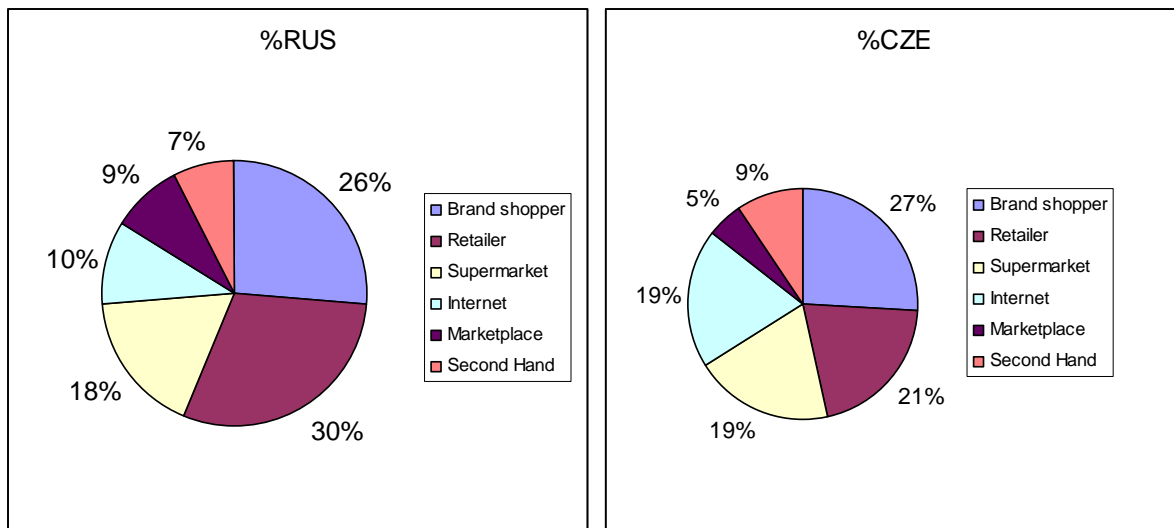


Graph 4.10 – Partial and Overall Price Sensitiveness

Sample of Russians shows us in their answers that their price standard is oriented on comparatively more expensive goods (fourth pair of columns), beating Czechs by 35%. Only 5% of Czechs in their twenties think they allow themselves higher standard of price despite the average age of Russians is approximately two years younger. Both countries prefer to pay premium for a quality product. However Czechs prefer a low price over quality in nearly twice more cases (32% against 17% Russian). Lesser economizing and therefore possessing a higher status, as I studied in Russia, is a higher concern of generally poorer nation. I'd say in Russia, the emphasis on frugality and economy is a sign of one's weakness, having negative societal reception.

4.3.2. Placing of a Product

In the following circle graphs (4.11 and 4.12) I plotted the distribution of certain **product placement** preference. The overall impression is that Czechs perceive shopping places more as necessary evil, while Russians seem that they can enjoy shopping more, their answers in general go rather for option 'often' than 'never'. Russian tendency is 41%, while Czech one is 35%. Our Russian sample is slightly more oriented towards brand or retail shops.



Graphs 4.11 and 4.12 – Relative frequencies (in %) of product placement preference

Both countries have similarly strong ratio of ‘supermarket’ and ‘brand shop’ preference. The graph shows that Russians have higher numbers in ‘retailer’ and ‘marketplace’ options, while Czechs, especially men, use electronic shopping – ‘internet’ and slightly bigger ratio has also a ‘second hand’ shopping.

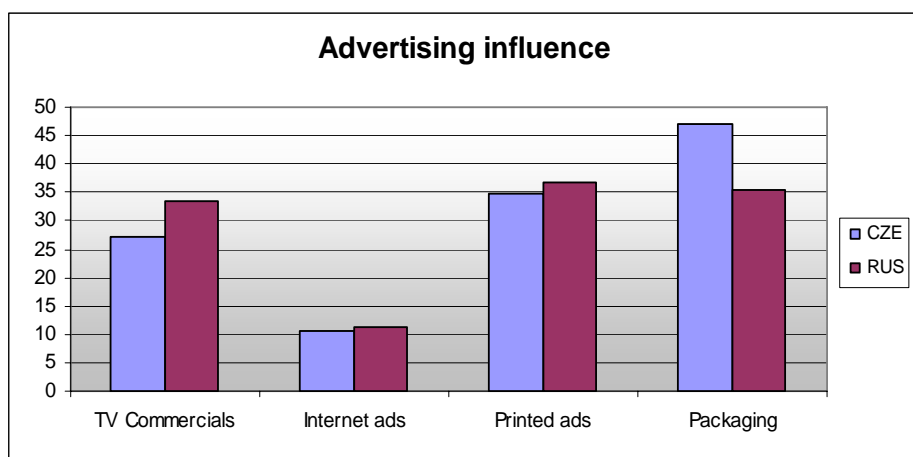
Based on my own observations, several things distinguish Russian placement. Most notably, *availability* and *convenience* concerning daily demanded products – 24-hours stores and their very dense site as well as kiosks (fast-food) and other useful market-friendly tools as omnipresent automats for cell-phones, all creating very consumption-oriented environment.

4.3.3. Promotion (Influence and Acceptance)

The next few questions refer to the response about **advertising** – *acceptance* and *influence*.

Both samples presented themselves as skeptical to advertising – the highest response (47% importance rating) has packaging, in case of Czechs. About 33% cases of Russians gave certain response to *TV commercials*, whereas the Czech sample granted 27% importance to it. Both samples find it inspiring in very few cases, but still admit to watch them in the half of cases.

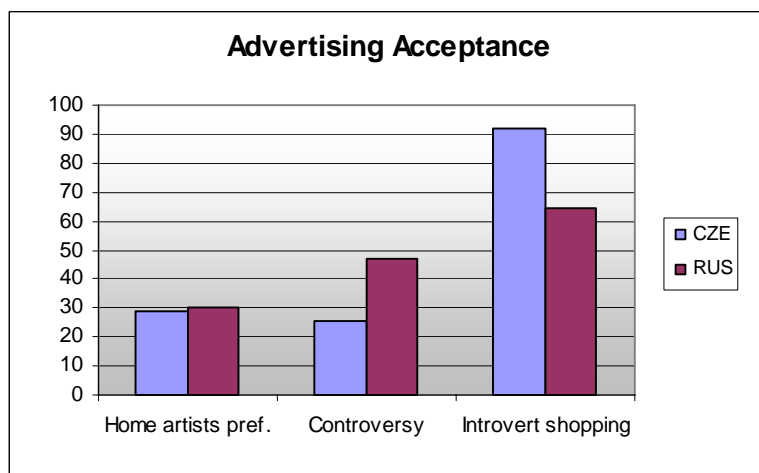
Results on the graph (4.13) show that *Internet ads (banners)* don’t represent a favored means of advertisement. Numbers of their influence are equally low, signaling avoidance. Both samples gave them sporadic relevance. The same goes for *printed advertisements*; however both Russian and Czech Rep. have higher response rate in average (34%, 37%). *Packaging* of the product is evaluated higher by Czechs than Russians, exceeding them by 12%.



Graph 4.13 – Importance of respective advertising methods

The following graph (4.14) contains acceptance parameters for advertising. First one concerns the choice of either *home* or *foreign* present-day artists/celebrities. Both groups of respondents rather overlook contemporary home culture (the first pair of columns, where low values mean low home culture preference) - they tend to prefer and appreciate foreign personas. Consequences for advertising are that the marketers can likely rely on foreign faces and household names in campaigns, without significant risks of causing negative response.

Degree of conservatism refers to *controversial elements* in advertisements (the second pair of columns) such as aggressiveness, homosexuality and obscenity. Final score is twice as big in Russia. This seems to be a crucial feature of a promotion – awareness and foresight about what topics and subjects are socially acceptable and what are not. Russians, especially in public, value and pride more traditional values and thus avoid of controversy, which the western world carries with its ‘freedom of speech’, liberalism etc. It can be viewed as one of the feminine elements of cultural dimension *masculinity/femininity*, which I noticed in Russia.



Graph 4.14 – Advertising Acceptance

The last pair of columns in the graph (4.14) reveals that the Czech sample acts in the very off-hand way, being rather ‘introverted shoppers’. They gave more than 90% importance rating to the avoidance of promoters. Russian avoidance is lesser by 30%, which eventually opens the door to personal sales in terms of substantially larger potential response. The bigger openness arises apparently also from their traditionalist nature, as everywhere in Russia you can find ‘street sellers’ for example in public transport, still having customers, who are easily attracted, not really thinking about usefulness or real benefit of the offered product.

4.3.4. Product Particularities

Various cultures might consider as important various features of a product, or its accompanying benefits, differential advantages etc. Let’s show several particularities which have certain effects on Russian and Czech product requirements.

Preference of style/design to technical parameters

The question I posed concerns basically the decision about *design* over *functionality*. Both samples have very similar ratio of preference between those parameters. However, the closer look shows us an interesting polarity of opinions. Czechs marked only two options (‘rather parameters’ / ‘mostly parameters’). None of Czechs preferred design, even by a margin. Everyone decided to choose technical parameters as decisive aspect, however in the most cases it was its restrained variant ‘rather parameters’.

