

## SEVERAL NOTES ABOUT FOOD E-COMMERCE IN THE CZECH REPUBLIC

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**Received: September 29, 2008**

### Abstract

SKOŘEPA, L., VOCHOZKA, M.: *Several notes about food e-commerce in the Czech Republic*. Acta univ. agric. et silvic. Mendel. Brun., 2008, LVI, No. 6, pp. 123–136

The contribution concentrates on a special form of food sale. It solves several attributes of connection of food sale and electronic commerce. Firstly it describes experiences got by foreign companies like Tesco or Ahold – leaders of food commerce. Strategies and achievements in the field of electronic commerce of theirs were introduced.

Following part of the work is devoted to leading Czech e-shops. Vltava e-shop and e-shops of its group (Cybex.cz and others) were assessed. Several market researches were introduced (about number of internet accesses in the Czech Republic, about time dedicated to PC and internet, knowing e-commerce or its use in practice). In the last part of the first section are mentioned foreign e-shop targeting Czech e-commerce market.

In the third part are advantages of e-shopping summarized. Time saving, opening time, goods comparisons are briefly mentioned.

The application part was aimed to Jednota's future e-shop. That means that existing retail chain was chosen. So the foundation of e-shop is rather easier. Than the assortment of Czech e-shops was described, especially in connection with customers' preferences. Customers' shopping behavior was examined. So possible ways out could be founded.

Following part takes care of implementation of food e-shop. Supply, logistic solution, payment solution, strategy of gaining and maintenance customers, contracting, information technologies, solutions and investment return were mentioned or solved.

Results of the contribution are summarized in the conclusion. Relationship between theory of e-commerce and its application was highlighted as a necessary condition of its functioning in real world.

customer, consumer, e-commerce, e-shop, food, internet, technologies

Czech society really accepts and uses potential of information technologies. There is a huge and continual pressure on each individual to accept new forms of communication. Social and economic isolation are the only alternatives. The black hole of digitalization is a present day reality and nobody can fight off this speeding-up process.

New times are approaching, when most of our basic needs and activities, including work tasks, will be done through these modern services and perhaps other alternative will not exist sometime. New technologies will be new calls appeal for our society. Currently it is fruitless to ask a question if start of use of

information technologies for food retail sale is efficient and reasonable. It is unavoidable risk of unique opportunity for little and middle firms in the world of progressive globalization. The most difficult part is seen in the choice of suitable strategy.

DE KARE-SILVER (2002) suggests very sophisticated system of development strategies of e-commerce in the world of retail firms. He writes that business concepts coming from eighties of twentieth century can achieve a success in this condition or survive only if they manage adapt for it<sup>1</sup>.

Supplies of food ordered via internet are provided for example by company ICA Ahold. It has a great ex-

1 DE KARE-SILVER, M.: R-shock – the new rules: e-strategies for retailers and manufacturers. Palgrave, Basingstoke, 2001. ISBN 333946014

perience with on-line commerce especially in the US market, however it also penetrated into the market in Scandinavia (Norway, Denmark, Sweden), Netherlands, Argentina, and Thailand. One of the first who have started food sale via internet is Tesco that is the greatest and the most successful food e-shop in the world. Its service is profitable, annual sale reaches 420 million USD and has got almost one million customers. There are food e-shops in the Czech market. And they are extending. [www.z-market.cz](http://www.z-market.cz), [www.multimarket.cz](http://www.multimarket.cz), [www.dodomu.cz](http://www.dodomu.cz), [www.gastroexpres.cz](http://www.gastroexpres.cz) belong among the greatest food e-shop in the market. The majority of these internet food e-shops provide their services in the cities and their surroundings, especially in Prague. Four percent of internet buyers bought food, drinks and tobacco on internet on the basis of information got from On-line Shopping 2002 market research. E-shops mostly offer pizza as for sale of food and wines as for sale of drinks (JEDLIČKA, 2002)<sup>2</sup>.

Services of internet supermarkets with delivery within doors are ideal for active and busy people who frequently work with internet and who are used to buy on internet or do not like to buy in classic shop. Such a shopping is comfortable, goods can be ordered from home or office, it saves time, customer avoids stresses, conflicts or misunderstanding. Customer is sometime in position to get special advantages from loyalty system and last but not least heavy and large purchase is often transported to the buyer's house.

There are also factors standing against creating e-shop on the other hand.

Great handicap of e-shop in the Czech Republic can be seen in low percentage of internet users that is form the world's view undersized. Internet was in this country very positively accepted but its rare expansion goes out high costs for connection. However Ministry of Informatics promises the improvement of this situation, since one of its most important goals is ensuring of inexpensive and accessible internet. European Union puts pressure on the Czech Republic to fulfill tasks given by eEurope action plan. No confidence in safety of e-commerce, especially of payments, is another handicap talking against creating e-shop. Right in the Czech Republic this mistrust is after the research of Global eCommerce Report 2002<sup>3</sup> (HRAZDILA 2002) highest, followed by is Germany where 73% citizens do not want to inform about payment instrument. Enlightenment is therefore necessary. Businessmen should persuade people not to fear from on-line payments. This handicap is not so great for supermarkets because customers

can choose payment in cash with goods delivery, and they mostly do so.

Certain conservatism of Czech consumers is often mentioned as one of the main reasons why food e-commerce has not been accepted. It is natural that consumer's opinion barriers should be overcome through introduction of the new delivery channel. Above all it includes insufficient quality anxieties, reliability of this way of sale anxieties and consumer's habits anxieties, which will change successively and we must count on the fact that some of them will never accept the said form of shopping. This statement is confirmed through market research made by Accenture company in cooperation with magazine *Modern business*<sup>4</sup> in December 2000 specialized on non-store retailing, i.e. on way of food and other consumer goods sale which could be chosen and ordered by phone, computer, fax, cable television or other communication instrument and which is delivered on in advance agreed place. Due to the research 23 percent customer think that they would use non-store retailing if it would be offered them. They do not like present way of shopping because of time heftiness – time spent going to a shop, choosing goods and paying. This conclusion also corresponds to the results of Shopping Monitor research 2002/03 (STÁROVÁ, 2003)<sup>5</sup> which found out the fact that customers nowadays prefer not only quality but also comfort and speed through their food shopping than in the past.

