



UNIVERSIDADE CATÓLICA PORTUGUESA

Marketing communication of Prague beach team z.s.

Jana Konášová

Católica Porto Business School
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by

Jana Konášová

Supervised by
Carla S. Carvalho Martins, PhD

Católica Porto Business School
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Resumo

O ambiente de marketing desportivo está em constante mudança e desenvolvimento, não apenas por causa das novas tecnologias, como ocorre na maioria dos setores, mas também pela crescente tendência do setor desportivo, em geral. As organizações desportivas precisam de um sistema racional que corresponda às necessidades do consumidor com suas ofertas. O marketing no ambiente desportivo tem suas próprias especificidades. Esse ambiente turbulento é caracterizado por uma enorme volatilidade, e o marketing na indústria desportiva ganha um espaço constantemente maior. Portanto, todo clube desportivo precisa de uma estratégia de marketing para atingir seus objetivos da melhor maneira possível. Este estudo está focado na estratégia de marketing do Prague beach team z.s., um clube desportivo de voleibol de praia, localizado na República Checa. Nesta organização, não é dado muito espaço às atividades de marketing. As razões para tal são descritas neste estudo de caso. Foi usada a metodologia de estudo de caso para analisar a atual situação de marketing do clube Prague beach team z.s., e sugerir melhorias, tendo em conta o potencial da organização. É muito importante entender que esta organização é um clube desportivo muito orientado para o cliente, e que não é focado no lucro do clube, como é normalmente esperado.

O resultado do estudo de caso pode ser encontrado na última parte desta tese e consiste principalmente em recomendações e a avaliação da equipe Prague beach team z.s.

Palavras-chave: Estratégia de Marketing, Plano de Marketing, Marketing de Serviços, Marketing Desportivo, Voleibol de Praia, Prague beach team z.s.

Abstract

Sports Marketing environment is constantly changing and developing, not only because of new technologies, as it is in most of the industries, but also because of the growing tendency in the sports industry in general. The sports organizations need a rational system that matches consumer's needs with their offerings. Marketing in the sports environment has its own specifics. This turbulent environment is characterized by a huge volatility, and marketing in the sports industry gets a constantly bigger space. Therefore, every sports club needs its own marketing strategy to achieve their goals in the best possible way. This study is focused on the marketing strategy of Prague beach team z.s., a sports club focused on beach volleyball, located in the Czech Republic. Marketing does not have a big space in this association and it has its own reasons, which are described in this case study.

A case study approach was selected as a method for this work and the analysis of Prague beach team z.s. is a very important part of it. The current marketing situation of the club is evaluated and the space for improvements is found. It is very important to understand that this organisation is very customer-oriented sports club, which is not focused on the profit of the club, as it is usually expected.

The result of the case study can be found in the last part of this thesis and it consists mostly of recommendations and evaluation of Prague beach team z.s.

Keywords: Marketing Strategy, Marketing Plan, Service Marketing, Sports Marketing, Beach volleyball, Prague beach team z.s.

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Introduction

Sport is a phenomenon that affects most of the world's population in a certain way. Almost every person on this planet came into contact with it. Sports can connect people, excite emotions or even help in difficult life situations. It is an everyday part of life for a large number of people and it has different functions for everyone. It is not just fun, which is the mainstay of sport, but sport is also connected with health, relaxation etc.

Beach volleyball has a growing tendency when we talk about the popularity of this sport in the Czech Republic. Beach volleyball is currently a full-fledged and equal partner of classic volleyball, which takes the eighth place on the popularity list of sports in the Czech Republic. But it has not always been so. The significant success at the 2012 Olympics in London and the great pairing of Kristyna Kolocova and Marketa Slukova made a significant contribution (Poláček, 2012). The Czech Volleyball Association has already understood that beach volleyball is not a competitor of the "sixth" volleyball, but vice versa. For this reason, the Volleyball Association has begun to support the Beach Volleyball Association and it contributes to its constant growth.

The development of beach volleyball brings benefits also to private companies and entrepreneurs, who run the beach clubs where people can play. Also, the number of local tournaments is growing, they are involving more and more players, every year. Moreover, beach volleyball is not just a summer sport, as it used to be, since it is possible to take part in training or tournaments

even in the winter season. One of the sports clubs taking advantages of beach volleyball becoming popular every year is Prague beach team z.s.

Prague beach team z.s. is a sports club, whose purpose is to make beach volleyball available to the wider public. The main activities of this club are organizing training, tournaments and beach volleyball camps for the general public, renting unused courts to the public, and organizing other events (corporate, private, public). This club was a second home to me when I was still an active player. As a sports enthusiast, my favourite sport is beach volleyball and this is also the reason and motivation, why I chose to write this master thesis. As a frequent member of this beach volleyball club, I became aware of some limitations, particularly in marketing communications, that may be overcome using some of my marketing knowledge.

This study deals with the marketing of Prague beach team z.s., but the marketing of sports clubs in the Czech Republic is in general, a relatively new industry that is still developing. Many clubs are not involved in marketing at all, or the marketing department is represented only by one person, which is also the situation of Prague beach team z.s. Therefore, the research question that guides this research is: What is the current marketing communication of Prague beach team z.s. and how can it be improved? Therefore, the main objectives of the master thesis were: 1) to evaluate the current marketing situation of the Prague beach team z.s., namely the external marketing environment and its existing marketing strategy, comprising targeting and positioning as well as the marketing mix with a special focus on communication; 2) and to prepare a marketing plan, which is supposed to improve the existing marketing situation. As the project developed and the information has been gathered, the objectives of this master thesis were modified. Instead of creating a marketing plan focused on marketing communication, more attention was paid to the changes

in organizational structure and legal form which should be made to help the marketing situation of Prague beach team z.s..

This study is divided into four main chapters. After the introduction, the first chapter is dedicated the literature review, mostly on the marketing area. In the first part, basic marketing concepts, such as marketing strategy and marketing plan, as well as its differences, are addressed. After that, specifics of service marketing are explained, namely the concept of 7P's. The last part of the first chapter is dedicated to sports marketing and its characteristics.

The second chapter is focused on beach volleyball, on sports development, and also on the specifics of the game. The brief history of beach volleyball in the Czech Republic is described there as well since it is important to understand the concept of beach volleyball clubs in the Czech Republic. The second part of this chapter is dedicated to Prague beach team and its legal form as this aspect strongly influences the marketing strategy of Prague beach team z.s.

The third chapter is dedicated to the practical part of this case study and here comes in line the theoretical background of marketing environment and the specific information about the club. The current marketing communication of Prague beach team z.s. and its shortcomings, together with the Prague beach team z.s. marketing mix can be found there as well as the targeting and positioning of this club. The next part of this chapter is devoted to the evaluation of the marketing strategy of the club and suggestion of a set of ideas for improvements.

The conclusion is to be found in the last chapter of this work and it brings the main contributions of this study, its limitations and future research directions.

1. State of the Art

1.1. Marketing Strategy and Marketing Plan

Marketing strategy and marketing plan are very important terms for this project. But first I would like to shortly introduce marketing itself. Marketing is one of the relatively new disciplines. Marketing deals with the identification and satisfaction of human and social needs. Philip Kotler, one of the most popular specialists in this area, briefly defines marketing as "*meeting needs profitably*" (Kotler et al. 2012, p.5). American Marketing Association has developed more comprehensive definition: "*Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.*" (American Marketing Association 2013, p.1). Pelsmacker states that "*Marketing is the process of planning and executing the conception, pricing, promotion and distribution of ideas, goods and services to create and exchange value, and satisfy individual and organisational objectives.*" (Pelsmacker, Geuens, and Bergh 2001, p.2). In the Czech Republic, there is a famous Marketing expert Karliček (2013), who considers marketing as a key business role that balances the interests of the company and its customers. According to him, all the marketing definitions highlight the importance of the customer and his needs, but he mentions, that the satisfaction of the customer needs has to be profitable for the company at the same time. To simplify his idea, good marketing actions bring a win-win situation for the company and for the customers as well.

Now that the concept of marketing was introduced, it is important to explain two marketing expressions: Marketing Strategy and Marketing Plan. It is very common for people to confuse those expressions and their meanings. And that is why both of them are briefly described and explained below.

Marketing strategy is defined as *“a process that can allow an organization to concentrate its limited resources on the greatest opportunities to increase sales and achieve a sustainable competitive advantage”*(Baker, 2010, p.3). The marketing strategy should focus on the promising chances respecting the available budget and putting the main effort on what the company can do better than its competitors to maximize the profit. In other words, it is the explanation of the objectives a company wants to achieve with the marketing efforts and it is usually shaped by the business goals.

On the other hand, a marketing plan is a description of how the company is going to achieve those marketing goals. It is the application of the marketing strategy, a roadmap that guides you from one point to another.

It is very important to start with the question “WHAT?” E.g.: What the company wants to achieve? When we know the answer, we know the marketing strategy and it is time to ask the question HOW? Which means to set up the marketing plan. In a nutshell strategy is thinking, planning is doing.

The best way to explain the difference is to show an example. Let us say the goal of a company is to gain a broader market adaptation. Knowing this information, the company can create a marketing strategy: to introduce their products to a new market segment. Based on that a marketing plan can be developed: create a marketing campaign that focuses on a new segment, make market research, calculate the costs of the campaign etc.

If the marketing plan is done, it can be implemented into reality with the objectives of satisfying marketing strategy and achieving the company’s goals. To be successful with the marketing strategy and the marketing plan both

sections need to contain their components. Marketing strategy can be considered as a part of the Marketing plan, the plan is actually a marketing strategy plus time-related details (Lake, 2018).

The preparation of a marketing strategy is usually the first task which the company needs to do in the marketing process. A well-thought-out strategy is a key element of it. Developing the right marketing strategy requires a balance between discipline and flexibility. The most important part is to identify the potential long-term opportunities with the consideration of the past experience in the market and the company's core skills. According to Kotler et al. (2012), companies should stick to the core of the strategy, but also improve it over time. At the same time, it is also necessary to develop individual strategies for the range of products and services the organization is offering. The marketing strategy of the company must contain overall marketing objectives, short-term and also long-term, targeting segmentation and positioning (Pelsmacker et al., 2001). The marketing plan starts with an executive summary, that briefly describes a product or a service to be marketed, followed by situational analysis, which includes internal and external analysis. The second part of the plan comprises objectives, strategies, implementation of the plan and budget (Lake, 2018).

1.2. Service marketing concepts

Services generate a significant share of GDP. For a large number of developed countries, the proportion of services on GDP is higher than the share of the industry (Buckley and Majumdar, 2018). This fact brings also the opportunity for a large number of people to work in the field of services. The high share of the services sector in GDP is also important for employment. Services vary fundamentally from products. In services, not only the final effect is important for the client, but also the entire service delivery process. On the

contrary, the product is perceived only as the final product irrespective the process of production itself. This fundamental difference develops the meaning of services. Authors dealing with service marketing articulate their importance differently "in their own eyes", but they all agree on the core features. *"Services include all economic activities whose output is not a physical product or construction, is generally consumed at the time it is produced, and provides added value in forms (such as convenience, amusement, timeliness, comfort or health) that are essentially intangible concerns of its first purchaser"* (Quinn, Baruch, and Paquette 1987, p.1). Services have some unique characteristics as intangibility, heterogeneity, inseparability, and perishability. Those characteristics and the nature of the services influence service marketing. Besides that, services are considered as a competitive environment, and the process of gaining a competitive advantage for the service provider in a globalized marketplace is a very difficult task. Payne and Dobešová (1996) outlined the characteristics of services as impalpability, indivisibility, variability, transience. Also, Susan Horner (2003) characterizes the services similarly. According to her, services are physically intangible, inseparable, heterogeneous, temporary and without the existence of ownership.

According to Seifertová (2003), the meaning of the word "service" can be summarized in three areas:

- 1) The material elements - the physical components of the service that complement the service or allow the service to be provided.
- 2) The psychological benefits of the offer – This area is subjective and different for each customer.
- 3) The sense sensations – the area, where the services are recognized through human senses, for example, music, silence, smell, shape, etc.

As mentioned above, there are many definitions of the term service. But they all have something in common. Services are characterized as intangible,

inseparable, perishable, variable and without the possibility of their physical possession.

The client does not have the ability to judge the quality of the service through their senses before they buy it. Therefore, in the case of intangibility, quality plays an important role. The quality level is perceived by clients based on circumstances such as brand, price, the place where the service is provided and also the service provider's employees. All these aspects are affecting the client's decision, whether to purchase the service or not. A very important aspect while making the purchase decision is also the competition's offer. That is why the services provider should know the competing entities and their offers.

Another feature of services is the inseparability from the user. Only during the delivery process, the client has the opportunity to evaluate the quality of the service and whether it fulfilled its quality expectations or not. This phase has a crucial influence on the client's satisfaction and his potential interest in purchasing another service from this company in the future. For this reason, the company usually tries hard to improve the delivery processes of the services. The inseparable parts of these processes are the bearers - the employees of the company, who should meet the qualification and personality assumptions.

A service feature called perishability describes the condition of service consumption at the time of its provision. The service cannot be stored for a later use as it is with products.

Another mentioned service feature, on which the authors agree, is the variability of services. The variability appears by the individual service providers and also by the process of their delivery. Clients, while choosing the service and its providers are interested in how the service process and its outcome differs from the generally perceived standard.

The last characteristic feature of services mentioned is the impossibility of their physical possession. On the distinction from products that the client

physically owns and uses over a longer time period whenever he wants, the service can be used only within the period of its provision. This is another fundamental difference between products and services. They vary also in the form of distribution channels. All service intermediates are essentially its providers (Zeithaml, Bitner, and Gremler, 2008).

Service marketing has increased its importance across the years. In the 21st century especially the U.S. and Chinese economy reflect a big growth. More and more companies are offering intangible solutions nowadays, which led to the reconsideration of the conventional product marketing. The marketing mix or the 4P's of marketing (product, price, place, promotion) were reconsidered and became not sufficient in the service marketing area. However, the 4P's are still considered as the core elements of the marketing mix, services are taking in consideration three additional marketing mix elements – People, Process and Physical evidence (Foret, Procházka, and Urbánek 2003).

This part will briefly describe the additional marketing mix elements, starting with people. People working in the services are clearly a key component of the marketing mix, as it depends mostly on them whether the service provided meets the client's expectations or not. People are the creators of the service environment and the overall atmosphere perceived by the client. They must meet the necessary personality and qualification prerequisites and suitable motivation for those service workers is a very important feature for quality service delivery.

The service provider evaluates many criteria when selecting its employees. Those criteria should be related to whether an employee will be contact, operating, conceptual or supporting staff. The role of the employee according to the above-mentioned categories are different to the client.