<i>Style (0) to Parameters (3)</i>	0	1	2	3
RUS	2	5	8	15
CZE	0	0	18	4

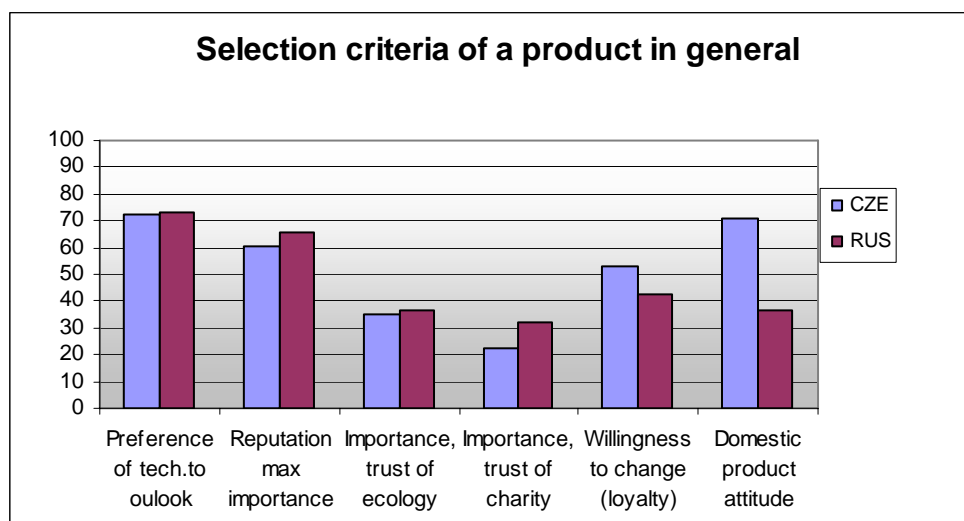
Tab. 4.5 – Absolute frequencies of selected options on the answers, where 0 is ‘purely design, 3 is ‘purely parameters’

The comparison shows that Russian results are more differentiated. Their distribution of absolute frequencies on the previous table (4.5) is much more variable, with nearly one fourth preferring style/design to technical parameters. However Russians again show a bigger determination, as the half of the answers goes strictly for technical parameters. The average result is however the same (in both cases reaching 73% importance rating).

Other specifics influencing selection of a product

The following graph (4.15) explains that *reputation of products* is almost equally important, around 60%. Both samples rather refuse to support (only 1/3) *ecological purposes* of product. I was told that the main reason of both samples is actually distrust about positive ecological consequences due to the corruption politics. In several Czech cases the higher price and the fact that ecology is being part of a business was a concern as well. In Russia ecology has very sporadic value and progress seems to be beyond sight – recycling and separating the garbage still remains novelty and responsibility about clean environment is obviously also very weak, as I had a chance to compare waste and pollution (beyond limits) inside the cities and suburban areas. Drink water there often doesn't meet safety guidelines.

Supporting charity via products is very unpopular among Czech respondents (22%), who rather dislike the fact the charity is hand in hand with business. Russians would be eventually more supportive and responsible ('feminine') in those cases (34%). Based on my own observations I would add that Russians feel bigger signs of solidarity, which can be result of their generally worse social situation. Their response on the charity/donation collections on the streets tend to be supportive, as their common nature, from my point of view, is less frugal and more generous. *Willingness to change* the structure of goods is seen by 10% lower in Russia, signing their higher avoidance to change and also higher *loyalty* to one brand/product.



Graph 4.15 –Preferences in product selection

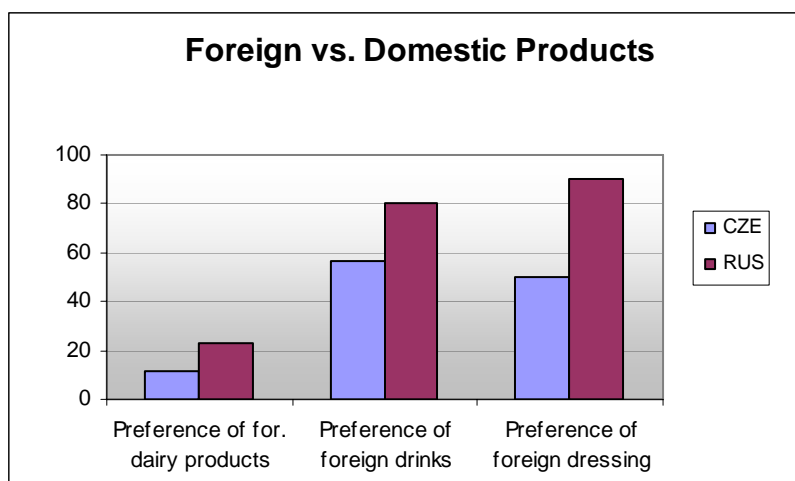
The last pair of columns (graph 4.15) refers to the perception about support domestic products. The respondents were asked if they feel that it is *moral* and serious to sustain the production of their country. It can be either by buying home products in favor to foreign (often cheaper) or by supporting a domestic production instead of imports.

The intention was following – even if the respondents don’t directly support those products, they most likely have certain attitude to the importance of domestic production, which can be expressed in the future. The results (the last pair of columns on the graph 4.15) were quite unambiguous – the importance of domestic support was more than 70% for Czech respondents and only 37% for Russians. It is obviously one of the reasons, why Russia is a country driven by its natural resources and in the world of competition still falls behind - as also moral responsibility to produce and buy own value-added products is still low there.

4.3.5. Attitude to Foreign Products

If we assume lower international competitiveness within Russian companies than in the Czech Republic (different international reputation, ‘natural resource, commodity-driven’ vs. ‘value-added’ approaches, innovation and R&D expenditures) and the domestic-product attitude showed in the previous case, we can expect better response to foreign products in Russia.

The general picture considering product choice is quite clear and confirms the assumption (graph 4.16) – Russians have in all three categories considerably higher ratio of preference for foreign products than Czechs. Dairy products have the smallest support within foreign products – however tendency in the Russian case is still twice the size than Czech one (22% to 11%). The biggest support from Russian side goes for foreign clothes; there is almost 90% preference rating. The difference within caffeine drinks isn’t that radical, however Russians again prefer rather foreign products, in 80% of cases. Numbers representing Czech top category go for caffeine drinks (57%) while foreign clothes scored the middle preference (50%). Tradition of quality and trust to the Czech domestic products is in our sample groups obviously higher than Russian.

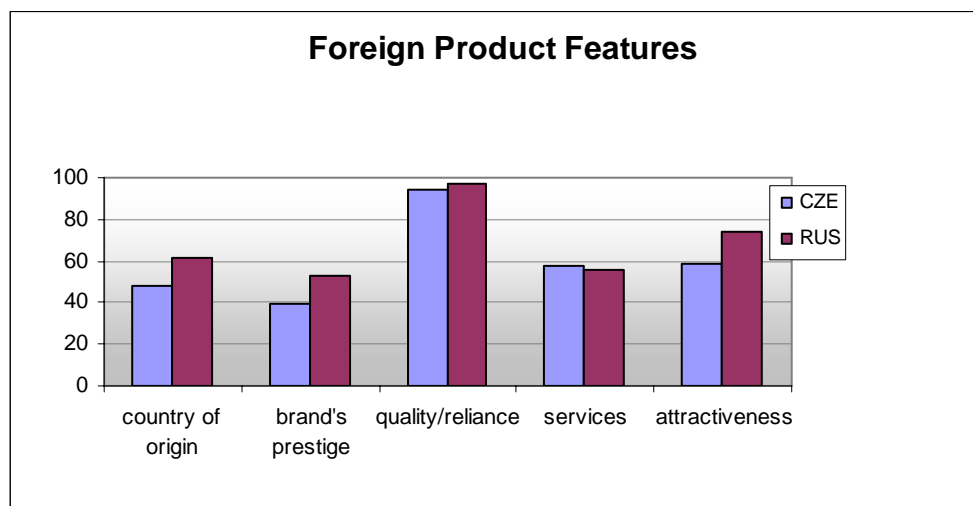


Graph 4.16 – Preferences for certain foreign/domestic products

The last graph (4.17) provides us the deeper look at the selection of foreign products. Higher columns sign higher importance rating of respective parameter.

In three cases, the results show about 10%-15% higher importance rating for Russians. Two of them are practically the same. Russians seem to be more concerned about *attractiveness* which foreign product poses to them – with 76% importance. Czechs give it only about 58%. Also brand's *prestige* plays a bigger role in Russian decision compared to the Czech results. My sample of Russians considers the country of origin as much more substantial feature in their selection (by 17%). Personally, I often encountered that premium for a brand is demanded by Russians, while they not really pay much attention on the real benefit for them - seeing higher importance in displaying power, richness and exclusiveness. Russians (from my Saint-Petersburg experience) rely on previously mentioned parameters often – e.g. they are welcomed customers on the border of Finland, where buy clothes and similar consumer goods based mostly on positive their stereotypical reception about Finnish goods (certain belief towards the product)^[43]. Only that fact poses the attractiveness, prestige and guarantee of quality for them. The functionality is secondary, I would say, overlooked. Finnish merchants are aware of that and use this weakness against Russians offering them overpriced goods.

There are still two things where both samples common scores – firstly **quality/reliability** (despite both countries may have different image about the word 'quality'), which is perceived as a crucial feature of foreign product by both of them. Secondly, **services** – the final importance is almost the same, though the exact image of the word 'service' slightly varies. In the case of Czechs the parameter is understood to be a guarantee/warranty aspect, in Russia it represents rather trustworthy presentation of the product.



