

Dr hab. inż. Bogdan Pacholek, prof. UEP

Poznań University of Economics and Business

ORCID: 0000-0003-0576-1426

e-mail: bogdan.pacholek@ue.poznan.pl

Dr hab. Dominika Jakubowska

University of Warmia and Mazury in Olsztyn

ORCID: 0000-0002-2797-9680

e-mail: dominika.jakubowska@uwm.edu.pl

Dr inż. Sylwia Sady

Poznań University of Economics and Business

ORCID: 0000-0002-4744-9361

e-mail: sylwia.sady@ue.poznan.pl

Dr inż. Leszek Matuszak

ORCID: 0000-0002-7703-8264

e-mail: leszek.matuszak@gmail.com

Mgr Agnieszka Pyszka

Poznań University of Economics and Business

Student Scientific Association NEXUS

e-mail: 63582@student.ue.poznan.pl

Perception of discount stores promotional brochures among consumers from generation Z

Postrzeganie gazetek promocyjnych dyskontów przez konsumentów pokolenia Z

Abstract

Current trends in the market, growing popularity of discount stores, changing forms of marketing communication aimed at precisely reaching current and potential consumers, became the rationale for undertaking a study aimed at identifying and assessing which sources of information about current discount store promotions influence the interest of generation Z consumers, as well as comparing the way in which advertising magazines and the information they contain are perceived. An indirect interview technique CAWI (Computer-Assisted Web Interview) was used to collect data. The results of the survey conducted among generation Z consumers regarding perceptions of promotional brochures were varied. For generation Z consumers, promotional brochures are still a very important part of marketing activities among discount stores. The future of promotional newspapers is seen by generation Z as digital, due to quick access to information, apps or newspaper comparison sites. The environmental aspect is becoming increasingly important for this generation.

Keywords

consumer preferences, consumer behaviour, promotional brochure, generation Z, marketing materials

Streszczenie

Obecne trendy na rynku, rosnąca popularność dyskontów, zmieniające się formy komunikacji marketingowej ukierunkowane na precyzyjne dotarcie do obecnych i potencjalnych konsumentów stały się przesłankami do podjęcia badań, których celem była identyfikacja i ocena, które źródła informacji o aktualnych promocjach dyskontów wpływają na zainteresowanie konsumentów pokolenia Z, a także porównanie sposobu postrzegania gazetek reklamowych i zawartych w nich informacji. W celu realizacji badań przeprowadzono badanie marketingowe techniką wywiadów pośrednich z wykorzystaniem kwestionariusza ankiety internetowej CAWI. Uzyskane wyniki badania przeprowadzonego wśród konsumentów generacji Z, dotyczące postrzegania gazetek promocyjnych, były zróżnicowane. Dla konsumentów z generacji Z gazetki promocyjne wciąż są bardzo istotnym elementem działań marketingowych sklepów typu dyskont. Przyszłość gazetek promocyjnych widziana jest przez pokolenie Z w wersji cyfrowej ze względu na szybki dostęp do informacji, aplikacji czy porównywarek gazetek. Coraz ważniejszy dla przedstawicieli tego pokolenia staje się również aspekt środowiskowy.

Słowa kluczowe

preferencje konsumenta, zachowania konsumenta, gazetka reklamowa, pokolenie Z, materiały marketingowe

JEL: D12, D91, D19

Introduction

Nowadays, consumers have a high level of education and free access to information. This means high consumer awareness, which results in higher expectations of the market, its behaviour, products or services. There is an expectation that companies will do their utmost to ensure that the life, health and safety of the customer remain untreated. Consumers demand the introduction of sustainable production and consumption patterns. They also expect full and reliable information about products in order to be able to make the best choices, and this is no longer just a question of economic efficiency, but a question of respect. The literature review carried out clearly indicates that belonging to a particular generation X, Y, Z determines, among other things, the purchasing approach, as well as the way in which purchases are made. Consumers of generation Z – people born between 1995 and 2012 in the digital world – move smoothly in the virtual space, are characterised by creativity, independence, but also a lack of humility and patience, claiming and loneliness. From the perspective of purchasing behaviours, generation Z customers are demanding, look for novelty and personalisation, like limited collections, pay attention to the values of the brand, are keen on limited-edition products and care about the environment (Azimi et al., 2022; Berg, 2017; Dąbrowska & Janoś-Kresło, 2017; Hysa, 2016; Krzeszowska, 2017; Krzyżan-Stachowiak, 2021; Shipman, 2020; Topuzovksa & Popovska, 2020; Szydło & Potmalnik, 2022). According to Eurostat, in 2021, generation Z in Poland would comprise 5.41 million people, or 14.2% of the population (Eurostat, n.d.).