Payne and Dobešová (1996) defines the different roles of employees according to their impact on clients as follows:

- 1) Contact staff is very much involved in related activities with marketing and they are often in touch with clients, therefore it is important, that they have a good knowledge of marketing strategy (ensure sales, provide services etc.). These workers need to be motivated and trained to be able to respond to client needs.
- 2) Operating staff is often in contact with clients even though their role is not connected with the marketing activity (receptionist, etc.). It is therefore desirable to have them stay aware of the marketing strategy. In particular, it is important for operating staff to have great communication skills and to keep developing them.
- 3) Conceptual staff is a human factor, which is usually not in contact with clients, but they significantly influence the composition of the marketing mix. They are the developers of the marketing strategy (product development activities, market research etc.).
- 4) Supporting staff operates mainly on an internal level and in contact with clients comes only exceptionally. Its activities are mostly unrelated to marketing (HR, purchasing, IT).

The process is the next added element of the marketing mix for services. For service providers, it is very important to have long-lasting and favourable relationships with loyal customers. To do so, companies must have well-established and consistent service processes. Which include timely and accurate service delivery, tools and communication used for customer retention programs etc. All the processes should be smooth and customer friendly. Processes need to be well defined, so the employees can follow their instructions and achieve customer satisfaction. All the processes should be evaluated and redesigned once in time since the customer needs are constantly changing.

Last added service marketing element is Physical evidence. This element is directly connected with one of the service characteristics - the intangibility. Customers can touch and feel the products, but that is not possible in the case of services. To provide a similar experience, physical evidence can overtake this role (Kokemuller 2017). The physical evidence is made by the environment in which the service is provided, and where the customer and the company are interacting. The environment is important for providing a service such as the packaging is relevant for a product. It convinces customers to feel safe, builds the brand image, and helps establish contacts between employees and customers. Distinguishing features from competing service providers are also important. Kočov (2012) presents some elements of the physical evidence of the company:

- the exterior of the building, parking space,
- size and layout of the selling space,
- equipment and furnishings,
- atmosphere - lighting, colour, temperature, music,
- comfort and practicality,
- purity,
- peripheral environment - things the customer can take away, such as tickets, brochures, catalogues, business cards or small gifts,
- website - an important source of information nowadays. Many people will create judgment based on the information and pictures presented on the website,
- uniforms of employees

The physical evidence is the last element of the service marketing mix and with it also the service marketing concept introduction is complete.

The service sector includes virtually all organizations (excluding manufacturing, processing and raw materials and agriculture) that are the subject of their activities or businesses in at least one of the service sectors mentioned below:

- Trade and procurement,
- Transport, shipping, and transportation,
- Storage,
- Tourism,
- Accommodation and hospitality,
- Financial Services,
- Media, information and promotion,
- Information and Communication Services,
- Education,
- Health and social care,
- Real estate and infrastructure,
- Entertainment, culture, and sports,
- Advice, Legal and Expert Services,
- Crafts and repairs,
- Public Administration.

As it is mentioned in the thirteenth line of the list, sports are included in the service sector together with the entertainment and culture providers. Therefore, the Prague beach team z.s. as a sports provider falls into this category and the details of sports marketing will be characterized in the next chapter.

1.3. Sports marketing and its specific characteristics

The marketing strategy can be adapted according to the specific field in which the service is inquired. Since beach volleyball is a sport, the strategy can

be devised in line with sports marketing specific characteristics. *"Sport marketing consists of all activities designed to meet the needs and wants of sports consumers through exchange processes. Sport marketing has developed two major thrusts: the marketing of sport products and services directly to consumers of sport, and the marketing of other consumer and industrial products or services through the use of sports promotions"*(Mullin, Hardy, and Sutton 2007, p.11). The sports industry has a growing tendency and also the demand for sport marketing is following the increasing trend. There are professional teams, university representants, high school teams, sports clubs, youth clubs, and many other sports-based organizations looking for a suitable way to surpass its competitors and attract more and more consumers. The sports organizations need a rational system that matches consumer's needs with their offerings. This type of marketing mainly focused on sports events and services is called the marketing of sports. Besides satisfying the consumer needs, the sport is commonly used as a promotional tool for many products, e.g.: beers, vehicles, energy drinks etc. This category of marketing can be titled as marketing through sports (Mullin et al., 2007).

Marketing in the sports environment has its own specifics. This turbulent environment is characterized by a huge volatility, and marketing in the sports industry gets a constantly bigger space. It is important to say, how people in the Czech Republic perceive sports marketing. Novotný (2009) claims in his book that sports marketing in the Czech Republic is not understood as the mutual cooperation of a company and a sports organization, neither by the broad public nor by high-ranking business executives.

The sports industry has a huge advantage in having a wide range that reaches beyond its borders. Many companies that have no relationship with the sport, uses sport to promote its products. And it's not just big multinational corporation such as Coca-Cola, McDonald's and others, but also small and medium companies, which use sports organizations to make them more visible

(Novotný, 2009). From the above definitions, it is clear that the content of sports marketing includes all the products and services in the sports industry, no matter if it is a service in sports environment or product with sport design (theme). This work focuses on the services in sports environment, concretely on a beach volleyball club, therefore this is the topic of the next chapter.

2. Beach Volleyball and Prague beach team z.s.

2.1. A brief history of beach volleyball

Beach volleyball was born in the 1920s on the beaches of California, and since the mid-1980s it has been experiencing a worldwide stormy development. Nowadays it is probably one of the most geographically widespread sports in the world, most spread by Americans, Brazilians, and Italians.

It was probably the period after the First World War when American soldiers spent leisure time playing volleyball on the beaches when this sport was created. The first tournament took place in 1920 in Santa Monica. In that time, six against six players were competing according to the rules of indoor volleyball. In the 1930s, it already consisted of two players competing against two players and the rules were basically in its present form. In the 1930s beach volleyball moved to "State Beach" north of the Santa Monica waterfront. After America beach volleyball gradually comes to Europe - the first European country that tried this new sport was France. Before World War II, many beach tournaments were held in the US and also in Brazil.

In the 1950s and 1960s, the "two against two" (day and night) matches at the famous Brazilian beaches of Copacabana, Ipanema and Leblon in Rio de Janeiro began to be popular. The local press gave them a lot of attention, which brought beach volleyball to the general public.

In 1989, the first World Series was launched, the number of organizing countries is increasing every year, and in 1991 the FIVB meetings have specified the rules and the calendar of the World Series. In 1992, beach volleyball was

introduced as an exemplary sport at the Olympic Games in Barcelona, and in 1996 in Atlanta games was the first official Olympic beach volleyball tournament. At present, it operates across more than 95 countries. Beach volleyball has become very popular, for players, audience and also for media (Historie Beach volejbalu n.d.).

And what are the rules of beach volleyball? How to play it? Beach volleyball is a sport played by two teams of two players on a sand playground divided by a net. The ball can be played by any part of the body. The purpose of the game is to send the ball above the net to the opponent's field and to prevent the opponent from doing the same.

The game starts with service. The player strikes the ball with one hand or arm so that the ball crosses the net in the opponent's field. To return the ball back the team has the right to use three hits. Players are not allowed to touch the ball twice in a row (except for the block). The game continues as long as the ball does not touch the ground, it is "out" of the playground or the players fail to hit the ball in the allowed manners.

Beach volleyball in the Czech Republic does not have a long tradition. The development of beach volleyball in Czechia is linked to the absence of beaches and the fact, that players could only get to know about this sport when travelling abroad. And therefore, the first official playground grew up in 1987 in Brno in the recreation centre Káčata. In 1991 the Beach Volleyball Association (AVB) was founded and one year later the first national Men's Championship was organized. The winners of this first Czech championship were Michal Palinek and Igor Stejskal. The first Czech women's championship was played in 1994 in Prague. The first beach volleyball hall which allowed players to enjoy beach volleyball also in the winter season was built in Slavkov in 1995.

In the second half of the 1990s, Czech officials' representatives started to gain rewards abroad. For example, in 1996, Celbová and Dosoudilová became the

champions of Europe and Palinek and Pakosta won the same tournament in the men category. In 2008, the Czech Republic was historically the first organizer of the World Series of Men Tournament (Vondráková 2013).

Currently, there are more than 53 beach volleyball clubs in the Czech Republic and out of them 26 are in the capital city – Prague. But only 9 clubs in Prague have the option to play beach volleyball also in the winter season and provide the training courses. One of those clubs is Prague beach team z.s., which will be introduced in the next chapter.

2.2. Prague beach team z.s.

Prague beach team z.s. is a sports club established in 2006, whose purpose is to make beach volleyball available to the wider public. This club was founded by its members, who had a desire to play beach volleyball on a higher level, without the limitation of a students' financial situation. Beach volleyball at that time and sadly also nowadays was, unfortunately, dominated by commerce and prices were situated very high. The official name of the club is Prague beach team z.s., but the club uses the name Prague Beach Team a lot, to be associated with the abbreviation PBT.

In the beginning, Prague beach team z.s. was located in the Hamr Braník area but in the year 2011 it was moved to Střešovice to the address Sibeliova 368/51, Prague 6, where it has better conditions.

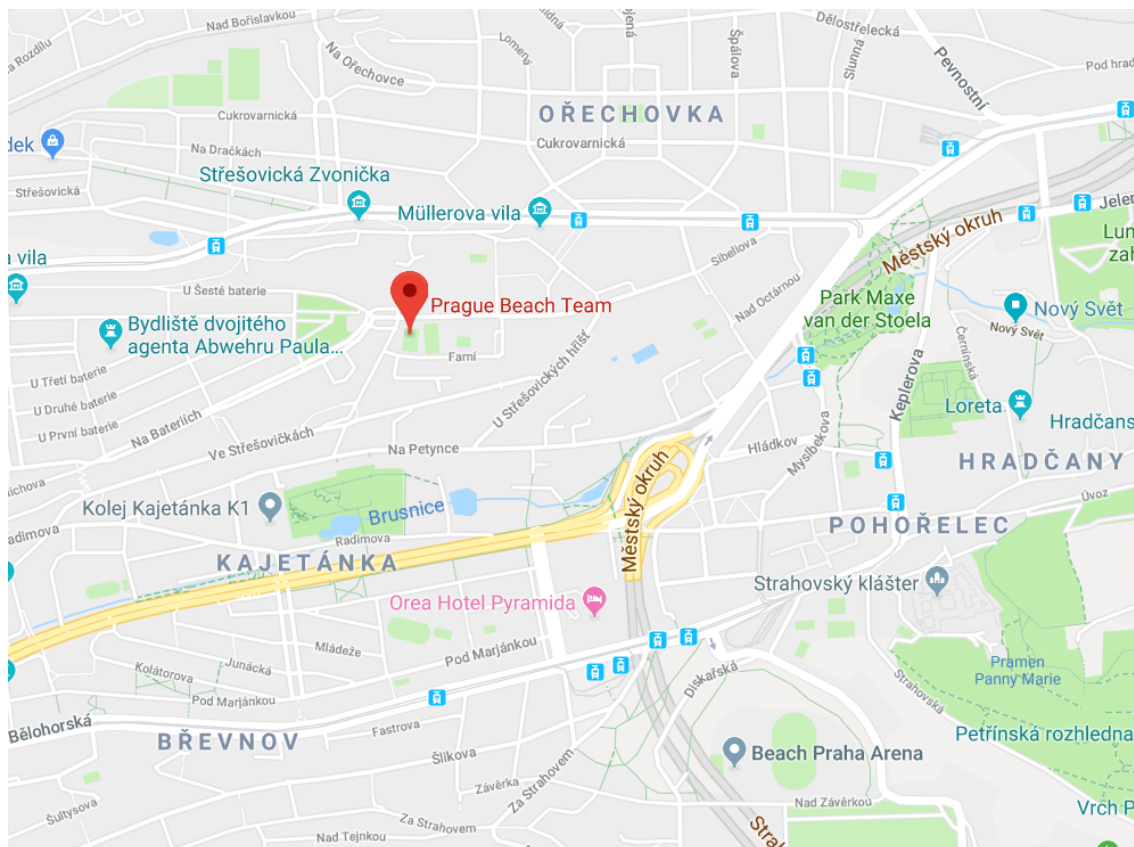


Figure 1: location of Prague beach team z.s. - Sibeliho 368/51, Prague 6

SOURCE: <https://www.google.com/maps>

There are currently four playgrounds for a year-round use, in the winter months covered by an inflatable hall as you can see in figure 2. Wardrobes, sanitary facilities are in about 50 meters distance from the courts. There are also gym, sauna and jacuzzi available for club members.



Figure 2: Prague beach team z.s. area in the winter season

SOURCE: <https://www.praguebeachteam.cz/?id=611-par-slov-hlavniho-trenera-k-zacatku-nove-sezony>

In charge of the club, there are five people listed, but at the same time, each of them performs another activity, such as a web site administrator, a tournament organizer, a coach etc. There are nine coaches in the club who are all club members. The club tries to prepare its own trainers according to the methodology the club recognizes.

The club is trying to offer as many activities as possible to its audience, but mainly for its members. It offers two categories for students under 26 for CZK 4,000 and for workers CZK 5200.

The club organizes camps in Italy for its members. This is a camp in the spring months when they are preparing players for the main summer season. They also organize a variety of tournaments at weekends, but also in the evenings. The tournaments are divided due to players performance, and female, male and mixed categories. They are also organizing a series of

tournaments for top players, this is a one-month tournament with financial rewards.

Z.S. is an abbreviation for “zapsaný spolek”, which can be translated as a registered association and it is a legal form of business. This legal form is very important for the marketing strategy of Prague beach team z.s. and therefore it is introduced in the next chapter.

The main activities of this club are organizing training, tournaments and beach volleyball camps for the general public, renting unused courts to the public, and organizing other events (corporate, private, public). Prague beach team z.s. aims at creating a good workout atmosphere, allowing both professional and amateur players to participate in professionally organized tournaments, training its own coaches with a uniform punch technique, attracting enough sponsors to allow greater development of Prague beach team z.s. etc. To become a member of Prague beach team z.s., two conditions must be accomplished:

- 1) The payment of a membership fee,
- 2) Respecting the club's internal rules.

Being a member of Prague beach team z.s., brings many benefits, e.g.: discounts on tournaments and camps organized by Prague beach team z.s., free games for all members of the club every Friday 14-18h (occasionally until 22h) and Sunday 18-21h, compensatory exercises with a professional trainer, a free entrance to the gym and relax zone with saunas and whirlpools, a quality technical training with a friendly atmosphere etc. (Prague Beach Team - O klubu n.d.).

There is between 300 and 400 active members in Prague beach team z.s. and the capacity of the club is currently almost full. The popularity of beach volleyball brought more children to the sport. At the beginning of the club, there were just a few children as active members.