Some special barrier of food e-commerce can be present time seen in little knowledge of its existence. AISA research (OLIVOVÁ, 2001)<sup>6</sup> says that 34 percent respondents never heard about e-commerce (even 17 percent respondents using internet) and other 14 percent heard this term but do not know what it means. Even higher percentage can be expected in connection with food e-commerce. So great deal of people do not know that such a form of sale exists and do not know about its possibilities and advantages that are offered by e-commerce. So that a firm that decides to create e-shop should prepare strong medial campaign that informed not only about existence of the e-shop but also about process of buying in it and advantages and possibilities that the e-shops make possible. News about disappearance of some e-shops certainly cooled down e-optimism. Firm titled Webvan was one of them in 2000. The main reason of the firm failure (DONÁT, 2007)<sup>7</sup> was its tendency to create large reserves and distribution channel from its very beginning and that was too expensive. On the other hand projects that maximized synergic action in connection with that way of

2 JEDLIČKA, P.: E-commerce lives (better). *BUSINESS WORLD*, 2002. No. 8, p. 26–27

3 HRAZDILA, Z.: No trust in safety of e-shops is the biggest handicap [cit. 2002-09-24] Available on WWW: <<http://www.interval.cz/>>

4 Non-Store Retailing in CR. *Modern Business*. 2001, No. 2. p. 23.

5 STÁROVÁ, V.: Shopping preference start to stabilize [cit. 2004-01-18] Available on WWW: <<http://www.gfk.cz>>

6 OLIVOVÁ, M.: What is Internet saying to us?. *BUSINESS WORLD*, 2001, No. 5, p. 30–31

7 DONÁT, J.: *e-Business for managers*. 1st edition, Prague: Grada, 2000. p. 83. ISBN 80-247900 1- 7

sale achieved success, for example Tesco company in Great Britain.

There are even food shops that could not use synergy in the Czech market, for instance [www.multimarket.cz](http://www.multimarket.cz). This shop was opened by Euroservis CZ company in April 2001. The company targeted the area of internet, especially food and services sale, on the basis of several researches. As for Euroservis CZ management (MÁCHOVÁ, 2002)<sup>8</sup> company firstly targeted food and dry goods sale what was great opportunity for the company. Multimarket's goal is becoming the greatest e-shop offering food and dry goods, widen assortment and expand into other large cities in the Czech Republic.

### Czech e-shops experiences

Vltava.cz dominates to a scale of e-hops (regardless if its is a family of Vltava.cz shops or a specific shop offering books, music and movies) with the best customer's experiences in 2004 (according to On-line Shopping research, 2004). However significant change was made in 2005 – the second best e-shop from the point of customer's view became information technologies e-shop “alzasoft.cz”, which shares its second position with e-shop “obchodni-dum.cz”. “quelle.cz” and other e-shop from the “Vltava.cz” group – “cybex.cz” targeting computers and electronics, occupy following positions. Other e-shops which were named by respondents as the best of all were in the form of spontaneous answer<sup>9</sup>.

More than a half managers polled in study specialized in non-store retailing made by Accenture company<sup>10</sup> suppose that lower prices can be reached through direct sale than in ordinary trade network. That should be made possible thanks to shortening of distribution channel and saving costs connected with transport, reloading, stocking and keeping completed product in certain levels of distribution channel. The matter that e-commerce has its own undeniable potential for the future prove as well as results of users connecting internet from home. According to results of regular Factum Invenio<sup>11</sup> company research made in December 2004 have access to internet from home 81 percent active users, i.e. persons using internet at least once a week. Each of 81 percent internet users in the Czech Republic is potential regular on-line shopper and it depends on the fact whether he or she will be persuaded of on-line payments' safety, on-line sellers' reliability, the situation that they get thing that they see (PECA, 2005).

If Czech e-shop could pass muster with their customers their prices had to be set very fairly because above all low prices make average Czech customer that is used to do his shopping in stone shop visit e-shop. Strategy of an average e-shop looks like similar

as in the case of classic shop than. Several kinds of goods and services “in action” are the instrument for attraction of new customers. The rest of goods holds its common prices which could not be exorbitant. E-shop uses system of reductions for taking care about regular buyers. Disadvantage of new Czech e-shops is a situation when their prices are compared not only with prices of classic shops that customer knows but also with prices of other e-shops that can be compared in a few minutes via computer. The greatest competitors for e-shops represent classic shops that keep together and that do not uselessly wear out in prices wars. But not all shops have to conform to this rule. A lot of kinds of goods exist (above all electronics) which are not imported to the Czech Republic and so e-shop can often effort much higher price than could be accepted abroad for this special product. It makes the best of market gap and gains exclusiveness for its product that can result in higher price. Some foreign e-shops also target the Czech Republic (for example [www.pixmania.com](http://www.pixmania.com)).

The majority of customers always prefer payment cash on packet respectively with goods handover by transporter. This proportion practically does not change year-on-year thanks to impossibility to pay by credit card with goods delivery. It is frequently the simplest solution for customer. Impossibility of direct use of credit card during e-shopping is a great disadvantage. There is no clearing centre in the Czech Republic that would on-line authorizations allow. The second greatest group of customers prefers personal visiting businessman and cash payment in a shop with later goods delivery home. Proportion of this way of payment reduces in the long term because credibility of sellers and this way of goods distribution rises. Only a small percentage of customers use bank transfer or services of on-line e-Bank for payment.

### Advantages of e-shopping

The positive factors that motivate customers to buy goods in e-shops are above all (GFK/INCOMA 2006):

Time saving (timely unlimited possibility of shopping 24 hours a day) and effort (customer chooses its goods quiet and without queues thanks to his computer),

- Time wasting journey vanishes,
- There are no worries about opening time,
- Money saving – generally holds good that e-shops do not sell their goods for prices higher than classic shops and money saving thanks to e-shopping is estimated on the average of 10–15 percent,
- Virtual e-shop operators need not pay rent for shopping area as well as they save money for sal-

8 MÁCHOVÁ, A.: e-Multimarket. Modern business, 2002, No. 6, p. 44.

9 On-line shopping attracts more and more people [cit. 2006-03-24] Available on WWW: <<http://www.gfk.cz/cz/>>.

10 Non-Store Retailing in CR. Modern Business. 2001, No. 2, p. 23

11 PECA, M.: One fourth of CR population is connected to Internet at home [cit. 2005-07-24] Available on WWW: <<http://www.factum.cz/>>

aries of shop-assistants. Except lower price good e-shops also offer greater possibilities for getting information of chosen goods, since its description can be larger or can contain link to the producer,

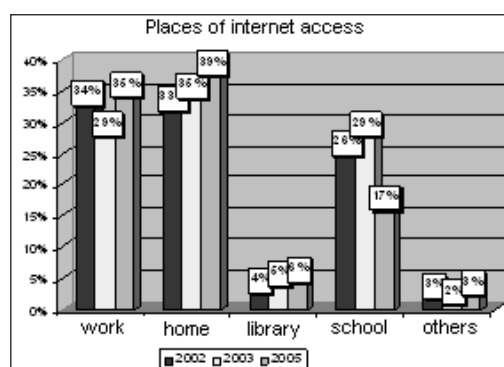
- Customer can simply compare supply and prices of chosen e-shops without going anywhere personally,
- Privacy and anonymity that internet provides,
- Goods deliver home<sup>12</sup>.

