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## ON-LINE MARKETING COMMUNICATION

ON-LINE MARKETINGOVÁ KOMUNIKACE

### BACHELOR'S THESIS

BAKALÁŘSKÁ PRÁCE

#### AUTHOR

AUTOR PRÁCE

Natália Štrama

#### SUPERVISOR

VEDOUČÍ PRÁCE

Ing. David Schüller, Ph.D.

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Student: **Natália Štrama**  
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### **On–line marketing communication**

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Theoretical background  
Current status analysis  
Author`s proposal of solutions  
Conclusion  
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Attachments

#### **Objectives which should be achieved:**

The aim of this thesis is to propose suitable online marketing communication for chosen Slovak agricultural company.

#### **Basic sources of information:**

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doc. Ing. Robert Zich, Ph.D.

Director of the Institute

doc. Ing. Vojtěch Bartoš, Ph.D

Dean

## **Abstrakt**

Tato bakalářská práce se zabývá návrhem vhodné online marketingové komunikace pro vybranou zemědělskou společnost. Její cílem je definování základních pojmů z řešené problematiky, analyzování interního a externího prostředí společnosti, jejich konkurence a navržení efektivního použití marketingových nástrojů v konkrétní firmě. Začátek práce je věnován definování základních pojmů z oblasti online marketingu. Práce dále charakterizuje nástroje online marketingu, které ve současnosti existují. Druhá část práce je věnována analýzám jako je SWOT, PEST, analýza konkurence, a jejich používání nástrojů online marketingu. Závěr práce tvoří návrhy pro online marketingovou komunikaci společnosti AGRO-REAL, s.r.o.

## **Abstract**

This bachelor thesis deals with the proposal of a suitable online marketing communication for a selected agricultural company. Its goal is to define the basic concepts of the problem, analyse the internal and external environment of the company, their competition and design an effective use of tools in a selected company. The beginning of the thesis is devoted to defining the basic concepts of online marketing. The work also characterizes the online marketing tools that currently exist. The second part of the thesis is devoted to analyses such as SWOT, PEST, competition analysis, and their use of online marketing tools. The conclusion of the thesis consists of proposals for online marketing communication for AGRO-REAL, s.r.o.

## **Klíčová slova**

Online marketingová komunikace, digitální marketingové nástroje, marketingový mix, PEST analýza, analýza konkurence, SWOT analýza

## **Keywords**

Online marketing communication, digital marketing tools, marketing mix, PEST analysis, competition analysis, SWOT analysis

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**Affidavit of Originality**

I declare that I have prepared the bachelor thesis *Online marketing communication* independently under the guidance of Ing. David Schüller, Ph.D., and listed in it all used literature and other professional sources in accordance with legal regulations, and internal regulations of Brno University of Technology.

In Brno, 09.05.2022

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Signature

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## **Introduction**

The internet has changed many things in people's lives in recent years. Nowadays, communication, research, shopping, teaching, and even work are all accessible on the Internet. In today's digital world, more and more people are spending time using computers and the Internet. The evolution of mobile devices has made the Internet very accessible everywhere, and social media is slowly but surely changing how people spend their free time. Therefore, in the years to come, it can only be assumed that the importance of online marketing will continue to increase.

Given that a large number of consumers are now online, it is not surprising that a lot of businesses are also found online, as they aim to satisfy consumer demands. Despite this, there is still a large number of businesses that are not yet taking advantage of this opportunity. However, the popularity of online marketing tools is constantly increasing and therefore they are getting more and more space in the marketing activities of companies.

Marketing activities carried out on the Internet require less investment and, in most cases, achieve better results than traditional marketing activities. Online marketing is a suitable method for achieving a variety of objectives, whether it is increasing brand awareness or selling products and services.

The main reason why this thesis was created is the fact that the selected company does not have any marketing, but considering today's times, the company wants to move forward and change this fact.

AGRO-REAL, s.r.o. is a local Slovak company founded in 2004, which focuses on the production of organic milk, organic meat, and organic grain. The company is Business-To-Business (B2B) oriented, and its main target group are purchasers of unprocessed products, mostly creameries.

## **The objective of work, methods and procedures for processing**

The main objective of this bachelor thesis is to create a proposal for online marketing communication in a specific agricultural company with no marketing, on the basis of the analyses done. In order to achieve this goal, I have set several sub-objectives:

- to define the basic concepts of online marketing
- analyse the internal and external environment of the company
- to analyse the use of online marketing tools in the selected company and its selected competitors

The theoretical part of this bachelor thesis is devoted to clarifying the basic concepts of online marketing. Furthermore, the thesis characterizes the online marketing tools for the B2B market in which is my chosen company positioned. These include, for example, a website, search engine optimization, or e-mail marketing.