Prague beach team z.s. uses a blue and white logo (Figure 3) showing the symbols of beach volleyball, the ball, and the net and also the dominant of Prague, the Prague castle.



Figure 3: Prague beach team z.s. logo

SOURCE: <https://www.praguebeachteam.cz/>

The next part is dedicated to the price offerings for court rental for non-club members divided into two parts, the winter season price list and the summer season price list.

The price list of the court rental for the winter season:

On the weekday from 7 am to 4 pm the price is CZK 300 per hour, from 4 pm to 5 pm hours the price is CZK 400, from 5 pm to 9 pm CZK 550 and from 9 pm to 10 pm it is CZK 400. Weekend prices are from 7 am to 9 pm CZK 300 per hour and from 9 pm to 10 pm CZK 400 the same as on a weekday. Lease prices for the whole season are 10% lower, but the full amount has to be paid in advance.

The price list of the court rental for the summer season:

On the weekday from 7 am to 4 pm the price is CZK 150 per hour, from 4 pm to 5 pm the price is CZK 250, from 5 pm to 9 pm CZK 350, and from 9 pm to 10 pm it is CZK 250. Weekend prices are from 7 am – 6 pm CZK 150 per hour and

from 6 pm to 8 pm for CZK 250 and from 8 pm to 10 pm for CZK 300. Lease prices have the same rules as in the winter season.

Prague beach team z.s. works on its website regularly and tries to provide all the needed information there. A news section where some articles, instructional videos, and interviews are available is unique in the Czech Republic, and very nicely processed. The club communicates with their club members and visitors by the web page or Facebook social network.

Prague beach team z.s. has six main goals. The first goal is to create a high-quality workout atmosphere. Prague beach team z.s. organizes coaching sessions to unify the technique of all coaches involved with players. They are achieving this goal pretty well, which, for example, shows the increasing number of members and their satisfaction with the club.

The second main goal is to enable both professional and amateur players to participate in professionally organized tournaments. This goal is slowly being fulfilled as well, the always busy PBT Tour, and more and more popular separate tournaments for beginners and intermediate players who do not dare to participate in the open tournaments can be the proof.

The third main goal is to train Prague beach team's own coaches with a uniform technique of strikes. In the club Ondrej Vlcek is the head coach, then there is a few selected coaches, who went through the 3rd class coaching course organized by the Volleyball Union and Prague beach team z.s. is still trying to expand the group of coaches by organizing its own courses using the uniform technique.

The fourth main goal is to inspire young players to join beach volleyball. The dream is to teach beach volleyball children from a very early age (approximately 8 years old), which is not much of a habit in the Czech Republic. Beach volleyball technique and gameplay are totally different from classic volleyball, players who have moved from this related sport have to learn

everything from the beginning. That is why Prague beach team z.s. is trying to find kids at the best age to start with beach volleyball directly from the beginning.

The fifth goal is to raise judges with a uniform benchmark. Prague beach team z.s. wants to have their own judges, who can be players and friends of the club. But the judges should be always impartial and just. They should prefer fair play to friendship or club loyalty.

And the last main goal is to attract enough sponsors to allow a greater development of Prague beach team z.s. and to find a good place in Prague to build their own campus. Currently, they are in a rented space with complicated rules and relations (Hájková n.d.).

Someone can be surprised, that the main goals of Prague beach team z.s. are not connected with making a profit as it is usual with most of the companies. This is related to the fact, that Prague beach team z.s. is a registered association, which has its own rules. More details about this topic and the rules of registered association are in the next chapter.

2.2.1. Registered Association

The associations or registered associations in the Czech Republic have to act according to the Czech civil law, based on the legal framework up to April 1, 2014. The name association and registered association can be freely interchanged. The association has to be established by at least three founders, who agree on the content of the articles of the association required by law. They all need to share a common interest. The goal of the association is to accomplish this common interest and hence the association is founded, it has to be a self-governing, voluntary union of its members.

The important fact about the registered association is that the main activity can be only the satisfaction and protection of the common interest, which was

the reason to establish a particular association. Associations cannot have business or gainful activities as the main activity. They may have secondary activities and goals, which can have an economic nature. The condition for the secondary activities is that they have to support the main activity or economically use the property of the association. The gained profit from the activities of the associations can be used only for further activities of the association.

The articles of association have their own rules given by the law, they have to contain the name of the association, which has to include the word association, which is called “spolek” in Czech or registered association, which is called “zapsaný spolek” in Czech or the abbreviation „z.s“. The name has to be different from already existing names of associations and it cannot be deceitful in any way. It also has to contain the name of an office, where the association was registered or the specification of the municipality where the registered office of the association is to be. The next mandatory feature is the main purpose of the association and the last one is the determination of the governing body and its first members, which includes the rights and duties of its members or the way how these rights and duties will be created in the future (Hatina 2018).

An association is created on the day of its registration in the public register. The application for registration has to be submitted by at least one of the founders or by the person entitled to do so. An “intelligent form” has to be filled and submitted to the competent court of the registry. Nowadays, there is a possibility to submit the application electronically. In this case, the application needs to include a verified electronic signature or must be submitted through the data box. If the association prefers a physical form of registration, the application needs to contain the verified signature of the founders. There is one thousand Czech crowns fee for the registration of an association, which is

approximately thirty-one Euros. The articles of association have to be stored in the Collection of Documents of the Register of Association in the Czech language (Hatina 2018).

3. Marketing situation of Prague beach team z.s.

The third chapter is dedicated to the practical part of this case study. In line with the theoretical background presented in the first chapter, we analyze the marketing environment of the club.

The methodology applied to this project is a case study research, drawing upon a previous literature that explains the background of the project, the terms, and theories used in the practical part. Case study method allows us to evaluate the marketing situation of Prague beach team z.s. and give us a space for discussion about possible improvements.

A case study research is nowadays very well accepted as a research method, it is a challenging approach, that depends on the skills and knowledge of a researcher and can be defined as: *“an empirical inquiry that investigates a contemporary phenomenon (the ‘case’) in depth and within its real-world context”* (Yin 2016, p.16). Case study research is a linear and repetitive process, which provides a discussion of six features: the plan, the design, preparation, data collection, analysis, and reporting. Those features can be displayed as a circled scheme, representing the theoretical model of the case study research. The high-quality case studies are focused on its rigor, validity, and reliability. They can be used for many purposes, for example as a functional and legitimate role in the evaluation of something. The evaluation is complex and it includes time changes of the case. Three different types of application of the case study evaluation are mentioned in the literature, so the form of evaluation can vary from case to case and are suitable for a variety of case studies. The first type is used as a part of a larger evaluation and the case study method provides the

explanatory function, which represents the complementary part of the work. The second type uses the evaluation method as the primary and main form of the case study, which is also the form used for this master thesis. The third type uses the case study method as a part of a dual-level evaluation, where each evaluation includes one or more smaller assessments. The case study can adopt different roles to evaluate the case as a whole (Yin, 2016). Among evaluation of the marketing situation of Prague beach team z.s., some ideas for improvement are included in the case study research as an additional part to complete the master thesis.

The type of data collected are mainly qualitative, based on interviews with the executives and coaches of Prague beach team z.s. and also on the questionnaire distributed among beach volleyball players.

3.1. Mission, vision and goals of the club

Prague beach team z.s.'s mission is to develop a training plan suitable for all individual including amateur players to improve their beach volleyball skills during the whole year. The Head Coach Ondrej Vlcek describes the mission of Prague beach team z.s. accordingly: "We are one of a few clubs in this sports industry, who is paying the same attention to amateur and professional players. We are working with everyone on a year-long training plan, so the trainings are not just about playing games, but more about developing the skills of each individual player during the months of training. We include fitness exercises, compensatory exercises and special technique-focused lessons in every training plan for individuals at all levels." The vision of Prague beach team z.s. is to distinguish themselves from the commercial clubs and always care about the technique and condition of the players.

Goals of Prague beach team z.s. slightly mingle with the vision of the company. The official goals of the club are mentioned in the theoretical part, but

for sports clubs, strategic goals can be divided into sports, economic and social objectives.

The sports objectives of the Prague beach team z.s. are focused on raising high-quality players with fair play habits, good technical knowledge, instant development and good score results.

The main economic goal is not to stagnate in the number of members and to continue to offer the same amount of services as it is, to have the capacity to pay for tournaments, camps, activities outside the training hours, and camps abroad, when it is cold in the Czech Republic. In other words, the goal of this club is above all to "survive". Such economic goal is connected to the fact, that Prague beach team z.s. is a registered association, thus formerly a civil association, without an affiliated limited liability company and it is not possible in the yearly evaluations to make a profit and to have a profit as the main goal. It is important to gain sufficient funds for the next season. Nowadays, when it is very difficult to find any funds, the primary objective of creating an appropriate budget is to ensure the correct distribution of finances among the various components of the club. In addition, there are good relationships with suppliers and the local municipality, which are involved in the smooth running of the club. Other stakeholders are the customers and sponsors of the club. In this case, there are efforts to expand the base of sponsors.

The social goals of Prague beach team z.s. are to gain a positive image of the club in the eyes of the public. It is also about targeting a young generation that has the potential for the future, without forgetting older generations. Parents are the ones who influence their offspring and have the biggest influence in forming their opinions. So, there is a premise that if parents are faithful fans of Prague beach team z.s., then their children will probably also support this team. Other goals are being a customer/member-centered club, which means, for

instance, to include a team lunch in the all-day tournaments, and end the camp with a sauna, as well as being innovative, because the market asks for it.

And why are not the goals of Prague beach team z.s. more challenging? The club is bounded by the size of the campus, by the contract with the owner of the area and with another contract regarding the winter hall. The winter hall is owned by one of the co-founders of the club, who has decided in the year 2011 to leave Prague beach team z.s. and to start his own profit-oriented beach volleyball club Plazovy Volejbal. Sadly, the departure of this co-founder was very difficult and unpleasant. To balance the economic relations between the co-founders a lease contract for the winter hall was signed. Nobody notices that time, that the contract has a loophole and it cannot be terminated even though the winter hall has been payed of many times. The duration of the contract is for two more years (until the year 2021). All those aspects make every club decision more complicated. Despite this, the long-term goal for the future is finding a new location with similar features as the present area, so Prague beach team z.s. can offer training to more people. But to move forward with this vision, money or club resources are the biggest constraint. First of all, they would have to save more money and for that, they would have to have associated the limited liability company, because without it they cannot store more money than is needed to cover the costs of the club which, according to Ondrej Vlcek, is not possible in the current situation of the club, because it depends on the club executives who currently operate in the company. And all executives have their full-time jobs and Prague beach team z.s. is more of a hobby than a source of profit to them. This leads to one of the biggest recognized problems of Prague beach team z.s.

3.2. The organizational structure of the club

One of the basic features of organizations are formal structures, organizing the individual parts (departments) of the organization and defining the relationships between them. In their essence, they express a form of pooling activities and people to secure organizational tasks. We can hardly find two organizations with an identical structure, even if they have the same goals or goals size.

The organizational structure of Prague beach team z.s. is divided into four different levels. The General Meeting is the name of the highest authority of Prague beach team z.s., that makes the most important decisions. It meets at different intervals, determined by the founding charter. It can also be convened by the statutory body for important events. All members of the association can attend the general meeting and vote there. On the highest level of this organization, there is the Statutory Organ, which is composed by the Chairman of the Association, the members of the executive committee and any member of the association. On behalf of the association, the chairman of the association acts and signs all the important documents. The other members of the Executive Committee act on behalf of the association on the basis of a written mandate by the chairman of the association. A member of the association acts on behalf of the association on the basis of a written mandate by the chairman of the association. The Number of members of the statutory body is five.

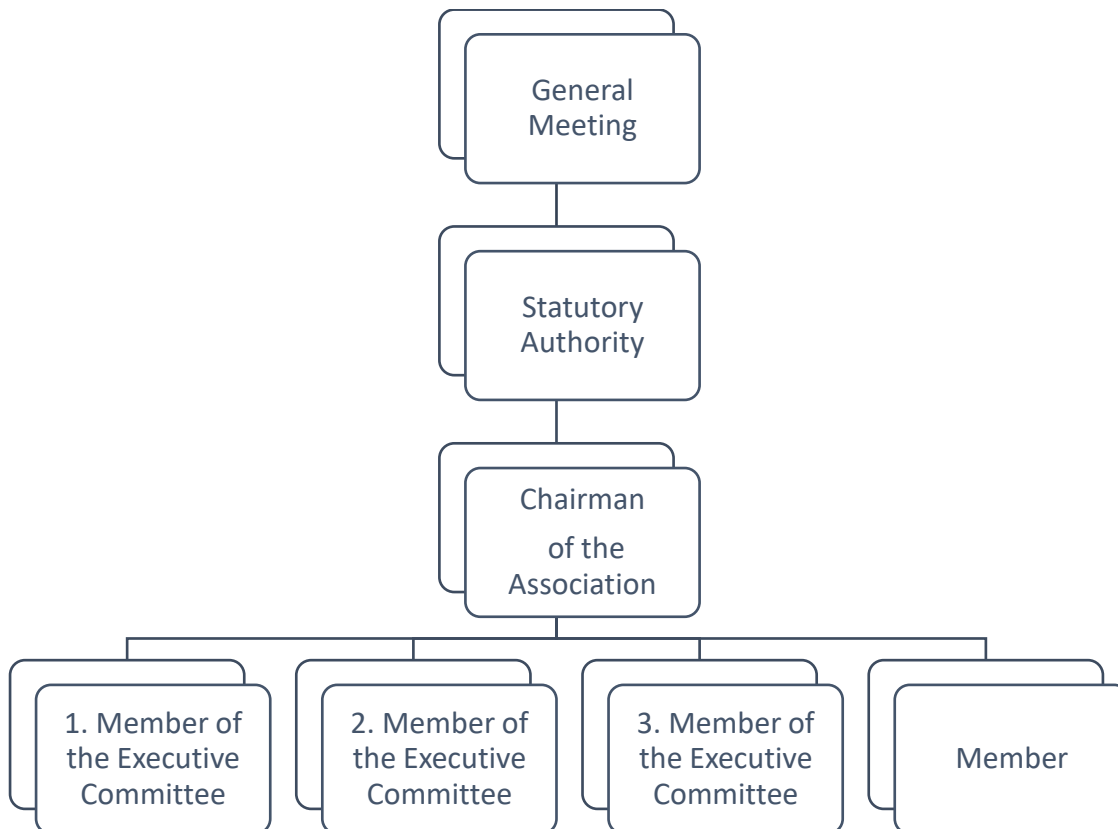


Figure 4: Organization structure of Prague beach team z.s.