### Definition of handicaps connected with this form of business

The Czech Republic chose in the case of e-commerce two-level approach when it set as a target successive creation of two documents, firstly so-called Green book and then so-called White book which express intentions of state, its priorities, basics ideas of goals realization and handicaps that obstruct development of e-commerce. The content of Green book defines form a great part description of present situation of fields like law, electronic communication to public administration, telecommunication a logical infrastructure, safety and consumer protection or business environment. Besides of described activities it tries to make up certain suggestion of further activities for government of the Czech Republic. Generally we can assess the document as too brief and sometimes superficial because it does not look for reasons of slow e-commerce development. Instead it remains on the level of general saying that are not going out of basis of exact conclusion of made studies, analytical notes or other initial works. Suggested proceedings are general in the same way.

### Results of research targeting e-shop application

In the years 2002, 2003 and 2005 it was managed to realize in cooperation with Jednota s.d. České Budějovice extensive market research. Among others question about consumer behavior in the regional food market were asked in the frame of the research. The goal of the market research was monitoring of development of respondents' relationship to internet and its use for buying goods especially food. Following movement of respondents' attitudes to greater willingness to buy goods on internet was expected. Choice of respondents targeted citizens of České Budějovice and young people that embody in proportion to nationwide researches higher percentage of respondents working with internet. The place of internet access did not change in the years of 2002–2005 in principle. Number of network accesses from home and partly from work steady rose on the contrary number network accesses from school has been falling (see the fig. 1).



1: Place of internet access

Resource: SKOŘEPA, L. DUŠEK, J., ŠÁLKOVÁ, D.: Possibilities of e-trading on the regional food market. Acta universitatis Bohemiae meridionales. Scientific magazine for economy, management and trading, Vol. 2, 2005. České Budějovice: University of South Bohemia, Faculty of Agriculture. p. 33–37. ISSN 1212-3285

The main reason of the rise of network accesses from home is seen in new and economically preferable technologies as ADSL, WI-FI approaching networks 3G/UMTS and so on. On the other hand number of dial-up network accesses falls thanks to high telephone costs.

People in the age of 20–29 years belong among groups working with internet most frequently. Number of users is falling with rising age. Age group above 60 years do not nearly use internet. It is possible to suppose that majority of young people use internet at school and at home what was confirmed. Number of users using nontraditional network accesses (library others) is falling together with their rising age. Very interesting piece of knowledge is that people under 39 years have often network access at home while older age-groups mostly use internet at work and do not establish network access at home. General conclusion that number of internet users rises together with their education was confirmed. University educated people use internet most frequently at work and at home i.e. 10 times more than people with basic education. Another interesting piece of knowledge is comparison network accesses at work and at home – number of accesses at work rises together with rising education while at home network accesses rise up to secondary school education but in the case of university education it falls. It is probably caused higher time engagement of university educated people and their trouble-free internet access at work, so they do not have any need to establish internet access at home.

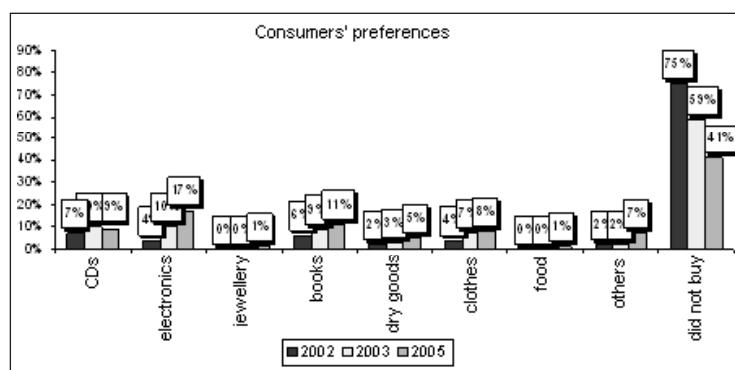
More than 60 percent respondents that have internet access are experienced in shopping on internet. People prefer books, journals, CDs, DVDs,

12 Internet in Europe [cit. 2006-04-22] Available on WWW: <http://www.gfk.cz>, <http://www.incoma.cz>



clothing and electronics through their shopping. In the past favorite sound recorder carriers is falling to the prejudice of technologies like iPod when people download only chosen songs directly from internet for some fee. Annual rise of e-commerce and falling number of respondent that have never shopped on

internet is a positive tendency. Another recognized trend is reality that respondents buy much more expensive goods then a few years ago and it can be supposed that assortment will be further widen together with development of e-commerce (see the fig. 2).



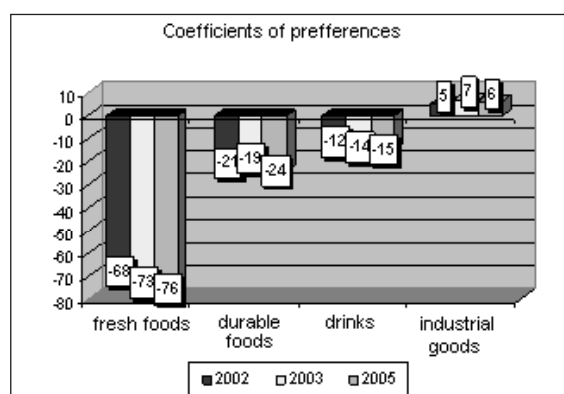
## 2: Preferences of chosen goods-groups

Ressource: SKOŘEPA, L. DUŠEK, J., ŠÁLKOVÁ, D.: Possibilities of e-trading on the regional food market. Acta universitatis Bohemiae meridionales. Scientific magazine for economy, management and trading, Vol. 2, 2005. České Budějovice: University of South Bohemia, Faculty of Agriculture. p. 33–37. ISSN 1212-3285

For instance obchodnidum.cz noted in 2004 rise of financier more than 40 percent. Such a year-on-year rise matches progress of all e-shops. Research company GfK that observes on-line market supposed even 50 percent increase in the year 2004<sup>13</sup>.