Graph 4.17 – Criteria for selection of a foreign product

4.3.6. Summary with Consideration of Marketing Policies and Strategies

If we assume the previously mentioned results, we can clearly see the points where Czech marketers should consider the cultural difference between samples of segments. It is obvious, since disparities within Russian consumer behavior and marketing response in relation to the Czech Republic are often noticeable.

- In *product policy* concerning Russian sample we can count on the higher appeal to designing the product, higher loyalty of a buyer and his need of the good name of product which affects the campaign and features.
- *Price policy* may not emphasize solely on discount campaigns, but rather focus on a brand and attractiveness. Higher response is in the brand name, foreign country's reputation, prestige. Not to overdraw the technical side of the product, put an emphasis on the style. One has to aware about low credit/loan availability. Even in this target group there is a chance of premium pricing – the sensitiveness of price is crucial distinction among Czech and Russian sample.
- *Distribution policy* – Russians expect availability of goods (24 hours groceries, most of the shops opened on Sunday), however being patient with delivery guarantee, preferring retail shopping as well as places being ready for personal sales.
- *Communication policy* might favor certain foreign names and faces, while being careful about controversial themes and presented purposefulness. Approach by more personal sales seems to be more effective tool than in the Czech case.

Developing strategy, we should also take into consideration *demographic* disparities between our segment groups. As the obvious example I can mention that average marriage in Russia is entered much sooner than in the Czech Republic⁶ as well as getting the full job – tertiary education in Russia ends by 2-3 years earlier regularly. These aspects posing the disparities among countries distinguish, to a certain degree, apparently homogenous segments.

More collectivistic and family-oriented traditions also may strengthen bonds and dependence to parents (as I had opportunity to study) and means another specific factor of a given segment of Russians. Needs and attitudes of the samples are also somewhat subordinated to demographic and socioeconomic specifics which have to be considered.

⁶ Based on the data from Eurostat, available on <http://en.wikipedia.org/wiki/Age_at_first_marriage>, cited on 05-05-2011

Psychographic elements of the target group are specific in the terms of life-style and social classes (well-educated people are supposed to behave more ‘properly’, thus prepared to spend more resources), as well as the *customs* concerning purchase of products. Results indicate that there is a sharper role of these factors in Russia and there is higher ‘competition’ to show off one’s status, wealth and power (especially men), while Czechs are rather indifferent in those criteria.

If we look on the segment from strictly *behavioral point of view*, I found out e.g. that expected benefits vary (revealed in different approach of the evaluation of product features), loyalty to product tends to be higher in the Russian case and attitudes (to advertising, services, status and prestige of product...) in particular cases differ as well. According to my results, there is clearly lower incidence of behavior types such as ‘frugal moralists’, ‘bargain hunters’ and ‘introverted shoppers’ within the Russian sample than in the Czech one. On the other hand, they act more as ‘value evaluating’ and ‘brand/status oriented’, behaving sometimes as so-called ‘New Russians’ – famous target group for marketers - rich business class which started to appear in 90s, being result of perestroika (viz. 2.3.4)

While *positioning* the product, the careful attention comes forward to brand focus and to different perceptions and beliefs (especially in foreign product sensitiveness) of Russian consumer.

Czech company or any interested subject that somehow plans to co-operate within marketing issues in Russia should weight its approach. The results expose that territorial habits have significant deviations in many fields – at the points where the differences are significant, the company should put the accent on the closer study before making marketing policy decisions. There is a strong supposition that strategic approaches as *geocentric* (global) or *ethnocentric* (strategy oriented on domestic market) are not going to not work in many cases.

5. Conclusion

My research confirmed one general thing for certain - the disparities of various forms (both economic and socio-cultural) are big enough to have them in the mind, if European or 'western' countries including Czechs want to deal with Russia. In my opinion the Czech Republic has still good perspectives in business with this 'civilization'. The crucial ingredient is know-how of the right approach, and also patience about all the processes and complexity of strategy. Then there is struggle to overcome stereotypes and prejudices, to be open-minded towards the unknown world. From my own experience I can say that any Czech who was visiting Russia (as a student, a worker or a tourist) was pleasantly surprised if not enthusiastic about it. Even though it is sometimes quite a challenge to overcome obstructions occurring there, the reward for that is usually solid enough. It is a thing that negates the hostility and mistrust about this country which I still perceive in general consciousness of the Czech young generation.

I suppose this thesis can be useful for interested persons who intend to start and manage business in culturally different country or for those who just want to look into how economy and society of the Russian federation works - from different perspectives, in context of the Czech Republic and the global world. Since almost everything in the analytical and primary-research part is comparison-based, individual Czechs can confront themselves with Russians and vice-versa. Both sides can find out the reasons of misunderstandings, strengths and weaknesses and to which extent their mutually perceived stereotypes are right or wrong.

The complex results can be used in evaluation and implementation of international marketing strategy (viz. summary presented in the previous chapter 4.3.6.) or in the intercultural management of multinational company. The results and findings give to such a company supportive means for decision-making process. Where to use global or intercultural approach, which processes should be outsourced, improved, where the emphasis should be laid and so on. Being put in the picture that my thesis provides, company can focus on its respective obstacles which are likely to be met on the way to success – the issues to be solved according to the scope of the respective international or cross-cultural disparity.

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7.2. Questionnaires (cz, rus, eng versions)

7.2.1. English version

PART 1 – Organizational Behavior:

1. How do you perceive salary gap in your country?

Natural – Unfair (0 – 3)

2. (I.) What is your participation on decisions (to what extent your super-ordinate accepts your own creativity/activity)?

(II.) What would you prefer?

No – Small – Moderate - Large (*evaluate from 0-3*)

3. Is it acceptable to disagree or have objections to your super-ordinate?

No – Rather not – Rather Yes - Yes (*evaluate from 0-3*)

4. (I.) What statement is, according to you, closer to the truth?

(II.) What would you prefer?

Teacher knows the answers – Answers are problems of discussions

(*evaluate from 0-3: the first statement – rather first – rather second – second*)

5. Do you often change your job? In case you work shortly or study, are you willing to change a job and move eventually?

Never – Often (*evaluate from 0-3*)

6. What are the eventual changes of job (choose one or more true answers)

- a) low wage / competition offered better conditions
- b) non-suiting work environment
- c) willingness to try something new, unconventional
- d) discharge from job/bankruptcy of employer

7. (I.) What style of motivation prevails in your company?

(II.) You tend to have within your collective closer to...?

(*evaluate both options from 0 to 3*)

- a) Critique (motivation by accent, pressure)
- b) Praise (positive motivation)

8. Are you used to have fixed plan and schedule or you incline to be late and make your plans often flexible?

Fixed, being with advance - Rather Fixed – Rather flexible – Flexible while often being late (*evaluate from 0 - 3*)

9. What is more important within the job?

Good relations on the workplace – Job done on time (*evaluate from 0-3*)

10. Is nowadays more important for you the career growth and status at work or satisfying and guaranteed job even for lesser money and position?

Certain and acceptable work – Working career and status (*evaluate from 0-3*)

11. (I.) How do you perceive conception of responsibility at work?

(II.) Which conception of responsibility do you prefer?

(*evaluate both options from 0 to 3*)

- a) Success: Shared with a group/team – As an individual
- b) Failure: Shared with a group/team – As an individual

12. What is important to get a job? (*Add weight from 0 - 2: little - very*)

- a) Title/certificate
- b) Practice/experience
- c) Contacts
- d) Personal interest (during interview)

13. (I.) How the statement corresponds with your situation at work?

(II.) What are your wishes about situation? (for those who don't work, apply it please for studies)

(*use the following scale: false – true, from 0 - 3*)

- a) Work is a source of money and living - it is a necessity
- b) At work I feel comfortable and happy
- c) Work is a source of my self-realization

14. At work, the salary or interesting is more important working content?

Salary – Rather Salary – Rather Content - Content (*evaluate from 0-3*)

15. Are you generate savings for worse times? (*evaluate from 0-3*)

Regularly – sometimes – in case of necessity – not at all

PART 2 – Consumer Behavior:

1. Choose one statement that you agree the most with

- a) According to sales I'm guided in everyday shopping
- b) It happens to me, that I go through several shops to find the cheapest product
- c) I follow sales concerning only recommended or proved products
- d) I go for sales only in exceptional cases, not intentionally
- e) I'm not searching for sales at all

2. Choose if you generally dis/agree in the following cases : *no or yes* (values 0 or 1)

- a) I prefer to stock up on products if they are cheaper
- b) If something is expensive for me, I long talk myself out of buying it
- c) It is better to pay extra money for better quality products
- d) Higher price is standard for me
- e) Low price plays the major role in the selection of products

3. Where do you buy products such as consumers goods, dress, shoes? (*evaluate according to frequency 0 – 3, where 0 is never, 3 is often*)

- a) Brand shop
- b) Retailer
- c) Supermarket
- d) Internet (new goods only)
- e) Street marketplace
- f) Second hand (including internet – announcements...)

4. (I.) Choose one of the answers (a, b, c)

- a) I watch commercials, but I'm generally skeptical towards them
- b) I follow some commercials, they can inspire me to certain extent
- c) I skip or turn the TV on other program when commercial goes

(II.) Choose options related to the following statements *false -- true* (scale 0 – 3)

- a) I prefer to follow programs featuring our country's famous persons (artists, celebrities) than foreign ones
- b) I'm tend to curiously click on the banners (advertisements) on the internet
- c) I'm studying the catalogues of goods
- d) Packaging gets my attention
- e) I would be disillusioned or upset (disturbed) by controversial themes on advertisements (homosexuality, obscenity, aggressiveness...)
- f) I'm avoiding of promoters on the street or in the shopping centers...

