

THEORY AND PRACTICE/ FIGHTING THE RECIPE COOKBOOKS¹

Dušan PAVLŮ

ABSTRACT:

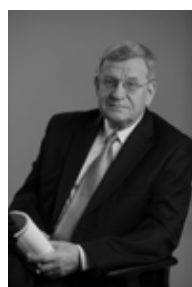
In the global world, new paradigms of social development are constantly established. Universities are at an intersection of two interests in the bachelor's degrees of education: the students are demanding more practical experience, but the educators condition the acquisition of practical skills also by a necessary level of understanding the phenomena through the necessary amount of theoretical knowledge of the domain. This paper points to this conflict of interest against the background of some of the global researches that unequivocally point to a higher theoretical education of staff, which allows implementing hands-on activities with a high degree of efficiency. It indicates a variety of approaches and views of the managerial and marketing theory today commenting on current phenomena in social development and at the same time presenting the writer's thought on possible directions of university study orientation in the field: marketing communications.

KEY WORDS:

globalisation, marketing communication, bachelor-degree studies, practical requirements

Global world and global phenomena with a local impact

The 21st century is a world of dynamic and permanent changes in all areas of human life. It is evident that the public is involved in these changes not only in the role of those who are influenced by the global forces, but also plays the role of creators of these changes. There are much fewer creators of the new trends than the active executors. However, their role is very responsible because they are the trendsetters – determinants of trends, new forms of consumption, fashion, leisure activities, and creators of new lifestyles. What are these creators today and what will they have to be tomorrow? What basic strategies in their works and responses to them will be necessary to apply? Every marketing manager in company communications needs to know these underlying global thoughts and find possible forms of their applications in their own marketing communication activity, as only then his/her corporate communication shall be competitive and ready to face the challenges of our era.



prof. PhDr. Dušan Pavlů, CSc.
děkan FSS, VSFS
Estonská 500
101 00 Praha 10
Czech Republic
dusan.pavlu@vsfs.cz

V současné době děkan Fakulty sociálních studií Vysoké školy finanční a správní v Praze, je aktivně činný v oblasti marketingových komunikací od absolvování Fakulty sociálních věd a publicistiky Univerzity Karlovy v Praze v roce 1971. Již jako studentská pomocná vědecká síla a později asistent na Fakultě žurnalistiky UK inicioval přípravu založení specializace propagace, která byla poprvé otevřena v roce 1972 a až do jejího zrušení v roce 1990 vychovala několik set absolventů oboru propagace. D. Pavlů byl jmenován docentem v roce pro obor teorie žurnalistiky v roce 1982 na FŽ UK, habilitoval v oboru management a ekonomika v roce 2006 na UTB ve Zlíně, kandidátem filozofických věd se stal v r. 1981 a doktorát filozofie složil na FŽ UK v r. 1973. Inaugurační řízení na Univerzitě Konstantina Filozofa v Nitře ve vědním oboru 3.2.3 Masmediální studia úspěšně absolvoval v roce 2010. Od počátku své vysokoškolské pedagogické dráhy trvale a systematicky publikuje, je autorem či spoluautorem 7 monografií s tematikou marketingové komunikace, veletrhů a výstav, napsal přes 100 původních vědeckých statí pro domácí i zahraniční odborný tisk, vystupuje na tuzemských a zahraničních odborných konferencích, publikuje ve sbornících, je často žádán o odborná stanoviska k různým otázkám marketingové komunikace pro odborná periodika. Je oficiálním akreditovaným auditorem veletržních dat s garancí UFI Paříž. Je členem profesních asociací a organizací, které jej za jeho odborný publikační a vědecký přínos vícekrát ocenily.

¹ Prepared with the support from Internal Grant Agency of VSFS, o.p.s.

In April 2011, *Moderní řízení* (magazine)² quotes Harvard Business Review, where some responses to trends were typified in four steps. It is first necessary to identify those trends that are important – so those that can substantially affect the business world. The question is how to identify them objectively? It is necessary to examine whether:

They allow the domino effect – i.e. affect the consumer lives in more areas (e.g. the Internet affects education, information, social networking, etc.).

What is the impact – we explore the depth of changes that it evokes, the intensity of expectations entailed in the new trend.

Duration – how dominant in a longer period these changes will be.

Two independent consumer surveys allow more precise definition of public reaction to the trends: one of them monitors the important objectives, assumptions and expectations that appear among consumers, while the second one examines the attitudes and purchasing behaviour of consumers to the company products.

