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Theoretical background
Current status analysis
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DODSON, I. The art of digital marketing: The Defensive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns. Hoboken: Wiley, 2016. ISBN 9781119265702.

HANLON, A. Digital Marketing: Strategic Planning & Integration. London: SAGE Publications Ltd, 2019. ISBN 978-1-5264-2667-3.

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Abstrakt

Bakalářská práce je zaměřena na analýzu vlivu pandemie SARS-CoV-2 na marketingovou komunikaci firmy Foreigners s.r.o. v online prostředí. Teoretická část se věnuje všeobecným principům týkajících se míry významnosti různých typů digitálního marketingu. Analytická část je složena z analýzy stávajícího stavu firmy, interní a externí analýzy firemního digitální marketingové komunikace a porovnání hodnot konkurenceschopnosti benchmarkingu. Výsledky jsou doplněné statistickými údaji z Google Analytics a rozdělené odpovídajícím způsobem pomocí analýzy SWOT. Na základě těchto výsledků byly navrženy vhodné způsoby zlepšení digitální marketingové komunikace firmy.

Abstract

This bachelor's thesis analyzes the online marketing communication of Foreigners s.r.o. company during the pandemic of SARS-CoV-2. The theoretical part is dedicated to general principles regarding the significance and different types of digital marketing. The analytical part consists of analysis of company's current state, internal and external analyses of digital marketing communication as well as a competitive benchmarking for their validation through comparison. The results are complemented by statistical data extracted from Google Analytics tool and distributed accordingly in SWOT analysis. The last part of the thesis proposes appropriate online marketing solutions based on the results from the analytical part.

Klíčová slova

marketingový mix, marketingový komunikační mix, online marketingová komunikace, SLEPT analýza, SWOT analýza, analýza rizik

Keywords

marketing mix, marketing communication mix, online marketing communication, SLEPT analysis, SWOT analysis, risk analysis

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Affidavit of Originality

This declaration is to attest that the submitted bachelor thesis entitled “On-line marketing communication” is original and was prepared exclusively by me. I declare that the citation of the used sources is entirely stated in the list of references and I did not violate in any way another author’s copy rights.

In Brno, 16.05.2021

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Signature

Acknowledgement

I would like to express my recognition to Ing. David Schüller Ph.D. for his guidance that helped me into accomplishment of this work. Also, I would like to thank the company Foreigners s. r. o. for providing me with all the necessary documentation and information on the case.

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Introduction

The power of online marketing had evolved over the years. Businesses are using different digital marketing strategies to excel on the market, get customer engagement and increase the company's profit. Nowadays' digitalized consumer represents the main character marketers are trying to impress and this is how the companies keep implementing the newest trends of digital marketing. In other words, the information and the marketing channels that companies are going to use will define their brand sustainability.

The unprecedented biological threat COVID-19 generated a global pandemic crisis and put into lockdown dozens of countries, by stopping the activity of hundreds of businesses worldwide. This phenomenon is something we, as humankind, are experiencing right now, and thus, the management of each company affected by this epidemic is using online marketing to develop and implement new approaches of digitalization.

Due to lockdown, most of the employees are working remotely by doing home office and therefore, spending more time in the online world. According to the PowerChord Digital Brand Management Agency (1), the online sales of brands using digital marketing campaigns increased by 159 percent during COVID-19 (1). By taking into account this fact, marketers started to develop and use many more innovative strategies to catch the prospect's attention. Today, the consumer experience became the key factor that overcomes the product's price or necessity. In such a way, marketing agents invent new methods of delivering the product or service in the most unexpected ways, by using various online marketing communication approaches.

"Foreigners.cz" s.r.o. is a local Czech relocation company founded in 2009. For more than 10 years, the agency has been providing complex relocation services for expats from all around the world who are moving to the Czech Republic or already live here. They are offering services such as apartment rental or purchase, immigration assistance, health insurance, translation, nostrification, trade license and many other things that ensure a lean and comfortable arrival from a foreign country to the Czech Republic.

The company is Business-to-Customer (B2C) oriented (3, p. 82), the main target group being foreigners coming to the Czech Republic. Since the situation changed the past few months – an upgrade in the online marketing communications is strictly required.

The objective of work, methods and procedures for processing

The aim of the work, based on the analyses carried out, is to propose appropriate online marketing communications to the selected company influenced by COVID-19 pandemic. The deep understanding, profound examination and generalization of each online marketing communication particularities, would offer the opportunity to sketch a digital marketing communication improvement guide for companies which nowadays encounter a profit decay. Moreover, this study will serve as a starting point for providing a relevant proposal of measures to adopt by the company Foreigners.cz, during the global economic crisis generated by unprecedented biological threat COVID-19.

The thesis is divided into three main parts:

The first part of the paperwork represents a comprehensive description of the online marketing principles and tools, as well as the methods of business diagnostic. The analytical part consists of processing the secondary data (internal documents & financial statements) provided by the firm which facilitates the company's current state evaluation. For the evaluation of the internal situation was involved the Marketing Mix and the Communications Mix to further compare the agency's status quo before and after COVID-19. As a conclusive internal online marketing communication tolls evaluation was used one-on-one interview research method. For the external analysis of the company was involved the SLEPT analysis together with the Micro-economics analysis used for evaluating the outer factors affecting the business of Foreigners s. r. o. As a conclusive external evaluation was used the benchmarking method of comparison among competitors. In addition to that, for a better insight on the online marketing communications was analyzed the Google Analytics statistical data which made possible to analyze the specific features' tendencies in 2019 VS. 2020. Further, all the findings are summarized and concluded in a SWOT analysis that helped to evaluate with proximity the online communication effectiveness and to adjust the improvements implementation in accordance to the firm's capability to find the necessary financial and human resources. The last part of the thesis represents a proposal of online marketing improvements that would innovate the company's online communication.

1 THEORETICAL BACKGROUND

1.1 Marketing Communication - General Principles

Marketing communications is the process of spreading messages, conveyed in different forms and in different ways, to promote products, services or ideas. Marketing communications helps creating brand awareness, disseminating information, enhancing market culture, building a positive brand name or company image, having an ultimate goal - to sell the product and thus develop the business. The marketing communications is subjected to several main principles:

- **Analysis of the target audience.** Attempts to convey information to the maximum possible audience lead to creation of a universal message that does not take into account the characteristics of certain groups of consumers and, thereby, may not be effective (2, p.47).
- **Determination of communication goals.** Once the target market segment and its characteristics have been identified, the marketer must decide what he wants to achieve from the audience (3, p. 23):
 - to achieve brand awareness (brand);
 - to win the sympathy of consumers in relation to the brand;
 - inform the target audience about products and services (creating demand);
 - to ensure that target consumers prefer the products and services of the enterprise to similar products and services of competitors;
 - to persuade consumers to buy products or services (for example, by announcing temporary discounts, lotteries, etc.).
- **Marketing communications budget assessment.** Determining the marketing budget include: methods of assessing opportunities, fixing as a percentage of sales, as well as the method of competitor compliance and the method of goals and objectives.
- **Deciding the way of promotion.** The main methods of promotion are advertising, public relations, sales promotion, personal selling and direct marketing.
- **Creation of informational messages** - articles in a newspaper, an informative video, testimonial, a billboard, etc.
- **Tactic of implementation** - advertising channel, its volume, release time, etc.

- **Analysis of the results of the information campaign** - dynamics of sales, an increase in the citation index of a trademark, in the flow of visitors to a corporate website on the Internet, etc.
- The last but not the least: **choice of message transmission channels**. To convey the finished message to the audience, it is necessary to choose the most effective communication channel (4, p 396).

1.2 Online Marketing Communication

Since the apparition of the Internet as a mean of sharing data many years have passed and now it represents the most powerful tool of spreading the information. Not many people know that the Internet does not have just one inventor and that it was developed as a government weapon from the side of the United States during the Cold War (1947-1991) (5). This invention defined a revolution in the future of the history. Accordingly, the schools started to include subjects as Computer Science in the curriculum and the governments allocated additional money to support this study field. In such a way, the creation of the World Wide Web was inevitable and it served as a fundamental tool that united the humanity in a virtual way. Thus, a simple click made the share of documents, information, data and the communication between people who are thousands of miles apart easier and more accessible.

An online marketing (4, p.136) includes the creation of a plan of action that must be followed in order to accomplish the marketing communication goal of the corporation, or it can be simply defined as “Achieving marketing objectives through applying digital media, data and technology”. This notion is also known as *Internet marketing, web marketing and e-marketing* (2, p. 86). The goal of every e-marketing action is to acquire new customers and maintain a feasible relationship of loyalty with the already existing ones. However successful the digital marketing would be, there is still a need of integrating traditional media such as print, TV, direct mail, human sales. By using the omnichannel marketing, companies are most likely going to support different customer journeys by using contrasting distribution channels (4, p. 6).

In order to build a sound digital campaign, it is important to reach and influence the prospects online. In this consensus, marketers must take into account three media channels:

- **Paid media.** The type of media that is bought by a direct payment to the site owner or a network that displays an ad, serve a sponsorship or pay for a click (e.g. Google, YouTube).
- **Owned media.** Represents the media owned by the brand. It includes the companies' individual blogs, website, email list or their own presence and activity on the social media platforms: Facebook, Twitter, LinkedIn.
- **Earned media.** In this stage the audience is earned by implying the help of some external partners (e.g. influencers). This is done with the purpose of creating a brand awareness through PR (4, p. 54).

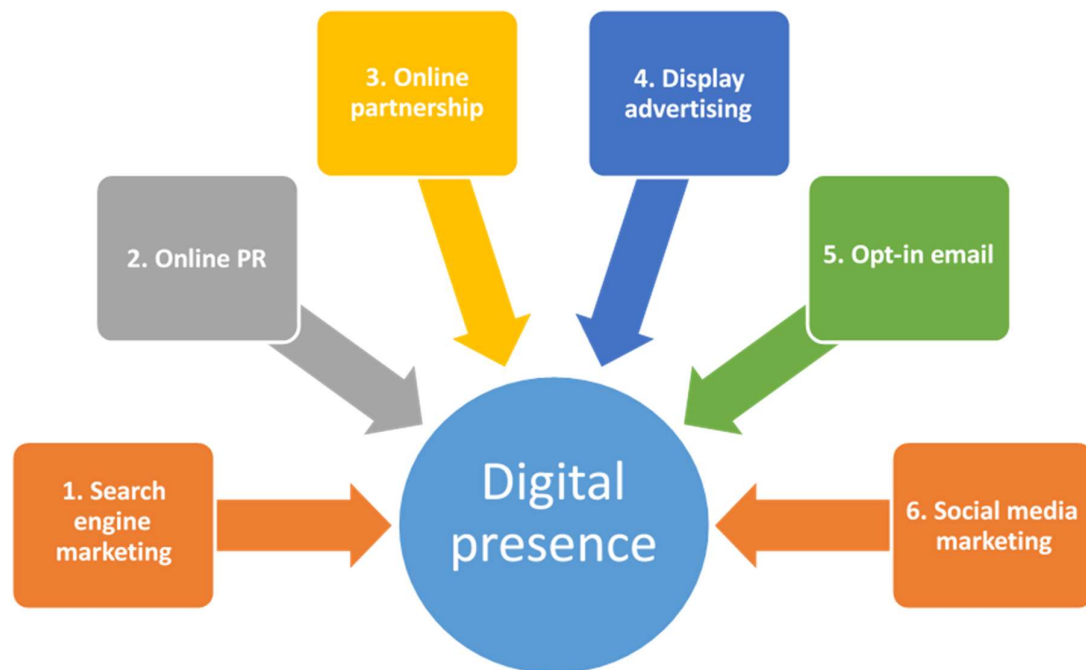


Figure 1: Six categories of digital communications tools (Adapted from (4, p. 352))

For many years the traditional media marketing campaigns were promoted mostly on TV, billboards, in the newspapers, through radio ads or direct mailing. After the historical revolution made by Sir Tim Berners-Lee and his marvelous invention of World Wide Web, the tendencies of marketing communications considerably changed. The digital equivalents of the traditional media have the common name digital media channels (3, p.

134) and the most used components of the marketing campaigns are as follow:

- Search engine marketing (SEM);
- Online PR;
- Online partnership;
- Display advertising;
- Opt-in email marketing;
- Social media marketing;

1.2.1 Search Engine Marketing (SEM)

For a productive brand awareness creation, it is recommended to be listed in such search engines as it is Google, Bing, YouTube and other popular engines (depending on the country-specific). It can be done through any other third-party site available to display your advertisement. This technique is recommended mainly because it helps companies acquire visibility by encouraging people click-through the ad displayed on a search engine. It represents a key-technique for generating quality visitors. SEM became a competitive area of digital marketing because of its importance for a brand name creation. There are two search engine marketing techniques to display an ad online: Paid advertisement and Search engine optimization (6, p. 384).

Paid advertisements are online ads accompanied with a relevant text and a link to the company page. These ads are usually displayed at the top of the first page and are labeled as “ads”. This type of online advertisement is very profitable for such companies as Google, YouTube but also for many other third-party web-sites displaying paid-search campaigns. By of payment these advertisements are divided into:

- **Pay-per-click (PPC).** It is useful in the context that it appears on the top of the search list, in such a way moving down the organic results. It works the way that for example Google Ads submits a bid to the companies willing to promote their brand through PPC advertisements on the Google Network. In such a way, the company pays exclusively when the prospect accesses their particular link (6, p. 368).
- **Cost-per-click (CPC).** If the company’s goal is to acquire more visits, the optimal

option to use is cost-per-click (CPC). It means that the company sets a maximum bid for each person clicking on the ad. The difference between CPC and PPC is that in the cost-per-click case the company pays the bid exceptionally if the person clicks on the ad, meanwhile in the case of pay-per-click, the company has to pay a bid for the website to display their ad whenever a person searches for the specific keywords (6, p. 368).

- **Cost-per-acquisition (CPA).** This approach is most reasonable to be used when the company's goal is to acquire user's action (it could be a purchase, download, "add to basket", subscribe, or any other transaction set as a goal). In such a way, the company pays only when the conversion is made – which is a cost efficient solution. The main difference between CPA and CPC is that the company pays only when the action (set as a goal) is accomplished rather than when the user just clicks the ad (7).
- **Impressions oriented.** The Target Impressions Share is considered to be the most effective operation of campaign promotion on Search Networks if the company's goal is to increase brand visibility. In this case it's completely up to the company to set the share target and Google will automatically detect the bid (4, p. 461).
- **Conversions oriented.** Using this method, the company can directly set the bid it is ready to pay for a conversion. Conversion is the process of motivating the prospect to click on the link and make the action you are asking for (e.g. subscription, purchase, download, learn more, etc.). All in all, the company sets the amount to be paid for each click, but Google Ads will work on getting as many conversions as possible (3, p. 38).
- **Views oriented.** Characteristic for video advertisements only. This permits to monitor and evaluate the level of audience engagement towards the video ad. In this case the bidding is called cost-per-view (CPV) and the company will be charged for views or interactions and for the call-to-action response (e.g. watch more, apply, etc.).

Search engine optimization (SEO). This technique helps companies achieve the highest ranking in the organic listing from the search engine results page connected to a specific user search. It is based on link-building and on-page optimization (6, p. 363). To achieve

the highest ranking in the organic listing from the search engine results page, it is necessary to pay attention to several crucial factors:

Title Tags, Master Keyword Research, Understanding Your Competition, Mapping Keywords, Producing of Regular Content, Boosting Link Equity, Building Own Social Media Network, Understanding the Analytics (8).

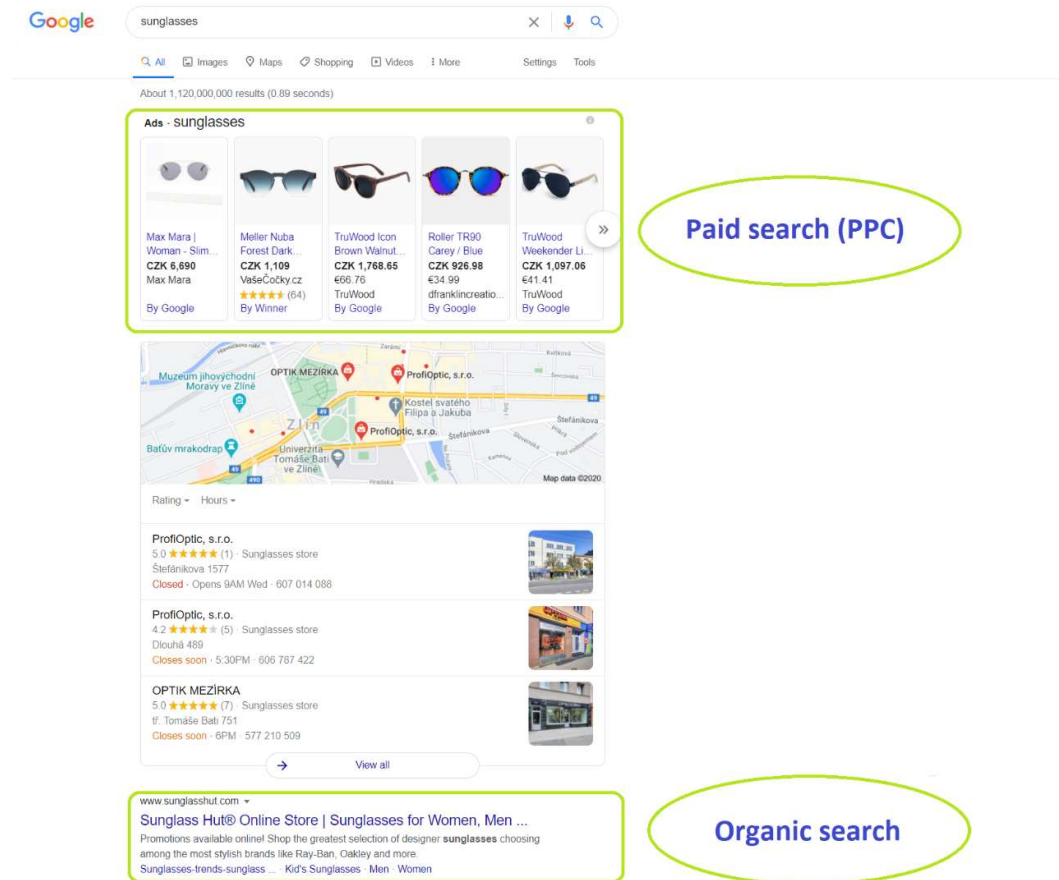


Figure 2: Illustration of the organic and paid ads in Google (Source (9))

1.2.2 Online PR

Using third-party web-sites such as blogs, feeds, social networks that are most likely to be visited by your company's target group to enhance and propagate the mentions of your company and create brand awareness. This communication technique offers the opportunity to monitor and influence opinions and thus, building the company reputation. All in all, the online PR role is to inform the public about your company realm and create

brand awareness. The online PR is eligible for all sizes of business. It proved to be efficient and cost-effective in building a reputation, this is why most of the start-ups prefer it when initiating their business. Chaffey & Ellis-Chadwick - mentions that a site plays a benefic role on determining opinions and capture visitor's attention towards your brand (4, p. 170).

Due to its unlimited options of writing reviews, messages, the usage of online PR nowadays, made it possible for the companies to get a reply from their audience and generated a reversible communication strategy. Thus, the corporations know what their customer expect and can work more on the requirements fulfillment (6, p. 408).