5. While choosing a product (consumers goods as mobile, television, ipod...) you are rather driven by?

Style and design – Technical parameters and important functions (0 - 3)

6. We have following products

- a) Dairy products
- b) Cola / tea / coffee
- c) T-shirt / foot-wear

(I.) In the same price relation you rather choose local or foreign product?

(mark on the scale 0 – 2, where 0 is local and 2 is foreign)

7. What is crucial in selection of foreign product (mark on the scale 0 – 3, where 0 is unimportant, 3 is most important)

- a) Country of origin
- b) image/prestige of brand
- c) quality/reliability
- d) service
- e) style/attractiveness

8. Mark your attitude towards following statements (false – rather – rather – true: scale 0 - 3)

- a) The status (prestige) of product is important to me
- b) It is important to know for me if the product is local or foreign
- c) It is moral for me to support domestic products
- d) I will buy more expensive goods if it has positive ecological effects
- e) I will buy more expensive goods if I know the money from that goes to charity
- f) I prefer to buy imported product – they are generally a better quality
- g) I'm often changing the structure of my products I buy

7.2.2. Czech version

PRVNÍ ČÁST – chování v organizaci:

1. Jak vnímáte platové rozdíly v ČR?

Přirozené – Nespravedlivé (ohodnoťte na škále od 0-3)

2. (I.) Jak velká je vaše účast na rozhodnutích (do jaké míry nadřazený připouští Vaši samostatnou aktivitu nebo kreativitu)?

(II.) Co byste preferovali?

Žádná – Nízká – Střední - Velká (ohodnoťte od 0-3)

3. Je přípustné nesouhlasit či vznést osobní námitky vzhledem k přímému nadřazenému?

Ne – Spíše ne – Spíše ano - Ano (ohodnoťte od 0-3)

4. (I.) Které tvrzení má (či mělo když jste studovali) blíže k pravdě?

(II.) Co byste preferovali?

Učitel zná odpovědi na otázky nejlépe – Otázky jsou častým předmětem diskuze

(ohodnoťte od 0 – 3 :

první – spíše první – spíše druhé – druhé)

5. Jak často měníte své zaměstnání? V případě, že pracujete krátce, či studujete – jste v budoucnu ochotni často měnit zaměstnání?

Nikdy – Často (ohodnoťte od 0-3)

6. Jaké byly případné důvody změny zaměstnání (nastaly-li, vyberte 1 či více možností)

- e) nízký plat/přetáhnutí konkurencí
- f) nevyhovující pracovní prostředí
- g) chuť vyzkoušet něco nového, neotřelého

h) propouštění/krach zaměstnavatele

7. (I.) Jaký styl motivace od nadřízeného převládá?

(II.) A vy v rámci hodnocení kolegů v pracovním (školním) kolektivu máte blíže?

(ohodnoťte obě možnosti stupnicí od 0 – 3, aneb vůbec – často)

c) Kritika (akcentovaná motivace)

d) Pochvala (pozitivní motivace)

8. Máte ve zvyku mít stanovený pevný rozvrh nebo jej často náhle měníte?

Pevný, stíhám vše s předstihem – Spíše pevný – Spíše flexibilní – Flexibilní, často nestíhám *(ohodnoťte od 0-3)*

9. Co je pro vás osobně důležitější – vytváření dobrých vztahů na pracovišti / včasné vykonaná práce?

Dobré vztahy na pracovišti – Včasné vykonaná práce

(ohodnoťte od 0-3)

10. Je pro vás více důležitá práce která vás uspokojuje duševně, byť za menší peníze a na nižší pozici nebo Váš kariérní růst a status?

Jistá a spokojená práce za menší peníze – Pracovní kariéra a status *(ohodnoťte od 0 - 3)*

11. (I.) Jaké vnímáte pojetí zodpovědnosti (za úspěch/nezdar) úkolu v kolektivu?

(II.) jaké preferujete?

c) Za úspěch: Sdíleně se skupinou/týmem – Jako jednotlivce *(0-3)*

d) Za nezdar: Sdíleně se skupinou/týmem – Jako jednotlivce *(0-3)*

12. Přidejte váhu od 0 do 2, co je dle vás klíčové k získání práce?

e) Titul/certifikát

f) Praxe/zkušenosti

g) Kontakty

h) Osobní zaujetí (během pohovoru)

13. (I.) Jak pravdivě odpovídají následující tvrzení vaší situaci v práci?

(II.) Jak byste si to přáli? *(ohodnoťte na stupnici od 0 - 3 tj. neodpovídá - odpovídá)*

d) Práce je prostředek mé obživy, nutnost

e) V práci se cítím spokojeně

f) Práce je především zdroj mé seberealizace

14. V práci je pro vás důležitější výše platu či zajímavější pracovní náplň?

Plat – Spíše plat – Spíše náplň – Náplň *(ohodnoťte od 0-3)*

15. Odkládáte si úspory na horší časy? *(ohodnoťte od 0-3)*

Neodkládám – spíše v případě nutnosti – občas – Pravidelně

DRUHÁ ČÁST – Chování spotřebitele:

9. Vyberte JEDNO tvrzení (zaškrtněte), se kterým se nejvíce ztotožňujete

- a) podle výprodejů a slev se řídím při každodenním nakupování
- b) stává se mi, že projdu několik obchodů, abych našel ten nejlevnější produkt
- c) slevy sleduji u ověřených a doporučených výrobků
- d) za slevami jdu spíše výjimečně, ne účelově
- e) slevy vůbec nehledám

10. Vyberte vaše tendence k jednotlivým případům a až e: ne – ano

- f) rád se předzásobím zlevněným výrobkem
- g) pokud je něco dražší než očekávám, rozvažuji, zda to mám koupit
- h) je pro mě lepší připlatit si za kvalitnější produkty
- i) vyšší cena je pro mě standardem
- j) nízká cena pro mě hraje zásadní roli při výběru zboží

11. Kde nakupujete produkty jako oblečení, obuv, spotřební zboží? (ohodnoťte dle četnosti nakupování od 0 - 3)

- a) Značkový obchod
- b) Maloobchodník
- c) Supermarket
- d) Internet (pouze nové zboží)
- e) Tržiště
- f) Second hand (včetně internetového – inzerce staršího zboží...)

12. (I.) Vyberte JEDNU odpověď (a, b, c), zaškrtněte

- a) Sleduji reklamy, ale jsem vůči nim spíše skeptický/á
- b) Sleduji reklamy, do jisté míry mě mohou inspirovat
- c) Pokud jde reklama, přepínám program, jdu pryč apod.

(II.) K následujícím tvrzením přiřaďte tendence nepravda – pravda (škála od 0 – 3, kde 0 – nepravda, 3 – pravda)

- d) Preferuji programy s domácími umělci/celebritami než se zahraničními
- e) Ze zvědavosti klikám na bannery a reklamy na internetu
- f) Prohlížím katalogy se zbožím
- g) Obal produktu upoutává moji pozornost
- h) Jsem rozčarován/a pokud jsou v reklamách některé kontroverzní prvky (obscénnost, homosexualita, agresivita)
- i) Vyhýbám se nabídkám a akcím promotérů produktů na ulici (na ulici, v obchodních centrech)

13. U výběru produktu (spotřebního zboží – mobil, televize...) se řídíte?

Podle stylu, designu – podle funkcí a technických parametrů, které považují za důležité (ohodnoťte od 0 – 3, kde 0 je styl, 3 jsou technické parametry)

14. Máme následující výrobky

- a) mléčné výrobky
- b) cola/kafe/čaj
- c) tričko/obuv

Ve stejné cenové relaci vyberete spíše tuzemský nebo zahraniční?

(ohodnoťte na stupnici 0 – 2, kde tuzemský je 0, zahraniční 2)

15. Co je pro vás rozhodující ve výběru zahraničního výrobku? (ohodnoťte na stupnici 0 – 3, kde 0 je nepodstatné, 3 podstatné)

- a) země původu
- b) image/prestiž značky
- c) kvalita/odolnost/výdrž
- d) servis
- e) styl/přitažlivost

16. Označte k čemu se spíše přikláníte (stupnice od 0 – 3, kde 0 - ne, 3 - ano)

- a) Pověst produktu je pro mě důležitá
- b) Je pro mě důležité vědět, jestli je produkt místní nebo zahraniční
- c) Je morální podporovat domácí produkty
- d) Preferuji dražší zboží, pokud vím, že jeho koupí podporuji ekologii
- e) Koupím dražší zboží pokud část peněz z něj je určeno na charitu
- f) Radši koupím importovaný produkt, jelikož je obvykle vyšší kvality
- g) Často měním strukturu značek produktů, které kupuji