Nowadays, the Chairman of the Association is Martin Drobný, born on 4 April 1985. The members of the Executive Committee are: Radan Dolejší, born on 22 April 1978, Natalie Boušková, born on 5 November 1986, Alžběta Němcová, born on 24 October 1994 and the member of the Statutory authority is Hedivka Daněk Klímová, born on 22 July 1989.

Prague beach team o.s. was registered on 1 January 2014. The New Civil Code (NOZ) - Act No. 89/2012 Coll.- effective from 1 January 2014, "Spolek" - "z.s." (registered association) registration in the register of societies at the registry courts, says that existing civil associations (o.s.) established under the of Act No. 83/1990 Coll. should rename to clubs (z.s.) until 1 January 2016 and amend the statutes by 1 January 2017. Therefore, Prague beach team z.s. was registered on 28 August, 2014, and since that it has the above-mentioned organizational structure. The last General Meeting was on 4 October 2017 and the last minutes of the meetings are in the attachment 4.

3.3. External marketing environment of the club

For a beach volleyball club, it is necessary to know its surroundings and to analyze the environment, in which it operates. There are a number of factors that have more or less substantial influence on the smooth running of the club. Some factors may influence the club, but there are even those factors which must be accepted and respected by the club. In this context, it is necessary to mention, that Prague beach team z.s. does not use any theoretical methods to analyze the marketing environment. It applies rather the "common sense" approach and brainstorming. For this reason, it may be a valuable asset creating a marketing environmental analysis. The club can use it to expand its horizons and use it to support its strategy definition. The analysis of the marketing environment in this thesis is based on a theoretical basis, specifically the Porter 5 forces, PEST and SWOT analysis.

No organization exists completely independent or separated from the outside world. It is a part of it together with other organizations, institutions, groups and individuals. The surrounding of each organization is an important factor, it is the source of its existence and activity. Its overall form is the result of the interaction of its formal and informal components that result in the organization's goals being achieved.

3.3.1. Microenvironment analysis: the Porter's Five-Forces Model

To explore the factors of the micro-environment, those which can directly affect the club and which the club can influence to a certain extent, are most commonly described by Porter's Five-Force Model. Porter's Five-forces model is represented by five categories: competitive rivalry, the threat of a new entry, buyer power, the threat of substitution and supplier power.

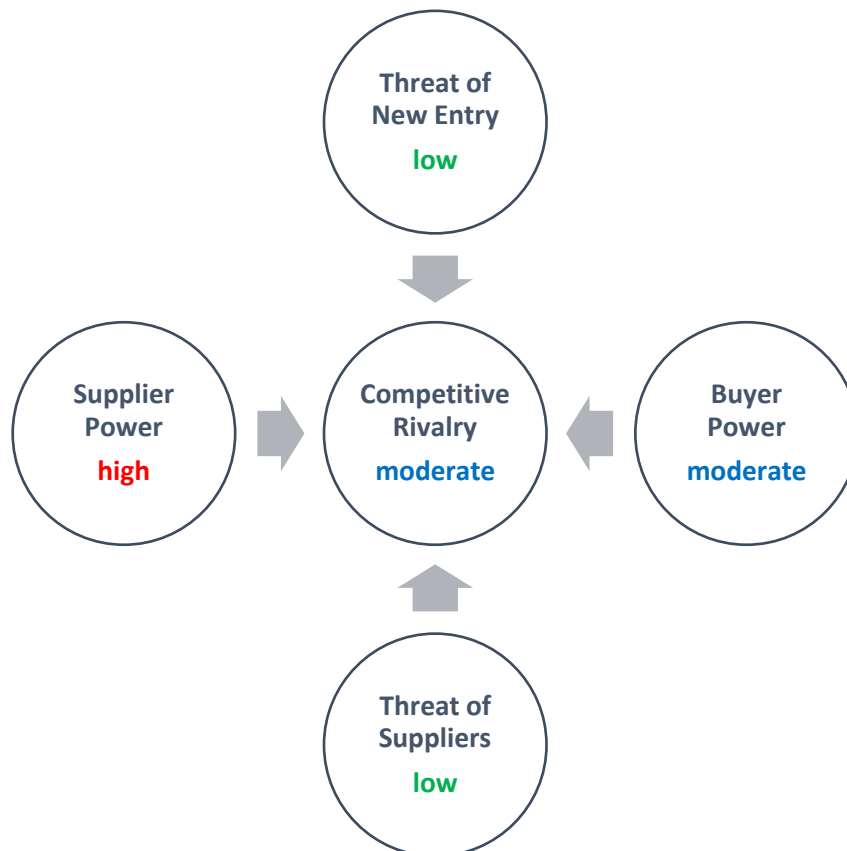


Figure 5: Porter's Five-Forces Model of Prague beach team z.s.

1) Competitive rivalry within the industry:

First of all, there is a number of existing competitors within the industry. Immediate competitors are all the beach volleyball clubs providing training in Prague. Some of them have bigger capacities and prove great work with the team members. Prague Beach Team is in about 4th-5th place in terms of the number of club members. There are 9 clubs offering training programs in Prague and Prague Beach Team occupies about 1/8 beach volleyball market in Prague. The quality based on reference of Prague beach team z.s. is very good, rated by 4,6 stars, which is the highest score of all the beach volleyball clubs in Prague. The switching costs are very low, the members can decide anytime to switch for a new club, the only obstacle can be the seasonal club fee. From the club statistics it is clear that the customer loyalty is very high and that people

usually stay in this club for their whole training period. For all those reasons the competitive rivalry value is moderate.

1) Threat of a new entry:

The potential new club competition can occur, but not very likely in Prague. It is not easy to find the space for beach volleyball playgrounds in the capital city, and if so, it is connected with a big investment. It is also very time consuming to build and establish a new beach volleyball club. Also, the lack of certificated beach volleyball coaches is not supporting the threat of a new beach volleyball club entry. As a disadvantage can be taken the fact that there is no real differentiation of the service within the industry. All those factors give us the total evaluation as low risk.

2) The buyer power:

Prague beach team z.s. is characterized as one of the clubs with a high stress on customer satisfaction. It wants to provide great services for a reasonable price, which allow more buyers to afford this service apart from the other clubs. With the second-lowest seasonal fee in Prague, they have many satisfied buyers, but their sensibility to the price is high. For this reason, it can be hard to eventually higher the prices and not lose so far loyal customers. Due to the economic development of the club, there was a rise in the price in the past few years and it was connected with a negative reaction. There have been complaints to the coaches, in the club discussion on the web page and also on social media. The buyers are price sensitive, but they do not have better conditions elsewhere. So far, they are willing to travel across the whole city for their training, but with the club raising the costs of the training too high, this could stop. The buyer power is bigger than the above-mentioned Porter's factors, so the value is evaluated as a moderate power.

3) The threat of substitution:

The nearest substitute to beach volleyball is classical volleyball for sure. And the availability of volleyball clubs in Prague is bigger than beach volleyball clubs, which makes it a valuable substitute. But the bigger popularity of beach volleyball above the classical volleyball makes it not that big a threat. Also, the number of people you need to practice or to play a game is lower in beach volleyball, so it is easier to gather a group of friends to go play beach volleyball rather than volleyball. Some people play beach volleyball to lose weight, get tanned in summer or to meet new friends, with this factor we have to take as a threat also other sports and recreational activities as gym, tennis, swimming, badminton, football, running, going to solarium or golf for example. The price of the substitute can be lower, if we count for example running as a free of charge activity, but also much higher, if you would like to fly to sunny beaches near to the sea as a substitute to train in Prague. We also need to count with the possibility of a new trendy sport coming in the sports industry, but so far beach volleyball is getting more and more popular every year and the interest in this sport is rising. But for example, snow volleyball can be count as a threat for winter beach volleyball season. For those reasons the threat of substitution is low.

4) The power of suppliers:

An important supplier of Prague beach team z.s. is Tatraň Stresovice, as it owns and leases the beach volleyball play area. Here the club finds itself in an inconvenient situation because if Tatraň Stresovice increased the amount for renting the area, the club would have nothing else but to accept this decision or to find a new place, which is a very difficult task. The strength of this contractor is big, but there is a long-term contract, guaranteeing the price for at least two more years. The contract has some disadvantages for the club, as for example

the necessity to rent a winter hall from the company called Plážový volejbal Praha, which leases the winter hall and the technical room to Prague beach team z.s., unfortunately the conditions are determined by the hostile atmosphere, so that the renting of the hall is paid even during the period when the hall is not used, means also during the summer season. The hall has been repaid several times, but it is still being rented because the club does not have a choice, there is a contract that is unfortunately not advantageous for the club.

Other suppliers are companies that produce beach volleyball equipment. Here, the club has a wide choice, because there are enough companies in the market for these goods. This means that the club is in a good negotiating position with respect to these companies. Those companies are trying to compete with their competition, which can ultimately benefit the club, by receiving various benefits or discounts. Because the power of the supplier, who is renting the area is very high, the value for this factor is the highest of all factors.

3.3.2. Macro-environment: PEST analysis

Macro-environment includes factors, which influence the club but the club cannot influence them. It must adapt to them. The PEST analysis includes political, economic, social-cultural, and technological factors.

1) Political factors:

These factors are mostly not affecting the beach volleyball club, especially not in the Czech Republic. The club has no other choice than obeying and accepting them. Of course, some laws give the club a certain choice, such as the organizational structure, where clubs can choose the system of the internal structure.

The state has the essential influence or more precisely its legislative component. The most important political factor is connected with public money, sports financing, taxes and tax laws. Clubs are almost always facing income taxes, value-added taxes or taxes related to real estates. All the sports clubs, including Prague beach team z.s. must act accordingly the Constitution of the Czech Republic.

The club is also regulated by the regulations of the Czech Volleyball Association (ČVS) and the legislation of The International Volleyball Federation (FIVB), which includes game and disciplinary rules, rules for player registration and other regulations, requirements and recommendations. They include, for example, playground conditions, age categories, gaming equipment, etc.

Another political factor is the legal form of the business. As mentioned before, Prague beach team z.s. is a registered association and it influences the clubs' behaviour. There are other types of business entities with different regulations, for example: General Commercial Partnership (Unlimited Partnership), Limited Partnership, Limited Liability Company, Joint Stock Company etc.

2) Economic factors:

In this category belongs the current development of macroeconomic indicators, mainly gross domestic product, inflation, unemployment rate, or exchange rate. Especially the phase of the economy in the business cycle is important for sports clubs. If the economy is in a recession, then all the subjects in the market very thoroughly think about the financial uses and where to invest. Even though investments in beach volleyball training are not that big, the recession can negatively reflect the interest in sports in general. People perceive sport as not necessarily an important investment, even though it helps their physical condition. In case of a recession, the households save money and

can negatively affect clubs' well-being. This can be proven by the case of the last major world economic crisis from the year 2008. This crisis has also come to the field of sports, which has been very difficult for clubs to seek funds. There were even some strong partnerships between the clubs and sponsors with this crisis interrupted.

At present, however, the Czech economy is experiencing positive developments and it slowly begins to manifest itself. The consumption of households, corporates, and public investment has grown in past few years. In present, the Czech economy is doing well and its statistics are showing some of the best results within the European Union.

3) Social-cultural factors:

Sport is human activity based on the basic social, educational and cultural values. Those values are strengthened by sport regardless the gender, race, age, disability, religion, belief, sexual orientation and social or economic background for individuals and society as a whole. Sport represents the social and economic phenomenon of increasing importance, which significantly contributes to the development of society. In the EU, a high percentage of the population deals with the sport in various forms.

Sport and active leisure activities belong to our nation. The most popular recreational sports in the Czech Republic are skiing, cycling, popular forms of group lessons for women and strengthening for men, ball and racket sports and also floorball. Two big phenomena in the Czech sports are football and hockey. They both record a retreat in the meaning of active devotees, but not in the form of passive monitoring. Beach volleyball has a growing tendency when we talk about the popularity of this sport in the Czech Republic. Beach volleyball is currently an equal partner of classic volleyball. They share eighth place on the popularity list of sports in the Czech Republic.

However, in the Czech Republic, the population is slowly ageing. Prediction of population structure development is such that the population is likely to decrease in our territory, which is a threat for sports organizations in general. A big "fight" takes place between sports and youth clubs. The number of children is smaller each year and clubs are waiting for a strong generation again.

Meanwhile, different clubs from different sports try to bring new, young and skilled children in their clubs. The most important is the age group up to the age of eight years. Also, the fact that children have a great choice of sports activities is not in favour of beach volleyball. This sport is still very attractive, but there are new sports that have not been here before such as Kin-Ball, Spikeball or Kanjam

4) Technological factors:

In recent years, there has been such great technical progress. The organization cannot ignore it without receiving any negative feedback. The technological factors include: Information technology, new manufacturing technologies, process automation, and changes in transport technology.

In the past, information technology has not been that important for organizational structures and processes than it is today when almost everything holds computer programs. Other technological factors in relation to the organizational structure of sports clubs in the Czech environment do not play an important role. But for organizations specializing, for example, in the production of sports equipment, are new technologies what takes them a step forward and helps them access the broad population.

One of the technological factors influencing beach volleyball clubs is a so-called video judge. This judge has helped countless times to the fairness of this beautiful but very fast sport. Increasingly improved camera systems are used to assess controversial situations that simply cannot be seen by eyes. Direct

broadcasts from Czech Television are broadcast on-line at a high-level resolution so the beach volleyball fans will not miss any details. What a quick technological change with the arrival of the internet. Also, social media development affect beach volleyball clubs widely. The development of public media has undergone a significant shift in recent years. The classic types of media such as the radio, the television or the press are not the most important media anymore. In today's technological shift, when so-called "smart" phones are being offered, tablets, readers, etc., information is increasingly used virtually, without the need to print or report on radio or television. This boom is probably the most visible on social networks, which have increased popularity. Just increased demand for online, virtual sources of information had to respond to the classical media and offered new, enhanced services. The largest drop in demand was probably recorded by the prints that were forced to start offering their services electronically. Prague Beach Team has also noted this technological shift and it is trying to reveal its opportunity to contact members, visitors and potential candidates online. The power of social networks in the Czech Republic is really big, it is the phenomenon of the 21st century and Prague beach team z.s. should focus more on its development.

3.4. SWOT Analysis

SWOT analysis is a summary of previous internal and external analyses that gives a simple overview of the club's strengths, weaknesses, potential opportunities and imminent threats. The beach volleyball club should focus on maintaining its strengths and exploiting potential opportunities for its own benefit. On the other hand, it should make every effort to remove the weak sites that weaken the club and cause problems in its activities. At the same time, it should not underestimate any threat that may pose future complications. The club should proceed systematically, first focusing on the most important

aspects and then deal with those less important. A common mistake is also the fact that clubs are trying only to eliminate weaknesses but completely forgot to maintain their strengths, or to take advantage of offered opportunities. Another mistake may be overlooking threats, which can then turn into a big problem that could have been prevented at the very beginning. It is therefore necessary to monitor all aspects, in a timely manner and react accordingly to them.