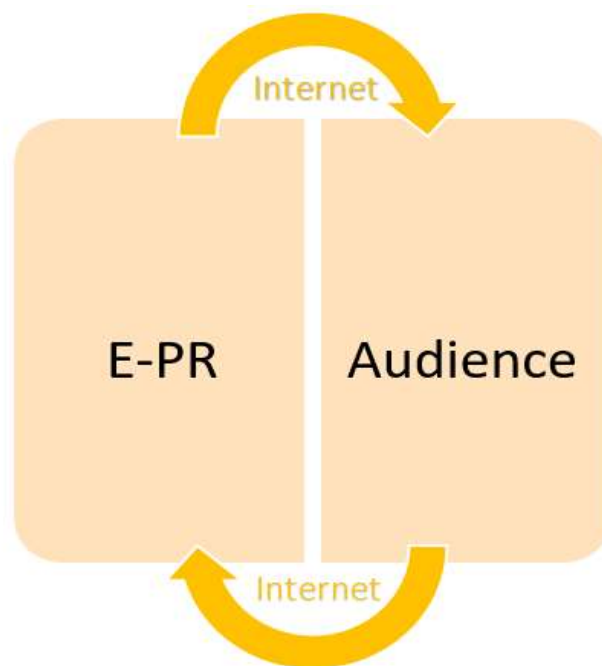


Figure 3: Efficient PR technique of communication (Adapted from (6, p. 408))

1.2.3 Online Partnership

A long-term mutual collaboration agreement between different businesses made with the purpose of promoting each other (6, p. 417). This association includes:

- co-marketing;
- affiliate marketing;
- online sponsorship;

Co-marketing. The principle of this technique is based on the common work of two companies in order to accomplish a common goal. For instance, two people decided to record a podcast. For its promotion, both of the partners will share the news about it on their social media platforms/websites and thus, a mutual exchange of audience will be produced afterwards. The most important criterion constitutes the choice of co-partner. Take into account that the goal of co-marketing is to provide equal benefits to both of the parties (10).

Affiliate marketing. Commission-based form of marketing communication realized between two companies. It is also known as “pay-per-performance marketing” where the merchant pays just in case of a sale accomplishment. Thus, the affiliates can target different audiences and in addition have a good control of acquisition cost. The main disadvantages of this marketing communication strategy could be the brand reputation damage or its exploitation. This is why it’s important to be aware of the affiliated brand (4, p. 136).

Online sponsorship. In order to create brand awareness, the newly appeared brands choose to link with well-known companies. By using this marketing technique, the advertisers bring quality customers to their company. The clients usually buy according to their customer experience and if they had a pleasant memory connected with your sponsor, your company definitely acquired a potential future customer. Choosing as sponsors successful companies from your firm’s area of development - guarantees a response relationship of trust from the customer’s side (11).

1.2.4 Display Advertising

This category implies placements displaying paid ads until the phase of brand awareness and familiarity overcomes. It is done through the use of online advertisements such as banners and video ads placed on third-party sites such as publishers or social networks. For the advertisement placement it is generally used a different server from that on which the page is hosted. As many other techniques of online communication, the benefits of online display advertisement intend to shape attitudes, deliver content, solicit response and encourage retention (4, p. 136).

1.2.5 Opt-in Email Marketing

This approach focuses on creating brand awareness through the direct connection with the audience (6, p. 425). It is considered to be the most cost-effective way to sell a product or simply communicate an information about a brand. It is mainly used with the purpose of generating more leads. WebFX supports the idea that email marketing brings up to 50% more leads than any other digital strategy (12). An additional benefit is the high return on investment which supposes that every \$1 invested generates a \$44 ROI. Another added value of using this approach is the opportunity of target audience segmentation. Consequently, the company can monitor the audience preferences and create a special campaign targeting their interests. An effective segmentation will bring nothing but higher company revenues.

Buying or renting the list of emails from a certain third-party is considered an illegal act, therefore, companies use the technique of placing their ad on e-newsletters sent by a third-party firm that has the permission to send emails to prospects or customers who agreed to receive emails. Thus, you own brand can build its own list of prospect details. There are three main options for acquiring new visitors to a site by email marketing (6, p. 484). This includes:

- **Cold email campaign.** Under privacy laws, this method is not used anymore as it implied the rental of consumer email list from other operational companies. Instead of cold email campaign, the companies are now using co-branded emailing (13, p. 237).
- **Co-branded email.** When the company A – new on the market is linking with the company B – with a reputation on the market, company B has the right to send emails including information about the company A. This principle allows the company B to contact and send ads to the consumers who subscribed to the consent of receiving emails from this particular company (13, p. 261).
- **Third-party e-newsletter.** A new company may appear in the eyes of a visitor through a third-party e-newsletter. This could be in a form of a sponsorship, a collaboration, an ad, which is connected to a destination website. This is a very cost-effective method to generate audience engagement (4, p. 46).

1.2.6 Social Media Marketing

Usage of own social media platforms to communicate with the audience by spreading news, is the most accessible method of online communication due to the viral content that is shared, discussed and forwarded online or offline through the word-of-mouth that in fact motivates the community to reach, engage and retain. This result can be obtained by creating “viral agents” on social media or by using the customer advocacy effect to amplify the viral spread of information about the brand. In such a way, brand awareness is being generated. By using such platforms as Facebook, Twitter, YouTube, etc. improve the way people perceive the brand for the simple fact that the brand can provide instant support by participating in customer conversations (4, p. 4).

Social media marketing (3, p. 183) implies a certain information transmitted to the customer by using visuals (e.g. infographics, blog posts, videos, etc.). It is targeting to get reaches and engagement from the audience and thus, is more informal and oriented to providing value to the customer rather than being sales-oriented. In order to dispose the audience closer to their brand, many companies use some tutorial videos to show how to use their product. For example, a company selling eyeshadow palettes can record short videos to show their customer’s how they can mix the colors and get different makeups by using just one palette. The main idea of these videos is to promote a valuable information and a common understanding of how the product can be used in the day-to-day life. Consequently, this encourages the lead to try it and share the experience with the family and friends. Thus, the company increases their official site traffic and gets a higher conversion rate (2, p. 77).

Nowadays, social media encourage people to share, review and offer their feedback on any of their acquisitions or customer experiences. This is a crucial factor that needs to be taken into consideration for a strong brand reputation maintenance. The biggest advantage of using online marketing is the opportunity to customize the advertisements and choose whatever strategy fits the best your brand and budget. One thing is clear - the customer’s interaction with the brand became more intense and soon the client’s feedback will be defining the company’s positioning on the market. Together with the artificial intelligence development people started to expect all the interaction to be accessible and easy to use – that is an additional factor for the companies to create value for the customers (13, p. 237).

1.2.7 Digital Marketing Metrics and Key Performance Indicators

Digital Marketing Metrics and KPIs are values used by marketing teams to measure and track the performance of their marketing campaigns. Digital marketing teams use a number of tools to promote their services and products, and tracking the results can often be time consuming and difficult. By creating specific digital marketing KPIs, it's easy to determine targets and goals and measure performance based on those values. Digital Marketing Metrics is a solid foundation for measure company's success. Metrics answering our questions, providing proof, and cheering business to greater altitudes (14). Even though all projects are different, here are some general parameters which should be analyzed:

- **Overall Traffic** - shows how many people visited or engaged analyzed site in total;
- **Channel-Specific Traffic** - exhibits where people were immediately before arriving at your site, differently speaking, which door they used to enter your site;
- **Conversions** – counting people who “evolved” from a simple user visiting your site to a paying customer;
- **Bounce Rate** - is the average number of visitors who left your website after only visiting one page;
- **Search Trends** – presents the statistics of users search interest;
- **New vs. Returning Visitors** - metric evaluate if your site is sticky enough to encourage customers' return, and tells how effective outreach efforts are;
- **User Demographics** – provide the demographic information, with views to age, gender, and location (15);
- **Google Ads Bid Adjustments** - allows to show your ads more or less frequently based on where, when, and how people search (16).

Some people call aforementioned parameters the Key Performance Indicators (KPIs), others simply call them metrics. No matter how they are defined, these data points are the vehicles that make your goals real and concrete, therefore, making your attempts of reaching the users observable and quantifiable (17).

Online marketing represents the output of technology evolution mixed up with consumer demand. This inspire marketers to put themselves into their audience shoes and try successfully meeting customers' expectations. Let's summarize the main points of using

online marketing communication:

- It includes a large variety of options and is cost-effective;
- It is flexible – you can adapt it up to your brand goals;
- By using it you can target a specific audience;
- It provides real time results and statistics (it is measurable);
- Leads to high conversion rates;
- Helps creates brand awareness;

In conclusion, all the above mentioned online marketing approaches are meant to promote the brand and generate profit through initiating attractive campaigns for its audience. It's up to each and every company which tactic to use but it is absolutely essential nowadays to maintain a credibility based relation with the customer and provide an immediate, valuable brand interaction.

1.3 Company's Internal and External Environment Analyses

Understanding the business environment, it is a key part of planning, and it allows to discern the strengths, weaknesses, opportunities and threats, associated with company's area of activity.

An external analysis looks at the wider business environment that affects company's business, while an internal analysis looks at factors within company, such as strengths and weaknesses.

Examining your internal and external analyses together gives a complete picture of current situation of analyzed company, and indicate the steps should be going through to plan future marketing. In my thesis the Marketing Mix and Marketing Communication Mix will be implemented for internal environment company's analyses and, respectively, Micro-environmental analyses and SLEPT for external company's analyses (18).

1.3.1 Marketing Mix

The Marketing Mix (4, p. 189) is an analysis which helps to define the product's or services' marketing features in terms of 7 Ps - Product, Promotion, Place, Price, Process, People, Physical evidence. This analytical model helps the companies to evaluate what,

how, where, how much, who, to whom, for how much and in what way to launch and deliver their product on the market (2, p. 51).

"Marketing mix" is a general phrase used to describe the different kinds of choices organizations have to make in the whole process of bringing a product or service to market. To define the marketing mix it is necessary to understand the 4Ps elements of planned business: Product (or Service), Place, Price and Promotion (19).

Later on, Boom and Bitner's added 3 more Ps, including people, processes and physical layout decisions (20, p. 47-51).

Product. According to Kotler and Armstrong (2006), product can be defined as anything that can be offered to a market for consideration, procurement, use or utilization that may fulfill a need or want of a consumer (21, p. 254).

Price. Price is the amount of money charged for goods or services or the sum of the values that customers exchange for the advantages of getting or utilizing the goods or services (21, p. 254).

Place. It alludes to the place where the customers can purchase the product and the product contacts that place through various channels, like wholesalers, retailers and internet (20, 47-51).

Promotion. Promotion implies activities that convey the benefits of the product and persuade target customers to purchase it (21, p. 254).

People. This alludes to the customers, employees, management and other people required. It is essential for everybody to understand that the reputation of the brand is in the people's hands (20, 47-51).

Process. Process is the actual systems, mechanisms, and stream of activities by which the service is delivered." (22, p. 340).

Physical Evidence. Physical evidence is the environment where the service is provided and where the firm and client associate, and any tangible components that encourage execution or correspondence of the service (22, p. 340). It refers to the experience of utilizing a product or service.

1.3.2 Marketing Communication Mix

“Marketing Communication Mix is the specific combination of instruments that company used to convincingly communicate customer value and build customer relationships” (23). McCarthy (19) determined the mix of marketing communications as a specific combination of elements: advertising, personal selling, sales promotion, public relations and direct marketing that companies use to implement their targets for advertising and marketing. Figure 4 is a simplified representation showing the integration of marketing communication elements and activities.



Figure 4: Marketing communication elements and activities (Adapted from source (23))

Advertisement. Advertising is defined as “any paid form of non-personal presentation and promotion of ideas, goods or services from the sponsor evident by the print media, telecommunications network, electronic media and display media (24).

Personal selling. Personal sales are expressed in a personal presentation of ideas and products to the client, in which the seller persuades and helps the buyer decide to purchase. Personal sales represent two-way communication between seller and buyer in order to effect the purchase by targeting long-term relationships with retailers and consumers (23).

Sales promotion. Sales promotion is a complex of actions with a single or short-term duration, having as main objective to increase sales, by encouraging consumers and commercial firms and offering them additional incentives (23).

Public relations. Public relations (PR) are an interactive system using one or more communication devices for notice measurable effects. They are relevant to all activities in the organization and cover all communications. PR are not focus on the product, they are focused on the whole company (23).

Direct marketing. Direct marketing is the method of direct communication between organizations and their target customers to generate reaction and/or transaction (23).

1.3.3 Micro-environmental Analysis

The company microeconomics analysis aims to examine all the external factors that can affect the firm and thus, seize its decision-making process and the overall performance. This analysis consists of seven main factors: customers, competitors, employees, suppliers, shareholders, media and social media, and intermediaries (see Fig. 5).

Customers. Customers represent the leading figure defining the profitability of a company. Thus, the company must undertake some reasonable marketing tactics to attract new clients and retain the already existing ones. This can be done by providing an after sale support or assistance to the consumer. By analyzing the customer consuming behavior, the companies can improve their product and validate their client's service expectations (25).



Figure 5: The factors of Micro-environmental analysis (Adapted from (25))

Competitors. Competitors are the external entities mutually influencing the business performance (4, p. 48). The competitive analysis is important for examining the tactics used by the market players and thus, defining the creation of company's competitive advantage. This research can be easily done by involving tools such as: marketing mix, PEST, PESTLE, or SWOT analyses. Competitors are the ones to be taken firstly into account when inspecting the market environment. The study of the competitor's brand behavior lead to the identification of the opponents' strengths and weaknesses that can be overworked and transformed into competitive advantages (25).

Employees. The employees are the internal figures definition the good function of the company. They directly affect the business environment by their level of professionalism. Experienced employees play a crucial role attaining the company objectives. The experience comes as a result of numerous trainings and personal development of each individual within the company (25).

Suppliers. Having reliable suppliers enables the business stability as they are providing the materials for production (4, p. 60). They are the key component facilitating the normal function of the company, and accordingly, the provision of goods and services. If the supplier decides to change their organizational strategy the producing company will have to suffer because of operational delays and returns from customers (25).

Shareholders. The shareholders of a company are the personas interested in reaching return on their investment and whose actions affect the business directly. At this stage it is crucial to maintain good relationships between the managers and the shareholders of the company and commonly work on the future development of the organization (25).

Media. Media helps the companies to create and maintain their image. Media is one of the crucial tools that directly interacts and influences the online development of the company. It works mutually in a way that if the firm has good relations with the media, the company will thrive and get a positive response from the other side, and vice-versa. This responsibility is attributed to the PR & Marketing specialist of the company. The online communication facilitates the organization's approach of reaching the audience. There are multiple mechanisms for making this possible: newspapers, social media platforms, TV, etc. It belongs to the company's marketing research analysis to know its customers and use the most reasonable approaches to acquire the consumer's interest and consideration that consequently develops into the other phases of the marketing funnel (25).

Intermediary (Outsource). Some of the companies hire other firms closely related to the activity for administrating their activity. This process is based on a common agreement and is called outsource (25). Outsourcing includes many activities such as:

- Offshoring – transferring the operation of the business in a foreign country
- Nearshoring – moving the business to a nearby country
- Homesourcing – providing remote type of work
- In-housing – means hiring employees
- Intermediary – contractual service provided by one firm to another business administrating the original service.

1.3.4 SLEPT Analysis

Harvard professor Francis Aguilar in 1967 created PEST Analysis which was a simple and widely used tool that analyze the Political, Economic, Socio-Cultural, and Technological changes in business environment. This helps to understand the forces of change that business is exposed to. In time PEST analyzes evolved into several different modifications such as PESTLE/PESTEL, PESTLIED, STEEPLE, SLEPT, LONGPESTLE. In my thesis is used SLEPT analysis. The essential criteria are presented in Table 1.

Table 1: Sample of criteria for SLEPT analysis (Source (26))

Environmental forces	Criteria sample
Socio-cultural	Community attitudes, social standards, interests and hobbies, religion and force beliefs, ethnicity, family and reference groups, set of basic values, perceptions, behaviors, traditions, symbols and language
Legal force	Law on foreign investment, property act, law on commercial and industrial free zones, customs regulations, banking laws, tax laws
Economic force	Income, balance of payments, economic recession, trends in prices of goods and services, inflationary or deflationary trends, fiscal and monetary policies, rate of interest
Political force	Regime changes, elections, regional insecurity and wars, bargaining power of parties, protests and riots
Technological	Rate of progress and speed of technology change in various fields such as force transportation, communications, manufacturing and computer systems

SLEPT analysis is often linked with SWOT, however, the two tools have different areas of focus. SLEPT analysis (4, p. 91) looks at general view of factors that might influence a decision, a market, or a potential new business. SWOT Analysis explores these factors at a business, product-line or product level.

1.4 SWOT Analysis

A SWOT analysis evaluates the internal strengths and weaknesses, and the external opportunities and threats in a company's environment.

The internal analysis identifies resources, capabilities, core competencies and competitive advantages, using a functional approach to review finance, management, infrastructure, procurement, production, distribution, marketing, reputational factors and innovation. The internal analysis is critical in identifying the source of competitive advantage. It pinpoints the resources that need to be developed in order to remain competitive.

The external analysis identifies market opportunities and threats by looking at the competitors' environment, the industry environment and the general environment. The competitors' environment is an analysis of the resources and functions of each rival firm. The industry environment is reviewed through the five forces framework of competitive rivalry, new entrants, suppliers, buyers and product substitution. The external environment is analyzed in terms of political, economic, sociocultural, technological, ecological, demographic, ethical, and regulatory implications. The objective of a SWOT analysis is to use the knowledge an organization has about its environments and to formulate its strategy accordingly (27, p. 495).

2. ANALYTICAL PART

This chapter is focused on the marketing communication analysis of the company Foreigners s. r. o. Therefore, I will analyze this aspect from the internal and external perspective. For the internal analysis I will use the Marketing Mix and Marketing Communication Mix whereas the external analysis will contain the usage of SLEPT and Micro-environmental analyses. At the end of the internal and external parts, the analyses are complemented with a validation part – for the internal side – online marketing tools evaluation realized by the company’s employees; for the external side – competitors benchmarking on the online marketing communication tools. After assessing the aforementioned analyses, the findings will be processed in a conclusive SWOT analysis.

2.1 General Description of Chosen Company

This chapter will describe Foreigners situation in the current business environment with the digital specific SWOT analysis. Company’s current online marketing channels are presented as well. The purpose of analyses is to describe the Foreigners.cz company status on the market and therefore, draw a bigger picture that can help to determine the online marketing objectives and goals.

I chose this company due to my direct connection with it. During three-month period (June-August 2020) I was an intern of the company’s PR & Marketing team. Therefore, all the information and statistical data presented below was kindly provided by the company.

Name: Foreigners.cz, s.r.o.

Seat: Milady Horákové 1957/13, Černá Pole (Brno-střed), 602 00 Brno

Legal structure: Limited Liability Company (LLC)

Foreigners.cz is a relocation company operating on the territory of the Czech Republic and founded in 2009. The company has 38 employees (19 in Brno and Prague, as the other offices are franchises). Foreigners.cz, s.r.o. is focused on providing complex services for clients willing to move to the Czech Republic or foreigners who already live here. One of the company’s offices is situated in Brno (where is the seat), but also, Foreigners.cz has

other five operational offices in Prague, Pilsen, Hradec Králové, Olomouc and Ostrava (last four offices being franchises). This company provides services such as:

- Home search - apartments rental, purchase;
- Immigration assistance - visa, permits, employee cards;
- Health insurance;
- Translation;
- Trade license;
- Driving license;
- Consultation;

2.1.1. Company's Current Financial State Overview

The company is currently experiencing a significant decline in their finances due to COVID-19. Therefore, they are cutting off the expenses and try to keep up not to get into the mortality phase. Foreigners' profit in 2020 decreased 10 times compared to 2019.

Table 2: Foreigners' financial overview 2019-2020 (Source (28))

Year \ CZK	Turnover	Profit
2019	20.6 mln.	1 000 000
2020	13.5 mln.	100 000

2.2 Internal Analysis

The internal analysis is meant to provide an eloquent insight on the corporate strategy, emphasizing the company's goal and its business strategy. For this particular reason, analyses such as Marketing mix and Marketing Communication mix will be involved. In general, an internal analysis is mainly used to provide an overview on the company's performance in matter of resources. For the purpose of this thesis, the internal analysis will be used for assessing the company's ability to support and implement the final proposal.

2.2.1 Marketing Mix

Price - The company has a certain price list. Yet, some services do not have a fixed price and it is calculated in accordance to how much time the consultant spends for solving or accomplishing the task.

Product – Foreigners keep an eye on delivering a high quality service on time. The customer satisfaction is always treated as a top tier goal to be accomplished. The firm is always trying to provide an air cover for its clients being always one call away.