It is necessary to compare the results of surveys mutually and also with any other relevant information inputs, particularly with the customer experiences.

The last step is to identify the possible strategies to harmonize the new trends in the attitudes and behaviour of consumers with business plans in the spirit of these trends.

The strategies, which come in account in integrating the trends into the marketing behaviour of the business entity, are then subsequently oriented into three levels:

It is possible to incorporate the trend aspects in the current offer and thus to reinforce it. It is therefore a significant upgrading of the existing production, in which the product retains its existing positive characteristics, but adds some new thanks to the trend approach.

Connect the aspects of the trend with the features of the traditional product and come up with an offer that goes beyond it and creates a completely new product, with a new utility value, providing also a new emotional experience from the consumption.

Face the negatively perceived aspects of the trend in that the company develops products and services that will highlight their characteristic positive values. Can be used if the current product contains negative connotations in the minds of consumers – for example, a certain degree of passivity (computer games), etc.

At the same time the authors point to three major errors in the adoption of trends. Trends that arise outside the product portfolio, which the company supplies to the market, can be ignored. Managers do not think in this case in contexts broad enough, which would enable them to find new creative solutions even for the existing products in conjunction with the new trends. It is possible to respond superficially to the trends, without a deeper reflection on the utility value, product features, without the knowledge of real needs, satisfaction by the product expected by the target groups: it is e.g. just a solution of a trendy design without increasing the quality and scope of functions of the product. Hesitant managers are waiting with their response to the trends for too long and their market share will be taken by someone else.

It is therefore evident that development of the global world and trends that will determine its complexion, will have the character of phenomena with great dynamics, a significant socio-economic impact on the lives of individuals and large social groups, with formative influences in the value system, cultural values, ethics, responsibility and in many other areas, if we consider the outer and inner world of man in an appropriate system and richness of a human life.

Many research agencies are trying to predict future developments, looking for the major production and consumption trends, and trends that will be crucial in the further development of human society. The synthesis of findings will then provide an insight into the near or distant future, the future of Europe, the USA, and the entire world. The knowledge of trends is essential for the preparation of orientation of the production, trade, public administration, non-profit sector and in term of the addressed problems of education of marketers also for the tertiary education of communication professionals. Already in the last year, the Mintel research agency³ typified

² Ofek E., Wathie L.: Are You Ignoring Trends That Could Shake Up Your Business?, July–August 2010, p. 125-131, in: *Moderní řízení*, April 2011, *ECONOMIA* ISSN 0026-8720, p. 22-25: Don't you ignore trends?

³ www.mintel.com press release 10/2010, Mintel reveals Consumer Trends 2011 / downloaded 03/02/2011

9 basic consumer trends for 2011. Massive emergence of virtual shopping in comparison with the classical way of buying in the form of a real contact of consumers with the merchants does in no case purport in favour of the online shopping:

The retail business successfully competes with the online shopping system, especially through the more intense development of the sales support activities - introduces discount campaigns more frequently: 47% buy clothes only in discounts or promotions, and 35% of consumers are actively influenced in the POS selection by the information about special offers or discounts. The consumers welcome the advisory services at the point of sale, presentations in the sales premises, and the agency Mintel even interpreted data so that the consumers see the uniqueness and specificity of the sales area as the key aspects of decision making, because it draws them into the real life, unlike the virtual shopping experience.

The consumers will demand even more specific information from the brand communication products – one would almost want to say that they will require a bigger and more detailed set of information about their real world: where they are, how they can navigate there, as far as the location of the shop. At the same time, the demand for new information products is still not fully satisfied - in the years 2008-2010 in USA, the sales of smart phones grew by 82%; in GB, 28% of the consumers own smart phones.

The crisis situation at the end of the decade led to some consumers reassessing their own economy systems: the trend is seen as a rise in the consumers' own financial reserves – 43% of the British put this task as a priority in their economy

Due to the fact that companies are increasingly focusing on the knowledge-based economy, the view of the changing value of education undoubtedly has a positive trend – an adequate education and skills are seen as a precious value while the consumers will appreciate more the return on investment in the higher education, and also the confidence in the alternative educational channels will increase. Companies will increasingly invest more in the corporate training and education than to the other benefits.