Discount stores gained their popularity in Poland in the 1990s. Today, they are among the fast-growing store formats where around 70% of Poles do their shopping. The market side report shows that, at the end of 2021 there were already 4848 discount stores in Poland (Stępnia, 2022). In the last 10 years, their number has increased by 86% and their area has doubled to almost 3.8 million m² (MK, 2022). According to PMR forecasts, discount stores would be the fastest growing form in the grocery market between 2021 and 2026 (Business Insider, 2021). According to the market share in Poland, the leaders are: Biedronka, Lidl, Kaufland, Auchan, Dino and Netto. They make intensive use of promotional newspapers in their marketing communications (Listonic Ands, 2022). In a competitive economic system the popularity and growth of companies are linked to having accurate and detailed information about consumers, so the concept of

modern marketing emphasises the need to have detailed and grounded analyses about consumers' needs, motivations, attitudes and actions.

The highly competitive environment forces retailers to constantly use a variety of marketing tools and strategies to gain knowledge of their current and potential consumers. One of the main objectives is to develop effective ways to meet the needs of customers. Identifying the communication paths that influence customer behaviour in the market is a fundamental marketing communication activity, with the ultimate goal of creating messages that reach the target audience through the most appropriate channels. The proximity is also determined by the nature of the relationship that exists between the retailer and the customer, which largely depends on how the chain communicates with the customer and what marketing tools it uses to do so. The future and success of discount stores depend on their ability to adapt to the needs of the consumer and proximity to the consumer, both physically and psychologically. Promotional brochures are one of the most important elements of discount stores marketing communication that significantly influence consumers' purchasing decisions.

A promotional brochure is an element of marketing communication, in printed or electronic form, serving an informative purpose and intended for rapid dissemination. The purpose of the brochure is to present the offer in a simple and clear manner and to encourage the customer to purchase the products presented. The most important feature of a promotional brochure is to attract the consumer's interest in promotion of a presented product with different mechanisms (Szymborski, 2012; Świątły, 2019). According to a cyclical study of the AdRetail Inspiro industry programme, out of almost 180 companies publishing promotional brochures in digital (electronic) form, the highest traffic is generated by brochures published by discount stores (Inspiro, 2021).

Current trends in the market, the growing popularity of discount stores, and changing forms of marketing communication aimed at accurately reaching current and potential consumers have all provided a rationale for undertaking research aimed at identifying and assessing which sources of information about current discount store promotions influence the interest of generation Z consumers, as well as comparing the way in which advertising magazines and the information they contain are perceived. Cluster analysis was used to achieve the objective, allowing segments with similar characteristics to be identified.

Methodology

Prior to the main data collection phase, a pilot study was conducted to assess the feasibility of the research instrument. A convenience sample of 10 participants within the target group was selected for the pilot study. Participants were invited to provide feedback on the survey instruments to identify any potential issues for improvement. Based on the feedback received, adjustments were made to the survey questions to enhance the reliability of the study. The results of the pilot study were not included in the final analysis but served as a crucial step in the research process, contributing to the overall quality of the study.

In order to obtain the research objective, a quantitative survey was carried out using the indirect interview technique with a CAWI (Computer-Assisted Web Interview) online questionnaire. A proprietary survey instrument was used, which included 13 questions and a metric. The survey was conducted electronically through the use of the Google platform. The research sample was selected using purposive sampling, in which the selection criterion was belonging to generation Z (adult people born after 1995), as well as the declaration of using promotional brochures. The survey was conducted

in the months of June to September 2022 in Poland. The link to the survey was sent to respondents via email and online posts on social media platforms. The snowball sampling method allowed respondents meeting the selection criteria to be reached. A total number of 308 generation Z respondents who read promotional brochures, with various sociodemographic backgrounds, participated in the survey (Table 1).