Table 3: Short-cut list of the services provided by Foreigners (Source (29))

Category	Service type	Period	Price (fee incl. VAT)
Health care	Comprehensive Health Insurance (in cooperation with Slavia health insurance company)	1-month contract	1 998 CZK
		3-month contract	3 564 CZK
		6-month contract	6 600 CZK
		12-month contract	13 000 CZK
		24-month contract	24 000 CZK
Visa	Study	Long-term	11 495 CZK
	Family reunification	Long-term	11 495 CZK
	Business	Long-term	18 150 CZK
	Schengen	Short-term	7 260 CZK
Driving License	Car (group B)		15 910 CZK
	Motorbike (group A)		14 310 CZK
	Motorbike (group A1)		12 910 CZK
	Motorbike (group A2)		13 310 CZK
Language	Assistance	1 hour	from 2 420 CZK
Rent	Apartment rent	1-month	from 4 000 CZK

*The above mentioned prices are set for Brno. The prices may vary based on the location.

Place – The company’s goal is to serve and assist people from abroad relocating to the Czech Republic. Therefore, the company has five offices (together with the franchises) around the country to be accessible and very close to their clients. It is a very strategic choice to have offices in cities such as Brno, Prague, Pilsen, Hradec Králové, Olomouc (also newly delivering services in Ostrava) due to their dynamic and overall development.

People – This is one of the strong points at Foreigners as the employees are experts in their domain, with not only one year of experience and always able to handle more than two languages. This topic is further developed and described in more details in the Micro-economics analysis.

Physical Evidence – Considering the rental service – which is one bringing the most stable and high income for the company - the physical evidence of the premises that are rented play a crucial role. Foreigners understands the needs of every person coming to relocate to the Czech Republic, thus, their primary goal is to make them “feel like home”. In such a way, the company provides all their rental places entirely furnished, clean and tidy.

Processes – Foreigners are working together in delivering a top tier service and therefore, their actions must come in accordance to that. In such a way, an efficient cooperation between departments is crucial and inevitable. For example, when extending the range of apartments to operate, the project manager together with the CFO make the necessary research taking into account the location, status of the building, and costs to be involved. In such a way, the CFO evaluates the project profitability, calculates the return on investment, and sets a certain budget that can be involved. If the above mentioned factors go hand in hand with the company resources and the company signs a contract. This information is further transmitted to the Accountant and reflected in the balance sheet. Next, the Head PR & Marketing is further responsible for promoting and this service using the necessary digital marketing tools and platforms. When there are people interested in certain premises, the property consultant assigned for the specific apartment sets a meeting with the clients and if everything goes well, the rental contract is signed. In such a way, due to the company’s effective cooperation between departments, the clients are served at the highest level and in the shortest possible amount of time.

Promotion – The agency tries a large multitude of options including social media platforms (Facebook, Instagram, Twitter, LinkedIn, YouTube). They tried creating contests with small rewards to interact more with their audience, but this did not work out very well. The PR & Marketing expert of the company confesses that one of the latest successful collaborations of Foreigners was in partnership with “Forbes” journal - which initiated and supported an interview with the company’s creators – Andrea and Vojta. After the interview, the agency was positively influenced by receiving multiple calls and collaboration offers from other companies. Beside the cooperation with magazines (e.g. Brno Daily), the word of mouth is another efficient tool to promote the company. This is realized through active and continuous feedback collection from clients that share their experience by writing a review on Google or Facebook.

2.2.2 Marketing Communication Mix

Foreigners involves the use of different marketing tools depending on the type of product or service they want to promote. For instance, in case of real estate – personal selling is the most appropriate tool to be used; for other services it is either Facebook ads or doing it by involving other solid and trustworthy companies. Overall, the relocation agency filters the marketing communication tools usage according to their needs and priorities.

Advertisement is one of the main tools used by Foreigners.cz to target its audience and get to the customer. This is done through the intermediate of press releases by collaborating with magazines such as “Forbes” or “Brno Daily”. This does not only increase the company’s brand visibility, but also provides several profit by selling some tickets to the events created or supported by Foreigners. The company believes and not only once received a proof that the word-of-mouth perfectly works for increasing their brand awareness, this is why advertising is crucial tool actively used these days.

Public Relations (PR) helps the company build and share the brand’s story. Foreigners do it by creating podcasts placed on different social media platforms. Another activity in regard to PR are the usual monthly events organized before the virus occurred. Everyone willing to come and share their experience with the other expats were welcome to these meetups. Thus, the firm is keeping close the audience by creating a virtual as well as a real connection. This tool was actively used during summer 2020 – this which was stopped since then due to the government restrictions.

Sales Promotion was only used for a couple times during the time of the company's operation. They were offering 10% discount leaflets. This auction did not turn out being very successful – cause why the company stopped using this tool for attracting customers.

Personal Selling is a marketing method mainly used by the company in two specific cases. The personal selling is a very beneficial tool used by the real estate broker when it comes to selling the apartments or, in the stage when the consultants acquire the client. Along to personal selling, the relocation company practices to do cross-selling by providing some additional services or complementary assistance.

Direct Marketing is being actively used by Foreigners. Besides a strong image and active presence of the company on the social media platforms, the firm applies the practice of sending collaborative emails to other agencies and HR departments.

2.2.3 Internal OMC Tools Assessment

For the reason of online marketing tools evaluation, I asked the responsible person who is the Head of PR & Marketing at Foreigners as well as the two CEO's to evaluate the online marketing tools used by Foreigners to get higher visibility. This task was assigned to only three people due to the fact that the lady from the Head of PR & Marketing is the only one person to perform the PR & Marketing activities in this company and therefore, she is the one who makes the necessary statistics at the end of each month. Accordingly, the CEOs are the people informed about the companies' digital operation and thus, can evaluate the effectiveness from their perspective. The results could have been not so relevant in case the other employees from other departments were involved.

The goal was to evaluate the benefits of each tool in matter of cost effectiveness, efficiency and usefulness on a scale from 1-5 where 1 – much less than expected; 2 - less than expected; 3 – expectedly; 4 - above expectations; 5 – much more than expected.

After performing this internal analysis, the results of the three respondents were analyzed and included in the above mentioned table as a modus of the results. Therefore, it can be easily said that the company's top 5 most cost efficient, sustainable in time, effective and useful marketing tools for increasing the online visibility are: Affiliate marketing, Webinars; Blogs, as well as Social media platforms such as Facebook and Instagram. In conclusion, Foreigners is very active in this respect and tries to keep in touch with their clients not just by providing their services, but also keeping the users informed about the

changes happening in the Czech Republic and all over the world (in regard to COVID-19). In such a way, Foreigners is the leading company in matter of promotional tools and thus, holding a great marketing advantage in front of their customers and competitors.

Table 4: Online marketing communication tools internal evaluation (Source (30))

OMC CHANNELS	TOOLS	Cost effectiveness	Efficiency	Usefulness	Total
Display Advertisement	Paid search (CPC)	3	4	4	11
	Sponsorship	4	4	4	12
	Affiliate marketing	5	5	5	15
Direct Email Marketing	Newsletters	4	3	3	10
Public Relations	Meetups	3	3	2	8
	Webinars	5	5	5	15
	Blogs	5	4	4	13
Social Media	Facebook	5	5	5	15
	Instagram	4	5	5	14
	LinkedIn	3	3	3	9

2.3 External Analysis

The current worldwide situation on the market is mainly determined by a crucial factor called COVID-19. At this stage, we can tag this biological threat as being the number one element for the strict rules imposed by the governments. The elaboration of these regulations not only strongly affect the businesses but at the same time, put under risk the

states' economy that can lead to an immense crisis. In order to create a clearer view on how these factors affect the company's performance and how is it connected with the on-line communication marketing of the company, I will use just several most important factors that are influencing the company and thus their online marketing communications.

2.3.1 SLEPT Analysis

Socio-cultural factors. One of the socio-cultural factors to consider is the migration rate which dropped considerably during 2019-2020. Due to the restrictions imposed by the governments and the rule of having a COVID test every time inbound/out bounding from one country to another, the migration rate declined. There are many key migration trends that determine the global peoples' movement. The most representative out of all are:

- labor migration – people coming from abroad for working in the Czech Republic;
- international students – young people coming from abroad for a better educational experience;
- urbanization – people moving from the rural to urban zones for different reasons (mostly because of convenience due to work requirements);

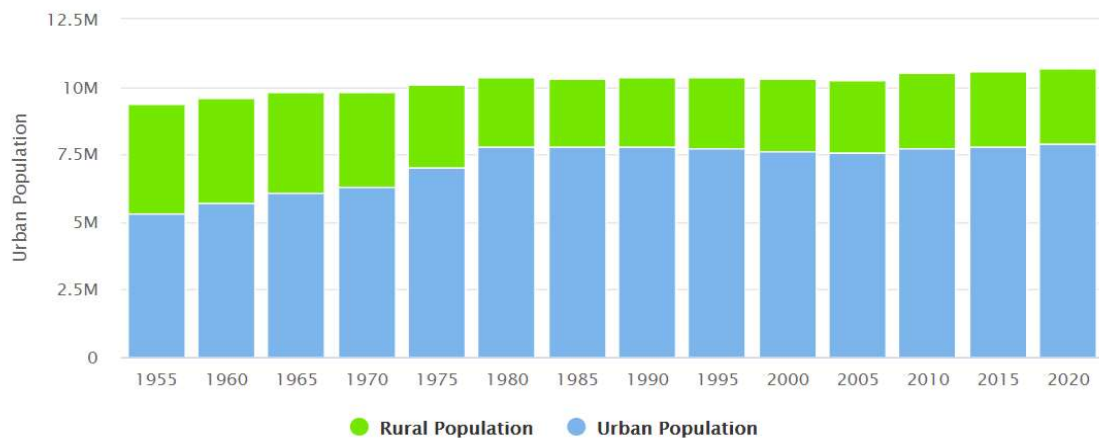


Figure 6: Rural and Urban Distribution (1955-2020) (Source (31))

Currently, the urban population of the Czech Republic represent 74% of the total population, whereas just 27% are left to live in the rural zones. The process of urbanization is continuously growing and that can result in an overpopulation of the big

cities. Nowadays, the most populated cities in the Czech Republic are: Prague (1.1 million people), Brno (369.6 thousand people) and Ostrava (313.0 thousand people).

In terms of online marketing communication this factor has an impact on the place where Foreigners would display their advertisement in case of a marketing campaign. Each country is different and as the company is targeting a specific segment, the data from Google Analytics about the demography can provide a valuable insight on where exactly your views come from. By that, your firm would attract the needed clients. Currently, the Socio-cultural factor is affecting the company because of the migration rate decreased due to COVID-19. Accordingly, people are not coming and the overall service advertisements are oriented mostly on the Czech market.

In conclusion, the socio-cultural factor was affected by COVID-19 overall GDP of the country further described in the “Economic factors” of the SLEPT analysis. Moreover, the migration rate had to suffer due to the governments’ restrictions and also, the mortality rate was highly affected by the biological threat called COVID-19 whose effect will be further noticed in the long run.

Legal and Political factors. During the extraordinary situation established on the territory of the Czech Republic from the date of 12th March, 2020 the government of the decided to take some measures and impose some rules that could help the entrepreneurs and small businesses overcome the crisis situation and an eventual situation of bankruptcy. Thus, the management of the companies had the opportunity to motivate the home-office work (if applicable), allow to use the annual leave. In case if the remote type of work could not be applied, the employees had to necessarily respect the rules of hygiene: hand sanitizer gel, face masks, maintain the social distancing, etc.

In this critical situation, the government issued multiple measures to support the businesses and the employees:

During the first month of pandemic, the government initiated a program called “Antivirus” which aimed the financial support of the enterprises. In such a way, the business entities could apply and benefit for several exceptions in order to save their investment. Every company applying for this program had to follow several requirements:

- must act in accordance with the Czech Labor Code (32);

- must have no debts to the state authorities and paid wages to the employees;
- employees should not be dismissed from their working place;

In order to protect the economic stability of the Czech Republic, the government supported the postponement of rental payments and many other exceptions as amended in the Press Advisories of the Government (32) of the Czech Republic:

- All waves of the Electronic Sales Control System were postponed until the end of 2020. Initiative which was prolonged until 3 months after the end of the state of emergency.
- The state provided material help for self-employed people with kids (up to 13 years) who needed care due to the closing of schools (500 CZK/day).
- Self-employed individuals were entitled to a “compensation bonus” to the amount of 25 000 CZK.
- Natural and Corporate debtors were allowed to apply for a repayment of the loans signed before 26th March 2020.
- Businesses that could not operate due to the governments’ rules are entitled to pay back their deferral within two years.
- In order to protect the economic recession, the government approved the creation of financial reserves of 4% of the GDP for 2021.

In accordance with the restrictions installed in the Czech Republic since 12 March 2019 the government decided to support the companies by exempting them from rental payment or postponement of the payment across several months. Unfortunately, Foreigners had to pay the entire price and thus, they are hardly handling the financial situation (see table 2). This influences the management of financial resources and thus, decreases the budget that can be allocated for the paid digital marketing tools and forces the company to downsize the costs and investments.

Economic Factors. Generally, the economical aspect is the one being the most affected by any disturbance caused by the external factors such as wars or biological threats such as COVID-19. These external factors have a direct impact on the states’ economy and as a post effect it can lead to major crisis. In such circumstances, the GDP statistics would

be the most relevant to be analyzed, as it measures the total national income of the country and can provide a real time overview on the impact of COVID-19 on the economy of the Czech Republic.

Currently, the economic situation was stabilized due to the government's support provided to the businesses, yet, the OECD says that under such conditions, the bankruptcies and the number of people losing their jobs is expected to rise (OECD, 2020). As previously mentioned, at this moment the rate of unemployment touched the maximum level of 3.8% in November 2020, which represents 1.1% more than the unemployment rate registered in the previous year. In such a way, the government must be ready to continue providing and supporting financially its citizens under the situation of losing their jobs.

Table 5: Quarterly GDP at market prices 2019 (Source (33))

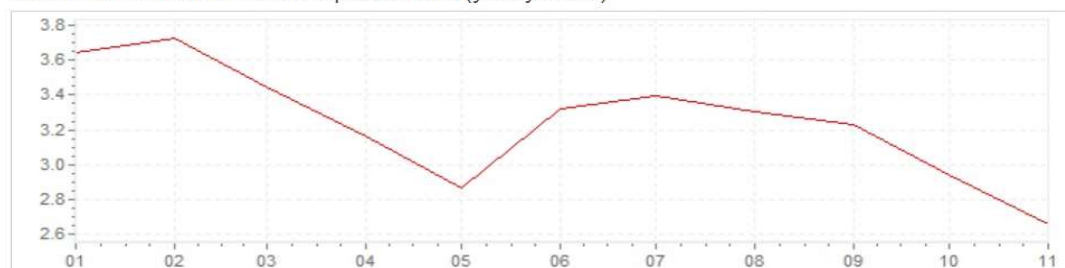
Quarterly GDP on the Czech market 2019			
Date	Quarterly GDP (million \$)	Quarterly GDP growth (%)	Quarterly GDP Annual Growth (%)
2019 (Q4)	50 732	0.4	2.0
2019 (Q3)	49 774	0.5	2.3
2019 (Q2)	48 695	0.5	2.4
2019 (Q1)	47 335	0.5	2.4

Table 6: Quarterly GDP at market prices 2020 (Source (34))

Quarterly GDP on the Czech market 2020			
Date	Quarterly GDP (million \$)	Quarterly GDP growth (%)	Quarterly GDP Annual Growth (%)
2020 (Q4)	45 555	0.6	-4.7
2020 (Q3)	46 206	7.1	-4.9
2020 (Q2)	44 588	-8.7	-10.8
2020 (Q1)	49 887	-3.1	-1.8

The state authorities recognized that the Czech economy met its historical low during the second quarter of 2020 (ČSÚ, 2020). During the Q2, the GDP growth touched the apogee of GDP decline and thus, it fell down by 8% compared to the same period from 2019. From the information presented in table 2, and examining the Q2 and Q3 it can be concluded that the economy is slowly recovering. In addition to that, the ČSÚ stated that “The negative year-on-year GDP development was caused mainly by a marked decrease in external demand and by lower household consumption as well as investment activity. The gross value added (GVA) decreased in almost all economic activities of the national economy” (ČSÚ, 2020). People losing jobs and the economic instability lead to decreasing the power of purchase which lead to inflation. The average inflation rate in the Czech Republic for the year 2020 consisted 3.24% which is 0.39% more than the statistics registered during the previous year. Fig. 14 depicts the biggest decline which was recorded throughout the period February-May which was officially the first wave of COVID-19; this being followed by the second drop starting in September when the second wave of Corona virus was installed.

Chart - CPI inflation Czech Republic 2020 (yearly basis)



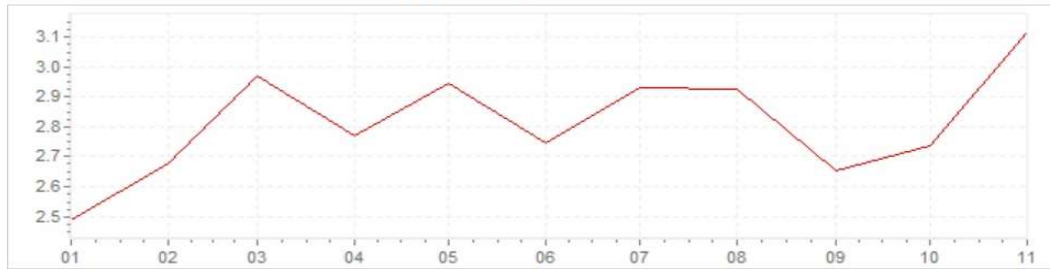
The average inflation of Czech Republic in 2020: **3.24 %**

Table - 2020 inflation Czech Republic (CPI)

Inflation (monthly basis)	inflation	Inflation (yearly basis)	inflation
january 2020 - december 2019	1.46 %	january 2020 - january 2019	3.64 %
february 2020 - january 2020	0.27 %	february 2020 - february 2019	3.73 %
march 2020 - february 2020	-0.09 %	march 2020 - march 2019	3.44 %
april 2020 - march 2020	-0.18 %	april 2020 - april 2019	3.16 %
may 2020 - april 2020	0.36 %	may 2020 - may 2019	2.86 %
june 2020 - may 2020	0.63 %	june 2020 - june 2019	3.32 %
july 2020 - june 2020	0.45 %	july 2020 - july 2019	3.40 %
august 2020 - july 2020	0.00 %	august 2020 - august 2019	3.30 %
september 2020 - august 2020	-0.62 %	september 2020 - september 2019	3.23 %
october 2020 - september 2020	0.18 %	october 2020 - october 2019	2.94 %
november 2020 - october 2020	0.00 %	november 2020 - november 2019	2.66 %
december 2020 - november 2020	-	december 2020 - december 2019	-

Figure 7: CPI inflation Czech Republic 2020 (Source (35))

Chart - CPI inflation Czech Republic 2019 (yearly basis)



The average inflation of Czech Republic in 2019: 2.85 %

Table - 2019 inflation Czech Republic (CPI)

inflation (monthly basis)	inflation	inflation (yearly basis)	inflation
january 2019 - december 2018	1.04 %	january 2019 - january 2018	2.49 %
february 2019 - january 2019	0.19 %	february 2019 - february 2018	2.68 %
march 2019 - february 2019	0.19 %	march 2019 - march 2018	2.97 %
april 2019 - march 2019	0.09 %	april 2019 - april 2018	2.77 %
may 2019 - april 2019	0.65 %	may 2019 - may 2018	2.95 %
june 2019 - may 2019	0.18 %	june 2019 - june 2018	2.75 %
july 2019 - june 2019	0.37 %	july 2019 - july 2018	2.93 %
august 2019 - july 2019	0.09 %	august 2019 - august 2018	2.93 %
september 2019 - august 2019	-0.55 %	september 2019 - september 2018	2.65 %
october 2019 - september 2019	0.46 %	october 2019 - october 2018	2.74 %
november 2019 - october 2019	0.28 %	november 2019 - november 2018	3.12 %
december 2019 - november 2019	0.18 %	december 2019 - december 2018	3.21 %

Figure 8: CPI inflation Czech Republic 2019 (Source (36))

For the future, the specialists predict a recover of the GDP by 1.5% in 2021 and by 3.3% in 2022, but it will still be below the pre-crisis registered GDP.