7.2.3. Russian version

Часть 1 – поведение в организациях

1. **Как вы воспринимаете разницу в заработной плате в вашей стране?**
Нормально – несправедливо
(дайте оценку от 0 до 3)
2. **(I) Каково ваше участие в принятии решений (насколько ваша активность/творческие способности приветствуются руководством)?**
(II) Что бы вы предпочли?
Никакое – Небольшое – Среднее – Значительное (дайте оценку от 0 до 3)
3. **Допустимо ли, по Вашему мнению, не соглашаться с руководством, или возражать ему?**
Нет – Скорее нет – Скорее да – Да (дайте оценку от 0 до 3)
4. **(I) Какое из двух утверждений, по-Вашему, более верно?**
(II) Что бы вы предпочли?
Учитель знает все ответы (как гуру, всегда прав) – Ответы выясняются в процессе обсуждения (дает много пространства для полемики)
(дайте оценку от 0 до 3: первое утверждение – скорее первое – скорее второе – второе)
5. **Часто ли вы меняете работу? В том случае, если Вы работаете или учитесь неподалеку, готовы ли Вы сменить работу и переехать?**
Никогда – Часто (дайте оценку от 0 до 3)
6. **Какие обстоятельства подтолкнули Вас к смене работы? (если возникли, выберите один или более ответов)**
а) низкая заработная плата / предложение лучших условий
б) неприемлемые условия работы
в) желание попробовать что-то новое, более интересное
г) увольнение с работы / банкротство работодателя
7. **(I) Какой тип мотивации преобладает в вашей компании?**
(II) Вы в своем коллективе больше склоняетесь к...?
(дайте оценку по обеим позициям от 0 до 3:
нисколько - часто)
а) Критика (акцентированная мотивация)
б) Похвала (позитивная мотивация)
8. **У Вас обычно фиксированные план и распорядок, или Вы склонны к опозданиям и зачастую Ваши планы гибки?**
Фиксированные, создаются заранее – Скорее фиксированные – Скорее гибкие – Гибкие, часто опаздываю
(дайте оценку от 0 до 3)
9. **Что для Вас важнее на работе (вы скорее стремитесь к..)?**
Хорошие отношения с коллегами – Работа , сделанная вовремя (дайте оценку от 0 до 3)
10. **Для Вас важнее удовлетворяющая и гарантированная работа и должность, пусть даже за меньшие деньги или карьерный и статусный рост?**
Надежная и удовлетворительная работа – Карьерный и статусный рост (дайте оценку от 0 до 3)

11. **(I) Как Вы воспринимаете концепцию ответственности на работе (когда у вас работа в группе, или в команде)?**
(II) Какой вид ответственности вы предпочитаете?
(дайте оценку по обеим позициям от 0 до 3)
 а) Успех: коллективно – индивидуально
 б) Неудача: коллективно – индивидуально
12. **Что важно иметь, чтобы устроиться на работу?** *(укажите относительный вес от 0 до 2: неважно – очень важно)*
 а) Звание / сертификация
 б) Практические навыки / опыт
 в) Связи
 г) Персональный интерес работодателя (во время интервью)
13. **(I) Как следующее выражение соотносится с Вашей работой?**
(II) Каковы ваши пожелания по этому поводу? (для тех, кто не работает – примените, пожалуйста, это для учебы) *(используйте шкалу ложь-истина, от 0 до 3)*
 а) Работа – источник денег, средств к существованию – это необходимость
 б) На работе я чувствую себя комфортно и весело
 в) Работа – источник моей самореализации
14. **Что важнее на работе – зарплата или интересная работа?**
 Зарплата – Скорее зарплата – Скорее интерес – Интерес
(дайте оценку от 0 до 3)
15. **Делаете ли Вы сбережения «на черный день»?** *(дайте оценку от 0 до 3)*
 Никогда - В случае необходимости - Иногда - Регулярно

Часть 2 - Поведение потребителя:

1. **Выберите ОДНО из утверждений, которое Вам подходит больше всего:**
 а) я совершаю покупки со скидками и на распродажах каждый день
 б) бывает, я обхожу несколько магазинов в поисках самого дешевого товара
 в) я слежу за скидками только рекомендованных или проверенных временем товаров
 г) я посещаю распродажи лишь в исключительных случаях, нецеленаправленно
 д) я совсем не слежу за скидками или распродажами
2. **Выразите свое согласие/несогласие со следующими утверждениями:**
 а) я предпочитаю запастись продуктами, если они недорогие
 б) если что-то кажется очень дорогим, я долго отговариваю себя от покупки
 в) я заплачу больше за товар лучшего качества
 г) высокие цены меня не смущают
 д) низкие цены играют важную роль при выборе товаров
3. **Где вы покупаете потребительские товары, одежду, обувь?** *оцените все варианты по частоте от 0 до 3, где 0 – никогда, 3 – часто*
 а) фирменный магазин
 б) в розничной продаже
 в) супермаркет
 г) через интернет (только новые товары)
 д) уличный рынок
 е) подержанные товары (включая интернет)

4. **(I) Выберите один из ответов, который Вам подходит больше всего:**
 а) я смотрю рекламные ролики, но, как правило, отношусь к ним скептически
 б) некоторые рекламные ролики вдохновляют меня на покупку товаров
 в) когда показывают рекламу, я пропускаю ее или переключаю ТВ-канал
- (II) Оцените следующие выражения по шкале «ложь-истина» (от 0 до 3):**
 а) я предпочитаю смотреть передачи с участием известных людей нашей страны (артисты, знаменитости), чем с иностранцами
 б) я как правило с любопытством кликаю по баннерам (рекламе) в Интернете
 в) я изучаю каталоги товаров
 г) упаковка важна для меня, она привлекает мое внимание
 д) я был бы разочарован и расстроен рекламой, где присутствуют некоторые намеки (гомосексуальность, сальность, агрессивность)
 е) я избегаю предложенных промоутерами товаров (на улице, в торговых центрах...)
5. **Выбирая товары (потребительские товары, такие как мобильные телефоны, ТВ, mp3-плееры) вы больше смотрите на:**
 Стиль (внешний вид) – Технические характеристики и важные функции (0 - 3)
6. **Даны следующие товары:**
 а) молочные продукты
 б) кола / чай / кофе
 в) футболки / обувь
- При одинаковой стоимости, вы скорее выберете товары местного производства или зарубежные?**
 (отметьте по шкале от 0 до 2, где 0 – местный, 2 – зарубежный)
7. **Что имеет решающее значение при выборе зарубежного товара?** (отметьте все варианты по шкале от 0 до 3, где 0 – неважно, 3 – наиболее важно)
 а) страна происхождения
 б) имидж / престиж марки
 в) качество / надежность
 г) обслуживание
 д) стиль / привлекательный внешний вид
8. **Выразите свое отношение к следующим утверждениям** (ложь – скорее ложь - скорее правда – правда, по шкале от 0 до 3):
 а) репутация товара важна для меня
 б) для меня важно знать, какого товар производства: местного или зарубежного
 в) для меня важно поддержать именно отечественного производителя
 г) я куплю более дорогой товар, если он безопасен для окружающей среды
 д) я куплю более дорогой товар, если вырученные деньги пойдут на благотворительность
 е) я предпочитаю покупать импортные товары – они, как правило, более качественные
 ж) я часто меняю состав покупаемых товаров