In the analytical part of the bachelor thesis, I did a research of the current state of the subject matter in our chosen company, and several analyses, such as Marketing Mix, Micro-environment, PEST, SWOT analyses, as well as an interview with the CEO, which will help me to find out the most effective online marketing tools for AGRO-REAL, s.r.o.

In the last chapter, the aim is to determine the proposal of a specific way of using online marketing tools for the company, which is aimed at increasing the awareness of the company on the B2B market and creating better communication with customers. My recommendations have been proposed based on the analysis of online marketing of competitors, from professional publications, and from the knowledge I have gained from the analyses that have been carried out.

# 1 THEORETICAL BACKGROUND

## 1.1 Marketing

What is marketing? Most people think of marketing in terms of advertising. A slightly greater group of people associate it with advertising and sales. The fact that we are exposed to hundreds of promotion campaigns such as TV spots, flyers or online banners every day contributes to this belief. However, advertising and sales are just the tip of the iceberg. Marketing more than any other business function deals with customers. Goal of marketing is to reach consumers, understand their needs and then create a product that will represent excellent value in their eyes. If the created product will be offered at the right price, properly distributed and promoted, then the product will sell much easier. This is the main goal of marketing - to make consumers want our product, to trust us, and to love us. (1)

Although there is no single definition of marketing, in general we can think of marketing as a management process where individuals and businesses create value that they exchange. As a result, they both get what they want and need at the same time. In a narrow sense, marketing involves building mutually beneficial relationships between individuals and businesses that are based on value. Therefore, we define marketing as the process by which companies engage customers, build the best possible relationships with them, and create greater value for the customer than the value they earn in return from their customers. (1)

The importance of marketing for companies is constantly increasing as more and more new changes appear in the world. One of the most important is the fact that we live more and more in a globalised world where everyone can communicate with everyone, and therefore companies have to fight an increasing amount of competitors. (2)

### **1.1.1 B2B a B2C marketing**

Customers with their requirements create a visible difference between the B2B (business to business) and B2C (business to customer) segments. In the B2C segment, customers buy mostly on a one-off basis and with emotion. In this segment, customers have one thing in common and that is buying goals, although the emotions may be different. In contrast to B2C, in the B2B segment customers think more and decide more with reason. An important factor that influences B2B customers is above all trust and security.

Another significant difference between the B2B and B2C segments can be seen in the marketing design. In the B2B model, marketing tries to target company directly. Companies buy goods and then resell them. Alternatively, they use them for consumption to produce their own products and services. In the B2C model, marketing directly targets the end consumer. (3)

## **1.2 Online marketing**

Online marketing is defined by Viktor Janouch as the way in which marketing goals can be achieved via the Internet. Online marketing includes all activities that are part of the offline marketing, especially influencing the views and desires of the target group about the product and also subsequently maintaining and improving relationships with existing customers. (4)

Marketing on the internet does not consists only in communication with target group of the company through advertisement. The job of a marketer is also to find out the different requirements and needs of customers, which will be taken into account in the production of such product, and it will provide the customer with high added value and bring the company a profit. (4)

Every year, the number of people who use the Internet increases and the time we spend daily on the Internet increases as well. Therefore, online marketing is experiencing a big

boom today and is gradually overshadowing the marketing methods that are used outside the Internet. (4)

### **The benefits of online marketing:**

According to a survey conducted by the consulting company Deloitte, marketing managers expect that two thirds of their marketing budget will be spent on the Internet. Traditional marketing uses strategies such as television, radio, post, or print ads in newspapers or magazines, as well as billboards, posters, catalogues, or brochures. Online marketing offers a more effective and cheaper option that requires less knowledge and skills compared to offline marketing. (5)

The most important advantages of online marketing include:

- Availability 24 hours a day, 7 days a week - Internet marketing is available at all times, allowing marketing campaigns to be launched or modified at any time. (6)
- Internet offer the ability to collect large amounts of data about potential customers. Thanks to these data, companies can discover which parts of their marketing strategy work, which do not, and then adjust their strategy accordingly. (5)
- Online marketing provides a unique opportunity to find out which marketing tools are used by competitors and to analyse from what sources the company gets the most visitors to its website. (7)
- Communication with customers is free and available 24 hours a day (5)
- With the help of online marketing we can reach not only local but also global audiences
- Online marketing is the most measurable form of marketing. There are several tools that we can use to analyse basically everything. By measuring online marketing campaigns in real time, we can learn which tactics work and which don't.
- Online marketing allows you to target the perfect customers. With traditional marketing tactics, such as billboard advertising, we will reach many people who have no interest in our product. However, online marketing offers the possibility of targeting only the customers who are most likely to be interested in our products.