Regarding the economical factor, Foreigners is experiencing difficulties in acquiring return on investment. Moreover, due to the huge decrease in the profit of the company, the management decided to cut off the expenses and not advertise as much as before. This decision is affecting the company position in the search engine and constitute an impediment in the online marketing communication improvement of the company.

2.3.2. Micro-environmental Analysis

The company micro-environmental analysis aims to examine all the external factors that can affect the firm and thus, seize its decision-making process and the overall performance. This analysis consists of six main factors: customers, competitors, employees, suppliers, shareholders and intermediaries.

Customers. Before COVID-19, Foreigners agency was focusing on the customer segment formed of international students and employees from all over the world (EU and non-EU) coming to the Czech Republic for a long-term stay. Currently, the relocation company is mainly helping the expats who are already on the territory of the Czech Republic. Their main activities are defined by helping the foreign people with their residence permits, car registration and other services needed along their stay on this territory.

Competitors. Foreigners perceive as competitors the immigration & relocation companies operating on the Czech market as well as the real estate organizations such as “**Move to Prague**” or “**Move to Brno**”. Among competitors in matter of immigration & relocation can be stated the firm “**ReloCare**” founded in 2008, and “**Sirva**” – a worldwide relocation agency with over 75 owned destinations.

Employees. Foreigners company owns five offices around the Czech Republic in Prague, Brno, Pilsen, Hradec Kralove and Olomouc. All in all, there are 38 employees onboard. It worth to be mentioned that not all of them are actual employees as some of them are franchise owners operating on a mutual agreement installed through a contract of affiliation. Since the global pandemic happened, there were produced some minor changes in the collective of the company done by the revision of the managerial aspect.

Suppliers. In regard to Foreigners, some of their suppliers are:

- cleaning service for maintaining a comfortable environment in the offices as well as in the apartments of the tenants;
- airport service predestined for meeting and driving the expats from their arrival to their place of stay;
- driving schools providing lessons to the expats who desire to get a driving license; etc.

Shareholders. Foreigners’ shareholders of the business are its owners the CEO of the company Andrea Tkačuková and its CFO Vojtěch Stehno as their initial investment capital consisted 50% from each side.

Media and Social Media. In this respect, Foreigners is using a large multitude of social media platforms such as:

- Facebook for publishing news, updates, photos from events, articles, the services, real estate, etc.
- Instagram's is focused on community building, posting photos of cities, team members birthdays, sharing recognitions with their audience and keeping the clients updates with the current real estate offers.
- Twitter is a platform used for sharing news and updates as well as job offers.
- LinkedIn is involved for presenting the company and team members' successes to the audience, as well as updates and job offers.
- YouTube is a tool used for uploading the videos of the residential projects and flats operated by Foreigners, as well as spots from their events and celebrations, record of webinars, etc.
- The newly appeared platform "Clubhouse" is another tool for company's promotion which is being tried out at Foreigners by initiating various sessions on the topic of immigration and other up-to-date topics.

Intermediary (Outsource). In this specific case, Foreigners is the intermediary of "DOMEQ Apartments" which is a building outsourced and specifically predestined for the comfortable accommodation of the Foreigners' customers. As COVID-19 produced a huge decline on the market, Foreigners is forced to act in accordance to the situation. As the number of clients moving to the Czech Republic decreased, the rental rate went down and there are more flats available. Accordingly, the company decided to rent the apartments not only to the expats, but also to other people who need accommodation. The statistic shows that in 2019 the company registered a number of 1318 inquiries for accommodation meanwhile in 2020 the number went down to 925 which is 30% less compared to the previous year. The same decreasing trend can be followed in the apartment rental statistic which shows a drop of -54% in 2020 compared to the number recorded in 2019.

*Table 7: Rental inquiries & Apartment rentals overview
(March –December) 2019 VS. 2020 (Source (37))*

Inquiries rent March - December		
	expats	
2019	1318	-30%
2020	925	
Apartment rentals March - December		
	expats	
2019	305	-54%
2020	139	

2.3.3 External Benchmarking

For the reason of performing a competitor benchmarking analysis in matter of marketing communication tools, the involvement of other two companies operating in the same domain and on the same market was needed. Therefore, it was crucial to analyze the marketing communication tools used by Foreigners’ competitors – **Move to Prague** and **ReloCare**.

This analysis made it possible to assess the overall performance of the competitors when it comes to the tools used for online marketing communication. From the Table 8 can be seen that Foreigners is using all the considered online marketing communication tools whereas **Move to Prague** doesn’t use podcast, YouTube and Email Marketing meanwhile **ReloCare** does not have blogs, YouTube channel and Twitter. For a better insight on their social media, I considered taking into account the Instagram pages of all three companies and compare them in matter of posts and followers.

Table 8: Competitive benchmarking (Source: Own processing)

Online Marketing Communication Tools	Foreigners	Move to Prague	ReloCare
Blog	✓	✓	×
Podcast	✓	×	✓
Online partnership	✓	✓	✓
Display advertisement	✓	✓	✓
Facebook	✓	✓	✓
Instagram	✓	✓	✓
YouTube	✓	×	×
Twitter	✓	✓	×
LinkedIn	✓	✓	✓
Email marketing	✓	×	✓

Legend:

- ✓ - the company utilizes the tool
- ×

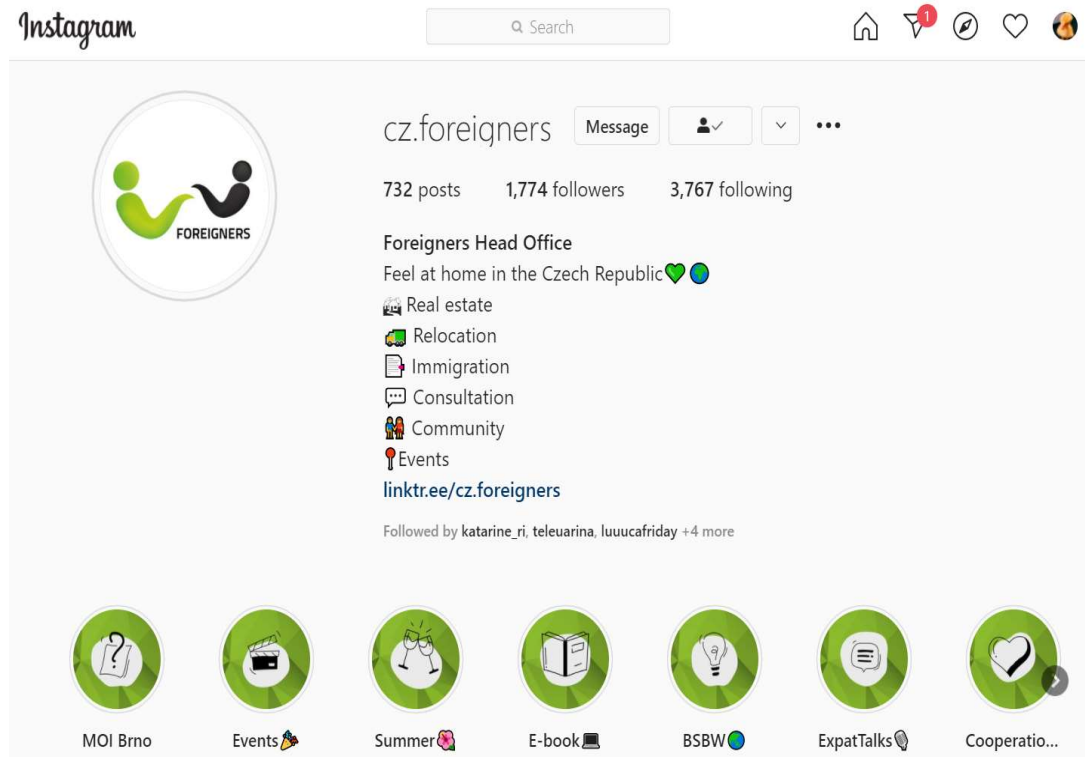


Figure 9: Foreigners' Instagram page (Source (38))

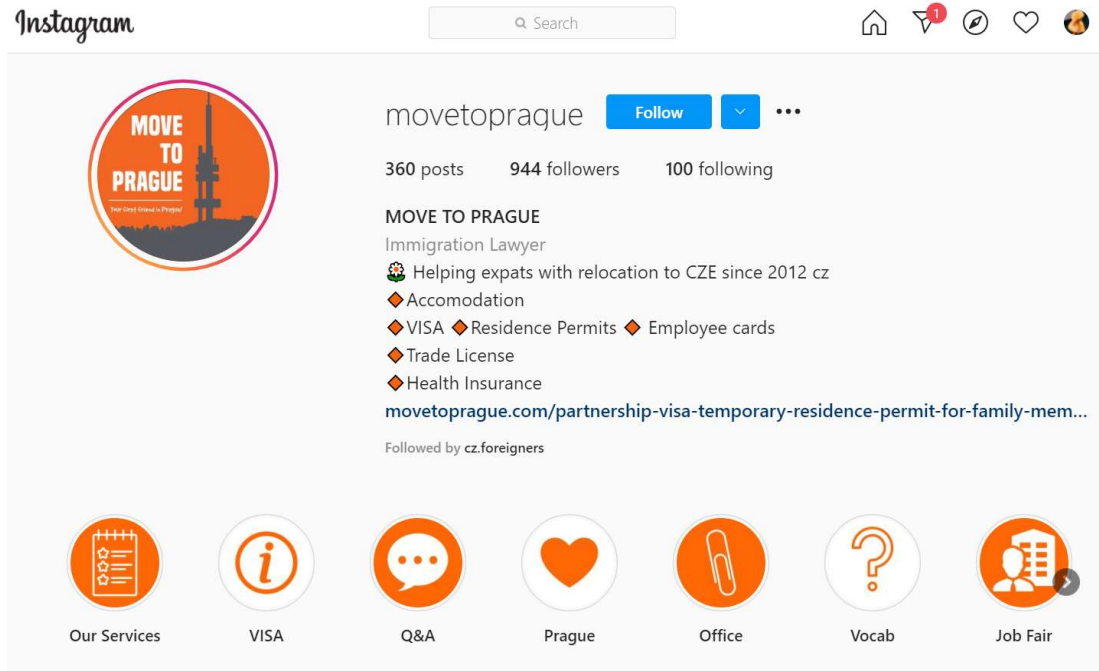


Figure 10: Move to Prague Instagram page (Source (39))

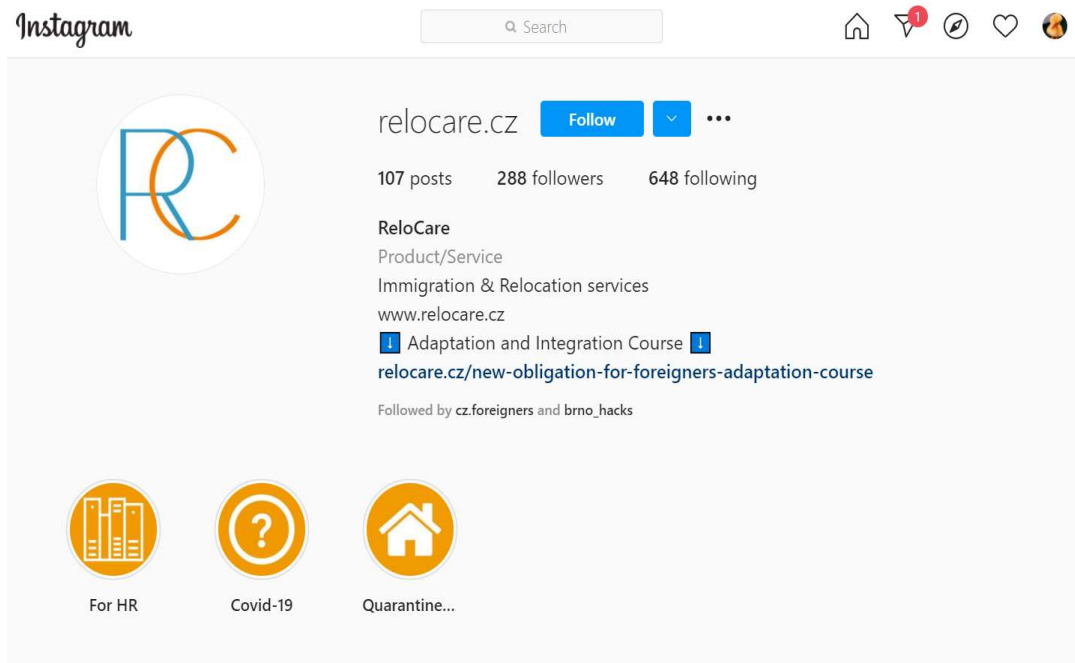


Figure 11: ReLoCare Instagram page (Source (40))

Table 9: Instagram posts & followers overview (Source: Own processing)

Company name	Followers	Posts
Foreigners	1 774	732
Move to Prague	944	360
ReloCare	288	107

Table 9 denotes the activity of Foreigners and its closest competitors based on their Instagram pages. We can see that Foreigners is very active in this respect and tries to keep in touch with their clients not just by providing their services, but also keeping the users informed about the changes happening in the Czech Republic and all over the world (in regard to COVID-19 for example). In such a way, Foreigners is the leading company in matter of promotional tools and thus, holding a great online marketing advantage in front of their customers and competitors.

2.4 Google Analytics Data Evaluation

The processing of data analysis given by Google Analytics I will be able to assess the overall performance of the company in the digital space. Therefore, I will focus on characteristics such as: traffic, conversion rate, bounce rate, trend search, and perform a short user analysis in matter of location, age and gender. Further, I will analyze the Google Ads Bid Adjustments and the already existing marketing campaigns. For a better The below mentioned data provides information about the company’s web site activity during the period 1 January 2020 – 31 December 2020. As a final step, I will compare this data with the statistics data recorded in Google Analytics from the beginning of COVID-19 period (1 January 2019 – 31 December 2019) on the basis of the above mentioned parameters

2.4.1 Traffic

The data shows that the traffic of the website is primarily from organic search – 51.9%. The website directly accessed by 17.1% meanwhile other 16.7% reach Foreigners.cz by paid search using keywords such as “foreigners”, “visa Czech Republic”, or “Czech

Republic work permit visa” in the search bar in Google and the pair search is currently displayed as the 8th result on the 1st search engine page. Next 9.6% of users come from social media platforms – top three: Facebook (94.22%); LinkedIn (1.56%); Instagram (1.15%). Another 2.7% are referred from sites such as “ctp.eu”, “praguemorning.cz”, “baidu.com”, “email.seznam.cz”, “yandex.ru”, “majtelum.cz” etc. The email marketing represents 1.3% and that is done through the landing pages of the website. The top is ended by the 0.4% of the section “other” and the 0.2% of display advertisement involving “google”, “expathub”, “nazevwebu” and “praguemorning”.

	Users ↓	New Users ↓	Sessions ↓
	280,964	276,564	445,441
1 Organic Search	154,391		
2 Direct	50,977		
3 Paid Search	49,636		
4 Social	28,687		
5 Referral	7,882		
6 Email	3,857		
7 (Other)	1,234		
8 Display	616		

Figure 12: Traffic website overview 2020 (Source (41))

2.4.2 Conversion Rate

In matter of conversion rate, another statistical data shows that the action to fulfil the form – set as goal on the website is completed the best by people searching organically through google search engine (44.48%) being followed by people searching directly (30.28%) and cost-per-click (11.10%).

Source / Medium	Odeslání formuláře (všechny) (Goal 1 Completions)	% Odeslání formuláře (všechny) (Goal 1 Completions)
1. google / organic	2,270	38.32%
2. (direct) / (none)	1,910	32.24%
3. google / cpc	698	11.78%
4. m.facebook.com / referral	267	4.51%
5. l.facebook.com / referral	119	2.01%
6. facebook / cpc	112	1.89%
7. mail.google.com / referral	83	1.40%
8. ctp.eu / referral	81	1.37%
9. facebook.com / referral	58	0.98%
10. newsletter / email	35	0.59%

Figure 13: Website conversion rate 2020 (Source: (42))

2.4.3 Bounce Rate

The statistic is also showing that 42.62% of users coming from display advertisement, 27.34% of visitors from organic search and 21.77% of the ones from social media are most likely to leave the page without interacting or exploring the webpage. A bounced session has a length of 0 seconds whereas the visitor does not perform the action set as a goal on the company's website.

Default Channel Grouping	Acquisition			Behavior		
	Users ? ↓	New Users ?	Sessions ?	Bounce Rate ?	Pages / Session ?	Avg. Session Duration ?
	280,964 % of Total: 100.00% (280,964)	276,960 % of Total: 100.14% (276,564)	445,441 % of Total: 100.00% (445,441)	23.78% Avg for View: 23.78% (0.00%)	2.56 Avg for View: 2.56 (0.00%)	00:02:53 Avg for View: 00:02:53 (0.00%)
1. Organic Search	154,391 (51.93%)	146,138 (52.77%)	217,154 (48.75%)	27.34%	2.42	00:02:57
2. Direct	50,977 (17.15%)	50,522 (18.24%)	84,669 (19.01%)	21.34%	3.06	00:03:17
3. Paid Search	49,636 (16.70%)	44,577 (16.10%)	71,445 (16.04%)	19.81%	2.49	00:02:01
4. Social	28,687 (9.65%)	25,433 (9.18%)	44,515 (9.99%)	21.77%	2.15	00:02:19
5. Referral	7,882 (2.65%)	6,250 (2.26%)	15,621 (3.51%)	16.11%	3.54	00:05:01
6. Email	3,857 (1.30%)	2,858 (1.03%)	8,853 (1.99%)	14.33%	2.07	00:03:23
7. (Other)	1,234 (0.42%)	912 (0.33%)	1,741 (0.39%)	14.65%	2.40	00:03:45
8. Display	616 (0.21%)	270 (0.10%)	1,443 (0.32%)	42.62%	3.60	00:02:49

Figure 14: Website bounce rate 2020 (Source (43))

2.4.4 Search Trends

For providing a fundamental analysis on search trends – which aims to follow the user search interest, it's worth to evaluate and eventually compare the data recorded within the period 1 Jan 2019 – 31 Dec 2019 and 1 Jan 2020 – 31 Dec 2020.

Comparing the two data sets, we can see that the users who have initiated at least one session during the selected period dropped on the overall by 24.78% from 2019 to 2020. The same declining trend follows in matter of other characteristics. For instance, the average page depth (pages/sessions) dropped by 0.19. Another decrease of 18.48% was recorded in the conversion regarding the goal completions.

Default Channel Grouping	Users ? ↓	New Users ?	Sessions ?
	373,571 % of Total: 100.00% (373,571)	363,956 % of Total: 100.15% (363,427)	565,823 % of Total: 100.00% (565,823)
1. Organic Search	254,941 (65.67%)	241,919 (66.47%)	346,996 (61.33%)
2. Direct	64,266 (16.55%)	63,235 (17.37%)	103,043 (18.21%)
3. Paid Search	40,225 (10.36%)	34,217 (9.40%)	62,474 (11.04%)
4. Social	23,660 (6.09%)	20,660 (5.68%)	42,979 (7.60%)
5. Referral	4,804 (1.24%)	3,766 (1.03%)	9,173 (1.62%)
6. Email	183 (0.05%)	64 (0.02%)	861 (0.15%)
7. (Other)	120 (0.03%)	95 (0.03%)	154 (0.03%)
8. Display	45 (0.01%)	0 (0.00%)	143 (0.03%)

Figure 15: Search trends 2019 (Source (44))

Default Channel Grouping	Users ? ↓	New Users ?	Sessions ?
	280,964 % of Total: 100.00% (280,964)	276,960 % of Total: 100.14% (276,564)	445,441 % of Total: 100.00% (445,441)
1. Organic Search	154,391 (51.93%)	146,138 (52.77%)	217,154 (48.75%)
2. Direct	50,977 (17.15%)	50,522 (18.24%)	84,669 (19.01%)
3. Paid Search	49,636 (16.70%)	44,577 (16.10%)	71,445 (16.04%)
4. Social	28,687 (9.65%)	25,433 (9.18%)	44,515 (9.99%)
5. Referral	7,882 (2.65%)	6,250 (2.26%)	15,621 (3.51%)
6. Email	3,857 (1.30%)	2,858 (1.03%)	8,853 (1.99%)
7. (Other)	1,234 (0.42%)	912 (0.33%)	1,741 (0.39%)
8. Display	616 (0.21%)	270 (0.10%)	1,443 (0.32%)

Figure 16: Search trends 2020 (Source (44))

2.4.5 New VS. Returning Visitors

Just like in the case of search trends, the number of first-time users of the website decreased by 23.9% from 2019 to 2020. Accordingly, that means that in 2020 the outreach efforts were less effective by almost ¼ compared to the statistics recorded in 2019. Top three channels to bring users, on the other hand, did not change (see fig. 15, 16). These ones being: Organic search (52.77%), Direct search (19.24%), Paid search (16.10%). On the overall, in 2020 the website had 82.7% new users and accordingly, 17.3% returning visitors.