The raw data obtained were subjected to coding, tabulation and processing. The effect of selected independent characteristics on dependent characteristics was examined using the chi-square test. Correlation was calculated using Spearman's rank correlation coefficient. The differences between the mean values of the responses for the extracted clusters were verified using ANOVA analysis and *post-hoc* tests – Tukey's test (it was assumed that the distances between categories on the scale of questions 1, 2, 3, 4 and 5 are equal to each other). Calculations were performed using IBM SPSS Statistics 26 at a significance level of 0.05. By applying the procedure of clustering objects and characteristics with the *k*-means method and using the analysis of variance (ANOVA), results were obtained to conclude that there are precisely identifiable clusters of respondents and that the characteristics studied show highly significant differences between

Table 1. Sociodemographic characteristic of the respondents (N = 308)

Characteristics		Number of respondents	Percentage of respondents (%)
Gender	Female	235	76.30
	Male	65	21.10
	I prefer not to answer	8	2.60
Education	Primary education	2	0.65
	Vocational education	4	1.30
	Secondary education	196	63.64
	Higher education	106	34.41
Place of residence	Traditional village	92	29.87
	City below 50,000 citizens	62	20.13
	City from 50,000 to 200,000 citizens	54	17.53
	City from 201,000 to 500,000 citizens	31	10.07
	City over 500,000 citizens	69	22.40
Financial situation	Very good	57	18.51
	Good	161	52.27
	Average	84	27.27
	Bad	2	0.65
	Very bad	4	1.30

Source: authors' own study.

clusters. The data conducted by cluster analysis were standardised (Z-score standardisation) (Everitt et al., 2011; Salamaga, 2015; Tarka, 2015).

A total of 235 women (76.30%) and 65 men (21.10%) participated in the survey. Eight respondents declined to state their gender. In case of education level, the largest group were respondents who declared a secondary education (63.64%), followed by higher education (34.41%). The highest number of respondents described their place of residence as a rural area (29.87%), followed by a city with more than 500,000 citizens (22.40%) and a city below 50,000 citizens. Respondents were also asked to assess their financial situation, with prevailing answers being "good" (52.27%), followed by "average" (27.27%) and "very good" (18.51%).

Results

The results on the perceptions of the promotion brochures of generation Z consumers were diversified. For generation Z respondents, electronic promotional brochures were the most popular source of information about current promotions at discount stores (Table 2). This is followed by respondents obtaining information from relatives and friends, from social media, from advertising posters in stores, and from apps or comparison websites for advertising brochures. Printed promotional brochures, radio advertisements and TV commercials are not important sources of information for generation Z respondents.

The statistical analysis made it possible to identify among the respondents, four groups of respondents similar to generation Z:

- Group 1. Respondents sceptical about traditional (printed) promotional brochures but friendly towards electronic promotional brochures and apps or comparison websites (so-called "digital" group).
- Group 2. Respondents sceptical about both traditional (printed) and electronic promotional brochures, as well as about apps and comparison websites.
- Group 3. Respondents with a friendly attitude towards traditional (printed) and electronic promotional brochures, as well as towards apps and comparison websites.
- Group 4. Respondents sceptical about electronic promotional brochures and apps and comparison websites, but friendly towards traditional (printed) promotional brochures (so-called "traditionalists" group).

Detailed results are presented in Table 3.

Respondents were also asked whether they make their choice of discount store as a shopping destination on the basis of promotional brochures. For 52.92% generation Z respondents, their choice of shopping destination is influenced by the promotional brochure of discount store. Cluster analysis showed no significant differences between the previously defined respondent groups.

Respondents were then asked to comment the opinions regarding the perception of the promotional brochures. Detailed results are presented in Table 4.

As much as 65.54% of the respondents agree with the statement that promotional brochures

Table 2. Sources of information for generation Z about current discount store promotions (N = 308)

Source of information	Percentage of responses				
	Very rarely	Rarely	Hard to say	Often	Very often
Printed promotional brochures	45.13	21.43	6.17	23.05	4.22
Electronic promotional brochures	17.86	12.66	6.17	31.49	31.82
In-store advertising posters	22.73	11.04	12.34	40.91	12.99
Radio advertisements	57.14	15.26	11.69	12.66	3.25
Internet banners	35.07	14.61	13.64	28.57	8.12
Relatives and friends	20.45	13.64	10.39	39.61	15.91
TV advertisements	39.93	13.31	10.06	26.95	9.74
Social media	20.13	14.29	10.71	32.47	22.40
Apps or comparison websites	36.39	7.79	8.77	22.08	24.68

Source: authors' own study.