Figure 6: SWOT Analysis of Prague beach team z.s.

Strengths

The strengths of Prague beach team z.s. are characterized by the club location, its perfect accessibility by car, public transportation or on foot. Its modern area, with nice facilities that include a gym, spa or restaurant in the distance of 50 meters from the courts are strong points.

Reputation is another important strength of Prague beach team z.s.. The references of the club are the best in Prague when we combine the price,

quality, training atmosphere, accessibility and all the relative features. The club is very customer-oriented and they have a very positive WOM reputation. The camps and tournaments, especially those for prize money are very well known among beach volleyball players and the capacity is usually full in a few days after opening of the registration. The possibility of choosing the right category (beginner, amateur, professional, children, teenagers, adults, women, men, mixed) for camps and also tournaments make many players satisfied and raise the positive image of the club.

Another strength of the club is the atmosphere, which is always friendly. All club members are taken as a part of beach volleyball family, which cares about every single player individually. The membership provides many advantages to the players, not only costs savings but more. The court rental rates are below the average of Prague court rental prizes. That means accomplishing one of the goals of the company. The biggest profit of beach volleyball clubs is made from renting courts to the public (not club members) in the top hours. The maintenance of courts is very low and apart from the heating of the hall in winter season all the money from courts rental goes directly to the profit of the company. Usually, the amount of fees for renting one playground in top hours covers the cost of the whole winter hall traffic, and the rest of the money earned goes directly to the owners of the company. This is how most of the beach volleyball clubs in Prague work and make a profit. But Prague beach team z.s. offers training to its members even in those top hours and that makes them even more popular. Other clubs do not provide training or only on a reduced number of playgrounds in those top hours. The strategy of Prague beach team z.s. is opposite, the club tries to make the most for its members and less for the wider public.

The last-mentioned strength is the news section on Prague beach team z.s. web site, which brings the curiosities from the world of beach volleyball and

club activities. Prague beach team z.s. is the only club in Prague which provides this section and beach volleyball fans and players enjoy to read the news there.

Weaknesses

The list of weaknesses of Prague beach team z.s. starts with the fact that the club leases the area from Tatran Stresovice and the winter hall from Plazovy Volejbal. It is a big inconvenience for the club, the lease contract is not very advantageous and the financial conditions are not the best, those contracts make Tatran Stresovice and Plazovy volejbal exclusive suppliers with great negotiating power.

Another weakness is the capacity of the club, as it cannot grow even though it has a great potential. The area has only four courts available in the winter season and five in the summer season and it is not sufficient. If the club would find a bigger area with more courts it would be a big advantage for them but there could be a problem connected with a bigger space, since there is already a lack of quality coaches and it is not easy to find or train them. Not every player has capabilities to be a good coach and the low financial rewards do not motivate people to become one. Most of the coaches work as coaches just as a part time job because they like it, or because they want to train their kids and they have a second job helping them earn enough money.

In the 21. Century, when everyone has at least one social media account, it is hard to believe that Prague beach team z.s. does not even have its own Instagram or Twitter account. They do have a Facebook page, but the activity of the club is not regular, it is just an occasional activity provided mostly by its members. This can discourage young generation from starting their beach volleyball career in Prague beach team z.s., because other Prague clubs are much more active on social media.

But probably the biggest weakness of Prague beach team z.s. is the missing leader, someone who will take this company as his or her full time job, as his or her priority and focus on the opportunities this club has. This person could associate a limited liability company to Prague beach team z.s., which would allowed the club to make a profit. According to the legal regulations of the Czech Republic registered association can start making a profit only with an associated company, which is allowed to do so. This person could also search and use all the grants from the government, European Union, etc. There is no one who would list these projects and submit their applications to at least try to get a grant. This person can start collaboration with school and eventually find a bigger area, find investors and create a bigger club with the same friendly atmosphere and values. This person can also help with the last weakness of Prague beach team z.s., the small private funding. There are plenty of private investors and people willing to fund projects with potential.. According to Ondrej Vlcek, this weakness is caused mostly by a little motivation to find this person, which would be able to work full time to lead the club in a more profit-oriented way and focus on improving the business strategy.

Threats

The biggest threat of Prague beach team z.s. is probably the organization and collective departure of coaches who are in charge of organizing tournaments, training sessions, camps, etc. Thus, managers without coaches would have nothing to offer to their customers. Executives of Prague beach team z.s. are in charge only of pairing payments, energy bill payments and payouts, occasional grant applications, sponsoring, branding, but without the coaches, the club would probably collapse.

The second biggest threat are the lease contracts and their expiry date. For now, there is an agreement to extend the current contracts for two more years,

the original contract with Tatraň Střešovice was signed for eight years, and it is hard to guess what will happen after these two years. The conditions can always get worse or they can find someone else they prefer over Prague beach team z.s. and this club would have no place to train. The club perceives it has a guaranteed future for two more years, and then the conditions are expected to worsen, mainly the financial deterioration of conditions. Also, the collaboration with Tatraň Stresovice about the improvement of the quality of sports facilities is very complicated and without a good future assumption. Prague beach team z.s. executives proposed co-financing the build-up of a new court and new lockers in the immediate vicinity of the courts, unfortunately they did not receive support from the landlord who predicted zero development on the premises. This makes the club executives disappointed and not enthusiastic about the future cooperation.

One of the factors that can influence all the industries negatively is the economic crisis, due to the positive economic development in the past few years, there is always a negative phase expected in the future, the question is when and how strongly will the economic crisis affect beach volleyball clubs.

The current demographic development is not in favor of the club vision and presents a topic that the club will probably need to focus on. Possible threats posed by various affairs published by the social media should be eliminated, it could damage the reputation of the club and thus loss of confidence is almost invincible to get back. No sports club with today's media transcendence can avoid some affairs and therefore they are constant threats. Finally, the next possible threat to the club can be the loss of the best beach volleyball players, and their supporters, and subsequent exit of partners or sponsors, which can lead to club reputation damage or even a break down.

Opportunities

Possible opportunities are the arrival of new sponsors or the improvement of contracts with existing partners of the club. Every negotiation with sponsors or sports equipment providers is an opportunity for the club, from which they can benefit under certain circumstances. Another opportunity is to participate in projects aimed at grants focused on the development of sports industries in Prague to gain extra money and move to a larger area with better conditions, investing in the area and get rid of the lease contracts.

As mentioned above the population in the Czech Republic is aging and the number of children decreases every year, it can be a nice opportunity for the club to cooperate with primary and secondary schools in Prague and the club surrounding area to be sure, that the interest in beach volleyball will be promoted with the young generation. Sadly, collaboration with schools is not easy. There have been several attempts in the club history and unfortunately not very successful. Youth diverts from sport and it is not easy to get to them without being acquainted at school. Leaflets at school or similar techniques are not working well. The club will need someone who able to talk to directors or physical education teachers, ideally, to work with schools in the neighborhood of the club and younger children under 14 years.




Also, the trend of foreign clients participating in the training is growing, as Prague is a cosmopolitan city, trainings in English or any other foreign language could be an opportunity to grow the club. Another new training category could be open for more specific social groups with special needs, such as disabled people, deaf people, seniors or people with some kind of healthy problems interested in sports. They need more attention and special equipment, but Prague beach team z.s. could be the first club providing this type of training. An external worker would be used as a communication link and the training groups would be smaller and more individually established.

3.5. Current Prague beach team z.s. marketing strategy

3.5.1. Targeting and positioning of Prague beach team z.s.

Market targeting can be represented, for example, by personas, which are a composite sketch of a key segment of the company's audience. They are fictional, generalized representations of the ideal customer. Having a deep understanding of the personas is crucial to driving content creation, product development, sales follow up, and really anything that relates to customer acquisition and retention. For this work purposes three personas have been found sufficient. Two adults, one man, one woman and one kid.

Table 1: Personas of Prague beach team z.s.

<p>Anna Elementary school teacher Active, modern mom Healthy food seeker 32 years old Female 26 000 CZK Prague 4 Master degree Mom with 2 kids beach volleyball is her hobby, and make her fit and slim, she likes the club atmosphere</p> 	<p>Tomas University student Part time job in IT Loves to travel 20 years old Male 9000 CZK Prague 2 High school graduation Family of 4 members professional player, represent of the club, with 2 gold medals from international tournaments</p> 	<p>Julie Elementary school student Hyperactivity problems Loves to play with kids 8 years old Female Dependent on parents Prague 6 No education yet Family of 5 members her first season of beach volleyball training, enjoys the games for kids</p> 
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Prague beach team z.s. personas are Anna, Tomas and Julie. Anna is an elementary school teacher, teaching English and physical education. She is very active and sports oriented, she is considered to be a modern mom, who is interested in the newest methods of cooking and eating. Only healthy food is allowed in her household and she likes to experiment while cooking. She is thirty-two years old and her income is 26 000 CZK per month. She lives in Prague 4, which is pretty far from Prague beach team z.s., but she has a direct

bus coming there and back. She obtained a master degree at Charles University 5 years ago, she has two kids, which are in the shared custody with her ex-husband. She has been playing beach volleyball already for 16 years, it is her favourite hobby, she feels fit and slim after the training. The best advantage of Prague beach team z.s. is that she can choose when she wants to come on the training and pay only for the weeks, when she has the time to come. Her kids are still small to start training with her, but sometimes she brings them with her and they play on the sand or help to bring the balls etc. But they already talk about beach volleyball and they want to start training as well.

Tomas is a university student, in the second semester of his bachelor degree studies in economics. He has a part time job in an IT company, but he does not have a lot of time to go there, he works usually just one day in a week and that is the reason of his small income, only 9000 CZK per month. He loves to travel and he enjoys the international tournaments the most. He is always attending the abroad camps in the spring and autumn and every opportunity to travel with beach volleyball makes him happy. He is 20 years old and has a great potential, he is just on the beginning of his career. He lives in the city centre, in Prague 2 with his family. Petr is his brother, who is driving him to trainings sometimes, because he plays floorball in the hall next door. Tomas is a professional player and he has training every day, he uses the gym and spa a lot and sometimes he spends the whole day in the Prague beach team's area. He does not have his own car yet, so sometimes he comes by tram. He started in Prague beach team z.s. when he was a little kid and his friends are playing there too. Tomas won 2 gold medals on the FIVB tournaments in the world tour and he is the club representative. Sometimes he makes interviews for television or press. He loves the sport and he always share positive vibes around him.

Julie is a little princess, who started school 3 years ago, she is attending the second class in elementary school across the street from Prague beach team z.s.

She is hyperactive and beach volleyball helps her to get rid of the energy she has. Some of her classmates are training with her and she likes to play games with them and meet new children on the sand. She does not have her own income yet, so she is financially dependent on her parents, who are supporting every sports activity she likes to do. She lives in the family house area next to the courts, from the school the coach picks her up and her parents can come later in the afternoon to take her home. This is a big advantage for the parents, because both of them are working. She has one sister and one brother, they are both younger than her, but cannot wait to start training beach volleyball as well. Julie is coming on the trainings three times a week and this is her first season. So far, she enjoys the games for kids the most, because the volleyball techniques are too difficult for her. Eight years is the lowest age for starting with beach volleyball. But the next season she will be already able to participate in the kids league to play tournaments with adjusted rules for children.

All three personas are reflecting the target audience of Prague beach team z.s., but the last category is the most important for them. Prague beach team z.s. is trying to raise their own representants, coaches or referees and by approaching them in their early age it is easier to create a bond with them and teach them the manners and technique the coaches prefer. The adults and older students are usually more skilled and do not belong to the category of beginners, they help the club with its reputation and the spreading of good word of mouth. Targeting different age groups help the club cover all possible times on the courts with trainings. Working people train usually early in the morning and after working hours, elementary students in the early afternoon and high school students in the late afternoon. University students are usually training in the remaining hours, because they are the most flexible ones. Targeting all the mentioned age categories makes the capacity of Prague beach team z.s. full and the coaches with variety of training groups. Each category

needs a different approach, different exercises and that makes the job of the coach colourful and not stereotyped.

Brand positioning describes how a certain brand is different from its competitors and where, or how, it sits in customers' minds. It is usually visualized with a positioning map and it is very important to have an objective view when creating it. Therefore, a survey based on a questionnaire distributed among beach volleyball players in Prague was created and also club references from the internet were considered when creating it. Achieving objectives of positioning means that product offerings are perceived by actual, and prospective customers as intended by the firm. In the situation of Prague beach team z.s., they want to be seen as customer-oriented club with a good price/quality ratio.

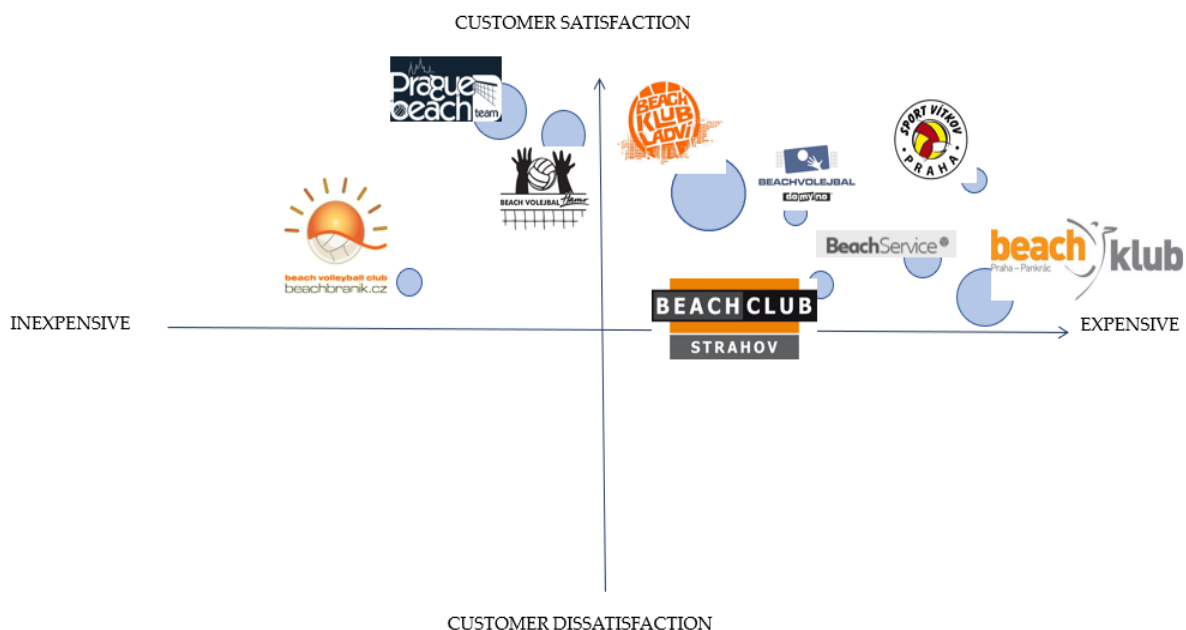


Figure 7: Positioning map of beach clubs in Prague

Prague beach team's competitive advantages are customer-oriented and individual approach, low price and good location. As the unique selling

proposition can be considered the head coach Ondrej Vlcek, who is the most important person in the club and well known and recognized coach. From the positioning map it is visible that Prague beach team z.s. has the highest customer satisfaction rate from all the beach clubs in Prague and is perceived as a second cheapest club in Prague. Only Beach Branik is perceived cheaper, but with a much lower customer satisfaction.