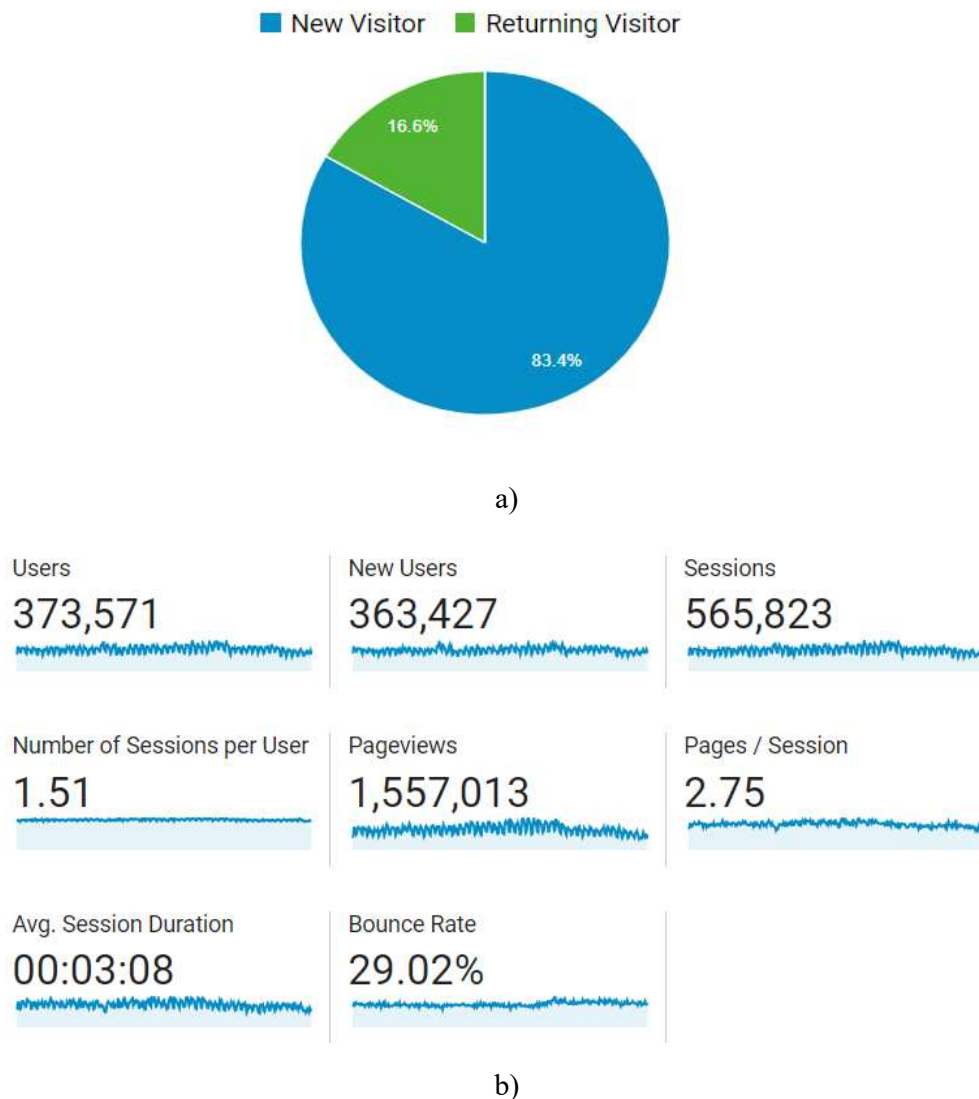


Figure 17: a) Rate of New VS. Returning visitors 2019, b) Traffic overview 2019 (Source (45))

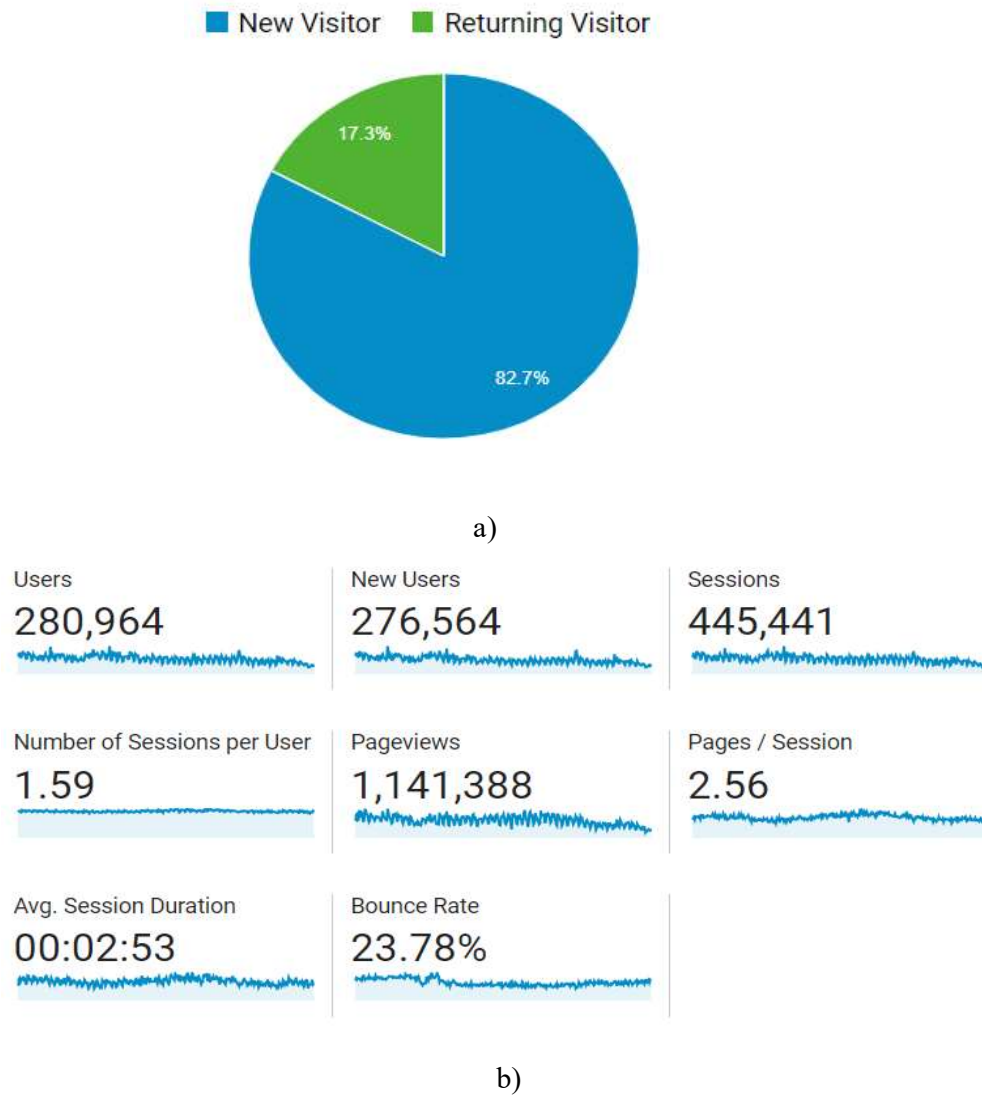


Figure 18: a) Rate of New VS. Returning visitors 2020, b) Traffic overview 2020
(Source (45))

2.4.6 User Analysis

In 2020 Foreigners.cz website was visited by 52.46% males and 47.54% females. Out of 100% visitors:

- 40.21% - aged between 25-34 years;
- 18.79% - aged between 35-44;

- 18.34% - aged between 18-24;
- 11.04% - aged between 45-54;
- 6.57% - aged between 55-64;
- 5.05% - aged 65+;

Gender ?	Users ? ↓	New Users ?	Sessions ?
	99,544 % of Total: 35.43% (280,964)	97,717 % of Total: 35.33% (276,564)	161,194 % of Total: 36.19% (445,441)
1. male	53,714 (52.46%)	51,405 (52.61%)	83,710 (51.93%)
2. female	48,684 (47.54%)	46,312 (47.39%)	77,484 (48.07%)

Figure 19: User gender analysis 2020 (Source (46))

Age ?	Users ? ↓	New Users ?	Sessions ?
	96,927 % of Total: 34.50% (280,964)	94,856 % of Total: 34.30% (276,564)	156,936 % of Total: 35.23% (445,441)
1. 25-34	41,299 (40.21%)	38,569 (40.66%)	65,915 (42.00%)
2. 35-44	19,298 (18.79%)	17,439 (18.38%)	28,718 (18.30%)
3. 18-24	18,833 (18.34%)	17,555 (18.51%)	29,321 (18.68%)
4. 45-54	11,343 (11.04%)	10,312 (10.87%)	16,109 (10.26%)
5. 55-64	6,746 (6.57%)	6,210 (6.55%)	9,564 (6.09%)
6. 65+	5,189 (5.05%)	4,771 (5.03%)	7,309 (4.66%)

Figure 20: User age analysis 2020 (Source (47))

Foreigners.cz website is viewed by people from different part of the world. Google Analytics provides a vast and accurate statistical data on top countries from which the session originated. The list below represents the location (and percentage) of people starting a session in a specific country.

- 49.66% - Czech Republic;
- 10.49% - USA;
- 4.47% - United Kingdom;
- 3.45% - India;
- 2.77% - Germany;
- 1.46% - France;
- 1.11% - United Arab Emirates;
- 1.09% - Italy;
- 1.01% - Netherlands;
- 0.98% - Poland;











Country ?	Users ? ↓	New Users ?	Sessions ?
	280,964 % of Total: 100.00% (280,964)	276,960 % of Total: 100.14% (276,564)	445,441 % of Total: 100.00% (445,441)
1.  Czechia	141,773 (49.66%)	137,815 (49.76%)	246,238 (55.28%)
2.  United States	29,939 (10.49%)	29,511 (10.66%)	33,851 (7.60%)
3.  United Kingdom	12,747 (4.47%)	12,385 (4.47%)	16,850 (3.78%)
4.  India	9,835 (3.45%)	9,608 (3.47%)	13,606 (3.05%)
5.  Germany	7,855 (2.75%)	7,395 (2.67%)	11,436 (2.57%)
6.  France	4,162 (1.46%)	3,998 (1.44%)	6,454 (1.45%)
7.  United Arab Emirates	3,170 (1.11%)	3,044 (1.10%)	5,353 (1.20%)
8.  Italy	3,101 (1.09%)	2,881 (1.04%)	5,130 (1.15%)
9.  Netherlands	2,886 (1.01%)	2,771 (1.00%)	3,515 (0.79%)
10.  Poland	2,799 (0.98%)	2,694 (0.97%)	3,770 (0.85%)

Figure 21: User location analysis 2020 (Source (48))

Table 10: Statistical comparison 2019 VS. 2020 (Source: Own processing)

KEY PARAMETER	SPECIFIC CHARACTERISTIC	2019	2020	TREND (%)	
Traffic	Organic search	254 941	154 391	-39.44 ↓	
	Direct	64 266	50 977	-20.68 ↓	
	Paid search	40 225	49 636	23.40 ↑	
Conversion rate	Organic search	3 283	2 270	-30.86 ↓	
	Direct	2 135	1 910	-10.54 ↓	
	Paid search	994	698	-29.78 ↓	
Bounce rate	Bounce Rate average	29.02%	23.78%	-5.24 ↓	
Search trends	Users	373 571	280 964	-24.79 ↓	
New users	New Users	363 956	276 960	-23.90 ↓	
User analysis	Demographics (Czech Republic)		146 638	141 773	-3.32 ↓
	Age	18-24	25 672	18 833	-26.63 ↓
		25-34	67 394	41 299	-38.72 ↓
		35-44	21 144	19 298	-8.73 ↓
	Gender	Male	74 734	53 714	-28.12 ↓
		Female	61 236	48 684	-20.50 ↓

2.5 Statistical Comparison Conclusion

The statistical data from Google Analytics provided a complex set of features – thus, it was possible to analyze, evaluate and assess Foreigners' overall online marketing communication performance from the beginning of COVID-19 period until now.

For the overall traffic and conversion rate it was taken top three most valuable sources to be analyzed in order to identify the trend from beginning 2019 to the end of 2020. During this period the number of new users drastically decreased by – 23.9%. Most of the site visitors were from Czech Republic during both years, but even in this respect, there was a drop of -3.32%. Regarding the age characteristic of the site users – in 2020, the number of people aged between 35-44 years exceeds the ones aged between 18-24, the top position being held by visitors aged between 25-34 years – this one being also the age range that suffered a decrease of -38.72% on the total. Consequently, during 2019 and 2020, there were more male than female Foreigner's website visitors. Yet, there was a drop in both extents due to the total drop of site visitors. In such a way, compared to 2019, the official website was visited by -28.12% less males and -20.50% less females. The overall traffic was also negatively affected. Number of viewers coming from organic search, for example, decreased by -39.44% in 2020 compared to the previous year, meanwhile the number of those accessing the site from paid search increased by 23.40%. The conversion rate had to suffer a negative trend in all the areas. Top three most affected conversion rate sources in the above stated period of time: Organic search (-30.86%); Direct search (-10.54%); Paid search (-29.78%). Despite all the above mentioned drops in numbers, the average bounce rate was the one to decrease as well by -5.24%. This means, that the number of people who entered the page, but did not interacted with it (having a length session of 0 seconds) was reduced.

In conclusion, Foreigners' online marketing communication had to suffer extreme but expected changes in the users' behavior during analyzed two-years period of COVID-19 expansion from 1 Jan 2019 to 31 Dec 2020. I will continue the analytical part with a conclusive SWOT analysis for the company's current digital marketing status. Further, I will come up with a proposal for Foreigners' online marketing communication improvement.

2.6 SWOT Analysis

Foreigners' SWOT analysis is designed to assess the company's internal and external online marketing communications. The purpose of analysis is to describe Foreigners.cz company internal strengths and weaknesses, as well as identifying the external opportunities and threats in respect to their online marketing communication that can help to further help to develop a proposal for improvement.

Strengths. Table 11 reflects the tools used by Foreigners and their competitors. In such a way, it can be presumed that the company has a strong online marketing advantage compared to their opponents that are not so active in the digital space. Besides the active personal selling approach, the company is promoting PR activities such as meetups and webinars where people can know more about the company and about everything happening about in the Czech Republic. Since summer 2020, Foreigners were initiating live sessions on Instagram and Facebook where the moderator was the Head of PR & Marketing together with the immigration expert. During those sessions, people leaving their questions in an online form displayed on the social media platforms few days in advance could receive answers to the questions regarding the traveling changes during COVID-19. Foreigners managed to acquire a good reputation across the years and therefore, has an outstanding community notoriety on the B2C market. The PR & Marketing department has a well-organized and complex list of online marketing communication tools to be targeted for increasing the brand awareness but they also use the tactic of content exchange with their partners' sites. Therefore, the company is tracking the website traffic by using Google Analytics to monitor the changes and also, continuously improve their status (e.g. improve their SEO place ranking which is currently situated on number eight).

Weaknesses. Due to the unexpected changes that occurred in March 2019, the company is now going through some considerable financial difficulties, therefore it was forced to cut the expenses and invest lower resources in online marketing (see Table 11). This, together with the fact that the company has just one person to be responsible for the PR & Marketing activities represents just the beginning of the company's internal

weaknesses. Besides that, the company does not do sales promotion and has low level of referral traffic. Also, another weakness which is long time present is the people's activity on social media, meaning that the people following Foreigners on any online platform do not leave so many likes, shares or comment. Also, these online platforms are not extensively explored in matter of conversion rate. The CPC (Cost-per-click) usage is another weak point to be considered in the future as the CPA (Cost-per-acquisition) option would save up the budget and be focused on ensuring the conversion. In addition to that, the company's lack of tracking the number of people that actually opened the emails from the email campaigns is also a characteristic that can be controlled and improved. The last but not least here, would be the video from the official websites which are currently out-of-date and would improve the brand image if redressed in a more modern way.

Opportunities. Some opportunities to be considered would be to improve the brand presentation by updating the website visuals. According to (see chapter 2.3.3) the competitors are not being keen on expanding their online marketing communication, therefore, it is worth stimulating the visitors' activity and their engagement on social media platform as well as working on increasing the conversion rate by direct emailing. Another important step to be considered here would be to define the appropriate channels to target the desired age groups. As a content diversification for social media could be used the approach of posting some useful information in accordance with the Law of the Czech Republic regarding relocation.

Threats. One of the most unexpected biological threat was COVID-19. This one triggered the decrease in number of new and returning visitors in regard to the online marketing communications, but also lack of stability and clarity due to the governments imposed measures. Another threat could be that good, innovative ideas can be easily stolen and used by competitors, yet, it is something that cannot be changed or controlled. The apparition of new competitors with bigger financial capital that could invest more in their online marketing communications as well as the ones willing to invest more in highly expensive marketing tools for their online promotion cannot be excluded – and these are another threats to be considered.

Table 11: SWOT analysis of Foreigners' OMC (Source: Own processing)

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Strong online maketing advantage characterized by using more channels/tools than their competitors; 2. Promoting PR activities – meetups, webinars (see Chapter 2.2.2); 3. Active personal selling; 4. Using direct marketing in searching for collaborations through emails; 5. Tracking the website traffic by using Google Analytics (see Chapter 2.4); 6. Outstanding community reputation on the B2C market; 7. Website situated in TOP 10 search engine; 8. Well organized and complex list of Online Marketing Communication tools/channels to be targeted for increasing brand awareness (Table 8); 9. Content exchange with partners sites; 	<ol style="list-style-type: none"> 1. Just one person responsible for PR & Marketing (see Chapter 2.2.3); 2. No longer doing sales promotion; 3. Not extensively explored/used online platforms in matter of conversion rate (see chapter 2.4.2); 4. Outdated visuals (videos) on the official webpage; 5. CPC instead of CPA usage; 6. Low level of refferal traffic 7. Not so many likes/shares/comments under the posts on social media; 8. Lack of tracking the number of people who open emails sent from email campains; 9. Company has lower financial resources to invest in online marketing (see Table 2);
Opportunities	Threats
<ol style="list-style-type: none"> 1. Improve the brand presentation by updating the website visuals (videos); 2. Stimulation of activity and engagement on social media; 3. Define the appropriate channels to target the desired age groups; 4. Competitors not being keen on expanding their digital marketing communication (see chapter 2.3.3); 5. Content diversification for social media (e.g. legislative changes); 6. Increasing conversion rate by direct emailing; 	<ol style="list-style-type: none"> 1. COVID-19 triggering: <ul style="list-style-type: none"> • Decrease in number of new/returning visitors (see chapter 2.4.5); • Lack of stability and clarity due to the governments imposed measures; 2. Good ideas can be stolen by competitors; 3. Aparition of new competitors with bigger financial possibilities that could hire experts to do the online marketing; 4. Competitors could invest more in highly expensive marketing tools for their online promotion;

3. PROPOSAL

The last part of the thesis is devoted to suggestions of company's online marketing communications improvement based on the SWOT analysis and the overall analyses assessment.