More than ever before, the position of women in the society is changing. Women earn more, and women play new roles in business. It turns out that in 2011 the age will not be one of the important indicators, but the current lifestyle will be substantially more. To a greater extent, men are involved in running a household (2008–27% of men in the USA participated in the household chores, 2010 – 32%). For marketing communication of product brands for home it is quite a clear challenge to change the marketing strategy and content and forms of reasoning. A change in the target group for a wide range of products and services for home can be observed. In GB, more women than men actively seek offers of financial products. The researchers note that the process of masculinisation of women will start – i.e. so far the typical patterns of male behaviour to the female consumer orientation – this implies the need for changes in the policy communication strategies of big brands (such as offers of cars, services, etc.).

Statuses and roles of seniors are changing. The average age is rising and the change has a particularly significant feature in the fact that the pensioner generation in the developed economies is being systematically shaped towards active experiencing of leisure and entertainment. They have thus different needs and it is therefore a challenge for the sphere of service offerings to offer new services that will be able to satisfy this demand. The analysis shows that in 2014, Americans over 65 will represent 20% of the population. In GB, 77% of the respondents over 55 years plan to continue working after attaining the retirement age, to enjoy the benefits of higher living standards. For production, trade and marketing communications, it is possible to deduce a categorical demand to analyze these new needs and orient the products and their communication of experiences, beauty, health, energy, vitality, and a full life in the old age – services, food, drinks, and accessories.

Fighting obesity is another global trend – in Britain, nearly a quarter of women wear sizes 46 and above, a third of men size XL and larger, over 30% of British children are overweight, and 34% of U.S. citizens are obese. It is thus evident that the products and communications will focus on a broader range of products for a healthier lifestyle, lower caloric values, healthy nutrition products, cosmetics, which help to correct some of the symptoms of obesity, especially in connection with the quality of skin, etc.

In case of urban residents, the return to an active life in the nature and the activities associated with gardening are gaining an increasing value. The research has documented that in the USA, 26% of the Internet users purchased seeds, 19% fertilizers for flowers and vegetables, and 27% are engaged in growing vegetables.

In GB, 20% of consumers grow their own fruit and vegetables; in USA, 40% of owners of gardens state that it is important to grow fresh produce for their own kitchen. This document thus the potential of an offer for agrotourism, working holidays on farms, and garden activities in the leisure time.

The life of the public will be clearly even more hit by the digital world: the automated technologies will even more replace humans in various areas: self-checkout, automated processes in hospitals, libraries, pharmacies, and homes, will become more faithful companions on the way through the human life.

If we went beyond the world of hard business, we would find e.g. a large number of options for very intense challenges for social marketing communications e.g. in the realm of the UN ambitions, which announced in 2000 their strong will for fulfilling the Millennium Development Goals around the world by 2015 - Millennium Development Goals⁴:

- Eradicating extreme poverty and hunger
- Achieving universal primary education
- Promotion of gender equality and giving women more power
- Reducing child mortality
- Improvement of maternal health
- Systematic fight against HIV, malaria and other diseases
- Ensuring a continued environmental sustainability
- Developing a global partnership for development

In the global dimensions of the world it is then evident that the stated general human challenges have also a persuasive aspect in addition to its solution merits, that is acquire public opinion for the given trends through broad-based campaigns in the style of integrated marketing social communications, to obtain a general civil consent and, what is even more important, to get active collaborators, sponsors, donors, and patrons.

The research of Pricewaterhouse Coopers⁵ of April 2011 strongly affirmed that the sufficient number of qualified professionals will be a very important question for future prosperity, as clearly illustrated by the chart with five most important reasons that lead to the concerns of CEOs of the major Czech companies. It is clear that the lack of talented professionals will be the most important reason for a sharp competitive struggle among Czech entrepreneurs, and this particular area will be a place of conflicts of various companies in an effort to recruit the most qualified specialists for their business. They will face the difficult task of finding the right answers to the challenges from consumers – these will continue to be sensitive to the goods price - value ratio, which, as stated by more than 80% of respondents, will lead to changes in the corporate strategies.