Table 3. Grouping of generation Z respondents by source of information on current discount store promotions (N = 308)

Source of information	Group			
	1	2	3	4
Printed promotional brochures	–	0	+	+
Electronic promotional brochures	+	0	+	– –
In-store advertising posters	0	– –	+	+
Radio advertisements	–	– –	+ +	0
Internet banners	–	– –	+ +	+
Relatives and friends	0	– –	+	+
TV advertisements	– –	– –	+ +	+
Social media	+	– –	+	0
Apps or comparison websites	+	–	+	– –

Note: SD – standard deviation: – – over 0.75 SD below mean; – between 0.25 SD and 0.75 SD below mean; 0 +/- 0.25 SD around mean; + between 0.25 and 0.75 above mean; ++ over 0.75 SD above mean.

Source: authors' own study.

Table 4. Generation Z's perception of advertising newspapers (N = 308)

Specification	Values		Percentage of responses				
	Mean	SD	1	2	3	4	5
I think that promotional brochures influence my purchasing decisions	3.65	1.06	4.22	12.01	18.18	45.78	19.81
I like to buy products on promotion offered in promotional brochures	3.89	0.95	2.60	6.49	16.23	48.38	26.30
I believe that we should abandon printed promotional brochures in favour of the electronic versions	3.55	1.24	5.52	16.56	26.95	19.81	31.17
I definitely browse the food section of the promotional brochure	3.66	1.20	6.82	12.34	16.88	36.36	27.60
I think that electronic promotional brochure is ecologic and environmentally friendly	4.51	0.79	1.62	1.30	4.55	29.55	62.99
I know that products made in the process of sustainable development are of high quality	3.71	0.84	1.30	2.60	38.31	38.96	18.83
I feel that I am being manipulated by the store through promotional brochures	3.05	1.11	8.12	24.68	31.82	25.32	10.06
I believe that the description of promotion is too complicated in promotional brochures	2.47	1.07	17.86	38.96	26.30	12.01	4.87
I believe that promotional prices in brochures are artificially regulated to encourage me to buy	3.40	0.86	0.97	12.66	41.23	36.04	9.09
I believe that the way in which the attractiveness of the price is highlighted is important	3.96	0.73	0.32	4.22	13.64	62.66	19.16
I am keen to buy products awarded with certificates and quality labels	3.43	1.03	4.22	13.31	33.12	34.42	14.94

Note: 1 – strongly disagree, 2 – disagree, 3 – hard to say, 4 – agree, 5 – strongly agree. SD – standard deviation.

Source: authors' own study.

influence their purchasing decisions. Among respondents, 74.68% agree with the statement that they like to buy products on promotion offered in promotional brochures. More than half of the respondents approved abandoning printed promotional brochures in favour of electronic ones, which are ecological and environmentally friendly for 92.54% of the respondents. The majority of generation Z respondents (63.90%) is more likely to browse promotional brochures for food products than those dedicated to industrial and clothing sections. Respondents mostly agreed with the statement that sustainable products are of high quality (18.83% strongly agreed and 38.96% agreed), although for 39.31% of respondents, it was difficult to say. 35.38% respondents feel more or less manipulated by the information contained in discount stores promotional brochures, while 32.80% do not think stores manipulate the customers through the information contained in the brochures. For only 16.88% of the respondents, the description of promotions in promotional brochures is too complicated. As many as 45.13% of the respondents agree with the statement that promotional prices in brochures are artificially regulated to encourage customer to buy certain products. It should be remembered that the survey was conducted before the introduction of consumer protection regulations related to the implementation of the Omnibus Directive¹, the Digital Directive² and the Goods Directive³ into

Polish law. For 81.82% of the respondents, the way in which the attractiveness of prices was highlighted appeared to be an important aspect. Almost a half of the respondents (49.36%) indicated that they are more likely to buy products awarded with certificates and quality labels. One-third (33.12%) of the respondents had no opinion on this matter and 17.53% disagreed.

Analysis of the results showed that group 4 agreed to lower extent than other identified groups with the statements: "I believe that we should abandon printed promotional brochures in favour of the electronic versions" and "I think that electronic promotional brochure is ecologic and environmentally friendly", but agreed more with the statement "I believe that the description of promotions is too complicated in promotional brochures". Differences identified were statistically significant. Statistically distinctive for group 1 is the attitude that printed promotional brochures should be abandoned in favour of electronic ones, while for group 2 – the disagreement with the statement "I like to buy products on promotion offered in promotional brochures", contrary to the representatives of group 3. For the remaining statements, no significant deviations were identified for the defined groups from the average attitude.