Interest in foodstuff buying did not significantly change in monitored years 2002 and 2003. One fifth of respondents who have shopped on internet cared for foodstuff buying (in 2002 – 22 percent and in 2003 – 21 percent). However in 2005 relatively great increase came – up to 36 percent. Readiness of consumers for buying chosen food and drink groups is transparently shown on in the fig. 3.

During evaluation and comparison of results was necessary express rate of preferences of respondents in one collective indicator that would express exactly data gained in questionnaires. Rate of agreement or disagreement was located thanks to closed questions with using of method of verbal scaling. Respondent chose from answers: strictly yes (SY), rather yes (RY), rather no (RN) and strictly no (SN). From this data was in every group of goods made weighted coefficient of preference (WCP) according to the formula:  $WCP = SY + 0,5 \cdot RY - 0,5 \cdot RN - SN$ . Coefficients of preference of chosen goods group did not significantly changed. The idea of buying fresh food via internet is avoided by significant group of respondents. It does not go together with cultural habits so far.



## 3: Coefficients of preferences of chosen groups of good

Ressource: SKOŘEPA, L. DUŠEK, J., ŠÁLKOVÁ, D.: Possibilities of e-trading on the regional food market. Acta universitatis Bohemiae meridionales. Scientific magazine for economy, management and trading, Vol. 2, 2005. České Budějovice: University of South Bohemia, Faculty of Agriculture. p. 33–37. ISSN 1212-3285

Nearly two thirds respondents are willing to wait for goods 24 hours (half of them suppose delivery till 12 hours) and one third waits less than two days. Preferences are changing in a few percent in single years.

13 LUŇÁKOVÁ, Z., FARGHALI, H. Czech people spend more and more money on internet. Hospodářské noviny, 5. 1. 2005

This difference can be present day rated as unimportant. Fulfilling these rightful respondents' ideas that are in the case of convenience goods understandable will tax firm logistics handling this service heavily.

Respondents do not like to pay for the services connected with goods purchase via internet, or only a small percentage wants to pay. Half respondents avoid higher prices for goods purchase on internet. Third people admit prices increased by 5 percent. Only one tenth respondents would accept higher prices. It will be all right to start with interested persons who accept higher sum of paid money.

Viewing the overall development of e-commerce in the last years makes possible to claim that total supply of goods scale has significantly improved even if in the case of foodstuff. However solution of goods transport after purchase by a certain customer is a weak point of selling transaction and is one of important factors which customers' mistrust of this way of shopping goes out of.

Other part that firms interested in e-shop operation should take into account is promotion. Internet businessmen should use rising number of users networked from home and draw consumers' attention to the possibility of getting goods through this way, including advantages connected with it. A lot of customers need not know that they can buy food and other offered goods at a certain seller on internet.

Presumptions of food and convenience goods e-commerce did not significantly changed between the years 2002 and 2005. Not only number of respondents using internet grows but also respondents willing to food shopping on internet (in 2005 -36 percent respondents).

Internet is a medium that grows dynamically and almost two thirds respondents are experienced in its use during buying goods. Respondents do not accept advertisement message via mobile phone or e-mail. Attitudes in this area compared with past years have not changed essentially. It will be suitable to give customers reason to use internet during communication and get them ready through supply of other services for new ways of retail sale in the coming period<sup>14</sup>.

Suggestion of a plan of future e-commerce in the sphere of B2C development within Jednota s.d. České Budějovice chain of supermarkets is a logical result of supposed development of the sector and outputs of made market consumer research. It is possible to draw a few conclusions thanks to till this time mentioned pieces of knowledge and till this time progression in the world. It is very improbable that successful firm could exist in the market of convenience goods in the sphere of B2C if it made busi-

ness only on internet. Successful development of convenience goods e-commerce is possible only under background of prosperous retail firm and thanks to successive growth in parallel of common inquiry and trade channel in present environment of very low interest in this way of shopping.

Results of research confirm generally known mistrust of food especially fresh food buying on internet and reality that women like to buy common way. The first presumption of next successful development is targeting management of maturity conditions in basic level of Broadcast, especially permanent care of complexity, quality and topicality information on websites so that they would become sought-after and favorite source of information. During next B2C e-commerce development it is possible to recommend narrow cooperation with team solving methodology of implementation of customer relationship management. Electronic mail is suitable for use as a main communication channel for communication with customers from possible options. Reasons of electronic mail preferences can be sought in its wide possibilities and lower cost in proportion with other available ways (telephone communication as well as digital television). It is advantageous to choose combination of electronic mail and potentials of web sites for communication. Customer should be only acquainted with basic information via e-mail with immediate possibility of gaining particular information through pure clicking on enclosed hyperlink. In long term is suitable preparatory of a project that verified possibilities (feasibility and profitability) of appropriate sale via internet and integration of e-commerce of B2C kind systems with information system of company. However it is necessary to get ready for need solve complicated problems of information safety and system integration in this respect. Neither legislative aspects of e-commerce in the field of B2C development, especially safety of name and description<sup>15</sup> should be forgotten.

It is possible to claim that B2C e-commerce in the environment of the greatest retail chains all the time of its development falls short neither of imaginations nor of customers' needs that is not interested for several years in such elemental things that processes on basic level of B2C e-commerce are. This delay is partly given by slow growth of customers' interesting in usage of possibilities that e-commerce brings and partly by time needed for adoption of methodology on employees' side of retail chains managers.

B2C e-commerce that is not only sale via internet is allowed to be perspective and profitable form of busi-

14 SKOŘEPA, L. DUŠEK, J., ŠÁLKOVÁ, D.: Possibilities of e-trading on the regional food market. *Acta universitatis Bohemicae meridionales*. Scientific magazine for economy, management and trading,, 2005. České Budějovice: University of South Bohemia, Faculty of Agriculture. Vol. 2, s. 33–37. ISSN 1212-3285

15 FROULÍK, R., SKOŘEPA, L.: B2C e-commerce in the detail chain environment řetězce. Collection of presentations from international conference in Tabor: „Cooperative 2003“. České Budějovice: ZF JU, 2003. p. 78–87. ISBN 80-7040-635-6

ness whose further development will be strongly dependent on development of information technologies society. It is simultaneously integral component of scientific and technical development and progression of all the mankind civilization.

### **Periods of process of e-shop implementation**

On the basis of balance and evaluation of factors it is possible to suppose that food e-commerce has its own future in the Czech Republic and there is a possibility for Terno distribution chain in it how to get competitive advantage. Of course this form of sale has besides its advantages also some disadvantages and barriers that will lighten in the future.