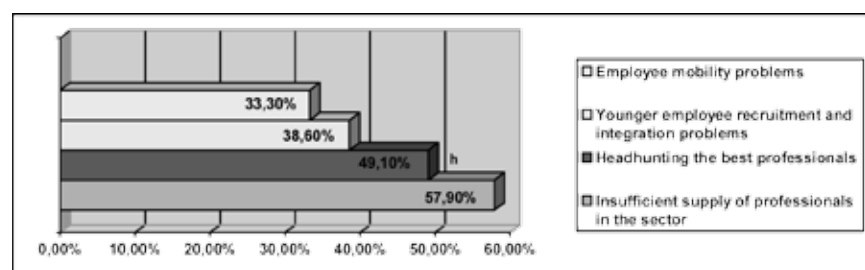


Chart 1: The most significant risks in the human resources, which may affect the development of the Czech companies in the next three years
Source: the quoted report PWC

4 Declaration of MDG – UN General Assembly document from September 6 to 8, 2010, in: www.OSN.cz, downloaded 2011-06-12
5 From crisis to fight – Final Report from the research of ideas of 70 CEOs of major companies in CR. Prague: Pricewaterhouse Coopers in April 2011, on: www.pwc.cz, downloaded 5.6.2011

In the EUROPE 2020 strategy⁶, the European Union has set five key objectives for all EU countries, which should ensure a dynamic development of Europe and an economic growth. The individual countries incarnate these global targets into their own forecasts and implementing goals with taking into account the different possibilities and conditions of the individual countries: to increase the employment to 75% in the age group 20-64 years, to invest 3% of the EU GDP from the public and private resources in research, development and innovation, to reduce greenhouse gas emissions by 20% compared with 1990, to increase the share of energy from renewable sources to 20%, to increase energy efficiency by 20%, to reach at least 40% of university educated people in the age group 30-34 years, to reduce drop out of studies under 10%, to reduce by at least 20 million the number of people who live in poverty and social exclusion or on the verge of poverty and are at risk of social exclusion.

A recent research by Pricewaterhouse Coopers⁷ highlights the fact that the global spending on media and entertainment will grow in years 2011-2015 annually by 5.7%, and by 5.8% in average in the Czech Republic. The advertising expenditure should grow in the next five years in average by 5.5%, and by 4.7% in the Czech Republic; of this, Internet advertising by almost 10%. A fairly major change is expected in the higher degree of responsibility of the communication agencies for the efficiency of their work. Advertisers will require clearer information on the effectiveness of the implemented campaigns and therefore also the return on their investment. Global communications agencies are already operating in accordance with models that allow them to share the costs and risk of the campaigns with their clients.

Harvard Business Review⁸ published an account of the new profiling of the leaders for today. Leadership of the Y generation (born in the 80ties of the 20th century) is increasingly shaped by creating the conditions for innovations and attitude to the unexpected, which can be concentrated into five leadership activities:

- The new managers will enhance interoperability capabilities, and create networks based on solid and credible relationships.
- The leadership role is changing from directive control forms to the asking of demanding and urgent questions. If the current generation of baby boomers has built their positions on the experience, business knowledge, visions, decisiveness and ability to give orders, then the Y generation places skills, wisdom and intelligence higher that allow asking appropriate questions, identifying trends early, and formulating challenges.
- They will approach the problems comprehensively and will welcome dissenting information. These will be multi-factor approaches, assessments, evaluations and adoptions of stands.
- A major task of this leadership generation will be shaping the corporate identity – i.e. the network of connectors with a unified philosophy that respects the employees' own values and the specifics of the company.
- They will appreciate diversity, heterogeneity, diversity of views, opinions, and strategies that will allow a full understanding of the problems and optimization of the solutions.

The new requirements for management – leadership roles are similarly expressed in the study THE INNOVATOR'S DNA⁹, based on the research of opinions of 3,000 managers and 500 individual innovators. For the university issue we work on, there is an important finding that the ability to think creatively is in 1/3 determined genetically and in 2/3 can be acquired by learning. This gives the university teachers enough hope that the educational process has a significant potential available for cultivation, initiation, and motivation to new perspectives. The authors formulate the five discovery features, which are called the genetic code of innovators:

6 http://ec.europa.eu/europe2020/targets/eu-targets/index_cs.htm, downloaded 14/05/2011
7 Global Entertainment & Media Outlook 2011-2015 – Final Report from the research, available on <http://www.pwc.com/vz/tiskove-zpravy-2011/Prichazi>, downloaded 15/06/2011
8 Ericsson, T.J.: The Leaders We Need Now, Harvard Business Review, ISSN 0017-8012, May 2010, p. 63-66
9 Dyer J. H., Gregersen H.B., Christensen, C.M: The Innovator 's DNA. Harvard Business Review, ISSN 0017-8012, December 2009, p. 62-67