3.5.2. Prague beach team z.s. marketing mix

In this section, we present the main aspects of the various components of the marketing mix of Prague beach team z.s.. The classic components of the marketing mix – product, price, place and promotion - are enriched by another 3P's – people, physical evidence and process - which are very important for companies working in services.

Product:

The primary product of the club is definitely the training program. The simple membership entitles the person to join the training program, to use the space and equipment of Prague beach team z.s., to draw discounts on tournaments and camps organized by Prague beach team z.s., free game every Friday 14-18h (occasionally until 22h) and Sunday 18-21h, compensatory exercises with a professional trainer, a free entrance to the gym and relax zone with saunas and whirlpools, a quality technical training with a friendly atmosphere etc. (Prague Beach Team - O klubu n.d.).

It is not, however the only product that Prague beach team z.s. offers. It also includes merchandising, which is the sale of club goods under the brand "Prague Beach Team". They offer training t-shirts, tops, balls, etc. You can buy it directly from the coaches or you can win them in some tournaments or camp competitions which are other products offered by Prague beach team z.s.. There

are camps organized only for club members, but also for people not registered in the club, who are willing to play irregularly. Additional products can include various events, such as special camps with celebrities, camps abroad, various events for the public, or courts rental.

The training program is available only for club members, and there are different possible options of a membership. Information about entering the Prague Beach Team club for season 2018/19 are available on the website. The club season lasts from October 2018 to September 2019 and people interested in the main product has to follow 5 simple steps:

1. Register on the web site <http://www.praguebeachteam.cz>
2. Visit trial training in the club (maximum 2 free trials). Prague beach team z.s. recommends people to try one or two training sessions, where they will not only get important information about the club, but also will find out how the training usually is like.
3. Fill in the membership application for the season available on-line
4. Study the club's internal regulations (in the "my profile" section), where all the important information for club members can be found.
5. Pay season membership fee.

Price:

According to the club's executive statement Prague beach team z.s. prices are mainly based on the experience from previous years. The club monitors changes in operational costs and may adjust prices if necessary. A smaller role is also played by the prices of other beach clubs, especially the direct competitors. Other influences include the economic situation and prices substitution products, such as prices off classic volleyball trainings or rental prices for badminton courts.

The club has different membership fees considering the type of member:

- Children's and juniors' memberships is between CZK 5000-7000, depending on the number of training sessions per week. The season for children and juniors is shorter, only 10 months.
- Juniorteam membership is 7000 CZK. The price is also for the school year - 10 months. In this category the most talented and perspective kids take place.
- Adult membership 5200 CZK + 80 CZK / for each trained week (the week can be excused in advance via the web). The CZK 80 fee regards to club services (trainer, fitness, sauna, courts) and is subtracted each week from the PBT account. The club account can be "subscribed", charges are automatically deducted, and any overpayments are transferred to the following season.

New members coming during the season pay only a proportion of their membership over the entire period. But the minimum membership fee is a half year membership, even if they come as new members for a season where there is less than 6 months remaining, they still need to pay an amount equal to one half a year membership. The remaining months payment will not get lost - if the player continues the next season, the remaining months become "prepaid credit" for the following season (PBT - Prague Beach Team - plážový volejbal, 2019).

Table 2: Prices of Prague beach team's Products for the season 2018/2019

Product	Product price
Membership fee (including the week fee):	CZK 5000 – 9360
Tournament fee:	CZK 150 – 250
One day Camp fee:	CZK 140 – 250
Week Italy camp fee:	CZK 6500 – 6500
Courts rental fee:	CZK 150 -550

SOURCE: <https://www.praguebeachteam.cz/>

This table shows the price rates for products offered by Prague beach team z.s., the prices are usually lower for kids or juniors and also for the club members in comparison to non-members, there is also a price different for the winter and summer season in some of the offerings, the summer prices are always lower due to lower costs for the operating of the area. In comparison with the competition the prices are usually lower in most of the products, in some categories the prices are the same.

Place:

In the marketing mix, the process of moving products from the producer to the intended user is called placement. In other words, *place* regards the way the product is bought and where it is bought. This movement may entail a combination of intermediaries such as distributors, wholesalers and retailers., but in this case no intermediators are used, which is called direct distribution. One benefit of this method is that the company has a complete control over the product, its image at all stages and the user experience. Since the product is bought directly on the courts and the delivery of the service is also there, it is very important, how the courts look like, where they are and what do people think about the place.

The right placement is also important for reaching the target audience. In the case of Prague beach team, z.s. the placement is one of the strengths of the club. The location is perfectly accessible by a car, public transport, and also by foot, which is not very common in Prague. It is situated close to schools and family houses, which brought the attention of the target audience. The target audience is usually coming because of a recommendation from an active member or based on internet research. As mentioned before the reputation of the club is very good and the ways to get to know about Prague beach team z.s. are

simple. It is enough to search for beach volleyball in Prague and you find it on all the well know search engines in the Czech Republic.

Promotion:

Promotion is all the different ways of conversation with the consumer about the product, its benefits and its features. It is simply the communication aspect of the marketing mix. The main tasks of promotion could be raising the awareness through different media to increase sales, as well as to create and foster the loyalty to the brand. It includes six main components, advertising, sales promotion, direct marketing, personal sales, public relations and sponsoring.

Although the most popular promotional activity is advertising, Prague beach team z.s. does not use any type of paid advertising. Sales promotion is mainly in the form of benefits for the club members and perm holders, who have some extra benefits and cheaper tournaments or camps. The direct marketing activities usually involve CRM systems or at least some data collection about the customer to offer them customized offers. Prague beach team z.s. does not include direct marketing in their promotional activities, they do not collect data about club a member nor send any newsletters or other promotional materials. This fact is taken very positively by the club members, who are overwhelmed by direct marketing activities from elsewhere. Personal selling is probably the strongest factor from all the promotional activities, this component of the communication mix is mainly used in personal meetings with potential club members. The coaches are in charge of the process, they in fact represents the whole club. They try to have a good first impression and to establish positive relationships with potential players or even with potential sponsors. Meeting with a sponsor is the last promotional activity, which brings financial or material funds to the club. Prague beach team z.s. offer opportunities for

promotion and visibility of their partner companies. They sell the space on the representants' outfits, on the courts and in the facilities. At present, the price for sponsorship is purely individual and based on negotiation. Club does not have a fixed pricelist for sponsors.

In the area of public relations, Prague beach team z.s. has a space for improvements. They do not use enough resources to communicate with all possible stakeholders. The PR tools used by the club are following: official website of the club, social networks (Facebook only), media interviews (television, newspapers), but just rarely.

An aspect of a good promotional program is to provide the right information in the right time. Many companies are hiding information about some extra fees, making contracts very difficult to read or include very little letters on the bottom of the page, which makes the customer more stressed about making purchase decision, especially when thinking about long term contracts. As the membership in the club is for minimum six months, people appreciate the simplicity and honesty of the rules and fees of the club. All the information are provided on the web page of Prague beach team z.s., plus there is always someone willing to explain how the system works and ready to meet the customer needs and wants by customizing the program for each individual. The best way to get the important information about the club offerings is to talk with one of the coaches or just stop by on the trial training, where everything can be discussed.

On the other hand, there is plenty of space for improvement regarding the use of social media. The club runs its web page, has a Facebook account, which is almost empty and used more for providing information for club members than anything else. There are few posters in their area to promote camps and tournaments, but the biggest part of all promotional activities is done by coaches, who inform the players about all the events, who organize the camps,

tournaments and who talk with the new people coming to the trial trainings. In fact, coaches are the ones who have the target audience in mind, they know the best, who they need in the club to have good results, how to split players in groups to create a good work out atmosphere, which mostly creates the positive image and reputation of the club.

It is, however, important to note that presently, the capacity of Prague beach team z.s. is almost full. Prague beach team z.s. has built quite a good brand awareness over the years, mostly because of the tournaments they organize and due to the results of the club representatives. At the same time, they have been able to create interest in people who are already aware of the company. The reasonable price, friendly atmosphere and better offer of training hours than in other clubs are the main features creating the interest in potential customers. Indeed, customers of Prague beach team z.s. are very loyal, they usually leave the club only for life changing situation as moving out from the city, starting families, or finding a new job. Therefore, without existing capacity to growth, the club must first find a bigger space, more coaches and then invest more in promotional activities.

People:

In the turbulent environment of sport, where everything is changing, great emphasis is placed on the human factor. The beach volleyball club is not just players and coaches that people see immediately, there are also members of the implementation team (a masseur, a doctor, and a physiotherapist), technical team, the executives and people effecting the sports from outside of the organisation as members of the volleyball federation, referees and spectators. All these people are very important to make the club work, they are and always will be the foundation of every club. That is why it is important to build positive relationships and maintain them. That is one of the objectives of the

coaches in Prague beach team z.s., who are the most valuable human factor in this company.

There are five coaches employed in Prague beach team z.s., the head coach Ondrej Vlcek. The contact person for junior category and also a specialist for kid trainings Kamila Mrazova. Jiri Slavik, who is the ex-representative of the club and then Jiri Slavik and Lenka Dudlova. They are all employed on a secondary employment basis. Their specific salary cannot be stated in this work, but it is similar to the minimum wage of the Czech Republic, which makes 79,80 CZK/per hour (Minimální mzda v roce 2019 i v letech 1991-2018, 2019).

Process:

Well-established and consistent service processes make satisfied customers with high loyalty rate. Prague beach team z.s. processes of service delivery are timely accurate, which means that the trainings start on time, coaches are not late, the tournaments are running according to the schedule and there are no long brakes between the sets etc. All the processes run usually smoothly and with emphasis on the customer satisfaction. The process of becoming a club member is simple and well defined and the process of organizing camps or tournaments is very well handled. All the processes are evaluated by the head coach and the club executives and redesigned once in a while.

The process of the main product (training) delivery usually starts with the sign up on trainings in the web application or personally with the coach. It should be done before Sunday midnight of the previous week. Then when the person arrives to the courts, he or she should warm up next to the court and wait for the coaches' instructions. The training has a capacity of four to sixteen participants and its specially designed according to the skills of attendees. There are usually two breaks in the training to drink water and relax the

muscles, but it always depends on the intensity of the training. At the end, there is time for body strengthening and muscle stretching. After the training the people can stay to play a short game if there are courts available or they can use the wellness or gym in the building next to the courts. There are also cloakrooms with showers and cabinets. Part of the process are coaches' recommendations how to eat or how many times a week to train to get the desired results. Many-times people meet for a small talk or for a juice / beer after the training in the refreshment facilities next to the courts.

Physical evidence:

The physical evidence of Prague beach team z.s. is the space, where the customer and the club interact. The environment is important for providing a service with a high reliability. The physical evidence makes the customers to feel safe and helps to build the brand image, as well as distinguish the club from its competitors. The physical evidence of Prague beach team z.s. is represented for example by the area with the courts, facilities and the parking space, which all look very nice, clean and professional. There are five courts in the area, but only four of them can be used in the winter season. The facilities are placed in the building next to the courts and there is a gym, wellness, cloakrooms with showers, restaurant and small shop. The size shows that it is not the biggest club in Prague, but that underlines the family atmosphere, which the club provides and its non-commercial vision. The music playing on the courts helps to create the right atmosphere and together with the lighting which allow the players to play even in the dark creates other important aspects of the physical evidence of the club.

The website is an important source of information for the club members, but also for potential customers, due to pictures of the club, the news section,

results of the current players, schedule of tournaments, camps etc. it creates a trustworthy web page, so the customer can recognize the sincerity of the club.

Coaches of Prague beach team z.s. have t-shirts, tops or hoodies with the logo of the club, the balls have the logo as well and the abbreviation PBT (Prague Beach Team) can be seen all over the area, which is another physical evidence of the service provider.

3.6. Prague beach team z.s. marketing strategy evaluation

This section evaluates and discusses the current marketing strategy of Prague beach team z.s.. The first important finding is that Prague beach team z.s. does not have a clearly defined marketing strategy and uses only intuitive random marketing ideas of the executives and coaches to define some of the marketing activities. By those activities, the club is trying to express the importance of the members and the customer-orientated intention of the club.

As mentioned before, it is fundamental the fact that the club cannot make a profit. Thus, the classic goal of many marketing strategies - maximization of profit - is out of the equation. Therefore, the decision and the attitude of the club on these issues is different than in companies with a different legal form. The club does not increase prices every season or every year as it is done by their competitors, but just when the costs are getting higher, in order to cover the operating costs. From the money earned from non-training activities, such as sponsorship or camps, the club purchases products for players who play the highest competition, for example the Czech Republic league or the international beach volleyball tour. That is the only reason that may lead to raise the prices. The more players are getting into the international environment the higher the costs and sponsorship is usually not sufficient, due to the lack of interest in searching new sponsors by the club executives.

Prague beach team z.s. executives also believe they don't need to invest more in marketing activities, namely communication, because the actual marketing practices, mainly based in positive Word of Mouth Marketing (WOM), are working very well. Positive WOM is an oral or written recommendation by a satisfied client of a good or a service, is one of the most credible forms of promotion, and has no additional costs to the company. In fact, new players are coming mostly recommended by older members, dissatisfied players from other Prague clubs, or residents of the club's location. It is only important to communicate face to face with the parents of children and with players on the court. This is naturally done by the coaches of the club without the need of other pro-active promotional actions. Players are satisfied with the club activities and they spread the good reputation of the club, which brings a positive response and an automatic stream of new players. In this context, and without a clear marketing strategy, Prague beach team z.s., run a beach club without any forms of debt, with more than three-hundreds of satisfied customers and the best beach club references in Prague. With the legal impossibility of getting profit and enough funds to cover the operating costs. Prague beach team z.s. club's managers are reluctant in making changes regarding marketing related strategy and activities, at least until they have a club-affiliated company.