Good strategy is the basic presumption of all enterprise (KUČERA, 2002) that means also of internet business. Study made by firm Consulting Partner<sup>16</sup> in German speaking countries proved that probability of a successful entering e-business was twice higher in the case of firms that had prepared strategy. It should contain these points:

- Decisions about scale of supply
- Logistic solutions
- Payment solutions
- Strategy of gaining and maintenance customers, contracting, information technologies solutions
- Investment profitability.

### **Decisions about scale of supply**

Since virtual shop will be in this case special super-structure of existing classic shop, e.i. its further distribution channel. Its scale of goods is given. They will be food and convenience goods. Supply of single kinds of product would be able to enrich about possibilities of extending services orders, for example about delivery of ready-made meals, services mediation via internet and a lot of further business activities.

As for supply, consumers expect e-commerce sellers to made similar wide scale of products as in classic shops. Thanks to this it is necessary to include into goods supply the highest number of items so that the supply of virtual shop was very similar to supply of classic shop. Miltimarket.cz that offers above all food and dry goods as in classic shops provides more than 2500 items.

### **Logistics solution**

E-shop should above all ensure right delivery in the field of logistics, i.e. rightly quality and mainly in agreed term. Whereas time of delivery is in most food e-shops set by customer in the form of filling date and time space when he can take over the goods personally. Distribution must be done in special cars so that hygienic rules were kept. They should contain isothermal upgrades, cooling aggregates. Single kinds of goods should buy put in transport boxes so that their negative influences could be possible.

### **Payment solution**

Payment solutions and logistics solutions are the most difficult parts of strategy from the e-commerce point of view. Payments can be divided into two basic groups, off-line and on-line.

Off-line payment is not made in real time. So businessman is not informed about its result immediately and can verify it on the basis of bank statement or information of cashier. Cash on packet, payment directly during goods overtaking, bank transfer, credit card payments, home-banking, GSM banking come under off-line payments. The opposite situation is in the case of on-line way of payment, when the payment is executed immediately. The business knows the result of payment thanks to bank information immediately. Credit card on-line payment, CCS card, OK card, eBank payment module, Net-Bank, electronic wallets I like Q and Monetka come under on-line payments.

So, a lot of methods of payments exist. E-shops that do not want to take care for technological solutions of payment gateway connection and its security can use payment portal Platba.cz. It ensures technical way of save communication with all accessible gateways. All mentioned methods are included. The advantage is that any software need not be. If businessman wants to use services of this payment portal he must fill in the order form. On this base he is provided logins from payment portal administrators. Then he can activate various payment methods that he wants to offer to his customers. Some of them demands contract with partner bank or present history of e-shop what affects new firms that can activate only ordinary payment utensils from the very beginning.

Research of On-line shopping 2002<sup>17</sup> confirmed a powerful position of cash on pocket payment in the market. This way offers 86 percent e-shops. Then follow bank transfer (67 percent) and cash payment during delivery (65 percent). This fact is also documented by proportions of single payments to total financier of chosen e-shops (www.obchodni-dum.cz, www.Vltava.cz).

### **Strategy of gaining and maintenance customers**

Gaining and maintenance customers and creating long term relationships with them is the goal of the main strategy. First and very important step is informing customers about existence of Terno e-shop, consisting of implementation of systematic medial campaign by means of usual media that Terno distribution chain uses. It would be also suitable to mention advantages and possibilities that e-commerce gives in the advertisement. Wider space provides advertisement in printed media. Targeted information about e-commerce should be regularly displayed in Terno's magazine. It would be profitable if Terno managed to use utensils of public relations, con-

16 KUČERA, P.: Do you want to enter the word of e-commerce? Modern management. 2002, No. 3, p. 70–73

17 HRŮŽA, P.: Czech B2C e-commerce keeps growing II. Available on WWW: < <http://www.e-komerce.cz/>

cretely publicity, in the form of article in newspaper or journal dedicated to food commerce in the occasion of Terno e-shop opening. They should use of all instrument or medium to introduce possibilities of e-commerce to consumer. In addition they should prefer electronic communication above all other kinds of communication as advantageous complete and faster way of communication. They should repay customers for positive behavior in this area. And consulting centre should be arranged which can show how to order goods internet.

Special services, profitable services packages or low prices are most often use for gaining new customers. Strategy based on low prices manage to attract customers though but low margin as a result of endeavor of keeping low price level does not allow to keeping high quality of services. Customers that find only one advantage of e-shop in price are a little loyal and easily go to competition. So the way of customers' maintenance is quality of services and care for customer.

It is necessary to offer always more than competitors and bring advantages of purchase in the shop home to him. Sales promotion can be use to it for example in the form of loyalty bonus system, products free of charge, gifts, quantity discounts in the form of free transport. It confirms as well as research of company NFO Interaktiv<sup>18</sup> that says that 47 percent net users prefers e-shop with some sales promotion and they are more loyal to such a shop.

It is possible to recommend implementation of marketing which DONÁT (2000)<sup>19</sup> looks at barriers of going to competitions and loyalty support in. Businesses can meet customer's requirements thanks to good knowledge of him better than competitors that do not know him. Multimarket.cz exerts it in the form of possibility to save its own shopping cart with goods bought regularly and use it during next shopping, which is what should offer to customers eventually established Terno e-shop.

### **Contracting**

It is necessary to publish relevant information on servers to avoid customers' cheat worries. Concretely should be published information about e-shop keeper, including address, phone and e-mail contact information. Further purchase rules that should contain offer of payments, ways and terms of goods delivery home, price of delivery, service conditions and e-shop order cancellation cannot be missed. Reputable e-shop publishes its complaint procedure rule where procedure of complaining is solved. Businesses declare on their websites protection of private data that they get of customer. They do not provide them without customers' agreement to a third party. These principles are part of so-called

Certification rules of e-shops. On their basis Asociace pro elektronickou komerci APEK) grants certificate "Purchase free of fear" (Nákup bez obav). These requirements are very simple and compensate rather ethic codex of e-shops.

Of Course contracting securing of cooperation with suppliers and partners pays in situation when any failure or bad quality has negative influence on goodwill of e-shop. Since Terno is an existing business, this issue is already resolved.

### **Information technologies solutions**

Customers should act in e-shop during his shopping intuitively. That means that the customer is guided and situations are avoided when the customer does not know how to continue. Businesses should therefore think during shopping server development about simple serviceability sites without bombastic effects – sound affects and so on. Over-engineering is one of the reasons of e-commerce project failures. Possible starting point is setting basic services that e-shop wants to offer implementation of them as the first and adding further functions to them. Important thing is also connection of this virtual shop with real world in the form of publication contacts of representatives, so they ensure simple connection with somebody who can help customer in the case of needs or problems. It is necessary to place on server manual how to act during shopping together with mentioned contact information.