- Most people nowadays start their customer journey on the internet by finding product or service on social media, or they search for the solution of their problem on Google.
- Online advertising does not require large marketing budgets, as is the case with television advertising, for instance. With paid advertising on the Internet, it is possible to test your marketing campaign with a minimal budget. We will also get the results of our campaigns almost immediately, which will allow us to work towards a successful strategy faster. (6)

### **Online marketing tools**

Online marketing tools are services offered by the Internet which we can utilize for implementation of our marketing activities. There are many marketing tools that can be found on the Internet, but there are several that are used more often than others.

Every business uses different type of these tools since they are concentrating on different elements and are trying to achieve different goals, e.g. boosting their sales or gathering consumers' data. It is crucial for each company to choose the right tool depending on what goal the business aspires to achieve. Many companies use several types of tools at the same time. (8)

### **Types of online marketing tools:**

- Search engine optimisation (SEO)
- E-mail marketing
- Website
- Digital video advertising
- Content marketing
- Social media marketing
- Customer relationship management (CRM)
- Google analytics
- Market Intelligence
- Team Collaboration (9) (10)

From the above-mentioned marketing tools, the following 3 forms of online marketing are considered to be most effective and useful for B2B marketers (according to (9) (10))

1. Website
2. Search engine optimisation (SEO)
3. E-mail marketing

### **1.2.1 Website**

Website is an essential tool for presentation of products to as many people as possible. By creating a website, company will become more reachable thanks to the internet searches and advertisements, and at the same time will create considerable competitive advantage by following the contemporary trends. (11) It is considered to be most used and effective online marketing tools together with e-mail marketing.

#### **Creation of website**

If a business decides to support its marketing and set up its own website, it can choose from a number of options for creating and updating it. However, in a broader view, it is not only the choice of the appropriate way to set it up that is important, but above all the content through which the business speaks to the website visitor and therefore to the potential customer. The content of a page is undoubtedly one of the two most important elements of a website, and often determines when and if a customer will use the services of a given company at all. The second element of high important is the design of the website.

The functioning of the website of any business would not be possible without the use of web hosting. Web hosting can be characterized as a service consisting of providing space on a remote server for hosting the content of a website. The existence of a remote storage

for the content of a website makes it possible to provide Internet users from all over the world with a connection to the content of the queried website after entering the appropriate domain. (12)

Such launching of pages on the Internet can work in two ways. The first is hosting on one's own server, and the second is mediated hosting with a provider of such services. For smaller businesses, whose subject of work is not working in the IT sector, it is most advantageous to use hosting providers, as it is both cheaper and easier for them. (13)

There are four main points that are considered to be the key factors of a successful website: a clearly defined goal, understanding of the target audience, regular updates, and usability. It is the most important to understand the first one - what the goal of the website is when creating, and the business needs to be guided accordingly. For example, it may be to introduce a new product or to increase the company's awareness in the market. (13)

The basic structure that every content website should follow is to have:

- A homepage
- The individual subpages of the site
- Company introduction / About us
- Contact form (14)

The most important of them is the homepage, which is the gateway for the visitor. It should be transparent and easy to navigate. It should contain a menu that guides visitors to the individual subpages and a photo that attracts users and encourages them want to browse the site further.

When it comes to writing a website's text, several rules are recommended:

- Keep text length to a maximum of 5 paragraphs
- Make use of subtitles
- 1 paragraph = one idea

- Highlighting essential information in bold (14)

The last important factor is the design of the page. Its attractiveness determines whether and how long a visitor stays on the site. This includes several elements of appearance such as colours, images (photos), fonts, and overall layout.

Colours attract attention, bring the depicted objects closer to reality, and should reflect the character of the company or the product it offers. The basic rule for using colour displays is in the way they work. RGB (red, green, blue) is a colour display system based on the emission of light. This system is used for creating colours on smartphones or laptops for example. The way it works is that each pixel of the monitor emits a combination of different ratios of red, green and blue. Each of these colours has an additional 256 levels of intensity, resulting in millions of combinations of different colour shades. That is why RGB is ideal for digital graphics purposes for websites, applications or programs.