- ASSOCIATION – an ability to link seemingly unrelated questions, problems, and ideas from various areas of human activity. Steve Jobs, a leading innovative personality from Apple, said: “Creativity is the interconnection of matters”.
- ASKING QUESTIONS – it is important to ask the right questions: Why? Why not? What if ...
- OBSERVATIONS – it is necessary to learn to see another view of common events, free of routine.
- EXPERIMENTATION - innovators gather their own interactive experience and try to create unorthodox responses. A stay in a foreign environment, in another country, has a great importance for the development of creativity and innovative approach.
- NETWORKING – seek and test new ideas through a diverse network of interpersonal relationships: with people with different thoughts, other ideas, knowledge, and experience.

Challenges for professional training of marketers

It is therefore evident that the demands for communication specialists in the sphere of marketing communication – its commercial and non-commercial profiling – will more urgently place increasing demands on the creative and managerial positions in the industry. In the circumstances and conditions in the Czech Republic and in the wider European region, it assumes a thorough contemplation on the current state and level of education of the future communication specialists. The analyses of current trends not only in the mass media sector, but also in the specific marketing communications media sector, necessarily lead to a challenge for university teachers, who must consistently and systematically seek to answer the fundamental question of the period: does the university educate future professionals in the field of marketing communication at the level of the future challenges? Does it prepare them on the basis of the knowledge of today and tomorrow and not only with the knowledge of yesterday's sources? The fundamental question thus is: how to modify the educational efforts with the knowledge of trends to make the university graduates were leaving with bachelor's and master's degrees and having mastered the basics of such business behaviour that allows them to respond to these indisputable and objective trends in the production and how to adequately communicate the new production under the requirements of the times, new trends in the leisure time, new types of lifestyle, in influencing the public opinion, creating the image of both producers and charitable organizations, in shaping the consumer markets, public opinion oriented in support of the society-wide movements, community activities in ecology, health, care of the younger generation, etc. All these levels require highly skilled and university-educated managerial personalities, with fixed structures of cultural values, with a widely developed ability of innovative responses to external stimuli, very creatively focused, able to accept the requirements of target groups and prepare not only an adequate product and communication policy, but also start shaping these trends on the basic outline of the trend.

Without any doubts, universities will put different demands on the students and graduates of bachelor and master degree programs, but this naturally does not mean that the general requirements must necessarily be different. I guess we have presented enough generally applicable principles, approaches, and recommendations that allow applying these requirements with an appropriate consideration of the given level of academic preparation. The Higher Education Act No. 111/1998 states:¹⁰

Section 45

Bachelor's Degree Programmes

(1) Bachelor's degree programs are intended to provide the qualifications for practicing a profession as well as for continuing to study in a Master's degree program. Bachelor's degree programmes draw directly on current knowledge and methods while also including, to the degree required, theoretical knowledge.

¹⁰ The Higher Education Act No. 111/1998 –in. www.msmt.cz, p. 22

Section 46

Master's Degree programmes

Master's degree programs are intended to promote the acquisition of theoretical knowledge based on current scientific and scholarly knowledge, research and development and to lead students to apply this knowledge and develop their creative facilities; in the area of the fine arts, they are designed to provide demanding artistic training and encourage the development of the students' talents.

The Marketing Communication branch at the Faculty of Social Studies, University of Finance and Administration, is implemented more widely as theoretical studies that is to some extent combined with the development of creativity in the design of communication strategies, planning of marketing communication campaigns, etc. Thus we must urgently ask the questions like: are we teaching students with enough challenges and with emphasis put on the quality of teacher training and the quality of student performance throughout the semester? Do we prepare students for the dynamics of changes, as indicated above, or do we just petrify the current knowledge of actual reality with a tentative outlook beyond the nearest horizon? Or are we satisfied with what the less creative part of students is urgently calling for – that is do we teach in the way that we present the best communication recipes for solutions to standard situations? So how goes the battle on the topic: let us give them the recipes in a neatly bound cookbook / or let us lead the students to a challenging theoretical considerations with a creative but the original application, which can withstand the competitive communications practice? There is no doubt that we must focus the bachelor's education degree more practically, to acquire the necessary basic skills, practice habits and activities also with an organizational nature, which allows quick incorporation of graduates as executives, but even they must have a necessary comprehensive and structured knowledge base that will navigate them well in the performance of their own practical work.