The same way as over-engineering too lengthy and incomprehensible way of looking for products and orders can be the cause of failure. Subject field dividing into single categories and catalogue creation are presumptions of for simple orientation in virtual shop. It can be further supplemented by keywords finder, by brief description of single items, title and constitution description and pictures of products. Right the photo of goods make customer faster and better idea of supply of known products.

The situation of pictures' been important confirms PwC<sup>20</sup> study which says that photographs make higher interest in purchase for 44 percent respondents. However development in this branch goes further. Virtual shops abroad start use of three dimensional models of goods.

Shopping should be done through a virtual shopping cart. This way is simple, transparent and tries to bring it near classic shops. It should be made possible not only to add goods into this shopping cart but also return it back. It should also offer continuous information about total price of chosen goods what is an advantage for customers in comparison with classic shopping. It must be made customer to save his own shopping cart with goods that he regu-

18 STUHLÍK, P., DVOŘÁČEK, M.: Marketing on internet. 1st edition. Prague: Grada Publishing, 2000. ISBN 80-7169-957-8

19 DONÁT, J.: e-Business for managers. 1st edition. Prague: Grada, 2000. p. 83. ISBN 80-247900 1- 7

20 HRŮZA, P.: Elements affecting purchasing behaviour II. Available on WWW: WWW: < <http://www.e-kommerce.cz>



larly buys and also adapt the cart according to his/her current need. This process would significantly speed up shopping and make it less expensive. Possibility of repeated delivery of the same goods uses the same principle what offers Multimarket.cz to its customers. Make customers possible to deposit goods for later shopping is advantageous too. Thanks to it leaving shopping cart could be reduced. Customer should have possibility to figure and casually change chosen goods, subsequently agree his order and elaborate delivery payment conditions after finishing his shopping. The e-shop should then send confirmation of acceptance the order by e-mail, which should include the complete list of goods also its prices and delivery prices as well as delivery information as time and place of delivery.

Certain above standard service, that is rarely used, is so-called Idea Center that helps customer to choose goods. On the basis of category (for example birthday party), detailed description (for example sex and age of a donee) and price able and willing invest is recommended a product (gift).

Establishment of special customer account can be recommended for marketing purposes. The account uses majority of sale servers – for implementation 1:1 marketing are necessary. They offer the firm survey about basic identification data of customers and their finished orders. Virtual shop is suitable to place on current Terno delivery chain websites that must be supplemented by sites “How to make shopping”, “Complain process rule”, “Private data protection”, “Opinions of our Customers”, “Contact” and “Public inquiry” what is a good way how the firm can get some feedback. Close to the place with information about foodstuff could be situated for example healthy nutrition, recipes or hyperlinks leading to such websites. Besides ensuring reliability a stability of the application, easy and comfortable shopping it is necessary to create a good design of the website (graphics).

### **Investment return**

Investment return is a standard part of each business plan. According to KUČERA (2002)<sup>21</sup> c of return is not only calculation of how much new business the internet can bring and what is the costs saving on sales, but also opposite consideration must be made. That means consideration of how many customers the shop loses if internet access does not work and if it helps it maintenance current customer and increase the yield. Thanks to no e-shop competitors Terno need not be afraid of losing customers when introducing the e-shop. On the contrary new distribution channel could be strong competitive advantage and so it could attract new customers. Strategy should include integration e-shop and classic shop, front office and back office systems, logistic solutions and payment systems. Attention should be also paid

to data security, backup data for the case of a failure. Cooperation with experts will pay during e-shop creation, which brings greater possibility to fill business plan and new inventions.

Currently, a lot of firms offering complete e-shop solutions exist.

### **Conclusion – results in the field of e-shop**

On the basis of long term market research and bibliographic searching, discussion with experts can be defined following recommendations in the field of e-commerce:

- Implementation of new scientific knowledge and up to date technological complexes into companies' activities is basic presumption of taking place in the branch in the global world. Human society necessitates using of scientific knowledge in everyday activities. Successive implementation of e-shop and further including services are a condition of further existence of distribution chain even if it looks like only as a competitive advantage present day.
- Using internet in population has significantly increased in last years despite of unfriendly economic conditions under which access connection is available. Net using develops very dynamically in the case of aged generations that use internet as an instrument of going out of isolation and as an instrument that offers them services significantly increasing quality of their life. The main thing is that they have access to services and goods in the time of their temporary low mobility. Possibility to stay long time in environment that seniors know without necessity of using social institutions is socially positive.
- Growing requirements of mobility labors necessitate as well as change of consumers' behavior. Internet and e-shops will help to ensure run and control of household.
- E-shops will make local producer to enter retail market with their specials.
- Net using must become advantage and ordinary activity for family so that members of family accept it as shopping ritual. Regular possibility and challenge to use internet should be lasting part of communication with customers. Preferences and bonuses for customers that use e-shop on any level should be matter of fact.
- E-shop should liberate consumer from ordinary routine shopping in classic shop that should on the contrary become a place of adventures and social contacts. These entertaining services appear in many distribution chains. It cannot be offered by e-shops. It will be a question how fast it is possible to change cultural habits and rituals in the field of consumers' behavior. Modernizing should come before change of consumers' behavior. Difficulty of e-commerce development lies in it.

21 KUČERA, P.: Do you want to enter the word of e-commerce? Modern management. 2002, No. 3, p. 70–73

## SUMMARY

Czech society really accepts and uses potential of information technologies. There is a huge and continual pressure on each individual to accept new forms of communication. Social and economic isolation are the only alternatives. The black hole of digitalization is a present day reality and nobody can fight off this speeding-up process.

Supplies of food ordered via internet are provided for example by company ICA Ahold. It has a great experience with on-line commerce especially in the US market, however it also penetrated into the market in Scandinavia (Norway, Denmark, Sweden), Netherlands, Argentina, and Thailand. There are food e-shops in the Czech market. And they are extending. [www.z-market.cz](http://www.z-market.cz), [www.multimarket.cz](http://www.multimarket.cz), [www.dodomu.cz](http://www.dodomu.cz), [www.gastroexpres.cz](http://www.gastroexpres.cz) belong among the greatest food e-shop in the market. The majority of these internet food e-shops provide their services in the cities and their surroundings, especially in Prague.

Services of internet supermarkets with delivery within doors are ideal for active and busy people who frequently work with internet and who are used to buy on internet or do not like to buy in classic shop.