7.3. Evaluation sheets

RUSSIAN ORGANIZATIONAL BEHAVIOR

method	question		Females															Males															AVGm	AVGf	AVG	max	med	%
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30						
PD	1	(0-3)	3	3	1	2	2	2	1	3	3	2	2	3	1	2	3	2	1	0	2	3	3	2	2	3	2	1	2	2	3	1	1,93	2,19	2,07	3	2	68,89
PD	2-I	(0-3)	2	1	1	1	2	2	1	1	3	3	1	1	1	3	2	3	3	2	2	2	1	2	2	1	2	2	1	2	0	1,71	1,75	1,73	3	2	57,78	
PD*	2-II	(0-3)	2	2	2	2	2	3	3	2	3	3	3	2	2	3	2	3	1	3	2	3	2	2	3	2	2	3	3	2	2	2,29	2,44	2,37	3	2	78,89	
PD	3	(0-3)	1	1	2	2	3	3	2	1	3	3	1	2	2	3	3	2	3	3	1	3	3	3	2	3	2	2	3	1	1	2,36	2,13	2,23	3	2,5	74,44	
PD	4-I	(0-3)	1	1	2	0	1	2	3	2	2	3	2	3	2	3	1	2	2	1	2	2	2	2	1	1	1	3	3	1	0	1,64	1,88	1,77	3	2	58,89	
PD*	4-II	(0-3)	1	2	2	2	2	2	3	2	3	3	2	3	3	3	2	3	2	1	1	3	2	2	2	3	2	3	3	3	2	2,21	2,38	2,30	3	2	76,67	
UA	5	(0-3)	2	0	2	2	1	2	2	3	2	2	2	1	0	0	1	2	3	2	0	2	0	2	2	1	0	1	1	3	1	1,36	1,50	1,43	3	2	47,78	
F->M, UA	6	(0-5)	a	a, d	b	a-d	b	b, c	c	a-c-ta, c, ca-d	c	a-d	a, c	a	a, b	2	c	a-d	a	a-c	a-d	b	b, c	a-d	a, b, c, b	a, c	c	c	a	-	-	-	-	-	-	-	-	-
UA	7-I	a (0-3)	1	1	1	2	1	0	2	3	2	2	1	3	2	0	1	2	1	2	1	0	2	0	2	1	1	1	1	3	3	2	1,43	1,50	1,47	3	1	48,89
		b (0-3)	2	2	3	1	1	2	1	1	1	1	0	0	1	3	2	1	2	1	0	0	3	1	2	2	2	1	2	1	1	1,29	1,38	1,33	3	1	44,44	
UA*	7-II	a (0-3)	1	1	0	1	2	2	1	1	2	1	2	0	1	0	1	0	1	1	2	0	1	1	1	1	1	1	1	1	2	1	1,07	1,00	1,03	3	1	34,44
		b (0-3)	2	2	3	2	2	1	2	3	2	3	2	3	2	3	2	2	2	2	0	3	1	2	1	2	2	3	1	3	2	3	1,93	2,25	2,10	3	2	70,00
UA, TO	8	(0-3)	1	0	1	0	1	2	0	0	3	3	0	0	1	2	0	2	1	1	0	1	2	3	2	1	1	2	2	2	0	2	1,43	1,00	1,20	3	1	40,00
F->M	9	(0-3)	3	2	1	2	2	1	2	1	2	2	3	2	2	3	1	3	2	3	2	2	2	2	1	2	3	2	3	2	3	2	2,21	2,00	2,10	3	2	70,00
F->M	10	(0-3)	1	2	1	2	2	1	3	1	1	3	1	2	0	3	1	1	1	3	2	2	3	3	2	2	3	3	2	2	3	2,43	1,56	1,97	3	2	65,56	
C->I	11-I	a (0-3)	3	2	3	2	2	2	3	0	1	1	0	2	1	1	1	1	0	1	1	0	1	1	2	1	1	1	1	3	1	3	1,21	1,56	1,40	3	1	46,67
		b (0-3)	1	1	3	1	2	1	3	0	1	3	0	0	1	3	1	1	1	3	0	0	0	3	2	1	2	1	2	3	1	1	1,43	1,38	1,40	3	1	46,67
C->I*	11-II	a (0-3)	3	0	3	2	2	1	1	2	1	2	3	2	1	0	1	0	0	3	1	0	1	1	2	2	1	2	2	3	3	3	1,71	1,50	1,60	3	1	53,33
		b (0-3)	1	2	3	2	2	2	1	1	0	3	0	1	3	1	0	2	1	0	0	0	1	2	2	2	2	3	3	0	2	1,43	1,38	1,40	3	1	46,67	
C->I	12	a (0-2)	2	1	1	2	2	2	1	1	1	2	2	1	1	1	2	1	1	1	0	1	2	1	1	1	1	1	1	2	1	2	1,14	1,44	1,30	2	1	65,00
		b	1	2	1	2	2	1	2	1	2	2	2	1	2	2	1	2	1	2	2	2	2	2	2	2	2	2	1	2	2	1	1,79	1,63	1,70	2	2	85,00
		c	1	1	2	2	1	2	0	2	0	1	1	2	1	2	2	0	0	2	1	1	2	2	0	1	1	2	2	1	2	2	1,36	1,25	1,30	2	1	65,00
		d	2	2	0	2	0	1	2	2	2	2	1	2	1	1	1	1	1	0	1	2	1	1	2	1	1	1	2	1	1	1	1,14	1,38	1,27	2	1	63,33
C->I	13-I	a (0-3)	3	2	1	2	1	0	2	3	3	0	2	3	3	1	3	0	0	3	3	3	3	3	1	2	3	3	1	3	3	3	2,43	1,81	2,10	3	2,5	70,00
		b (0-3)	1	1	2	0	1	2	1	0	2	2	2	0	1	1	2	3	3	3	2	3	3	2	2	1	2	2	2	3	3	2	2,36	1,31	1,80	3	2	60,00
		c (0-3)	0	2	1	1	3	3	3	1	3	3	2	0	1	3	0	2	3	2	2	3	0	3	2	3	1	2	1	2	1	3	2,00	1,75	1,87	3	2	62,22
C->I*	13-II	a (0-3)	3	0	2	1	1	1	2	1	1	3	1	0	2	2	0	1	0	3	3	2	3	3	0	2	1	1	0	3	3	3	1,93	1,31	1,60	3	1	53,33
		b (0-3)	1	2	3	1	2	3	3	3	3	3	2	2	2	2	3	2	3	3	2	3	3	3	3	2	3	2	3	3	3	3	2,79	2,31	2,53	3	3	84,44
		c (0-3)	1	1	3	3	3	3	3	3	3	3	2	2	2	3	2	3	3	3	2	3	0	3	3	3	3	3	2	3	3	3	2,64	2,50	2,57	3	3	85,56
C->I	14	(0-3)	0	1	2	1	2	2	3	2	2	2	2	0	2	2	2	3	1	1	2	1	2	1	3	2	2	1	2	1	0	0	1,36	1,75	1,57	3	2	52,22
TO	15	(0-3)	2	2	2	1	2	3	3	1	1	0	2	0	1	2	3	2	1	3	1	2	2	0	1	2	1	1	1	1	3	0	1,36	1,69	1,53	3	2	51,11

Notes - explanations of column titles

method	purpose to be found out
-	PD = power distance, UA = uncertainty avoidance, C-I = collectivism-individualism, F-M = femininity-masculinity, TO = time orientation
avg	overall sample average (mean)
avg-f	female average
avg-m	male average
med	median of all values
max	maximum possible value
% max./avg	percentage value: the expression of ratio of sample average and maximum possible value (the value signs tendency towards one of the poles of cultural dimension)

$$\% \text{ avg } (val) = \frac{\text{avg } (val)}{\text{max } (val)} * 100$$

CZECH ORGANIZATIONAL BEHAVIOR

method	question	Females											Males											AVGm	AVGf	AVG	med	max	%		
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22								
PD	1	(0-3)	2	2	2	2	2	1	1	2	2	1	1	0	1	2	1	3	1	1	2	2	1	1,36	1,64	1,50	1	3	50,00		
PD	2-I	(0-3)	2	2	2	1	1	1	1	2	1	1	0	1	2	1	2	2	2	2	1	1	2	1,64	1,27	1,45	1,5	3	48,48		
PD*	2-II	(0-3)	3	2	2	2	2	2	3	2	2	2	2	2	3	2	2	3	3	2	3	2	3	2,45	2,18	2,32	2	3	77,27		
PD	3	(0-3)	2	2	1	1	1	1	2	3	3	2	2	2	2	2	3	3	2	2	2	1	2	3	2,18	1,82	2,00	2	3	66,67	
PD	4-I	(0-3)	2	0	1	2	1	1	1	1	0	1	1	1	1	1	3	1	1	0	1	1	1	1,09	1,00	1,05	1	3	34,85		
PD*	4-II	(0-3)	3	3	2	2	2	2	1	2	3	2	2	0	2	2	2	2	2	2	3	2	1	3	1,91	2,18	2,05	2	3	68,18	
UA	5	(0-3)	2	1	0	1	2	1	1	3	1	2	1	2	2	2	1	3	2	1	3	1	1	1	1,64	1,36	1,50	1	3	50,00	
F->M, UA	6	(0-5)	a,c	all	a,b	a,b	a,b,c,a,b	a,b,c,a,b,c,a,b,c,a,b	a,b,c,a,b	a,b,c,a,b	a,b,c,a,b	a,b,c,a,b	2c	a,c	a,b,c,a,b,c,a,b,c,a,d	a,b,c,a,c	a,c,d,b	a,b,c	-	-	-	-	-	-	-	-	-	-	-	-	
UA	7-I	a (0-3)	2	2	1	1	3	2	1	1	2	2	2	2	1	2	2	1	2	1	1	2	2	1	1,45	1,73	1,59	2	3	53,03	
		b (0-3)	2	1	2	2	1	1	2	2	1	1	1	1	2	1	1	2	1	2	2	1	2	1	1,45	1,45	1,45	1	3	48,48	
UA*	7-II	a (0-3)	2	1	1	1	3	2	1	0	2	1	1	1	1	0	1	3	1	2	0	1	1	2	1,27	1,36	1,32	1	3	43,94	
		b (0-3)	2	2	3	1	1	1	2	2	1	1	2	2	2	2	3	2	3	2	3	1	2	2	2,18	1,64	1,91	2	3	63,64	
UA, TO	8	(0-3)	1	2	1	2	2	1	1	2	1	2	1	2	2	2	2	3	2	2	3	2	2	2	2,18	1,45	1,82	2	3	60,61	
F->M	9	(0-3)	1	1	2	1	2	0	2	1	2	2	1	2	2	2	1	1	2	2	1	1	0	1	1,36	1,36	1,36	1	3	45,45	
F->M	10	(0-3)	1	2	1	1	2	1	1	1	1	2	1	3	1	1	1	3	2	2	2	0	1	0	1,45	1,27	1,36	1	3	45,45	
C->I	11-I	a (0-3)	1	2	0	0	2	1	2	0	1	1	1	1	0	2	2	0	1	0	0	2	0	1	2	0,91	1,00	0,95	1	3	31,82
		b (0-3)	1	1	0	1	2	2	2	2	1	1	1	1	1	2	2	0	1	1	0	2	1	1	2	1,18	1,27	1,23	1	3	40,91
C->I*	11-II	a (0-3)	1	2	0	0	2	1	2	1	1	1	2	0	1	2	0	1	1	0	1	1	1	0	0,73	1,18	0,95	1	3	31,82	
		b (0-3)	1	1	0	0	2	1	2	3	1	1	2	0	1	2	0	1	2	0	2	1	1	2	1,09	1,27	1,18	1	3	39,39	
C->I	12	a (0-2)	0	0	1	1	1	1	1	1	1	0	1	0	1	1	1	1	1	1	0	1	1	1	0,91	0,64	0,77	1	2	38,64	
		b (0-2)	2	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2,00	1,91	1,95	2	2	97,73	
		c (0-2)	2	2	2	2	1	1	2	2	2	1	2	2	1	2	1	2	1	1	2	1	2	2	1,55	1,73	1,64	2	2	81,82	
		d (0-2)	1	0	1	1	1	1	2	1	1	1	1	0	1	2	2	1	0	2	1	1	2	2	1,27	1,00	1,14	1	2	56,82	
C->I	13-I	a (0-3)	1	3	3	2	1	2	3	2	1	2	2	1	1	2	0	1	2	3	3	2	3	1	1,73	2,00	1,86	2	3	62,12	
		b (0-3)	2	1	2	1	2	2	1	3	1	2	2	1	2	1	1	2	1	2	1	1	3	2	1,55	1,73	1,64	2	3	54,55	
		c (0-3)	3	1	2	1	2	1	0	1	2	1	2	3	1	1	1	2	1	1	2	2	3	2	1,73	1,45	1,59	1,5	3	53,03	
C->I*	13-II	a (0-3)	0	0	1	1	1	1	2	1	1	1	1	2	1	0	1	2	0	1	3	2	1	3	1	1,36	1,00	1,18	1	3	39,39
		b (0-3)	3	3	3	3	3	3	3	3	3	3	2	3	1	3	3	3	3	2	3	3	3	3	3	2,73	2,91	2,82	3	3	93,94
		c (0-3)	3	2	3	3	3	2	3	3	3	3	3	3	3	3	3	2	3	2	3	3	3	3	3	2,82	2,82	2,82	3	3	93,94
C->I	14	(0-3)	2	2	1	2	2	1	2	2	2	1	1	2	2	2	2	3	2	1	1	2	2	2	3	2,00	1,64	1,82	2	3	60,61
TO	15	(0-3)	3	2	3	2	2	2	3	3	0	3	2	0	1	2	2	1	2	2	2	3	1	2	1,64	2,27	1,95	2	3	65,15	