Students of a Master's degree, then, as the law says, must leave the university with a clear set of theoretical knowledge to enable them to hold middle and senior management positions; of course, also with a certain level of practical skills.

Requirements and reality

Let us compare some of the views of students with the demands of practical world into which many of them will soon come:

In a study of opinions of all students in VSFS in 2009, the question “what did students miss in the education during their studies” was answered by one fourth (25.5%) that those were primarily the practical applications to the presented content, then further 12.3% reported some specific topics.¹¹ When the same researcher asked the students from the first grade of undergraduate study, what they consider the circumstances of success for the graduates from VSFS, he found the following distribution of concepts:¹²

¹¹ Zich, F. et al: Social profile of students in the 3rd year bachelor's degree study in VSFS – 2008/2009. Prague: VSFS, 2010. Research report – internal print, pp. 43

¹² Roubal, O.: Concepts of students of the first grade of undergraduate studies on the factors of success for the university graduates in practice at the FSS and FES faculties of the University of Finance and Administration in Prague.. Prague: VSFS 2011, Internal print - research report, pp.3



Chart 2 Circumstances of the success of VSFS graduates

Source: the quoted report O.Roubal

This perspective already anticipates some positive trends, which result mainly from American researches, as presented above. Besides practical skills, 1/7 of the responses emphasized the communication skills, need for a social networks and social capital, professional theoretical knowledge of the branch of study, broader social knowledge, and creativity.

The Internal Grant Agency (VSFS IGA) examined the views of directors of communications agencies on some issues, which were among other things related to the competency issues related to the performance of certain specialized agency professions.¹³ (N = 33 directors of communications agencies, 11% of the addressed sample)

Agency directors were asked the following question: “What does in your opinion define the professional success of a top expert in the field, which your agency deals with?”

SHARES OF SIGNIFICANCE OF PROFESSIONAL COMPETENCIES IN THE WORK FOR THE AGENCY	ABSOLUTELY	IN %
Creativity, ideas, improvisation, imagination	33	21.6
Contacts with people, affiliations, acquaintances	32	20.8
Actual practical experience	31	20.3
Soft skills – assertiveness, communication skills	31	20.3
Theoretical knowledge acquired in the studies	26	17.0
Other: own invention, enthusiasm	1	

Table 1 – Importance of skills for various agency professions

Source: Analysis of the size and structure of marketing communication agencies, pp. 15

The table clearly shows that a top professional must master multiple skills: the first four in the table are in equilibrium. These are creativity, social capital, practical experience, and communication skills. This is actually somewhat surprisingly a positive finding, although the theoretical knowledge gained in the studies is only fifth in the order. However, it is obvious that the parameters at the first four places are difficult to obtain without any theoretical knowledge. The experience implies that not all the professions that are necessary for the efficient operation of a communications agency require a higher education. The responses to the question of which types of professions require a primary, secondary, or university education, have confirmed this assumption:

WHAT TYPE OF EDUCATION IS REQUIRED FOR AGENCY MANAGERS – ABSOLUTELY	JUST ELEMENTARY	JUST SECONDARY	UNIVERSITY IS NEEDED	NON RESPONSE
For workers engaged in the communications strategy	0	8	24	1
For workers for contact with media	0	19	10	4
For workers in the area of contact with customers	0	25	7	1
For workers in the area of creative work	2	25	3	3
For workers to ensure production	3	26	0	4

Table 2 – Education for managers

Source: Analysis of the size and structure of marketing communication agencies, pp. 18

People considered as managers for the purposes of the research were those, who had at least three subordinates.

WHAT TYPE OF EDUCATION IS OPTIMAL FOR MANAGING EMPLOYEES AT THE MIDDLE MANAGEMENT LEVEL	IN %
The ideal is a combination of an economic and humanities education	87.0
Especially economic education	6.5
Especially humanities education	3.2
Especially technical	3.2
Especially legal	0
The ideal is a combination of a legal and humanities education	0

Table 3 - Opinion about the optimal type of education for management staff of the agency

Source: Analysis of the size and structure of marketing communication agencies, pp. 20

Directors of communications agencies almost unequivocally state that an optimal education is a combination of a humanities and economic education. This is just the way the study of marketing communications at the University of Finance and Administration has been conceived from the beginning. In a more detailed analysis, which examined the appropriateness of some individual professional disciplines more closely, the researchers found that the following disciplines are regarded as the most valuable for the managers in the area of predominant creativity and creation of strategies, and predominant managerial activities.