The positive factors that motivate customers to buy goods in e-shops are above all (GFK/INCOMA 2006):

- Time saving,
- Time wasting journey vanishes,
- There are no worries about opening time,
- Money saving,
- Customer can simply compare supply and prices of chosen e-shops without going anywhere personally,
- Privacy and anonymity that internet provides,
- Goods deliver home<sup>22</sup>.

In the years 2002, 2003 and 2005 it was managed to realize in cooperation with Jednota s.d. České Budějovice extensive market research. Among others question about consumer behavior in the regional food market were asked in the frame of the research. The goal of the market research was monitoring of development of respondents' relationship to internet and its use for buying goods especially food. Following movement of respondents' attitudes to greater willingness to buy goods on internet was expected. Choice of respondents targeted citizens of České Budějovice.

Nearly two thirds respondents are willing to wait for goods 24 hours (half of them suppose delivery till 12 hours) and one third waits less than two days. Fulfilling these rightful respondents' ideas that are in the case of convenience goods understandable will tax firm logistics handling this service heavily.

Respondents do not like to pay for the services connected with goods purchase via internet, or only a small percentage wants to pay. Half respondents avoid higher prices for goods purchase on internet. Third people admit prices increased by 5 percent. Only one tenth respondents would accept higher prices. It will be all right to start with interested persons who accept higher sum of paid money.

Other part that firms interested in e-shop operation should take into account is promotion. Internet businessmen should use rising number of users networked from home and draw consumers' attention to the possibility of getting goods through this way, including advantages connected with it. A lot of customers need not know that they can buy food and other offered goods at a certain seller on internet.

Suggestion of a plan of future e-commerce in the sphere of B2C development within Jednota s.d. České Budějovice chain of supermarkets is a logical result of supposed development of the sector and outputs of made market consumer research. It is possible to draw a few conclusions thanks to till this time mentioned pieces of knowledge and till this time progression in the world. It is very improbable that successful firm could exist in the market of convenience goods in the sphere of B2C if it made business only on internet. Successful development of convenience goods e-commerce is possible only under background of prosperous retail firm and thanks to successive growth in parallel of common inquiry and trade channel in present environment of very low interest in this way of shopping. B2C e-commerce that is not only sale via internet is allowed to be perspective and profitable form of business whose further development will be strongly dependent on development of information technologies society. It is simultaneously integral component of scientific and technical development and progression of all the mankind civilization.

On the basis of balance and evaluation of factors it is possible to suppose that food e-commerce has its own future in the Czech Republic and there is a possibility for Terno distribution chain in it how to get competitive advantage. Of course this form of sale has besides its advantages also some disadvantages and barriers that will lighten in the future.

22 Internet in Europe [cit. 2006-04-22] Available on WWW: <http://www.gfk.cz>, <http://www.incoma.cz>

Study made by firm Consulting Partner<sup>23</sup> in German speaking countries proved that probability of a successful entering e-business was twice higher in the case of firms that had prepared strategy. It should contain these points:

- Decisions about scale of supply
- Logistic solutions
- Payment solutions
- Strategy of gaining and maintenance customers, contracting, information technologies solutions
- Investment profitability.

On the basis of long term market research and bibliographic searching, discussion with experts can be defined following recommendations in the field of e-commerce:

- Implementation of new scientific knowledge and up to date technological complexes into companies' activities is basic presumption of taking place in the branch in the global world. Human society necessitates using of scientific knowledge in everyday activities. Successive implementation of e-shop and further including services are a condition of further existence of distribution chain even if it looks like only as a competitive advantage present day.
- Using internet in population has significantly increased in last years despite of unfriendly economic conditions under which access connection is available. Net using develops very dynamically in the case of aged generations that use internet as an instrument of going out of isolation and as an instrument that offers them services significantly increasing quality of their life.
- Growing requirements of mobility labors necessitate as well as change of consumers' behavior. Internet and e-shops will help to ensure run and control of household.
- E-shops will make local producer to enter retail market with their specials.
- Net using must become advantage and ordinary activity for family so that members of family accept it as shopping ritual. Regular possibility and challenge to use internet should be lasting part of communication with customers. Preferences and bonuses for customers that use e-shop on any level should be matter of fact.
- E-shop should liberate consumer from ordinary routine shopping in classic shop that should on the contrary become a place of adventures and social contacts. These entertaining services appear in many distribution chains. It cannot be offered by e-shops. It will be a question how fast it is possible to change cultural habits and rituals in the field of consumers' behavior. Modernizing should come before change of consumers' behavior. Difficulty of e-commerce development lies in it.

## SOUHRN

### Několik poznámek o elektronickém obchodu s potravinami

Česká společnost akceptuje a využívá potenciál informačních technologií. Existuje obrovský a stálý tlak na každého jedince přijmout novou formu komunikace. Společenská a ekonomická izolace pak bývá jedinou alternativou. Černá díra digitalizace je soudobou realitou a nikdo nedokáže bojovat proti tomuto posupujícímu procesu.

Dodávky potravin objednaných prostřednictvím internetu se realizuje například společnost ICA Ahold. Ta má s on-line obchodem velkou zkušenost především na americkém trhu, ale proniká rovněž na trh ve Skandinávii (Norsko, Dánsko, Švédsko), Nizozemí, Argentíně a Thajsku. I v České republice fungují e-shopy zaměřené na potraviny. A přibývají další. [www.z-market.cz](http://www.z-market.cz), [www.multimarket.cz](http://www.multimarket.cz), [www.dodomu.cz](http://www.dodomu.cz), [www.gastroexpres.cz](http://www.gastroexpres.cz) patří mezi největší internetové obchody s potravinami na trhu. Většina těchto obchodů poskytuje své služby ve velkých městech a jejich okolí, zejména pak v Praze.

Služby internetových supermarketů s dodávkou do domu jsou ideální pro aktivní a zaměstnané lidi, kteří často pracují s internetem a kteří jsou zvyklí nakupovat na internetu nebo neradi nakupují v kamenných obchodech.

Kladnými faktory, jež motivují zákazníky ke koupi zboží v internetových obchodech jsou především (GFK/INCOMA 2006):

- Úspora času
- Časové prodlevy plynoucí z cestováním do obchodu
- Otvírací doba
- Úspora peněz
- Jednoduché porovnání cen, aniž by kamkoliv chodil
- Doručení zboží domů<sup>24</sup>.