Notes - explanations of column titles

method cultural dimension to be found out

- PD = power distance, UA = uncertainty avoidance, C-I = collectivism-individualism, F-M = femininity-masculinity, TO = time orientation

avg overall sample average (mean)

avg-f female average

avg-m male average

med median of all values

max maximum possible value

% max./avg percentage value: the expression of ratio of sample average and maximum possible value (the value signs tendency towards one of the poles of cultural dimension)

$$\% \text{ avg} (val) = \frac{\text{avg} (val)}{\text{max} (val)} * 100$$

RUSSIAN CONSUMER BEHAVIOR

Method	Question	Females																Males																Unidentified																průmě	avg-f	avg-m	med	max	maximum means:	% max.
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30																									
Bargain - Price	1	3	1	4	4	3	2	2	2	4	2	3	3	3	2	1	4	4	3	4	4	3	1	3	2	3	2,90	2,63	3,21	3	4	Discount Hunter (0)	72,50																							
Price Sensitviness	2 a	0	0	0	1	0	0	1	0	1	0	1	1	0	1	1	0	0	1	0	1	1	0	1	0	1	0,53	0,50	0,57	1	1	Stock hunter	53,33																							
Price Sensitviness	b	1	1	1	0	1	1	0	1	1	0	1	1	0	0	1	0	1	0	0	1	0	1	0	0	0	1	0	0,47	0,63	0,29	0	1	Hesitant, careful about price	46,67																					
Quality apprec.	c	1	1	1	1	1	1	0	0	0	1	1	0	1	1	1	1	1	1	0	1	1	1	1	1	1	1	0,83	0,75	0,93	1	1	Known Quality appreciating	83,33																						
Status, price insensitviness	d	0	0	1	0	0	0	1	0	0	1	0	0	1	0	0	0	1	0	0	1	1	0	0	1	0	1	0,40	0,25	0,57	0	1	High Price-standard	40,00																						
Price Sensitviness	e	0	1	1	1	0	1	1	1	1	1	0	1	1	0	0	1	1	0	0	0	1	1	0	0	0	0	0,47	0,69	0,21	1	1	Low price as crucial role	46,67																						
Status+, pers.approach	3 a	2	1	2	2	1	3	2	1	0	2	2	1	3	3	2	2	3	3	2	2	1	3	2	2	1	2	1	3	3	2,00	1,81	2,21	2	3	Brand shopper	66,67																			
Personal approach	b	2	2	2	3	3	2	2	3	3	2	2	2	1	3	2	2	3	1	3	2	2	1	3	1	2	2	3	2,17	2,31	2,00	2	3	Retailer	72,22																					
Anonymous, price-sense	c	1	1	0	1	1	3	0	1	1	0	2	2	2	0	2	2	1	0	3	2	2	1	1	1	3	2	3	1	1	0	1,30	1,13	1,50	1	3	Supermarket	43,33																		
Progress	d	0	0	0	3	0	0	0	0	1	0	2	1	0	0	1	3	3	1	0	2	1	0	0	0	2	1	1	2	1	2	0,90	0,69	1,14	0	3	Internet	30,00																		
Price-sensitviness	e	0	0	0	1	0	1	0	1	2	0	0	1	0	1	2	1	0	1	0	2	1	1	1	0	1	1	1	0	0,67	0,63	0,71	1	3	Marketplace	22,22																				
Status-, price, C-I	f	0	0	0	3	1	1	0	2	0	0	2	0	0	0	1	0	0	0	0	2	0	0	1	0	0	1	1	0	1	0,53	0,63	0,43	0	3	Second Hand	17,78																			
Influence of adverts	4-I	1	1	1	1	0	0	1	1	0	0	1	0	1	2	1	2	0	1	1	0	0	2	0	0	0	1	0	2	0,67	0,75	0,57	1	2	Max Influence of ads	33,33																				
Acceptance of ads	4-II a	0	0	2	1	0	0	1	1	3	1	2	1	3	1	1	1	0	0	0	1	2	1	0	0	0	1	0	0	3	1	0,90	1,13	0,64	1	3	Prefer. for domestic artists	30,00																		
Influence of adverts	b	0	0	0	2	0	0	2	0	0	0	0	0	0	0	0	0	2	1	0	0	0	0	0	0	0	0	1	1	1	0,33	0,25	0,43	0	3	Prefer. of internet adverts	11,11																			
Influence of adverts	c	1	0	1	3	2	1	2	0	1	2	0	0	1	0	0	3	3	1	1	0	2	0	1	1	0	0	1	1	1	1,10	1,25	0,93	1	3	Prefer. of printed adverts	36,67																			
Influence of adverts	d	1	1	0	3	0	0	2	2	1	0	0	2	2	1	1	2	0	2	1	0	0	2	0	1	2	1	1	2	1	1,07	1,13	1,00	1	3	Packaging importance	35,56																			
Acceptance of ads	e	2	0	3	0	3	3	0	3	0	3	2	0	0	3	1	0	0	3	0	1	2	0	3	0	2	0	1	1	1	3	2	1,40	1,44	1,36	1	3	Max means conservatism	46,67																	
Acceptance of ads	f	1	2	3	1	3	3	1	2	3	3	1	2	3	1	1	3	0	0	3	1	2	2	0	2	1	3	3	2	3	1,93	2,06	1,79	2	3	Avoidance of promoters	64,44																			
surface-deep (C-I)	5	2	3	1	1	3	3	2	1	1	3	3	0	3	3	2	3	3	3	2	3	3	2	3	2	2	0	1	3	2,20	2,13	2,29	3	3	Preference of tech.to outlook	73,33																				
Foreign x domestic p.	6 a	1	1	0	0	0	1	0	0	0	0	0	2	1	0	0	2	2	0	0	2	0	0	0	1	0	0	0	0,47	0,50	0,43	0	2	Preference of for.dairy.prod.	23,33																					
Foreign x domestic p.	b	2	2	0	1	2	2	2	2	0	2	2	2	1	2	2	2	2	1	1	2	1	1	2	2	2	1	2	2	1,60	1,63	1,57	2	2	Preference of foreign drinks	80,00																				
Foreign x domestic p.	c	2	2	2	2	2	2	2	2	1	1	1	2	2	2	2	2	2	1	1	2	1	2	2	2	2	2	2	2	1,80	1,81	1,79	2	2	Preference of for.clothing	90,00																				
Importance of foreign prod.	7 a	1	1	1	2	3	3	0	3	2	3	3	2	3	3	2	0	0	2	2	3	1	2	1	2	1	3	0	2	1,83	2,00	1,64	2	3	Importance of for. origin	61,11																				
...campaign	b	2	1	0	2	1	2	1	2	2	0	2	2	3	2	0	1	0	3	2	2	1	2	1	1	2	2	1	2	3	1,60	1,44	1,79	2	3	Importance of for. prestige	53,33																			
_____II_____	c	3	2	3	3	3	3	3	2	3	2	3	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	2,90	2,81	3,00	3	3	Importance of qual/reliance	96,67																				
_____II_____	d	0	3	1	3	3	2	2	1	1	2	0	1	2	0	1	2	2	0	2	1	2	2	2	2	2	1	1	3	1,67	1,63	1,71	2	3	Importance of services	55,56																				
_____II_____	e	3	3	2	3	3	1	3	3	2	2	1	2	3	2	2	3	0	3	2	3	2	2	2	1	2	2	3	3	2	2,23	2,38	2,07	2	3	Importance of attractiveness	74,44																			
Product quality	8 a	2	2	1	3	3	3	2	2	1	1	3	2	3	1	1	2	0	3	3	2	1	2	2	2	1	3	2	2	2	1,97	2,00	1,93	2	3	Reputation max importance	65,56																			
Information-origin	b	1	1	1	2	1	2	2	3	2	1	2	2	3	3	1	2	0	2	3	3	1	3	1	1	1	1	2	0	3	1,70	1,81	1,57	2	3	Importance of origin (d x f)	56,67																			
Domestic-support	c	0	0	2	1	0	1	1	1	3	2	1	0	1	1	1	2	0	2	2	0	0	3	1	0	1	2	1	2	1	1,10	1,06	1,14	1	3	Sense of domestic morality	36,67																			
Feminity, status	d	0	0	0	3	1	2	1	2	1	0	0	1	3	0	1	3	1	1	1	0	0	2	3	0	0	1	1	1	3	1,10	1,13	1,07	1	3	Importance, trust of ecology	36,67																			
Feminity, status	e	0	0	2	3	0	2	1	1	1	0	0	1	3	0	1	1	1	0	0	1	1	2	3	0	1	1	2	1	0	0,97	1,00	0,93	1	3	Importance, trust of charity	32,22																			
Domestic distrust	f	2	3	3	3	3	2	2	1	0	1	2	3	1	1	1	1	3	2	1	3	1	1	1	2	2	1	3	2	3	1,90	1,88	1,93	2	3	Distrust towards domest.prod.	63,33																			
Acceptance of n x loyalty	g	1	3	0	1	1	0	1	1	1	3	1	0	1	0	1	2	2	0	1	1	3	2	1	1	1	1	2	3	2	1,27	1,06	1,50	1	3	Willingness to change (f.p.)	42,22																			