Target Customer Segmentation: Due to the restrictions imposed by COVID-19, the company's initial target segment – people from abroad coming to relocate to the Czech Republic - cannot travel. Therefore, my upcoming proposals would be oriented specifically to target the foreigners who are already on the territory of the Czech Republic. My proposal touches three main areas that could be improved in Foreigners' online marketing communication with their clients in matter of:

- Website upgrade;
- Emailing campaign initiation;
- Social media exploration;

3.1 Website Upgrade

The company's official webpage (<https://www.foreigners.cz/>) is the one company relies on when it comes to acquiring clients. All in all, it is the firm's visit card and the ultimate point which can bring a new client. On the overall, the webpage is well developed, the landing page containing option buttons such as: Real Estate; Services; Relocation; About us; Franchising; Blog; Contact. Also, in the top left there are the icons of social media they actively use. In the middle part of the landing page is presented an extended list of services the company can help with, including: property search, immigration assistance, health care, transportation, language assistance or business consultation. At the bottom of the welcome page there are several statistics regarding the number of clients assisted across the 12 years of activity, amount of flats rented and the number of experts delivering a top-tier service for their clients.

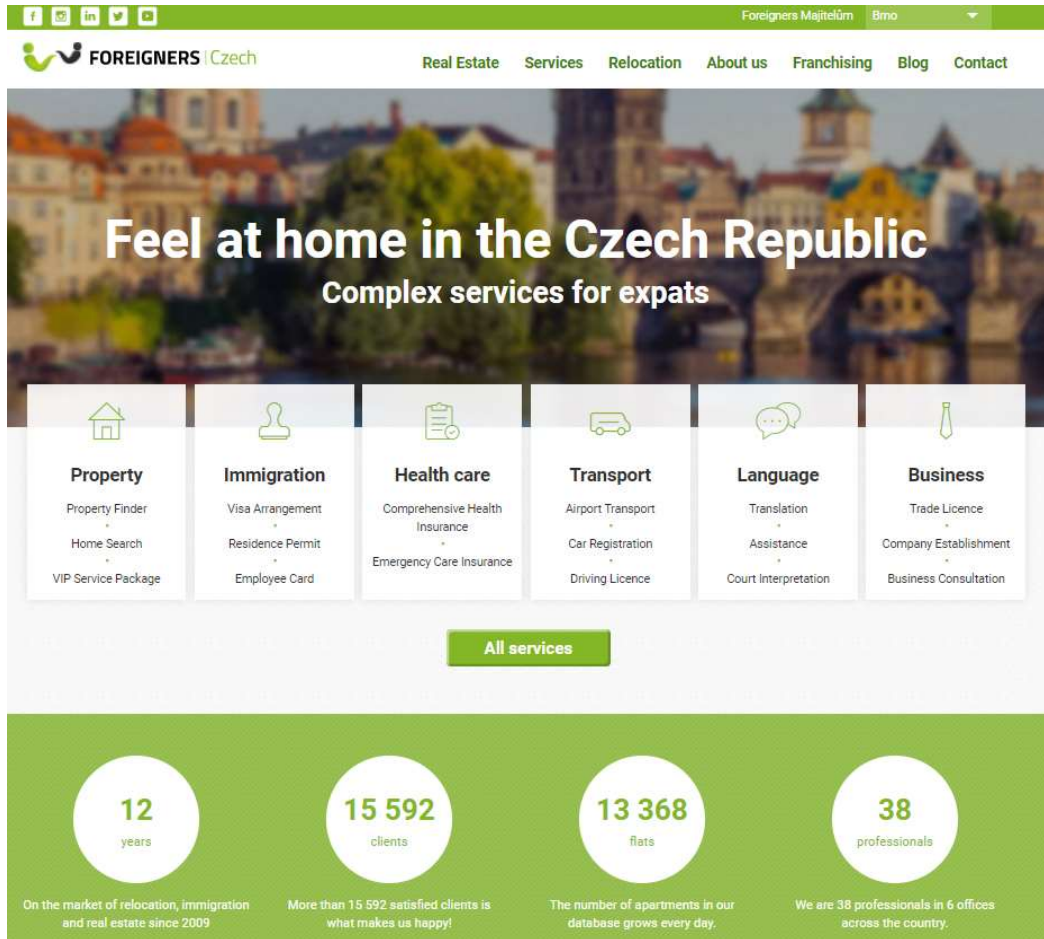


Figure 22: Foreigners official webpage (Source (49))

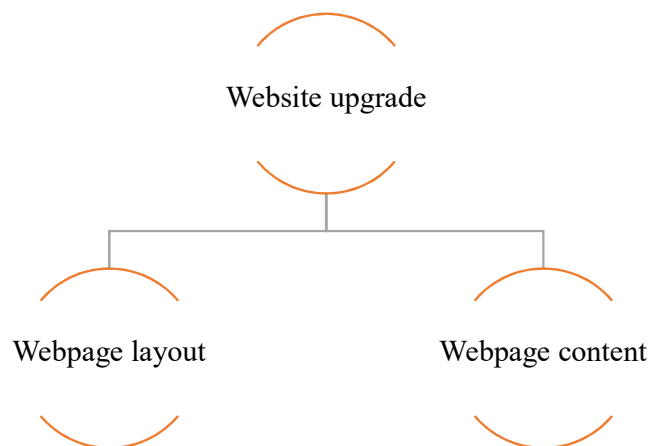


Figure 23: Webpage update proposal summarization (Source: Own processing)

The generic color chosen by the company is green which in marketing denotes balance, harmony, growth, rest and it is the best color for environmentally friendly companies. Besides that, the website layout has several gaps. As the company was established in 2009 (12 years ago), the website had to suffer just some minor informational changes – which is not enough in our rapidly changing world. Therefore, some webpage upgrade will improve the layout and the general image in front of the visitors entering the site.

3.1.1 Website Layout

Currently, the section Services contains exclusively an extended list of services provided by the company. When clicking on them, the page is instantly redirecting to the Facebook page, a blog article or actually opening a new page with some information about the requested service.

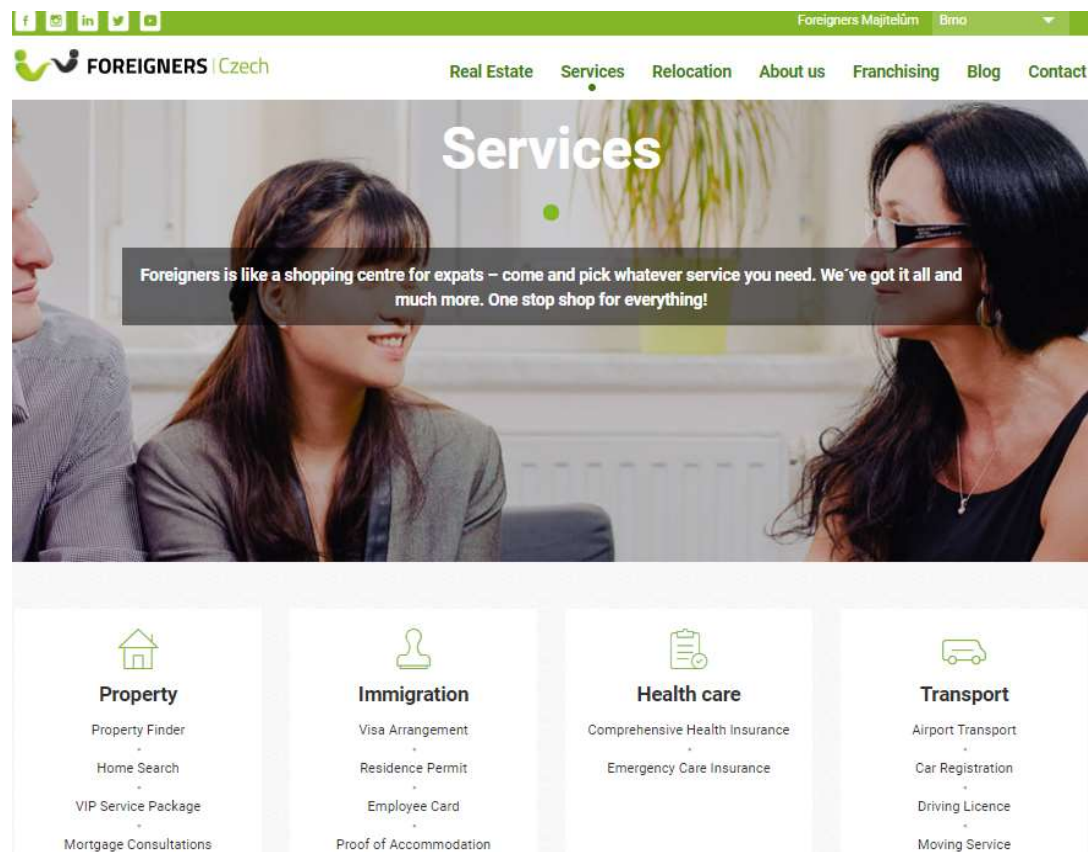


Figure 24: Webpage service section page (Source (29))

Proof of Accommodation

Available

Get a confirmation of your Czech residence address for visa application purposes!

When you are required to present a **confirmation of accommodation** in the Czech Republic for your **visa or residence permit application**, but you haven't signed a valid lease agreement yet (because you are perhaps still in your home country), you can either

a) book an **apartment** distantly, which requires searching for apartment several months before you arrival, signing a lease agreement before you even see the flat in person, paying the Security Deposit (usually amounts to 1 rent), 1st rent and commission (basically 3x the apartment rent) in advance - this involves a financial risk in case you'd like to move to another apartment upon your arrival, because everything has been paid and signed...

or

b) **arrange a legitimate accommodation** proving your residence address in the Czech Republic with all legal requisites (real property, certified signature of a landlord, etc.) that is accepted by Czech embassies and the Immigration Office. This can be **arranged within a few days** and is **much cheaper** than the first option. Upon your arrival you'll have 30 days to search for a perfect apartment in person, decide on the one you like and update your actual address at the Immigration Office.

Procedure

1. Contact us and submit your details through an **online form**
2. Confirm that the **official document** is **correct** and can be shipped
3. We'll **send** the original document to you by express or standard **delivery service**

Price for

Service	Netto	Incl. 21% VAT	
Proof of accommodation valid for 1 year	5 000	6 050	CZK / document
Proof of accommodation valid for 2 years	7 000	8 470	CZK / document

Details for

[Order or Get more info](#)

Order or Get more info

Name

Email Phone

City * Type of service *

Text

[Send](#)

We will contact you within 24 hours.

By clicking 'Send' you acknowledge that we are processing your data. [More details here.](#)

Figure 25: Example of “Proof of Accommodation” service landing page (Source (50))

The idea is that the webpage contains too much text with mostly no visuals. It is proven that the brain is most likely to remember what can be seen rather than what is written. Statistics say that the visuals are 60 000 times easier to be processed and remembered compared to text (51). The visuals presented on the webpage in the section “About us” are mixed with text and not so clearly developed. In addition to that, the quality could be improved. The quality of small details to represent the brand identity are the ones to be taken into account when creating brand awareness.

f t in v c

Foreigners Majitelům Brno

FOREIGNERS | Czech

Real Estate Services Relocation About us Franchising Blog Contact

Feel at home in Czechia

Moving to a new country is an adventurous and exciting change in your life. Make it fun instead of drowning yourself in a flood of never-ending paperwork and getting lost in a tangle of real estate offers. We are here to take care of that for you. Our vision is to increase mutual understanding, overcome language and cultural barriers, and let you enjoy your life full of possibilities. We are proud of Czechia and the people who live here!

[Look at our services](#)

Foreigners CELEBRATING 10 YEA... Watch later Share

Watch on YouTube

How we enjoy our work

Our unique story

- born in the minds of two students from the University of Hradec Králové
- Andrea & Vojta decided to stand out against the uneven conditions for expats renting an apartment in the Czech Republic.
- with the assistance of their two Cypriot friends, in 2009, they helped the first clients, and the number of those in need mounted

The portfolio of the services has been growing hand in hand with the demand. Andrea & Vojta were not only business partners but also an engaged couple.

The breaking point came in 2013 when the couple broke up.

Thanks to open communication and dedication to the common grounds, the founders have continued running the agency. Having their own families, they are matching business partners while being close friends.



SWEET HOME, SWEETER ABROAD



UNDERSTAND DIFFERENT



LIFE FULL OF POSSIBILITIES



WE ARE PROUD OF CZECHIA



CEO Andrea Tkačuková and CFO Vojtěch Stehno in Forbes



Foreigners' CEO Andrea Tkačuková's interview for DVTV



Woman of the region: Interview with CEO Andrea Tkačuková



Foreigners' CEO's interview for Ekonom magazine

What our clients say about Foreigners



As a foreigner living in Czechia, it was an absolute pleasure to work with Zuzana and Martin from the Foreigners team. I have used their services multiple times and it was a very good decision to involve them as it helped in getting all the processes in govt. offices sorted easily and smoothly. I absolutely recommend using their services. Especially during the pandemic when there is limited availability of appointments etc. It is really important to have someone who understands the whole process and is willing to help.

Shradha - India

Figure 26: "About us" webpage section (Source (52))

In this respect my proposal would involve the help of a web developer and of a video making team. As the task is not so complex, the calculations will be made according to the price list stated for by a company in charge of web development and a team of video makers operating in Brno, Czech Republic. After performing a market research, I selected two the most appropriate companies that could help Foreigners' in updating their webpage and further, I will present the calculations on the budget.

First, I would suggest the company to start with contacting the company that is in charge of video making production in order to create the content that must be included on the webpage.

The company that is expert in video production is called OKdron (official page: <https://www.okdron.cz/>). They are situated in Brno, Czech Republic and across the years of activity, they managed to create promotional visuals for companies like "Benu.cz", "Kometa Brno", "Samsung", "Dopravní podnik města Brna", "McDonald's", "Volkswagen", "Vodafone" and events such as Czech drift series "Brno Circuit", "Noc kostelů" and the Christmas Markets in Brno-Slatina. The video making production is situated in Brno, which is a big benefit for Foreigners. OKdron charges a travel fee of 7 CZK/km. Therefore, a tour-retour journey would take 9km. Accordingly, the OKdron journey to the Foreigner's office in Brno would cost additional 63 CZK/km.

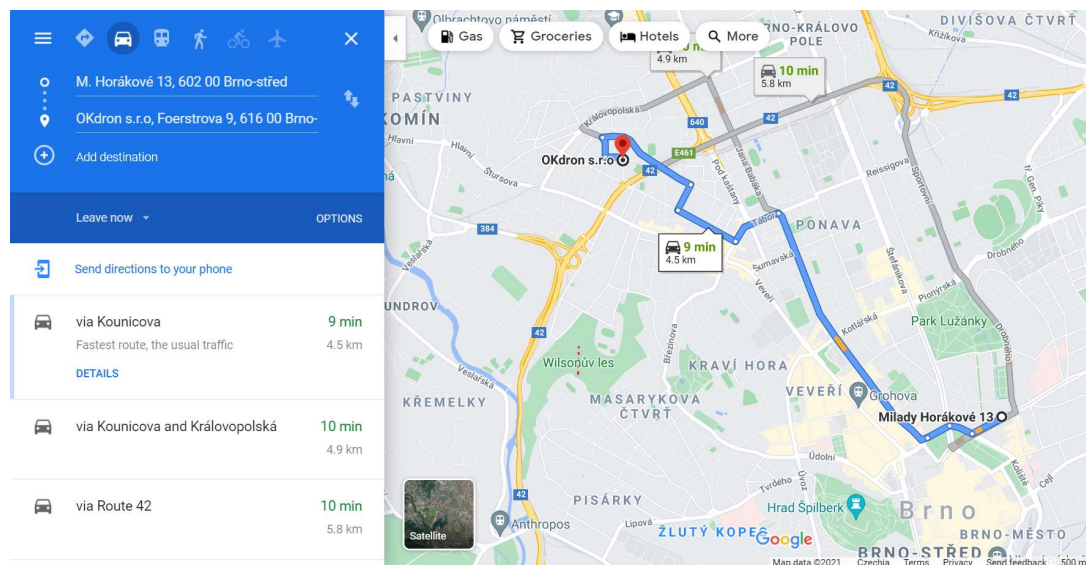


Figure 27: Map of the road from the video making company to Foreigners Brno

(Source (54))

Table 12: Available options offered by video making company “OKdron” (Source: Own processing of data from (53))

Criterion	Variant I	Variant II	Variant III
Complete production	Design Shooting Professional editing Basic graphs/lyrics Background music	Design Photo shooting Filming Professional editing Graphs/animation Lyrics (as requested) Background music from a paid music bank	Design Photo shooting Filming Professional editing Graphics Motion graphics/animation Lyrics (as required) The best music from a paid music bank Shooting artistic and detailed shots
Shooting equipment	One type of technique	Combination of several types of technology (drones & camera)	Combination of several types of technology (drones & camera)
Shooting time	3 hours	6-8 hours	up to 4 days
Quality	Full HD resolution with OKdron logo at the end	4K resolution	4K resolution
Video export	2 variants (higher & lower quality on social networks)	2 variants (higher & lower quality on social networks)	2 variants (higher & lower quality on social networks)
Types of video content	-	-	Creation of several types of videos: <ul style="list-style-type: none"> • Promotional • Recruitment • Trailers for social networks
Price (without VAT)	15 000 CZK	25 000 CZK	50 000 CZK
Price (VAT included)	18 150 CZK	30 250 CZK	60 500 CZK

Searching through their price list, I have found three options they offer. By evaluating the three offers (Table 12), I would highly suggest to choose the variant II. It provides a developed, professional photo shooting and 4K resolution video product in two export

variants to suit the webpage and the social media promotion. Moreover, I believe this option to be the most optimal according to the company's budget.

All in all, the collaboration with OKdron on implementing the Variant II will cost Foreigners an amount of 30 363 CZK (VAT and travel fee included).

3.1.2 Webpage Content

The next step after creating the video content for upgrading the webpage is to contact the web developer that would improve the site layout. After an extensive market research on trying to find the appropriate firm to help with this task, I decided to propose the company WEB s úsměvem (official page: <https://www.websusmevem.cz/>). The company was founded in 2012 and since then helps companies to present themselves on the Internet in the most professional way. For the purpose of website improvement, the company WEB s úsměvem proposes an hourly rate service which is charged with 750 CZK/hour (without VAT). According to the FAQ section on the WEB s úsměvem site, they provide:

- 1-hour design work – completed within 2 working days;
- 1 - 3-hours design work – completed within 5 working days;
- Up to 1-day design work – completed within 10 working days;
- Larger, complex and technically complicated jobs can take up to 30 working days.

For a more accurate estimation of number of hours needed for the Foreigners.cz webpage, it would be necessary to schedule a consultation (which is offered for free by this particular company) to evaluate the working horizon. As the task is not to develop a new website, but improve the existing one - the work must be done within a time frame of 8 hours (1-day design work). Therefore, highest maximum price requested for that could be 7 256 CZK (VAT included). As mentioned before, for a more accurate budget range, a personal consultation with the web developer would be beneficial.



Various work, editing on the web and around

You need to make some major changes to the website you have created in Mioweb or Elementor - add other pages or graphically edit and fine-tune them. Or do you need other different jobs around the web? In this case, you can order services at an hourly rate.

(907 CZK with VAT)

750 CZK / hour

For our customers with web administration **500 CZK / h** (605 CZK / h with VAT).

[I am interested in](#)

Figure 28: Website developer official page (Source (55))

3.2 Emailing Marketing

As COVID-19 negatively influenced the activity of many companies. It would be worth initiating an emailing campaign to inform the target segment (foreigners who are already on the territory of Czech Republic) that the company is still operating and can assist them in case of need.