23 KUČERA, P.: Do you want to enter the world of e-commerce? Modern management. 2002, No. 3, p. 70–73

24 Internet v Evropě. [cit. 2006-04-22] Dostupné z WWW: <http://www.gfk.cz>, <http://www.incoma.cz>

V letech 2002, 2003 a 2005 se uskutečnil ve spolupráci s Jednotou s.d. České Budějovice rozsáhlý marketingový výzkum. Mimo jiné se zaměřoval na chování zákazníka na regionálním trhu s potravinami. Cílem výzkumu byl monitoring rozvoje vztahu respondentů k internetu a jeho užití při nákupu potravin. Předem se předpokládala určitá změna přístupu zákazníků směrem k větší ochotě. Respondenti byly vybíráni z Českých Budějovic.

Výsledkem byla mimo jiné informace, že téměř dvě třetiny respondentů jsou ochotni čekat na zboží 24 hodin (polovina z nich však předpokládala doručení do 12 hodin) a jedna třetina je ochotna čekat méně než dva dny. Splnění těchto oprávněných nároků potenciálních zákazníků však firmu značně zatíží z pohledu logistického řešení (zvláště v oblasti prodeje potravin).

Dále byla zkoumán postoj respondentů k případné vyšší ceně zboží, která je spojena právě s dodatečnými náklady na logistiku. Polovina respondentů se vyhýbá vyšším cenám za nákup zboží na internetu. Třetina lidí připouští ceny zvýšené o 5 procent. Pouze jedna desetina respondentů by akceptovala vyšší ceny. Správné tedy bude začít provozovat e-shop zaměřený na zákazníky, kteří budou akceptovat vyšší ceny za zboží (především z pohledu logistických nákladů). Krom toho, respondenti neradi platí za zboží a služby přes internet, tento způsob akceptuje pouze malá část z nich.

Na co by však firmy neměly zapomínat v případě e-shopů, je propagace. Internetoví obchodníci by měli využít rostoucí počet domácích uživatelů internetu a zaujmout spotřebitele možností koupit zboží touto cestou, včetně výhod spojených s tímto způsobem. Mnoho zákazníků pravděpodobně ani neví, že mohou potraviny a jiné zboží koupit na internetu od určitého prodejce.

Návrh plánu na budoucí elektronický obchod typu B2C pro řetězec Jednota s.d. České Budějovice je tedy logickým výsledkem předpokladu rozvoje odvětví a výstupem provedeného marketingového výzkumu. Avšak již nyní je možné učinit několik závěrů díky do této doby získaným znalostem a zkušenostem ve světě. Mezi ty nejzásadnější patří, že v případě, kdy bude firma prodávat potraviny pouze na internetu (na úrovni B2C), pravděpodobně nedosáhne úspěchu. Ten je podmíněn pouze zázemím prosperující firmy a postupným růstem internetového obchodu.

B2C elektronické obchodování není pouhým prodejem přes internet, ale perspektivní a ziskovou formou obchodu jehož další rozvoj bude silně závislý na rozvoji informační společnosti. Ta je v současnosti integrujícím prvkem vědecko technického rozvoje a vývoje celého lidstva.

Na základě rovnováhy a zhodnocení vlivů lze tedy předpokládat, že elektronický obchod má v České republice svou budoucnost a je možností pro řetězec typu Terna, jak zvýšit svou konkurenční výhodu. Samozřejmě, že tato forma prodeje má jak výhody tak určité nevýhody a bariéry, které se pravděpodobně objeví v budoucnu.

Studie provedená firmou Consulting Partner<sup>25</sup> v německy mluvících zemích prokázala, že pravděpodobnost úspěšného vstupu do elektronického obchodování byla dvakrát vyšší u firem, které měly zpracovanou strategii. Ta by neměla opomenout tyto body:

- rozhodování o rozsahu nabídky,
- zajištění logistiky,
- zajištění platebního styku,
- vytvoření strategie pro získání a udržení zákazníků, smluvní zabezpečení, zabezpečení informačními technologiemi,
- návratnost investice.

Na základě dlouhodobého šetření a literárních zdrojů, diskuze s odbornou veřejností lze formulovat v oblasti internetového obchodu tato doporučení:

- Uplatňování nových vědeckých poznatků a moderních technologických komplexů do činnosti organizací je v globalizovaném světě základním předpokladem účasti v odvětví. Lidská společnost si vynutí využívání vědeckých poznatků v každodenní lidské činnosti. Postupné zavádění internetového obchodu a dalších služeb s tím spojených je podmínkou další existence distribučního řetězce, ač se v současné době jeví jen jako konkurenční výhoda.
- Využívání internetu v populaci se za poslední roky podstatně zvýšilo i přes nepříznivé ekonomické podmínky, za kterých je možné se na internet připojit. Velmi dynamicky se rozvíjí využívání internetu u starší generace, které internet zajišťuje únik ze společenské izolace a nabízí služby výrazně zvyšující kvalitu života. Jedná se hlavně o oblast přístupu ke službám a zboží, při přechodné nižší mobilitě seniorů. Možnost zůstat dlouho v prostředí, které je pro seniory známé, bez nutnosti využívání sociálních ústavů je společensky velmi pozitivní.
- Narůstající požadavky na mobilitu pracovních sil si vynutí i změnu spotřebitelského chování. K zajištění normálního chodu domácnosti a jeho kontrolu přispěje i internet a internetový obchod.
- Internetový obchod umožní i místním výrobcům vstup na maloobchodní trh se svými specialitami.

25 KUČERA, P.: Chcete vstoupit do světa e-obchodu?. Moderní řízení. 2002, č. 3, s. 70–73.



- Využívání internetu se pro rodinu musí stát výhodnou a běžnou záležitostí, kterou trvale zařadí do nákupního rituálu. Pravidelná možnost a výzva k využívání internetu by měla být trvalou součástí komunikace se zákazníky ze strany Jednoty. Upřednostňovat a odměňovat ty zákazníky, kteří využívají internetového obchodu na jakékoli úrovni.
- Internetový obchod by měl spotřebitele osvobodit od běžného rutinního nákupu v kamenném obchodě, který by se naopak měl stát střediskem zážitků a společenského setkávání. Tyto zábavné služby se v řadě distribučních řetězců objevují. To internetový obchod nabídnout nemůže. Bude otázkou, jak rychle lze změnit kulturní zvyky a rituály v oblasti spotřebitelského chování. Změna kulturních hodnot je velmi rychlá, pokud si ji vynucuje technologický vývoj. Modernizace by měla předcházet změně spotřebitelského chování. V tom tkví obtížnost rozvoje internetového obchodu.

zákazník, spotřebitel, elektronický obchod, potraviny, internet, technnologie

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