For respondents, the following are very important features of promotional brochures: clarity and unambiguity of promotional offers, readability of the brochure, promotions tailored to

Table 5. Importance evaluation of the features of the promotional brochure by generation Z (N = 308)

Feature	Values		Percentage of responses				
	Mean	SD	not important	not very important	no opinion	rather important	important
Attractive cover	3.05	1.34	13.64	28.90	12.99	27.60	16.88
Seasonally tailored promotions/occasions	4.26	0.95	2.60	4.22	6.82	37.66	48.70
Announcements of new products	3.88	1.06	3.90	7.79	15.91	41.56	30.84
Readability of the brochure	4.32	1.10	4.22	6.49	4.87	22.08	62.34
Competitions and consumer actions	2.56	1.28	27.27	23.70	22.73	18.51	7.79
Quality of paper	2.23	1.24	37.25	27.45	16.67	12.75	5.88
Clarity and unambiguity of promotional offers	4.26	1.01	3.92	3.59	6.86	33.66	51.96
Additional features such as recipes, QR code or puzzles	2.58	1.29	26.62	24.68	20.45	20.13	8.12
CSR information for the environment	2.76	1.19	19.48	20.45	30.84	23.05	6.17
Statements promoting sustainability ideas, e.g. buy not waste, zero waste	3.00	1.26	16.88	16.88	27.60	26.62	12.01

Note: 1 – not important, 2 – not very important, 3 – no opinion, 4 – rather important, 5 – important. SD – standard deviation.

Source: authors' own study.

the season or occasion, announcements of new products (Table 5). Neither the CSR information for the environment nor sustainability statements are among the most important for generation Z.

The analysis carried out within the identified groups of respondents did not show significant deviations. The only statistically significant correlation was observed in the "digital" group, which declares less attraction to the company's CSR information for the environment and to competitions and consumer actions.

The next question concerned crucial aspects of the use of promotional brochures. Of the following reasons, the respondents could choose up to three responses: saving the customer time, saving the customer's money, encouraging the customer to buy, communication between the store and the customer – learning about the current offer, easy price comparison with other stores, educating the customer about the products. 22.40% of the respondents decided that using promotional brochures saves money, while 20.10% judged that it saves customer time. 19.3% of the respondents believed that it is a good way of communicating between the store and the customer, which allows one to find out about the current offer. The next two aspects ("encouraging the customer to buy" and "easy price comparison with other stores") were similarly rated. The least important aspect for the surveyed group was "educating the customer about the products" (3.30%).

Another question concerned the actions the respondents took with an out-of-date printed promotional brochure. 65.95% of the respondents dispose of such a brochure in the bin intended for waste paper, 22.84% of the respondents dispose of it in mixed waste bin, while 9.48% reuse it, e.g. in DIY forms. The analysis did not show significant differences between the identified groups of generation Z respondents.

The purposive selection of respondents (among Internet users) applied in the study means that the results and conclusions obtained do not warrant generalisations to the entire population. They make an interesting contribution to further research.

Discussion

Research between generational cohorts is important for several reasons and may have different objectives depending on the context in which it is conducted. In a business context, generational research is important to understand what products and services appeal to different age groups. Businesses use this kind of information to effectively adapt their marketing and product

strategies. It is important to understand cultural and social differences, as different generations have experienced different historical events, social changes and technological advances. In today's digital age, the return of print media may seem counterintuitive, especially for the tech-savvy generation Z.

Generation Z encompasses those born during the rapid growth of the Internet and new communication technologies. Generation Z is known to be digitally tuned and culturally diverse, and has a strong desire to find and create meaning (Hofman & Kępa-Figura, 2014). A study conducted by Gupta et al. (2016) among a student population found that students find PowerPoint presentations and audiovisual means to be incomparably more acceptable methods of acquiring knowledge compared to promotional printed materials. Traditional marketing is not as effective on generation Z as it was on previous generations. Generation Z has much wider range of content to choose from and has a slightly shorter attention span.

According to Ieva et al. (2022), promotional material is one of the most important information media used to promote retail sales and manufacturer promotions. The results of a study conducted with more than 9,000 members of a retailer's loyalty programme indicate that only 30% of consumers read the promotional material they receive. Furthermore, the distribution of promotional material and its readership do not appear to change purchasing behaviour. However, the results of the study confirm that propensity for promotional material, loyalty to the retailer, subscription to the retailer's newsletter and household size positively affect the likelihood of reading promotional material (Ieva et al., 2022).