A: CREATIVE ACTIVITIES AND CREATION OF STRATEGIES	
Psychology	17
Graphics	8
Sociology	6
Management	6
Marketing	6
B: PREDOMINANT MANAGERIAL ACTIVITIES	
(CONTACT WITH CUSTOMERS, CONTACT WITH MEDIA, ENSURANCE OF PRODUCTION)	0
Psychology	25
Management	13
Communication skills + Mass communication + Journalism	13
Economy	10
Technical knowledge of media	10

Table 4 – Structure of the most promising professions for agency activities – absolutely

Source: Analysis of the size and structure of marketing communication agencies, pp. 17-18

13 Pavlů, D.: Analysis of the size and structure of marketing communications agencies in CR – Final report from the IGA research. Prague: VSFS 2010, internal print, 32 pages

So if we think about the structure of studies in the dimensions of bachelor degree education, with an apparent dominant desire of students to gain the necessary qualifications in the form practice guidelines, descriptions of effective solutions to specific case studies, that can be effortlessly applied to similar situations in the career of a professional marketer, the educator must always consider the proportion of practice and theory. In case of the bachelor's studies thus the theory combined with training of practical skills, which must have an adequate feedback in the pedagogical process in the form of evaluation of the students' performance by teachers. These teachers shall be knowledgeable, qualified, and adept practitioners in the discipline. However, this can be unfortunately only rarely combined in the university education pedagogy. Nevertheless, we must still strive for it.

BACHELOR'S STUDIES	
STUDENTS	EDUCATORS
They want a cookbook	They do not want to provide just a cookbook
They want to take a set of solution guidelines	They condition the set of guidelines by theoretical knowledge
Often have no appetite for self-study	Self-study as a basis for understanding
They often show a desire to memorize and reproduce mechanically only, without understanding contexts and meanings	0
They do not know the industry literature, personalities	Emphasis on independent thinking, development of strategies and effective solutions, with a clear support in the theory
They only rarely gain experience actively	Emphasis on continuous monitoring of the literature
Are not sufficiently independent	The effort to provide also practical experience, examples, case studies
They do not have the necessary knowledge of the mother tongue	Guidance to teamwork and creativity
They want to try out practical things	Systematic correction of poor heritage from high schools
They want to present themselves to colleagues	A welcomed opportunity to assign a specific solution on the basis of the client 's brief
They want to discuss and present their views	A welcomed opportunity to analyze the processed solutions specifically with evaluation of strategic errors – offenses against the principles of the communication theory, etc. To appreciate, praise.
	Developing and promoting discussions with the knowledge of theory, support for the principle of competition, competitiveness

Source: the author of this paper

Even these few counterparts of the everyday pedagogical practice show that the pedagogical mastery involves harmonization of the underlying attitudes of students, setting of motivational factors, active leading of students not only in the acquisition of professional knowledge and competence, but also a systematic and non-violent blending of theory with practice, to demonstrate the validity of the classical paradigm that there is nothing better for practice than a good theory.

Globalization already has a significant influence on everyday life, blurs the boundaries of local and global phenomena, and leads to the overlapping of locations and time, raises new challenges, which cannot be competently responded to, if the movers of changes are not adequately prepared for the new conditions. Two significant challenges are globally analyzed; they will undoubtedly and directly affect the life of every citizen of countries with advanced economies: one is called the Human Age, and the second one is the strategy for sustainable development.¹⁴ As the analysis of those trends implies, lifelong learning and permanent keeping of the necessary qualification level will be an essential part of the professional setup: a categorical imperative for universities, therefore, is to teach students to learn continuously and systematically acquire new knowledge, to understand all phenomena in the development as multi-dimensional clusters, as intersections of interdisciplinary knowledge, which alone will provide the optimum basis for practical solutions to professional challenges.

¹⁴ www.manpower.com/humanage - downloaded 2011-05-10, www.gfk.cz/public_relat
www.gfk.cz/public_relations/press_articles/007807/index.cz.print.html, downloaded 2011-05-10

The starting point for new thinking is to change the viewing optics for socio-economic development of the society. Earlier the companies needed an access to capital to be able to grow, and now a talented employee is the source of development – i.e. a professional equipped with the necessary knowledge, capabilities, and skills. We, the university educators, must lay the foundations.

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