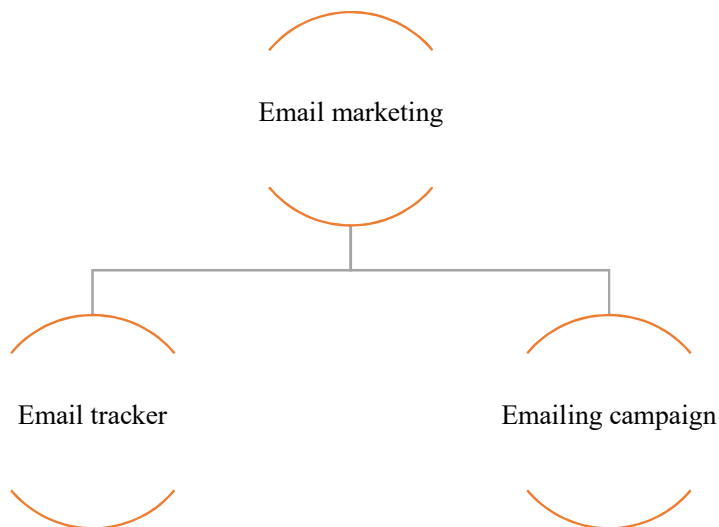


Figure 29: Email marketing proposal summarization (Source: Own processing)

One important step would be to include an email tracker to monitor the email delivery. It is a great tool that shows if your email campaigns are successful so that eventually, you can improve their quality. Right Inbox (official page: <https://www.rightinbox.com/>) is an email service extension supported by Gmail. This tool is used by thousands of professionals such as: Netflix, Uber, HubSpot, and many others worldwide. I chose this option due to its professional approach and price affordability. Besides the option of email delivery tracking, this email extension proposes to implement features such as sequences that permits you to write follow-up emails beforehand, CRM sync that would push the important conversations to the CRM tool, mail merge that will improve and scale the cold outreach within Gmail, and other options such as embedded GIFs, recurring emails, smart link previews, stocked signatures, templates, reminders and private notes. Another advantage of this tool is its compatibility with multiple browsers (Chrome, Safari, Firefox). Right Inbox incorporates two options of billing, but it also proposes the free version.

Table 13: Right Inbox email tracker pricelist offers (Source: Own processing of data from (56))

	Free 0.00\$ per month	Yearly 5.95\$ per month	Monthly 7.95\$ per month
Send Later	10 emails/month	Unlimited	Unlimited
Reminders	10 emails/month	Unlimited	Unlimited
Private Notes	10 emails/month	Unlimited	Unlimited
CRM Sync	unlimited	Unlimited	Unlimited
Recurring Emails	-	Unlimited	Unlimited
Email Tracking	5 emails/month	Unlimited	Unlimited
Sequences	-	Unlimited	Unlimited
Signatures	Max. 5 signatures	Unlimited	Unlimited
Templates	Max. 5 templates	Unlimited	Unlimited
Smart Link Preview	unlimited	Unlimited	Unlimited
Embedded GIFs	unlimited	Unlimited	Unlimited

My recommendation would be to choose the yearly paying option as the company is actively sending newsletters to the subscribers and on the overall, this tool would provide an insight on the reciprocal communication effectiveness realized between the sender and recipient by using the emailing tool. For a better insight on the financial part, I will compute both paid versions, convert the fee Czech Korunas according to the conversion rate at this day (May 10, 2021) and compare the annual with the monthly payment fee to calculate the difference and assess the financial benefits.

YEARLY PAYMENT OPTION

May 10, 2021: 1 USD = 21.09 CZK

Monthly calculation: 21.09 CZK * 5.95 = 125.49 CZK

Yearly payment calculation (YP1): 125.49 CZK * 12 months = 1 505.88 CZK

MONTHLY PAYMENT OPTION

May 10, 2021: 1 USD = 21.09 CZK

Monthly calculation: 21.09 CZK * 7.95 = 167.67 CZK

Yearly payment calculation (YP2): 167.67 CZK * 12 months = 2 012.04 CZK

The calculation proved that the yearly subscription would save the company an amount of 506.16 CZK which would represent a save of 25% compared to the monthly paying fee.

$$\text{SAVE UP (\%)} = \frac{YP2 - YP1}{YP2} * 100\% = \frac{2012.04\text{CZK} - 1505.88\text{CZK}}{2012.04\text{CZK}} * 100\% = 25.15\%$$

Legend:

YP1 – yearly payment option

YP2 – yearly payment monthly option

3.2.1 Emailing Campaign Description

As previously mentioned, I would suggest Foreigners to contact their customers who are already on the territory of the Czech Republic and inform that the company is still operating even if remotely (due to COVID-19). As a support and motivation to use the

services, Foreigners can offer a discount of 5% on the regular services (except apartment rental). Also, the emailing campaign could also include the announcement to check up the new rental offers promoted on the website – as this is an important sector bringing most of the revenue to the company. See below a sample of email campaign version that can be intended by Foreigners to their target segment.

We are here for you!

FOREIGNERS

ONLINE ASSISTANCE
AVAILABLE MON-FRI: 8AM - 5PM

Let us take the burden off your shoulders.
We can do everything for you.
All you need to do is stay positive and test negative!

Check out our service list:
www.foreigners.cz

Contact us now &
get a **5%** discount

Discount not applicable on rental offers.

Figure 30: Online marketing email campaign layout (Source: own processing)

A study provided by Campaign Monitor shows that just in the first month of pandemic the email sends were up by 19% and this trend is consistently stable as everyone is currently working remotely and spends much more time checking the mail box for new

tasks, assignments, meetings scheduled, or any other information that keeps the company's employees in touch with each other (58).

By implementing the email tracker, the company will be able to make an email benchmarking and calculate the success of the campaign. This step can be done taking into account few parameters:

- Email open rate = $\frac{\text{total number of opens}}{\text{total delivered emails}}$
- Email click through rate (CTR) = $\frac{\text{number of clicks}}{\text{delivered emails}}$
- Email click-to-open rate (CTOR) = $\frac{\text{number of clicks}}{\text{numbe of opens}}$
- Email unsubscribe rate = $\frac{\text{total number of opt-outs}}{\text{total number of opens}}$
- Email bounce rate = $\frac{\text{total number of bounced emails}}{\text{total number of emails sent}}$

These means would serve as a starting point to improve the online marketing communication with Foreigners' clients defined as a target group at the beginning of proposal part. Email personalization and the discount offer provided by the company will represent a step forward into creating a trustful relationship between the client and the company. For the emailing campaign would be responsible the Head of PR & Marketing. The visuals can be created by the company's interns who are not financially supported. Therefore, this is a cost-efficient solution of online marketing communication improvement.

3.3 Online Newsletters

During summer 2020, when the COVID-19 restrictions were not so strict, Foreigners were sending weekly newsletters with a direct link to the blogs called "Tips for Trips" published on the official webpage. As travelling in the current situation is forbidden, and by matching this with the fact that the most searched word doing past year was "COVID-19", my next proposal will be in direct connection with that.

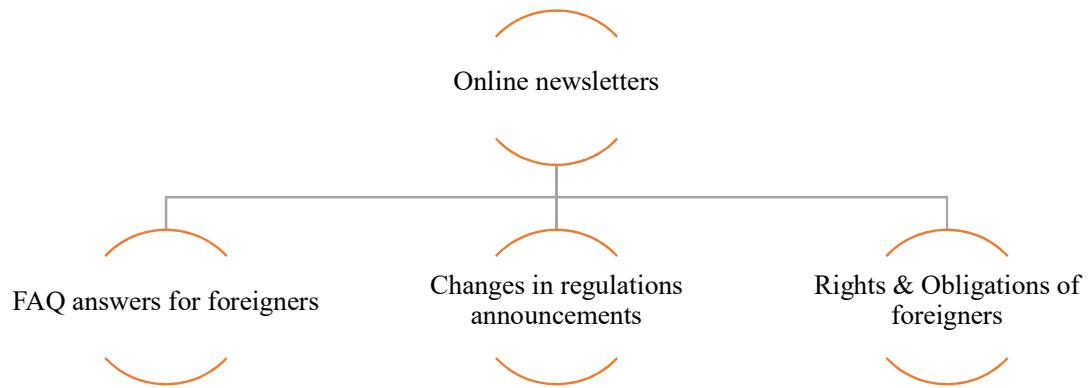


Figure 31: Online newsletters proposal summarization (Source: Own processing)

The main goal of this proposal is to keep the clients, subscribers and visitors in touch with the current state and the changes that appear in regard to regulations.

Newsletter topics example:

- Answers to the FAQ with reference to articles from Law addressed to foreigners staying on the territory of the Czech Republic;
- Announcing the changes in the legal regulations and compulsory events that must be followed;
- Rights & Obligations of foreigners in the Czech Republic;

One prior difficulty of a person in a foreign country is to assimilate the language, therefore, the company could take an advantage of communicating online with the users/customers by providing the needed information regarding the follow-up important events or changes in the legislation. Sending the online newsletters would represent a win-win situation and constitute a step further into building a top-tier relationship with the clients as the company will provide important information that is sometimes not so promoted or translated into English, but has a high importance for foreigners (sometimes not fulfilment of regulations means breaching the law and outcomes into some penalties). A relevant example of such an event which happened in the Czech Republic was the Census organized in 2021. This action is compulsory and its goal is to find out more information about the quality of life in the Czech Republic. Therefore, every physical person with a permanent or temporary residence who stayed on the territory of the Czech

Republic for more than 90 days had to take part into the Census and enumerate him/herself. This enumeration could have been done online via <https://scitani.cz/> or in a paper form that would be further sent by post. People who will be identified that did not participate to the enumeration risk a fine of 10 000 CZK (57). Another important change happening since January 2021 in Brno, Czech Republic, was the switch of the monthly/quarterly/annual transportation pass from paper form to electronic form. That means that if before, people were going to special provider offices to buy or extend their transportation pass, now this is not possible and everyone must register on a special website (<https://www.brnoid.cz/>) to buy the needed e-ticket. Also, this portal enables the option of paying the municipal waste tax and provides other important information about some institutions located in the city of Brno. Another thing could be the involvement of the company's immigration experts that can provide the important updates that must be displayed. All this information could help a foreigner to accommodate easier and prevent them from unexpected troubles. In such a way, the users can be more active into subscribing and engaging with Foreigner's online communication by simply providing them an air cover. All this can happen by implementing the idea of submitting online newsletters and keeping foreigners updated whenever an important change or event happens on the territory of the Czech Republic. Moreover, the greatest benefit of this tactic's implementation is its cost efficiency. The company would not have any additional costs in this respect, as there is no need to hire a specialist or an external person to do that due to the company's own resources of having an immigration expert and a person responsible for marketing operations. Therefore, the company's budget would not be affected in any other way but positively as the newsletters will be created and promoted by the Head of PR & Marketing together with this department's interns (who are not compensated financially).

3.4. Overall Financial Framework

The realization of the aforementioned proposals would cost the company a certain budget. All in all, the goal of this action is to improve the online marketing communications with the clients who are already on the territory of the Czech Republic, but also improve the company's image. The table from below shows a fundamental overall financial

framework for the implementation of the described proposals. The table does not contain the cost of the salary for the Head of PR & Marketing as well as the financial remuneration of the Immigration expert as the proposals do not exceed their working requirements stipulated in the working contract. In fact, this is a matter of departments' collaboration which was described in the paragraph "Processes" of the Marketing Mix analysis. Therefore, Table 14 reflects exclusively the costs regarding the involvement of external parties, "company's resources" concluding the idea that the firm is able to implement it by its own means.

Table 14: Proposal implementation costs (Source: Own processing)

PROPOSAL	ACTION	COST (CZK)	SUBTOTAL (VAT incl.)
Webpage upgrade	Layout	7 256	37 619 CZK
	Content	30 363	
Email marketing	Email tracker	1 505.88	1 505.88 CZK
	Email campaign	Company's resources	
Online newsletters	Newsletter creation	Company's resources	-
	Distribution		
TOTAL	-		39 124.88 CZK

The table shows a summary of the costs incurred for a monthly media strategy, which in total is 39 125 CZK. The advantage of these improvements are their cost-efficiency as the webpage upgrade will be a long-term investment which will serve for a long period. All in all, the only yearly cost will be the email tracker which is an investment of ±1500 CZK (depending on the currency conversion fluctuation - USD to CZK)

3.5 Risk Analysis

This part is focused on risk analysis, which includes identification, evaluation and proposal of measures to reduce potential risks.

3.5.1 Risk Identification and Rectification

The table below identifies possible risks and their description connected to the proposals' implementation.

Table 15: Risk identification (Source: Own processing)

Risk	Risk description	Interpretation
R1	Insufficient company budget	Table 2 reflects that due to COVID-19 the company's turnover decreased 10 times compared to 2019. Therefore, the proposals might not represent a priority for now.
R2	Miscalculating the target segment	An improper data collection might lead to significant mistake in matter of target segment miscalculation. Therefore, an extensive research on identifying the correct target segment is crucial.
R3	COVID-19 expansion	The virus spread facilitating the proposal realization stagnation due to the imposed restrictions.
R4	Insufficient distribution	For a better propagation, the involvement of platforms/channels might be needed. This might result in another additional costs for the company.
R5	Continuously changing online marketing trends	Low promotion results due to continuously changing online marketing trends. The chosen channel today might be out-of-date tomorrow due to other platform expansion.

3.5.2 Risk Assessment

Risk assessment by FMEA (Failure Mode and Effect Analysis) method. We assign value to each risk in matter of probability and its impact. The probability will be rated from 0 to 1 where 0 – impossible; 0.25 – relatively impossible; 0.5 – occasionally possible; 0.75 – reasonably possible; 1 – highest possibility. Accordingly, its impact on the implementation will be rated on a scale from 1 to 5 where 1 – no impact; 2 - minor impact; 3 – average impact; 4 – critical impact; 5 – catastrophic impact. The calculation of the risk priority number (RPN) will be used for evaluation which is obtained by multiplying the probability and impact results. The maximum obtained RPN result can be 5 – in case of highest probability and catastrophic impact on the implementation.

Table 16: Risk evaluation (Source: Own processing)

Risk	Risk description	Probability	Impact	RPN
R1	Insufficient company budget	0.75	4	3
R2	Miscalculating the target segment	0.5	2	1
R3	COVID-19 expansion	0.5	4	2
R4	Insufficient distribution	0.5	3	1.5
R5	Continuously changing online marketing trends	0.25	1	0.25

The risk map (fig. 32) shows the distribution of risks in accordance to their probability reported to their impact values. As we can see, R5 is the only risk situated in the low risk category. Further, risks R2, R3 and R4 are situated in the medium risk category, R2 being placed at the low limit whereas R3 is positioned at the high limit of medium risk. The only and the most endangered one is R1 set at the low limit of high risk category. In the next chapter, I will be focusing on lowering the risk probability.

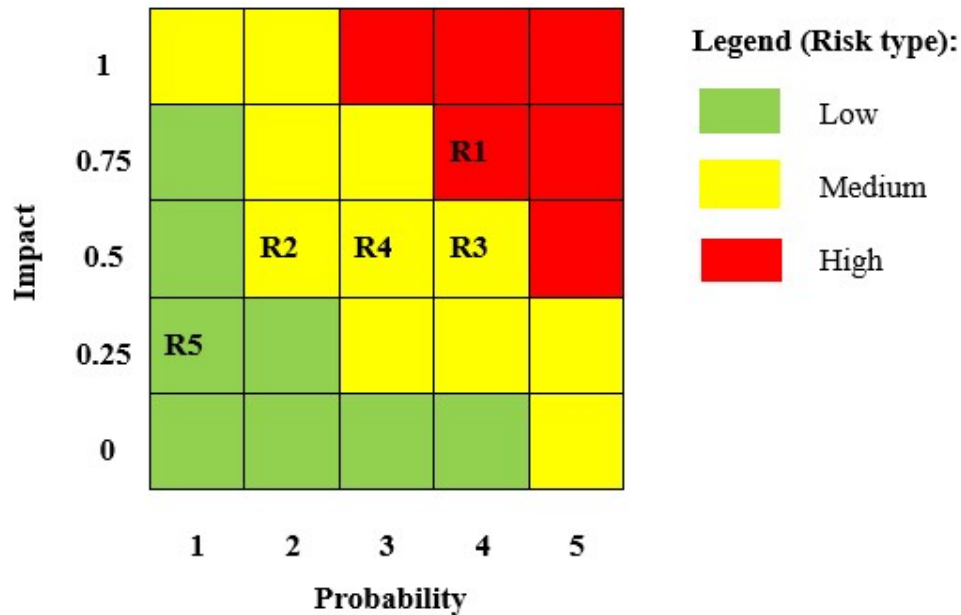


Figure 32: Risk map (Source: Own processing)

3.5.3 Risk Reduction

In this chapter, I will focus on proposing measures for the identified risks from medium and high level. The probability value will be adjusted based on the proposed measures, whereas the impact factor will remain untouched. Based on the new finding, the RPN is calculated again, this time considering the proposed measures.

Table 17: Risk reduction (Source: Own processing)

Risk	Risk description	Proposed measure	Probability	Impact	RPN
R1	Insufficient company budget	Prioritize the paid actions for digital marketing communications improvement in accordance to existing budget	0.5	4	2
R2	Miscalculating the target segment	Content diversification to enlarge and target other segments	0.25	2	0.5
R3	COVID-19 expansion	Realization of the action that can be done remotely	0.5	4	2
R4	Insufficient distribution	Propagation on other channels & platforms	0.25	3	0.75
R5	Continuously changing online marketing trends	Continuous monitoring of statistics about new platforms and expansion on those with high potential	0	1	0

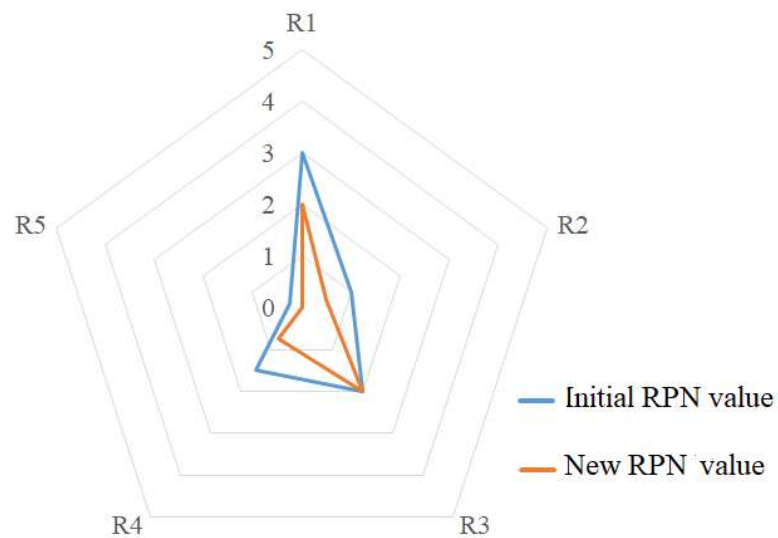


Figure 33: Risk reduction map (Source: Own processing)

3.5.4 Risk Correction

In order to prevent the risk occurrence, there must be undertaken some measures to eliminate or minimize them. For minimizing the R1 - risk of insufficient company budget it's worth considering the action prioritization so that the online marketing communication improvement activity goes hand in hand with the company's financial possibilities. R2 is defined by target segment miscalculation. In this case, an easy option to cover and touch other target segments would be to enable the content diversification that is interesting and useful for a larger number of people. R3 is one of the most unpredictable risks which cannot be prevented or really predicted as there are lots of external factors influencing it. Therefore, as a measure was considered the realization of proposals that can be realized remotely (e.g. online newsletters' creation and distribution). Next risk, R4 – insufficient distribution can be rectified by extending the online communication propagation on other channels and platforms. R5 is the one with the lowest probability rate if measures would be taken. Here is discussed the continuously changing online marketing trends which risks can be minimized by just monitoring these tendencies and start using the platforms with highest potential.

CONCLUSIONS

The main focus of my bachelor thesis was to compile an appropriate proposal of online marketing communications improvement based on the findings from the internal and external analyses.