The results of the study by Michalski (2009) indicated that 38% of respondents decided that the main aspect of promotion in the consumer decision-making process was the financial benefit it brings, the second most important aspect being to induce purchase (31%). 26% responded that promotion helps in the purchasing decisions of a product and 15% of respondents indicated that it allows to learn more about the product (Michalski, 2009). When comparing the results of both surveys, the similarity of the responses can be seen. Both in our study and in the one from 2009, the highest percentage of responses was related to saving money.

Costa & Azevedo (2023) assessed consumers' reactions to in-store flyers, their attitudes and receptivity. The study introduced a distinctive conceptual framework that analyses the impact of consumer behaviour, digital literacy and retailer orientation on environmental sustainability and explicit environmental concerns. The results

suggest that attitudes towards promotional paper materials were more favourable when presented by environmentally unconcerned retailers compared to their green counterparts. This can be attributed to a perceived inconsistency between green brand positioning and the use of promotional paper materials. Furthermore, the propensity to switch to digital promotional materials was significantly higher for green retailers compared to non-green retailers. In contrast, from a study by Huml et al. (2015), it can be concluded that the type of assortment presented and the way in which advertising materials are distributed are important to consumers. Consumers are most likely to look for advertising materials offering food, drugstore items, furniture ranges, footwear and clothing. Receiving them regularly also plays an important role. Printed advertising material that focusses on hobby assortments is considered less important. On the contrary, advertising materials that offer loans and credit are not important to the respondents.

Consumers are more engaged and present when reading printed promotional material. The results obtained are comparable to those of the report "Poles' attitude to printed promotional materials", which was created based on the results of a survey conducted in 2022 by the ARC Market and Opinion Research Institute for the Polish Marketing Association, in which 74% of respondents declared that at least once a month they make their shopping decisions based on information provided in promotional brochures (Polskie Stowarzyszenie Marketingu SMB, 2022). This is because reading the print version requires more focus and attention than scrolling through social media or browsing the internet. As a result, consumers are more likely to remember what they have read and feel a deeper connection with the content.

The results of the study by Michalak and Warzocha (2009) among 100 customers of an Olsztyn retail chain indicated that for 48% of the respondents printed promotional brochures were an important source of information about promotions. The second most popular response was the local press (21%). 15% of the respondents stated that in-store advertising posters were the main source of information about promotions. For only 6% of respondents radio or TV were the main source of information, while 7% found out about current promotions from friends. However, it is difficult to directly compare the results obtained in this study with those of Michalak and Warzocha (2009) due to the specific nature of generation Z consumers, as well as the fact that the cited study was conducted more than 10 years ago. Nevertheless, promotional brochures are still the most popular source of information about

promotions in discount stores, just as they were in 2009. It is probably only the specifics of generation Z that have redirected the importance of the form of the brochure (from printed to electronic).

Younger generations are rediscovering the value and appeal of cheap brochures and physical print media. This shift in preference is driven by a number of factors, including a desire for authenticity, a need to get away from the constant stimulation of the online world and a longing for tangible experiences (IBM, 2017), which was also noted in the survey conducted.

Conclusions

Promotional brochures are one of the most important information media used to promote retail sales and manufacturers' promotions. However, most studies on their effectiveness in consumer behaviour of different generational cohorts show significant gaps. The results provided a range of information about members of generation Z views in promotional brochures from discount stores. The most important information drawn from the survey is that generation Z consumers still use promotional brochures. However, the future of promotional brochures is seen as digital form by this generation, not only because of globalisation and quick access to information, apps or comparison websites. The environmental aspect is becoming increasingly important for younger generations. For generation Z, it is the clarity of the communication, the transparency of the brochure, the appropriate range of products and, above all, the interesting promotion that matter the most. Promotional brochures are a source of information on promotions, unrivalled form of communication between the store and the consumer, as well as they are perceived to save customer's money. Understanding the differences between the generations can lead to a better recognition of the consumer on the market and, consequently, the marketing communication can be adjusted accordingly.

The study also contributes to theoretical knowledge and practical implications for managers who want to reach generation Z. Traditional marketing does not work for generation Z as it did for previous generations. Generation Z has a much wider range of content to choose from and has a slightly shorter attention span. In a business context, researching generation Z is important to understand what products and services appeal to this age group. Businesses use this kind of information to effectively adapt their marketing and product strategies.