3.7. Discussion: How to improve Prague beach team z.s. marketing strategy?

Currently, Prague beach team z.s. marketing activities are not seen as fundamental, and there is no clearly delineated marketing strategy. This section, without being a marketing plan, intends to support the future definition of a marketing strategy, suggesting some improvements, with a special focus on existing marketing communication and connectivity between

the beach club and other organizations, namely schools. However, first of all, the club needs to keep in mind that becoming able to make profit should be the first step. Since the capacity of the club is full, implementing new marketing initiatives may be useless at this point. Prague beach team z.s should find an executive, who will be willing to move the company on a next level, associate a limited liability company and start making profit. Prague beach team z.s. should introduce the club to experienced directors of sports clubs with the possibility of starting new cooperation. With the associated limited liability company, the goals can go further, e.g.: move the club to a bigger space with more courts and increase the club base.

Social media marketing

Communication and its tools should be very important for the club to create an outside picture of Prague beach team z.s.. In the current time, social networking activities are an important part of promotional strategies in the most of the sports club in the Czech Republic. Many companies run promotional campaigns, have contracts with influencers, use advantages of co-branding etc., However, as maintaining social networking activities needs an intense plan and is time and money consuming, Prague beach team z.s. is disregarding their communication role.

In the near future, the marketing goals for the extended company could be a bigger involvement in social media activities, starting regular posts on Facebook, establishing an Instagram, a Twitter or a video blog account on YouTube.

Prague beach team z.s. uses Facebook account, but does not target any particular group and does not use it regularly. This could also be improved. Add more posts, videos, show successes of the club, expand the number of followers and focus the posts to a particular target group of audience, especially

the younger generation can be a good step forward. They could also share more posts with club representatives who have good results. Currently, there are two junior pairs representing Prague beach team z.s. at the European Championship and one pair at the World Championships, which is a perfect opportunity to start a video blog focused on the young generation. Also, the news section which is appearing on the web page of Prague beach team z.s. can be shared on social networks. The events organized by the coaches deserves its own events pages on Facebook and should be created there to simplify the dissemination process. Also, the results of the tournaments can be posted on all the social media channels.

Each training group can have its own WhatsApp or Facebook group to discuss questions connected with the training activities, to share videos or pictures from trainings to improve the technique and to see the mistakes they do. This could be a positive change welcomed by the training participants.

Collaboration with schools

Another idea is to start a new collaboration process with schools – elementary, high school or even universities with a different approach, instead of going there with a free lecture and talk with them, Prague beach team z.s. can do an open day for schools with the presentation of the most successful beach couples, some activities for kids, little competitions and e.g.. a barbeque for teachers and directors to talk about the benefits of joining Prague beach team z.s. in the friendly atmosphere of the club. There can be also some video presentations to show other benefits of the club and videos from competitions and camps. Invitations for free trial training can be distributed on this event.

There are many schools in the area near the courts and the directors, PE teachers and students can be addressed with the invitation. Here is a list of elementary schools suitable for inquiry: Základní škola Duhovka, Základní

škola a Mateřská škola Věry Čáslavské, Soukromá základní škola Cesta k úspěchu v Praze, s.r.o., Základní škola Praktická, Základní škola a Mateřská škola Červený vrch, Základní a mateřská škola J. A. Komenského, Základní škola Marjánka, Základní škola Petřiny – sever, Park Lane International School, Základní Umělecká Škola.

The list of high schools: Gymnázium Nad Alejí, Gymnázium Jana Keplera, Gymnázium Arabská, Gymnázium Nad Kavalírkou, Gymnázium Jana Nerudy, Gymnázium Nad Štolou, VOŠ a SOŠP a Gymnázium, Anglicko-české gymnasium AMAZON, Gymnázium Christiana Dopplera, Arcibiskupské gymnázium v Praze.

And from the universities I would recommend to choose the Charles University, University of Economics in Prague and České vysoké učení technické.

Internationalization

Another already mentioned idea is to start trainings in foreign languages to involve foreigners, who are representing bigger and bigger group due to internationalization process of Prague. There are already few foreign club members attending the trainings and the coach is usually translating the exercises for them. But of course, it makes delays in the training process and it is not the best solution. Starting a project focused on foreigners and open trainings for English or German speaking attendants can be an innovative step in this industry as this service is not provided in any of the Prague clubs so far. Trainings in English can be organized only two or three times a week for the beginning to try out the interest for this service. Also, Czech people, who are willing to improve their English skills can come to this training to combine the beach volleyball lessons with English conversation. That can even increase interest rates of this new service offering.

Those are some of the ideas, which can be adapted in the marketing plan after finding the right executive, but for now, making a detailed marketing plan stating how exactly the marketing campaign should look like, on which segment it should focus the most or calculate costs of the marketing campaign would make no sense. The club has to decide its future directions first and after that they can start making improvements in the marketing strategy. A strong and committed leader fully involved in the club activities can guide them to the desired position.

4. Conclusion

This master final assignment aimed to evaluate the existing marketing strategy of Prague beach team z.s. and to analyse the marketing communication, marketing mix, positioning and targeting of the club. Also, the space for improvements of the marketing activities were part of the objectives and are described in this work.

This study is divided into four main chapters. It begins with the introduction, which briefly describes the content of this paperwork and lead to the theoretical part based on the literature review. In the theoretical part some of the marketing terms are explained to better understand the practical part and the connections between the theory and the practice.

The second chapter is dedicated to the beach volleyball and to Prague beach team z.s. and its legal form introduction. This is a very important part to understand the concept of the club, its goals, vision, mission and the overall strategy.

In the practical part, which is the third chapter, there can be found the analysis of factors influencing the marketing environment and the analysis of marketing tools. This part can be helpful for the club when thinking about its development. Especially helpful should be the suggestions and recommendations that the club could use in the future to improve their marketing activities listed in the last part of the third chapter.

The research question that guided this research: "What is the current marketing communication of Prague beach team z.s. and how can it be improved?" was answered also in the practical part with the description of promotional tools and deeper understanding of the marketing behaviour of the club. It was observed, that there is no need for improvement until the club

decides, that they want to growth and start making profit. The club is currently well known, with a great reputation and full members capacity. The club deserved all this mostly by positive Word of Mouth, which is spread around by the satisfied customer. Big credit for those results goes definitely to the coaches of the club, who are doing a great job, not only with the players, but also with the family members who are an important part of the process. It was found, that the most valuable marketing promotional tool is working well and there is no need for a change by now. But nobody knows, what the future will bring and if the club does not want to stagnate in the same point, it should consider some of the recommendations. Mostly the suggested growth of the club, which would only be possible with new training courts, because the club is currently being filled with its capacity. It would be very difficult if not impossible to extend the training capacity without adding new playgrounds. It is therefore a must for the club to look for a new executive who will have time to devote himself to the club and manage to change the legal form of the club so that it can start making a profit, save some money and growth.

On the execution of this master thesis there were found several limitations that had somehow affected the final results. One of the limitations of this work was my personal interest in the club, which could make some of the evaluations not greatly objective, even though I have tried to be as much as independent and always look for another opinion or public evaluation. However, the greatest constraint was that it was not possible to create a survey that would address all the people interested in beach volleyball in Prague and would be aware of all the features evaluated. Therefore, the secondary data were used as a completion of my knowledge and the average opinion was taken in consideration. The next limitation of this research is definitely the language difference of the thesis (English) and the club location (Czech). Many expressions, documents, research tools, interviews and ideas may be lost in

translation or not correctly understood due to dissimilarities in the languages. The fact, that it was only possible for the trainee involved in this project to access certain information and not to have all the company's data available is considered as the last limitation of this project.

Future investigations should take into account a quantitative analysis so as to complete the qualitative analysis developed by this work. Also, the relationship between club and the sponsors, club and financial funds, or club and the subsidies can be carried out to make the whole picture more detailed. In addition, a study focused on how to find the right executive for Prague beach team z.s., to help them growth would be a nice follow-up research.

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Attachments

Attachment 1: Prague beach team z.s. web page, the news section

Prague beach team

Home
Akce
turnaje
kempy
soustředění Itálie
dětské / juniorské akce
ostatní akce
výsledky
PBT
o klubu
dětské kroužky
klubové trénování
Sponzoři
Kontakty
Foto / video

Uživatelské jméno (login):
banous
Heslo:
.....
přihlásit se
Chcete se zaregistrovat?
Nemůžete se přihlásit?

Google Vlastní vyhledávání

PBT soustředění ITALY BABY (květen 2019)
(vydáno: 31.01.2019) (zhlédnuto: 123x)
Pojeď s námi vyladit svůj skill a opálení na tradiční jarní soustředko v Itálii! [přihlašování zde](#), [událost zde](#). [diskuze\(0\)](#)

Dětské tréninky se ruší v období nadcházejících prázdnin
(vydáno: 30.01.2019) (zhlédnuto: 58x)
Dětské a Juni tréninky se tento pátek 1. 2. RUŠÍ z důvodu poletečních prázdnin a dále pak v celém týdnu 18.-24.2. během prázdnin jarních. [diskuze\(0\)](#)

Alžběta Paulasová Zažij beachvolejbal
(vydáno: 12.11.2018) (zhlédnuto: 283x)
Je ti 15-26 let a jsi student? Přijď si zahrát turnaj tuto sobotu 17.listopadu! [diskuze\(0\)](#)

Natalie Boušková Vyhlášení členských bonusů za uplynulou sezónu 2017/2018
(vydáno: 12.11.2018) (zhlédnuto: 411x)
Každoročně vyhlašované členské bonusy pro nejúspěšnější hráče reprezentující PBT na turnajích dospělých a juniorů, a pro hráče s nejvyšší účastí na klubových trénincích, kempech a turnajích.
Katalog bonusů pro sezónu 2018/2019 najdete [tady](#).

Nadcházející akce PBT
Čt 21.02.2019 (- (1/6))
Herní kemp-čtvrtek
Pá 22.02.2019 (muži (7/4) ženy (9/8))
10. Střešovická OPEN páteční
Ne 24.02.2019 (mixy (10/16))
Freshkruháč Amatérská Střešovická 2019
Ne 24.02.2019 (- (9/12))
Nedělní kemp na techniku úderů s Kamilou Mrázovou
Út 26.02.2019 (- (7/6))
Herní kemp-úterý
St 27.02.2019 (- (3/10))
Středeční kemp pro pokročilé s Kamilou Mrázovou
St 27.02.2019 (- (2/12))
Středeční začátečnický kemp s Kamilou Mrázovou
Čt 28.02.2019 (- (9/6))
Herní kemp-čtvrtek

Aktuality
Na Tatrnu Střešovice pronájem beachvolejbalových kurtů pro veřejnost, viz. www.plazovy-volejbal.cz

Svátek dnes slaví
• Lenka

Prague...
1,4 tis. To se mi

SOURCE: www.praguebeachteam.cz

Attachment 2: Prague beach team z.s. Facebook page

Prague Beach Team
@praguebeachteam

BEACH CAMP

Silvi Marina u Pescary | Green Marine

JARO 2.5. - 12.5. 2019
PODZIM 13.9. - 23.9. 2019

NAJDĚTE NÁS

- Sibeliova 368/51, Síšešovice Praha
- m.me/praguebeachteam
- Volat 775 148 636

OTEVÍRACÍ DOBA

Zavřeno 7:00 až 22:00

INFORMACE O FIRMĚ

Informace o firmě

Parkování: Ulice
Cenový rozsah: \$

DALŠÍ KONTAKTNÍ INFORMACE

info@praguebeachteam.cz
http://www.praguebeachteam.cz

DALŠÍ INFORMACE

Spojen(a) s beachvolejbal, příležitost volejbal

Informace
www.PRAGUEBEACHTEAM.cz - Oddíl příležitost volejbalu

Všeobecná doprava
Tramvajová zastávka "Olešovice" - 3 minuty chůze z areálu.
Autobusová zastávka "Náměstí 1. května" přímo u vstupu do areálu.

Sportovní klub - Sportovní tým - HŘIŠTĚ

PŘÍBĚH

Our Story

Trénujeme v areálu Tatraru Síšešovice

Tréninky hráčů všech věkových a výkonnostních skupin

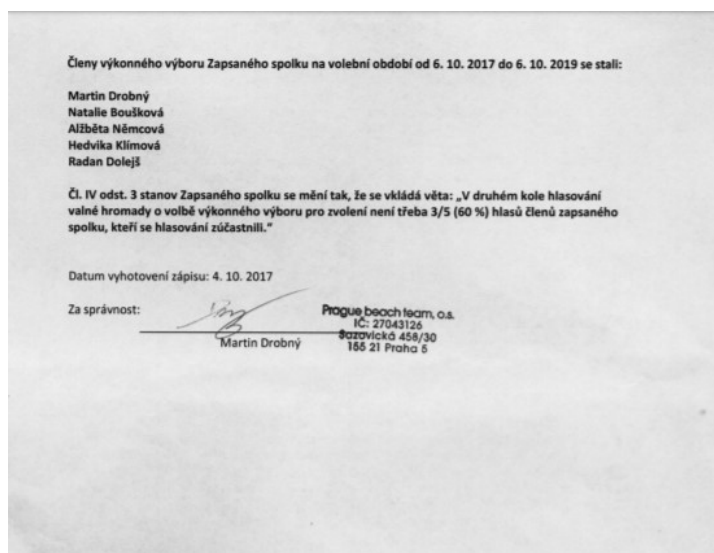
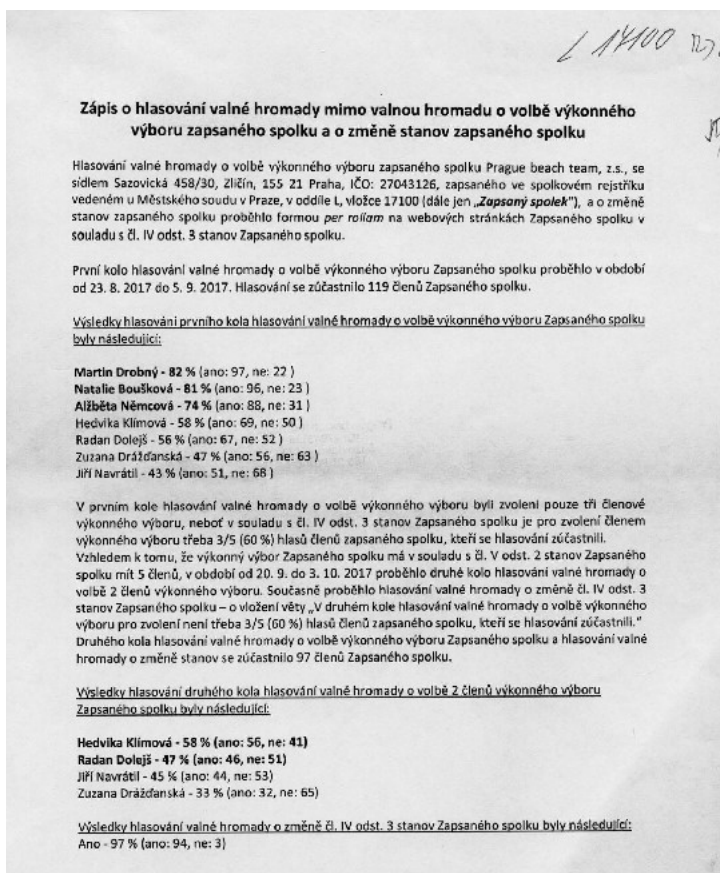
Pořádáme spoustu zajímavých turnajů

Více informací na webu praguebeachteam.cz

Zobrazit víc

SOURCE: <https://www.facebook.com/pg/praguebeachteam/about/>

Attachment 3: Minutes from the general meeting



SOURCE: <https://or.justice.cz/ias/ui/vypis-sl-detail?dokument=51784515&subjektId=753759&spis=339004>

Attachment 4: Prague beach volleyball clubs positioning survey – English translation

Prague beach volleyball clubs positioning

Please answer this short survey regarding beach volleyball clubs in Prague.