The first part of the thesis was aiming to describe the work objectives and the methods that led to its fulfilment. The second part was focused on providing an analytical assessment of the company's internal and external state. This was possible by using analytical frameworks such as: Marketing Mix, Marketing Communication Mix, SLEPT, Micro-environment analysis. For the reason of online marketing communication tools validation, regarding the internal part was used the face-to-face interview, whereas for the external part was involved the benchmarking principle of competitive comparison. The analyses' endorsement was amplified by the statistical data from the company's Google Analytics. All the findings were further concluded in a SWOT analysis which enabled the option of identifying the company's online communication Strengths, Weaknesses, Opportunities and Threats. The final part of the thesis was focused on creating a set of online marketing communication actions that would lead to an improvement.

According to the findings from the analytical part, I proposed six actions distributed by two into three proposals.

- 1st proposal: webpage upgrade in matter of layout and visual content;
- 2nd proposal: email marketing with the email tracker acquisition and email campaign organization;
- 3rd proposal: online newsletters creation and promotion;

According to the financial overview of the proposals, it can be stated that 50% of actions would need financial support, on the other hand, the other 50% of the actions can be done without additional financial investments. Therefore, half of the proposed actions can be implemented quite fast and within the decreased budget currently affected by COVID-19.

Summarizing the proposed actions, I realized a risk analysis that provides an overview on the impediments that could influence the proposal implementation. Accordingly, I came up with several measures that could prevent or minimize the risks and lead to a successful implementation of the proposed actions for the company's online marketing communication improvement.

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LIST OF ABBREVIATIONS

B2B – Business to business
B2C – Business to customer
CFO – Chief financial officer
CEO – Chief executive officer
CPA – Cost-per-acquisition
CPC – Cost-per-click
CPV – Cost-per-view
CRM – Customer relationship management
CTOR – Click-to-open rate
CTR – Click-through rate
CZK – Czech Koruna
e.g. – Exempli gratia (for example)
EU – European Union
Km - kilometer
KPI – Key Performance Indicator
LLC – Limited Liability Company
Max. – Maximum
Min. - Minimum
OMC – Online marketing communication
PPC – Pay-per-click
PR – Public Relations
ROI – Return on investment
SEM – Search engine marketing
SEO – Search engine optimization
s. r. o. - Společnost s ručením omezeným
USD – United States Dollar
VAT – Value Added Tax
VS. – Versus

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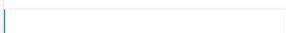

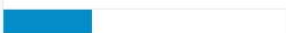




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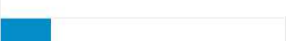



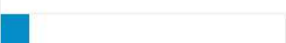




















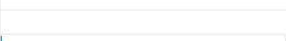


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Annex 1: Overall traffic 1 Jan 2019 – 31 Dec 2019 (Source: Google Analytics)

	Acquisition			Behavior			Conversions		
	Users ↓	New Users ↓	Sessions ↓	Bounce Rate ↓	Pages / Session ↓	Avg. Session Duration ↓	Goal 1 Conversion Rate ↓	Goal 1 Completion ↓	Goal 1 Value ↓
	373,571	363,427	565,823	29.02%	2.75	00:03:08	1.28%	7,267	CZK 0.00
1  Organic Search	254,941			27.20%			0.96%		
2  Direct	64,266			37.25%			2.07%		
3  Paid Search	40,225			27.17%			1.78%		
4  Social	23,660			26.70%			1.28%		
5  Referral	4,804			29.41%			1.36%		
6  Email	183			25.67%			1.63%		
7  (Other)	120			20.78%			0.65%		
8  Display	45			24.48%			1.40%		

Annex 2: Overall traffic 1 Jan 2020 – 31 Dec 2020 (Source: Google Analytics)

	Acquisition			Behavior			Conversions		
	Users ↓	New Users ↓	Sessions ↓	Bounce Rate ↓	Pages / Session ↓	Avg. Session Duration ↓	Goal 1 Conversion Rate ↓	Goal 1 Completion ↓	Goal 1 Value ↓
	280,964	276,564	445,441	23.78%	2.56	00:02:53	1.33%	5,924	CZK 0.00
1  Organic Search	154,391			27.34%			1.06%		
2  Direct	50,977			21.34%			2.26%		
3  Paid Search	49,636			19.81%			1.12%		
4  Social	28,687			21.77%			1.23%		
5  Referral	7,882			16.11%			1.86%		
6  Email	3,857			14.33%			0.56%		
7  (Other)	1,234			14.65%			0.17%		
8  Display	616			42.62%			0.83%		

Annex 3: Conversion rate 1 Jan 2019 – 31 Dec 2019 (Source: Google Analytics)

Goals	Source / Medium	Odeslání formuláře (všechny) (Goal 1 Completions)	% Odeslání formuláře (všechny) (Goal 1 Completions)
Goal Completion Location			
Source / Medium			
	1. google / organic	3,283	45.18%
	2. (direct) / (none)	2,135	29.38%
	3. google / cpc	994	13.68%
	4. m.facebook.com / referral	247	3.40%
	5. facebook / cpc	119	1.64%
	6. l.facebook.com / referral	113	1.55%
	7. facebook.com / referral	76	1.05%
	8. youtube.com / referral	55	0.76%
	9. lm.facebook.com / referral	32	0.44%
	10. bing / organic	18	0.25%

Annex 4: Conversion rate 1 Jan 2020 – 31 Dec 2020 (Source: Google Analytics)

Goals			
Goal Completion Location	Source / Medium	Source / Medium	Odeslání formuláře (všechny) (Goal 1 Completions)
Source / Medium			% Odeslání formuláře (všechny) (Goal 1 Completions)
	1. google / organic	2,270	38.32%
	2. (direct) / (none)	1,910	32.24%
	3. google / cpc	698	11.78%
	4. m.facebook.com / referral	267	4.51%
	5. l.facebook.com / referral	119	2.01%
	6. facebook / cpc	112	1.89%
	7. mail.google.com / referral	83	1.40%
	8. ctp.eu / referral	81	1.37%
	9. facebook.com / referral	58	0.98%
	10. newsletter / email	35	0.59%

Annex 5: Bounce rate 1 Jan 2019 – 31 Dec 2019 (Source: Google Analytics)

Default Channel Grouping	Acquisition			Behavior		
	Users ? ↓	New Users ?	Sessions ?	Bounce Rate ?	Pages / Session ?	Avg. Session Duration ?
	373,571 % of Total: 100.00% (373,571)	363,956 % of Total: 100.15% (363,427)	565,823 % of Total: 100.00% (565,823)	29.02% Avg for View: 29.02% (0.00%)	2.75 Avg for View: 2.75 (0.00%)	00:03:08 Avg for View: 00:03:08 (0.00%)
1. Organic Search	254,941 (65.67%)	241,919 (66.47%)	346,996 (61.33%)	27.20%	2.49	00:02:54
2. Direct	64,266 (16.55%)	63,235 (17.37%)	103,043 (18.21%)	37.25%	3.34	00:03:32
3. Paid Search	40,225 (10.36%)	34,217 (9.40%)	62,474 (11.04%)	27.17%	3.19	00:02:58
4. Social	23,660 (6.09%)	20,660 (5.68%)	42,979 (7.60%)	26.70%	2.65	00:03:38
5. Referral	4,804 (1.24%)	3,766 (1.03%)	9,173 (1.62%)	29.41%	3.49	00:05:40
6. Email	183 (0.05%)	64 (0.02%)	861 (0.15%)	25.67%	4.07	00:10:54
7. (Other)	120 (0.03%)	95 (0.03%)	154 (0.03%)	20.78%	3.98	00:03:07
8. Display	45 (0.01%)	0 (0.00%)	143 (0.03%)	24.48%	4.84	00:04:29

Annex 6: Bounce rate 1 Jan 2020 – 31 Dec 2020 (Source: Google Analytics)

Default Channel Grouping	Acquisition			Behavior		
	Users ? ↓	New Users ?	Sessions ?	Bounce Rate ?	Pages / Session ?	Avg. Session Duration ?
	280,964 % of Total: 100.00% (280,964)	276,960 % of Total: 100.14% (276,564)	445,441 % of Total: 100.00% (445,441)	23.78% Avg for View: 23.78% (0.00%)	2.56 Avg for View: 2.56 (0.00%)	00:02:53 Avg for View: 00:02:53 (0.00%)
1. Organic Search	154,391 (51.93%)	146,138 (52.77%)	217,154 (48.75%)	27.34%	2.42	00:02:57
2. Direct	50,977 (17.15%)	50,522 (18.24%)	84,669 (19.01%)	21.34%	3.06	00:03:17
3. Paid Search	49,636 (16.70%)	44,577 (16.10%)	71,445 (16.04%)	19.81%	2.49	00:02:01
4. Social	28,687 (9.65%)	25,433 (9.18%)	44,515 (9.99%)	21.77%	2.15	00:02:19
5. Referral	7,882 (2.65%)	6,250 (2.26%)	15,621 (3.51%)	16.11%	3.54	00:05:01
6. Email	3,857 (1.30%)	2,858 (1.03%)	8,853 (1.99%)	14.33%	2.07	00:03:23
7. (Other)	1,234 (0.42%)	912 (0.33%)	1,741 (0.39%)	14.65%	2.40	00:03:45
8. Display	616 (0.21%)	270 (0.10%)	1,443 (0.32%)	42.62%	3.60	00:02:49

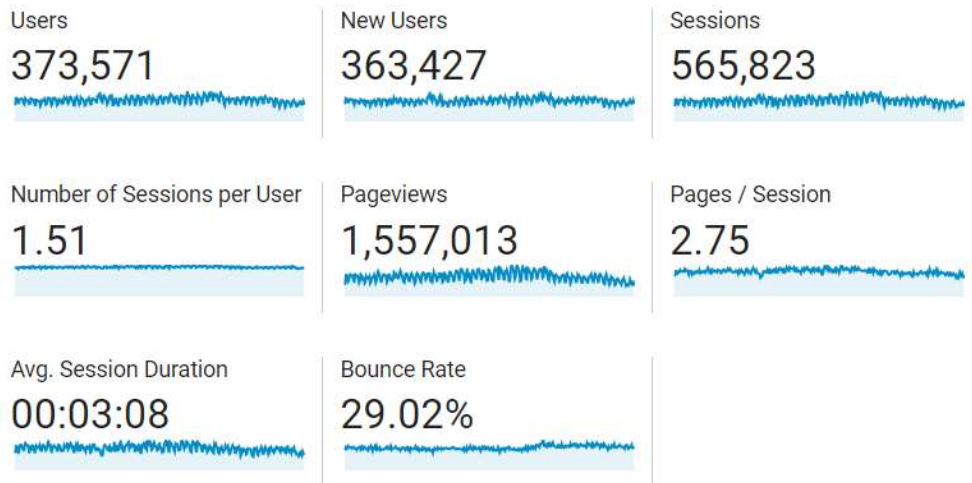
Annex 7: Search trends 1 Jan 2019 – 31 Dec 2019 (Source: Google Analytics)

Default Channel Grouping	Acquisition		
	Users ? ↓	New Users ?	Sessions ?
	373,571 % of Total: 100.00% (373,571)	363,956 % of Total: 100.15% (363,427)	565,823 % of Total: 100.00% (565,823)
1. Organic Search	254,941 (65.67%)	241,919 (66.47%)	346,996 (61.33%)
2. Direct	64,266 (16.55%)	63,235 (17.37%)	103,043 (18.21%)
3. Paid Search	40,225 (10.36%)	34,217 (9.40%)	62,474 (11.04%)
4. Social	23,660 (6.09%)	20,660 (5.68%)	42,979 (7.60%)
5. Referral	4,804 (1.24%)	3,766 (1.03%)	9,173 (1.62%)
6. Email	183 (0.05%)	64 (0.02%)	861 (0.15%)
7. (Other)	120 (0.03%)	95 (0.03%)	154 (0.03%)
8. Display	45 (0.01%)	0 (0.00%)	143 (0.03%)

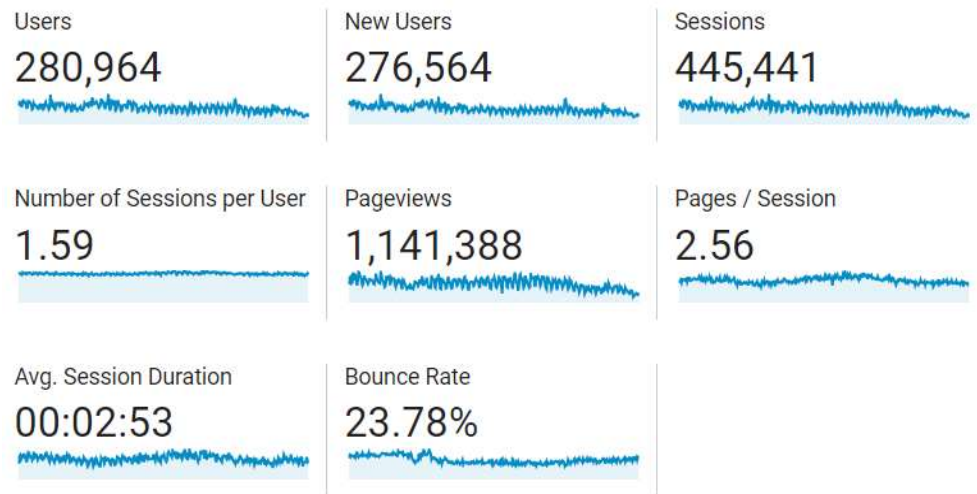
Annex 8: Search trends 1 Jan 2020 – 31 Dec 2020 (Source: Google Analytics)

Default Channel Grouping	Acquisition		
	Users ? ↓	New Users ?	Sessions ?
	280,964 % of Total: 100.00% (280,964)	276,960 % of Total: 100.14% (276,564)	445,441 % of Total: 100.00% (445,441)
1. Organic Search	154,391 (51.93%)	146,138 (52.77%)	217,154 (48.75%)
2. Direct	50,977 (17.15%)	50,522 (18.24%)	84,669 (19.01%)
3. Paid Search	49,636 (16.70%)	44,577 (16.10%)	71,445 (16.04%)
4. Social	28,687 (9.65%)	25,433 (9.18%)	44,515 (9.99%)
5. Referral	7,882 (2.65%)	6,250 (2.26%)	15,621 (3.51%)
6. Email	3,857 (1.30%)	2,858 (1.03%)	8,853 (1.99%)
7. (Other)	1,234 (0.42%)	912 (0.33%)	1,741 (0.39%)
8. Display	616 (0.21%)	270 (0.10%)	1,443 (0.32%)

Annex 9: New VS. Returning visitor 1 Jan 2019 – 31 Dec 2019 (Source: Google Analytics)



Annex 10: New VS. Returning visitor 1 Jan 2020 – 31 Dec 2020 (Source: Google Analytics)



Annex 11: User analysis (age) 1 Jan 2019 – 31 Dec 2019 (Source: Google Analytics)

Age ?	Acquisition		
	Users ? ↓	New Users ?	Sessions ?
	131,418 % of Total: 35.18% (373,571)	126,508 % of Total: 34.81% (363,427)	198,226 % of Total: 35.03% (565,823)
1. 25-34	67,394 (50.05%)	63,326 (50.06%)	102,513 (51.72%)
2. 18-24	25,672 (19.06%)	23,811 (18.82%)	38,923 (19.64%)
3. 35-44	21,144 (15.70%)	19,930 (15.75%)	29,423 (14.84%)
4. 45-54	10,344 (7.68%)	9,850 (7.79%)	14,226 (7.18%)
5. 55-64	6,237 (4.63%)	5,890 (4.66%)	8,110 (4.09%)
6. 65+	3,875 (2.88%)	3,701 (2.93%)	5,031 (2.54%)

Annex 12: User analysis (age) 1 Jan 2020 – 31 Dec 2020 (Source: Google Analytics)

Age ?	Acquisition		
	Users ? ↓	New Users ?	Sessions ?
	96,927 % of Total: 34.50% (280,964)	94,856 % of Total: 34.30% (276,564)	156,936 % of Total: 35.23% (445,441)
1. 25-34	41,299 (40.21%)	38,569 (40.66%)	65,915 (42.00%)
2. 35-44	19,298 (18.79%)	17,439 (18.38%)	28,718 (18.30%)
3. 18-24	18,833 (18.34%)	17,555 (18.51%)	29,321 (18.68%)
4. 45-54	11,343 (11.04%)	10,312 (10.87%)	16,109 (10.26%)
5. 55-64	6,746 (6.57%)	6,210 (6.55%)	9,564 (6.09%)
6. 65+	5,189 (5.05%)	4,771 (5.03%)	7,309 (4.66%)











Annex 13: User analysis (gender) 1 Jan 2019 – 31 Dec 2019 (Source: Google Analytics)

Gender ?	Acquisition		
	Users ? ↓	New Users ?	Sessions ?
	135,322 % of Total: 36.22% (373,571)	130,513 % of Total: 35.91% (363,427)	204,258 % of Total: 36.10% (565,823)
1. male	74,734 (54.96%)	71,486 (54.77%)	108,905 (53.32%)
2. female	61,236 (45.04%)	59,027 (45.23%)	95,353 (46.68%)











Annex 14: User analysis (gender) 1 Jan 2020 – 31 Dec 2020 (Source: Google Analytics)

Gender ?	Acquisition		
	Users ? ↓	New Users ?	Sessions ?
	99,544 % of Total: 35.43% (280,964)	97,717 % of Total: 35.33% (276,564)	161,194 % of Total: 36.19% (445,441)
1. male	53,714 (52.46%)	51,405 (52.61%)	83,710 (51.93%)
2. female	48,684 (47.54%)	46,312 (47.39%)	77,484 (48.07%)

Annex 15: User analysis (location) 1 Jan 2019 – 31 Dec 2019 (Source: Google Analytics)

Country [?]	Users [?] ↓	New Users [?]	Sessions [?]
	373,571 <small>% of Total: 100.00% (373,571)</small>	363,956 <small>% of Total: 100.15% (363,427)</small>	565,823 <small>% of Total: 100.00% (565,823)</small>
1.  Czechia	146,638 (38.52%)	137,310 (37.73%)	244,055 (43.13%)
2.  United States	33,301 (8.75%)	32,390 (8.90%)	38,378 (6.78%)
3.  United Kingdom	28,741 (7.55%)	27,861 (7.66%)	35,952 (6.35%)
4.  India	17,584 (4.62%)	17,324 (4.76%)	24,265 (4.29%)
5.  Germany	11,676 (3.07%)	11,115 (3.05%)	15,918 (2.81%)
6.  France	7,508 (1.97%)	7,185 (1.97%)	11,454 (2.02%)
7.  Italy	5,512 (1.45%)	5,219 (1.43%)	8,993 (1.59%)
8.  Poland	4,712 (1.24%)	4,535 (1.25%)	6,324 (1.12%)
9.  Spain	4,683 (1.23%)	4,499 (1.24%)	6,734 (1.19%)
10.  Canada	4,307 (1.13%)	4,254 (1.17%)	5,614 (0.99%)

Annex 16: User analysis (location) 1 Jan 2020 – 31 Dec 2020 (Source: Google Analytics)

Country ?	Users ? ↓	New Users ?	Sessions ?
	280,964 <small>% of Total: 100.00% (280,964)</small>	276,960 <small>% of Total: 100.14% (276,564)</small>	445,441 <small>% of Total: 100.00% (445,441)</small>
1.  Czechia	141,773 (49.66%)	137,815 (49.76%)	246,238 (55.28%)
2.  United States	29,939 (10.49%)	29,511 (10.66%)	33,851 (7.60%)
3.  United Kingdom	12,747 (4.47%)	12,385 (4.47%)	16,850 (3.78%)
4.  India	9,835 (3.45%)	9,608 (3.47%)	13,606 (3.05%)
5.  Germany	7,855 (2.75%)	7,395 (2.67%)	11,436 (2.57%)
6.  France	4,162 (1.46%)	3,998 (1.44%)	6,454 (1.45%)
7.  United Arab Emirates	3,170 (1.11%)	3,044 (1.10%)	5,353 (1.20%)
8.  Italy	3,101 (1.09%)	2,881 (1.04%)	5,130 (1.15%)
9.  Netherlands	2,886 (1.01%)	2,771 (1.00%)	3,515 (0.79%)
10.  Poland	2,799 (0.98%)	2,694 (0.97%)	3,770 (0.85%)