Notes/Przypisy

- ¹ Directive of the European Parliament and of the Council (EU) 2019/2161.
- ² Directive of the European Parliament and of the Council (EU) 2019/770.
- ³ Directive of the European Parliament and of the Council (EU) 2019/771.

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Dr hab. inż. Bogdan Pacholek, prof. UEP

He works at the Department of Marketing at the Poznań University of Economics and Business. Employed at the Product Marketing Department at the Marketing Institute. His research and teaching interests focus on consumer behaviour, food innovation design and development, and product management.

Dr hab. Dominika Jakubowska

Assistant professor at the Department of Market and Consumption, University of Warmia and Mazury in Olsztyn. She has been involved in the research of consumer behaviour. Her research interests focus on consumer decision-making, sustainable consumption and product management.

Dr inż. Sylwia Sady

Assistant professor at the University of Economics and Business in Poznań. She works at the Department of Natural Science and Quality Assurance, Poznań University of Economics and Business. She currently conducts research in the field of consumer and producer behaviour related to sustainable consumption, greening consumption and designing innovative products focused on the introduction and dissemination of pro-health solutions.

Dr inż. Leszek Matuszak

Manager in the company; graduated from the University of Economics in Poznań. His interests focus on statistical modelling of consumer behaviour.

Mgr Agnieszka Pyszka

Manager in the company; graduated from the University of Economics in Poznań. Her interests focus on the marketing activities of discount.

Dr hab. inż. Bogdan Pacholek, prof. UEP

Pracuje w Katedrze Marketingu Produktu w Instytucie Marketingu Produktu na Uniwersytecie Ekonomicznym w Poznaniu. Jego zainteresowania badawcze i dydaktyczne koncentrują się na zachowaniach konsumentów, projektowaniu i rozwoju innowacji żywnościowych oraz zarządzaniu produktem.

Dr hab. Dominika Jakubowska

Adiunkt w Katedrze Rynku i Konsumpcji, Uniwersytetu Warmińsko-Mazurskiego w Olsztynie. Jest zaangażowana w badania dotyczące rynkowych zachowań konsumentów. Jej zainteresowania badawcze koncentrują się wokół decyzji nabywczych konsumentów, zrównoważonej konsumpcji oraz zarządzania produktem.

Dr inż. Sylwia Sady

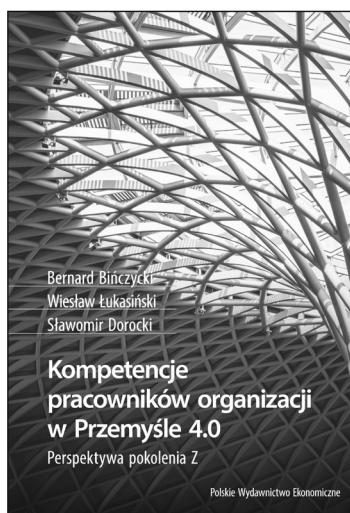
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Dr inż. Leszek Matuszak

Menedżer w przedsiębiorstwie; absolwent Uniwersytetu Ekonomicznego w Poznaniu. Jego zainteresowania koncentrują się na statystycznym modelowaniu zachowań konsumentów.

Mgr Agnieszka Pyszka

Menedżer w przedsiębiorstwie; absolwentka Uniwersytetu Ekonomicznego w Poznaniu. Jej zainteresowania koncentrują się na działaniach marketingowych dyskontów.



Bernard Bińczycki, Wiesław Łukasiński, Sławomir Dorocki

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Głównym celem niniejszej monografii jest identyfikacja współczesnych kierunków rozwoju koncepcji zarządzania zasobami ludzkimi w obszarze kształtowania kompetencji pracowniczych. Ponadto zamierzeniem Autorów jest opracowanie katalogu tych kompetencji, które są aktualnie niezbędne do funkcjonowania organizacji w gospodarce cyfrowej i na silnie zmieniającym się rynku pracy. Autorzy koncentrują się na zagadnieniach związanych z wyzwaniami, jakie rozwój Przemysłu 4.0 niesie dla obszaru zarządzania zasobami ludzkimi, kładąc nacisk na potrzebę takiego kształtowania kompetencji pracowników, aby były one dostosowane do postępujących zmian w organizacji produkcji.

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