Notes - explanations of column titles

method	purpose to be found out
avg	overall sample average (mean)
avg-f	female average
avg-m	male average
med	median of all values
max	maximum possible value
maximum means	word explanation what maximum possible value means
% max./avg	percentage value: the expression of ratio of sample average and maxium possible value (the values signs tendency towards one of the poles of dimension)

$$\%avg(val) = \frac{avg(val)}{\max(val)} * 100$$

CZECH CONSUMER BEHAVIOR

Method	Question	Females											Males											avg	avg-f	avg-m	med	max	maximum means:	% max./avg
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22							
Bargain - Price	1	0	3	1	2	3	2	2	2	1	2	1	3	2	3	0	2	2	3	0	2	3	2	1,86	1,73	2,00	2	4	Discount Hunter (0)	46,59
Price Sensitviness	2 a	1	1	1	1	0	1	1	1	0	1	1	1	0	1	1	0	1	1	1	0	0	0	0,68	0,82	0,55	1	1	Stock hunter	68,18
Price Sensitivness	b	1	1	1	1	1	1	1	1	1	1	1	1	0	1	1	1	1	1	1	1	0	1	0,91	1,00	0,82	1	1	Hesitant, careful about price	90,91
Quality apprec.	c	1	1	1	1	0	0	1	1	1	0	1	1	1	1	0	1	0	0	0	1	1	1	0,68	0,73	0,64	1	1	Known Quality appreciating	68,18
Status, price insensitivness	d	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0,05	0,09	0,00	0	1	High Price-standard	4,55
Price Sensitivness	e	0	0	0	0	0	1	1	0	1	0	0	0	0	1	1	0	1	0	1	0	0	0	0,32	0,27	0,36	0	1	Low price as crucial role	31,82
Status+, pers.approach	3 a	3	1	1	1	2	2	2	1	2	2	1	2	1	3	1	2	2	1	0	2	3	1	1,64	1,64	1,64	2	3	Brand shop	54,55
Personal approach	b	2	1	1	0	2	2	2	2	0	2	2	2	1	1	1	2	0	1	1	1	3	0	1,32	1,45	1,18	1	3	Retailer	43,94
Anonymous, price-sense	c	1	2	2	1	1	1	1	0	0	2	2	1	1	1	2	0	0	2	2	0	3	2	1,23	1,18	1,27	1	3	Supermarket	40,91
Progress	d	0	2	0	1	1	0	1	1	0	1	1	3	2	1	1	2	2	3	0	0	3	2	1,23	0,73	1,73	1	3	Internet	40,91
Price-sensitivness	e	0	1	0	0	0	1	0	0	0	0	0	0	1	0	1	0	0	0	2	0	1	0	0,32	0,18	0,45	0	3	Marketplace	10,61
Status-, price, C-I	f	0	1	0	3	0	0	0	1	1	3	0	0	0	0	1	1	0	0	1	0	1	0	0,59	0,82	0,36	0	3	Second Hand	19,70
Influence of adverts	4-I	1	0	1	0	1	1	0	1	0	0	0	2	1	0	1	2	1	0	0	0	0	0	0,55	0,45	0,64	0	2	Max Influence of ads	27,27
Acceptance of ads	4-II a	0	3	0	2	1	2	1	1	1	1	1	0	1	0	0	0	2	0	1	0	1	1	0,86	1,18	0,55	1	3	Prefer. for domestic artists	28,79
Influence of adverts	b	1	0	0	0	0	0	1	0	0	1	0	0	0	0	1	1	0	0	0	1	0	1	0,32	0,27	0,36	0	3	Prefer. of internet adverts	10,61
Influence of adverts	c	1	0	2	1	1	1	1	2	2	2	0	2	1	1	0	2	1	0	0	2	1	0	1,05	1,18	0,91	1	3	Prefer, of printed adverts	34,85
Influence of adverts	d	2	0	2	1	2	1	2	2	1	1	1	2	1	2	1	1	1	1	1	2	2	2	1,41	1,36	1,45	1	3	Packaging importance	46,97
Acceptance of ads	e	2	0	0	1	2	1	0	1	0	1	3	2	0	1	2	0	0	0	0	1	0	0	0,77	1,00	0,55	1	3	Max means conservatism	25,76
Acceptance of ads	f	3	3	2	3	3	3	3	3	2	3	3	3	3	3	2	3	3	3	2	3	3	1	2,73	2,82	2,64	3	3	Avoidance of promoteurs	90,91
surface-deep (C-I)	5	3	3	2	2	2	2	2	2	2	2	2	2	3	2	2	2	2	2	3	2	2	2	2,18	2,18	2,18	2	3	Preference of tech.to oulook	72,73
Foreign x domestic p.	6 a	0	0	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0	0	1	1	1	0	0,23	0,09	0,36	0	2	Preference of for.dairy.prod.	11,36
Foreign x domestic p.	b	1	0	0	2	1	1	2	2	0	2	2	2	1	0	0	1	2	2	1	2	1	0	1,14	1,18	1,09	1	2	Preference of foreign drinks	56,82
Foreign x domestic p.	c	1	0	0	1	0	1	1	0	1	1	2	2	1	1	0	1	1	1	2	2	1	1	0,95	0,73	1,18	1	2	Preference of for.clothing	47,73
Importance of foreign prod.	7 a	1	1	0	2	3	0	1	2	0	1	2	0	1	0	1	0	0	0	1	2	2	1	0,95	1,18	0,73	1	2	Importance of for. origin	47,73
...campaign	b	0	0	0	2	2	0	1	1	0	2	1	2	1	1	1	3	2	1	0	3	2	1	1,18	0,82	1,55	1	3	Importance of for. prestige	39,39
II	c	3	3	3	3	3	1	3	3	3	3	3	3	3	2	3	3	3	3	2	3	3	3	2,82	2,82	2,82	3	3	Importance of qual/reliance	93,94
II	d	2	2	2	2	1	1	2	2	2	2	2	2	2	2	2	2	1	3	0	1	2	1	1,73	1,82	1,64	2	3	Importance of services	57,58
II	e	2	1	0	1	2	3	3	1	2	2	3	2	2	2	1	2	2	1	1	3	2	1	1,77	1,82	1,73	2	3	Importance of attractiveness	59,09
Product quality	8 a	1	3	2	2	2	1	2	1	2	1	2	3	2	2	1	2	2	2	1	2	2	2	1,82	1,73	1,91	2	3	Reputation max importance	60,61
Information-origin	b	2	1	1	2	3	1	1	3	0	1	1	1	1	1	3	0	1	0	0	1	1	1	1,18	1,45	0,91	1	3	Importance of origin (d x f)	39,39
Domestic-support	c	0	2	3	2	1	1	2	3	3	2	3	3	2	3	3	2	3	1	2	3	0	3	2,14	2,00	2,27	2	3	Sense of domestic morality	71,21
Feminity, status	d	2	1	1	1	2	1	1	1	1	1	1	0	2	1	1	1	1	1	0	2	0	1	1,05	1,18	0,91	1	3	Importance, trust of ecology	34,85
Feminity, status	e	0	2	2	2	0	1	0	0	1	1	0	0	1	0	0	1	1	1	0	1	0	1	0,68	0,82	0,55	1	3	Importance, trust of charity	22,73
Dometic distrust	f	1	2	1	1	1	1	1	0	0	0	0	0	1	0	0	1	0	1	0	1	1	3	0,73	0,73	0,73	1	3	Distrust towards domest.prod.	24,24
Acceptance of n x loyalty	g	2	1	1	1	1	2	2	3	3	1	2	0	1	0	3	2	2	2	3	1	1	1	1,59	1,73	1,45	2	3	Willingness to change (f.p.)	53,03

Notes - explanations of column titles

method	purpose to be found out
avg	overall sample average (mean)
avg-f	female average
avg-m	male average
med	median of all values
max	maximum possible value
maximum means	word explanation what maximum possible value means
% max./avg	percentage value: the expression of ratio of sample average and maxium possible value (the values signs tendency towards one of the poles of dimension)

$$\% avg(val) = \frac{avg(val)}{\max(val)} * 100$$