*Povinné pole

1. Gender *

Označte jen jednu elipsu.

- MALE
 FEMALE

2. Age *

3. Are you a beach volleyball player *

Označte jen jednu elipsu.

- Yes
 No
 Jiné: _____

4. What is the first Prague beach volleyball club that comes to your mind when you think about beach volleyball? *

5. What other beach clubs in Prague do you know? *

6. Which of these beach clubs do you recognise? *

Zaškrtněte všechny platné možnosti.

- Prague beach team z. s.
 Beach Braník
 Beach klub Ládví
 Beachvolejbal Domyňo
 Beach klub Pankrác
 Beach club Strahov
 Beach Service
 Sport Vítkov Praha
 Beach volejbal Hamr
 Jiné: _____

7. What is your favourite beach club in Prague? *

8. Which beach club has the best customer service according to you? *

Označte jen jednu elipsu.

- Prague beach team z. s.
 Beach Braník
 Beach klub Ládví
 Beachvolejbal Domyňo
 Beach klub Pankrác
 Beach club Strahov
 Beach Service
 Sport Vítkov Praha
 Beach volejbal Hamr
 Jiné: _____

9. Which beach club is the most expensive according to you? *

Označte jen jednu elipsu.

- Prague beach team z.s.
- Bech Branik
- Beach klub Ládví
- Beachvolejbal Domyno
- Beach klub Pankrác
- Beach club Strahov
- Beach Service
- Sport Vítkov Praha
- Beach volejbal Hamr
- Jiné: _____

10. Which beach club is the cheapest according to you? *

Označte jen jednu elipsu.

- Prague beach team z.s.
- Beach Branik
- Beach klub Ládví
- Beachvolejbal Domyno
- Beach klub Pankrác
- Beach club Strahov
- Beach Service
- Sport Vítkov Praha
- Beach volejbal Hamr
- Jiné: _____

11. Indicate the degree of similarity between Prague beach team z.s. and Beach Branik *

Označte jen jednu elipsu.

	1	2	3	4	5	
not similar at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	very similar

12. Indicate the degree of similarity between Prague beach team z.s. and Beach klub Ládví *

Označte jen jednu elipsu.

	1	2	3	4	5	
not similar at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	very similar

13. **Indicate the degree of similarity between Prague beach team z.s. and Beachvolejbal Domyno ***
Označte jen jednu elipsu.

	1	2	3	4	5	
not similar at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	very similar

14. **Indicate the degree of similarity between Prague beach team z.s. and Beach klub Pankrác ***
Označte jen jednu elipsu.

	1	2	3	4	5	
not similar at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	very similar

15. **Indicate the degree of similarity between Prague beach team z.s. and Beach club Strahov ***
Označte jen jednu elipsu.

	1	2	3	4	5	
not similar at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	very similar

16. **Indicate the degree of similarity between Prague beach team z.s. and Beach Service ***
Označte jen jednu elipsu.

	1	2	3	4	5	
not similar at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	very similar

17. **Indicate the degree of similarity between Prague beach team z.s. and Sport Vítkov Praha ***
Označte jen jednu elipsu.

	1	2	3	4	5	
not similar at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	very similar

18. **Indicate the degree of similarity between Prague beach team z.s. and Beach volejbal Hamr ***
Označte jen jednu elipsu.

	1	2	3	4	5	
not similar at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	very similar

19. **How much do you associate Prague beach team z.s. with a high customer satisfaction ***
Označte jen jednu elipsu.

	1	2	3	4	5	
Not at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very much

20. How much do you associate Beach Branik with a high customer satisfaction *

Označte jen jednu elipsu.

	1	2	3	4	5	
Not at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very much

21. How much do you associate Beach klub Ládví with a high customer satisfaction *

Označte jen jednu elipsu.

	1	2	3	4	5	
Not at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very much

22. How much do you associate Beachvolejbal Domyno with a high customer satisfaction *

Označte jen jednu elipsu.

	1	2	3	4	5	
Not at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very much

23. How much do you associate Beach klub Pankrác with a high customer satisfaction *

Označte jen jednu elipsu.

	1	2	3	4	5	
Not at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very much

24. How much do you associate Beach club Strahov with a high customer satisfaction *

Označte jen jednu elipsu.

	1	2	3	4	5	
Not at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very much

25. How much do you associate Beach Service with a high customer satisfaction *

Označte jen jednu elipsu.

	1	2	3	4	5	
Not at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very much

26. How much do you associate Sport Vítkov Praha with a high customer satisfaction *

Označte jen jednu elipsu.

	1	2	3	4	5	
Not at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very much

27. How much do you associate Beach volejbal Hamr with a high customer satisfaction *

Označte jen jednu elipsu.

	1	2	3	4	5	
Not at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very much

28. On the level 1 to 5, how expensive/inexpensive do you perceive Prague beach team z.s. *

Označte jen jednu elipsu.

	1	2	3	4	5	
Very cheap	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very expensive

29. On the level 1 to 5, how expensive/inexpensive do you perceive Beach Branik *

Označte jen jednu elipsu.

	1	2	3	4	5	
Very cheap	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very expensive

30. On the level 1 to 5, how expensive/inexpensive do you perceive Beach klub Ládví *

Označte jen jednu elipsu.

	1	2	3	4	5	
Very cheap	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very expensive

31. On the level 1 to 5, how expensive/inexpensive do you perceive Beachvolejbal Domyňo *

Označte jen jednu elipsu.

	1	2	3	4	5	
Very cheap	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very expensive

32. On the level 1 to 5, how expensive/inexpensive do you perceive Beach klub Pankrác *

Označte jen jednu elipsu.

	1	2	3	4	5	
Very cheap	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very expensive

33. On the level 1 to 5, how expensive/inexpensive do you perceive Beach club Strahov *

Označte jen jednu elipsu.

	1	2	3	4	5	
Very cheap	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very expensive

34. On the level 1 to 5, how expensive/inexpensive do you perceive Beach Service *

Označte jen jednu elipsu.

	1	2	3	4	5	
Very cheap	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very expensive

35. On the level 1 to 5, how expensive/inexpensive do you perceive Sport Vítkov Praha *

Označte jen jednu elipsu.

	1	2	3	4	5	
Very cheap	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very expensive

36. On the level 1 to 5, how expensive/inexpensive do you perceive Beach volejbal Hamr *

Označte jen jednu elipsu.

	1	2	3	4	5	
Very cheap	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Very expensive

Thank you and have a great day!! :)

Attachment 5: Hodnocení pražských beach volejbalových klubů – dotazník (Czech version)

Hodnocení pražských beach volejbalových klubů

Prosím odpovězte na tento krátký dotazník týkající se beach volejbalových klubů v Praze.

***Povinné pole**

1. Pohlaví *

Označte jen jednu elipsu.

- Muž
 Žena

2. Věk *

3. Jsi hráčem beach volejbalu? *

Označte jen jednu elipsu.

- Ano
 Ne
 Jiné: _____

4. Jaký je první pražský beach volejbalový klub, který tě napadne, když se zamyslíš nad plážovým volejbalem? *

5. Jaké další beach volejbalové kluby v Praze znáš? *

6. Které z těchto klubů znáš? *

Zaškrtněte všechny platné možnosti.

- Prague beach team z.s.
 Beach Braník
 Beach klub Ládví
 Beachvolejbal Domyno
 Beach klub Pankrác
 Beach club Strahov
 Beach Service
 Sport Vítkov Praha
 Beach volejbal Hamr
 Jiné: _____

7. Jaký je tvůj nejoblíbenější pražský beach volejbalový klub? *

8. Jaký pražský klub má podle tebe nejlepší přístup k zákazníkům? *

Označte jen jednu elipsu.

- Prague beach team z.s.
 Beach Braník
 Beach klub Ládví
 Beachvolejbal Domyno
 Beach klub Pankrác
 Beach club Strahov
 Beach Service
 Sport Vítkov Praha
 Beach volejbal Hamr
 Jiné: _____

9. Který klub je podle tebe nejdražší? *

Označte jen jednu elipsu.

- Prague beach team z.s.
- Beach Branik
- Beach klub Ládví
- Beachvolejbal Domyňo
- Beach klub Pankrác
- Beach club Strahov
- Beach Service
- Sport Vítkov Praha
- Beach volejbal Hamr
- Jiné: _____

10. Který klub je podle tebe nejlevnější? *

Označte jen jednu elipsu.

- Prague beach team z.s.
- Beach Branik
- Beach klub Ládví
- Beachvolejbal Domyňo
- Beach klub Pankrác
- Beach club Strahov
- Beach Service
- Sport Vítkov Praha
- Beach volejbal Hamr
- Jiné: _____

11. Uveď stupeň podobnosti mezi Prague beach team z.s. a Beach Branik *

Označte jen jednu elipsu.

	1	2	3	4	5	
velmi odlišné	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	velmi podobné

12. Uveď stupeň podobnosti mezi Prague beach team z.s. a Beach klub Ládví *

Označte jen jednu elipsu.

	1	2	3	4	5	
velmi odlišné	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	velmi podobné

13. Uveď stupeň podobnosti mezi Prague beach team z.s. a Beachvolejbal Domyňo *

Označte jen jednu elipsu.

	1	2	3	4	5	
velmi odlišné	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	velmi podobné

14. Uveď stupeň podobnosti mezi Prague beach team z.s. a Beach klub Pankrác *

Označte jen jednu elipsu.

	1	2	3	4	5	
velmi odlišné	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	velmi podobné

15. Uveď stupeň podobnosti mezi Prague beach team z.s. a Beach club Strahov *

Označte jen jednu elipsu.

	1	2	3	4	5	
velmi odlišné	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	velmi podobné

16. Uveď stupeň podobnosti mezi Prague beach team z.s. a Beach Service *

Označte jen jednu elipsu.

	1	2	3	4	5	
velmi odlišné	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	velmi podobné

17. Uveď stupeň podobnosti mezi Prague beach team z.s. a Sport Vítkov Praha *

Označte jen jednu elipsu.

	1	2	3	4	5	
velmi odlišné	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	velmi podobné

18. Uveď stupeň podobnosti mezi Prague beach team z.s. a Beach volejbal Hamr *

Označte jen jednu elipsu.

	1	2	3	4	5	
velmi odlišné	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	velmi podobné

19. Jak si spojuješ Prague beach team z.s. s vysokou spokojeností zákazníků *

Označte jen jednu elipsu.

	1	2	3	4	5	
vůbec	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	hodně

20. Jak si spojuješ Beach Braník s vysokou spokojeností zákazníků *

Označte jen jednu elipsu.

	1	2	3	4	5	
vůbec	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	hodně

21. Jak si spojuješ Beach klub Ládví s vysokou spokojeností zákazníků *

Označte jen jednu elipsu.

	1	2	3	4	5	
vůbec	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	hodně

22. Jak si spojuješ Beachvolejbal Domyno s vysokou spokojeností zákazníků *

Označte jen jednu elipsu.

	1	2	3	4	5	
vůbec	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	hodně

23. Jak si spojuješ Beach klub Pankrác s vysokou spokojeností zákazníků *

Označte jen jednu elipsu.

	1	2	3	4	5	
vůbec	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	hodně

24. Jak si spojuješ Beach club Strahov s vysokou spokojeností zákazníků *

Označte jen jednu elipsu.

	1	2	3	4	5	
vůbec	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	hodně

25. Jak si spojuješ Beach Service s vysokou spokojeností zákazníků *

Označte jen jednu elipsu.

	1	2	3	4	5	
vůbec	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	hodně

26. Jak si spojuješ Sport Vítkov Praha s vysokou spokojeností zákazníků *

Označte jen jednu elipsu.

	1	2	3	4	5	
vůbec	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	hodně

27. Jak si spojuješ Beach volejbal Hamr s vysokou spokojeností zákazníků *

Označte jen jednu elipsu.

	1	2	3	4	5	
vůbec	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	hodně

28. Na úrovni 1 až 5, jak draze / levně vnímáš Prague beach team z.s. *

Označte jen jednu elipsu.

	1	2	3	4	5	
velmi levně	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	velmi draze

29. Na úrovni 1 až 5, jak draze / levně vnímáš Beach Braník *

Označte jen jednu elipsu.

	1	2	3	4	5	
velmi levně	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	velmi draze

30. Na úrovni 1 až 5, jak draze / levně vnímáš Beach klub Ládvi *

Označte jen jednu elipsu.

	1	2	3	4	5	
velmi levně	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	velmi draze

31. Na úrovni 1 až 5, jak draze / levně vnímáš Beachvolejbal Domyno *

Označte jen jednu elipsu.

	1	2	3	4	5	
velmi levně	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	velmi draze

32. Na úrovni 1 až 5, jak draze / levně vnímáš Beach klub Pankrác *

Označte jen jednu elipsu.

	1	2	3	4	5	
velmi levně	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	velmi draze

33. Na úrovni 1 až 5, jak draze / levně vnímáš Beach club Strahov *

Označte jen jednu elipsu.

	1	2	3	4	5	
velmi levně	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	velmi draze

34. Na úrovni 1 až 5, jak draze / levně vnímáš Beach Service *

Označte jen jednu elipsu.

	1	2	3	4	5	
velmi levně	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	velmi draze

35. Na úrovni 1 až 5, jak draze / levně vnímáš Sport Vítkov Praha *

Označte jen jednu elipsu.

	1	2	3	4	5	
velmi levně	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	velmi draze

36. Na úrovni 1 až 5, jak draze / levně vnímáš Beach volejbal Hamr *

Označte jen jednu elipsu.

	1	2	3	4	5	
velmi levně	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	velmi draze

Děkuji a přeji hezký den!! :)