Images are another essential aspect of the website. They catch people's attention more than the written text, so it is important to pay attention to them and choose appropriate, attractive images for the company. Images can be for instance pictures of specific products, company management, or the environment in which the company is located. This graphic content can be obtained either by creating its own content or by using existing content. However, when doing this, we need to be careful that the photos don't look too artificial, and that ownership rights are resolved. (15)

When choosing a font for a website, it is important to choose the one that has easily distinguishable letters from each other and is therefore easy to read. Furthermore, for a positive user experience, it is also necessary to set the appropriate size. The ideal size is considered to be a font between 12 and 22, and the ideal line length should be between 50 and 75 characters. (16)

## **Content management systems (CMS)**

Content management systems are most often used to create what is known as a dynamic site. They can be custom-made for a company, using open source or a paid system. The most well-known content management systems include Adobe Experience, Manager, WordPress, Joomla, and Wix. Thanks to them, a company can create a personalized website, the content of which can be administered also via a smartphone. These CMS typically offer unlimited page administrators, content publishing scheduling, design, and basic traffic statistics. (17)

For instance, Wix offers its users several ready-made templates that serve to facilitate the production of a website. It works in two modes - the customer either creates the page through the editor himself or Wix ADI creates the page for him. Wix ADI is an artificial design intelligence that should be able to create a personalized page based on the customer's requirements. (18) Wix is considered to be user-friendly, and is most popular and most used system from all the mentioned above.

### **1.2.2 SEO**

SEO is the process of every page on the web to display as many search results pages (which are called SERPs) as possible on the list when it comes to a particular keyword. A keyword can be a single word, but more often it occurs in the form of phrases that a person enters into a search engine in order to find relevant results. (20)

The most important keywords are the most relevant phrases that appear on the Google search results page. The more specific the keywords are, the higher the chances that site visitors will find what they are looking for. (21) A keyword can be a name of business, service or product provided, city, and many more.

Keyword analysis is the process of examining potential keywords. It is used to select the right keywords for a website. Finding the right words guarantees success and higher

rankings for the website. The goal of keyword analysis is to identify the search terms that potential customers and visitors will use in their searches. (22)

Today, there are many sites that show the ranking of the given words, allowing a person to pick the most appropriate keywords just for his/her page. One such site is **wordsheeter.com**. (23)

The higher the web page appears in the search engine results, the more people click on this link and gets to the web page. This will increase the chances that the customer will choose our company instead of a competitor. (20)

Search engine optimization factors are numerous and their impact and importance is constantly changing, but we can divide them into two basic categories:

#### **A) On-page factors**

On-page factors include everything that occurs on a unique page of the website. An essential and most important on-page factor of any website is its content. Other factors include meta description, i.e., brief information about the content of the page, another title, which should contain information about the content of the selected page, alternative description of images, key words in the page text. These must be in appropriate proportions and also to have appropriately chosen URL. Simple and consistent URLs are preferred by search engines. Another important on-page factor is the layout and addresses of all subpages of the website, which should have a short and logical URL. (20)

#### **Website hierarchy, and interlinking**

Internal links are links on a page that point to another page within the same domain, i.e. within the same website. They are crucial from an SEO perspective because sites with a well-interlinked structure are highly likely to be indexed by Google on all pages of the domain. (24) It can be a text link to another relevant article or page where we can provide the reader with further information on our site. Otherwise, we lose the opportunity to strengthen our position in the search engine for that keyword.

## **Domain and URLs**

A domain name is used to identify a particular site on the Internet. In its wording, it represents the IP address of the webserver on which the actual files that make up the content of the website are stored. In terms of SEO success, it is desirable to pay attention to choosing a suitable domain name that is relevant to the business, memorable for customers, and simple, in terms of entering it into a browser. (25) Shorter domains are more effective overall and are also recommended by SEO experts. It is also essential that the domain name matches the user's search query (for example, the user is searching for bio milk, so the ideal domain would be in the form [www.biomilk.com](http://www.biomilk.com)).

The URL is contained in the second line of the snippet and represents the destination address that is reached when clicked. (26) URLs should be as short as possible, and accurately describe the content of a given page.

## **Site security and HTTPS protocol**

For the administrator of websites where forms are filled out and private information is entered, it is both a duty and a necessity to ensure the encrypted transmission of this data, thus protecting sensitive data about the user, which includes at least address, phone and date of birth. (27) Securing the web through HTTPS versions of pages has also been included by Google as a factor affecting a website's position in organic search results.

## **Page title (metatag title)**

The metatag title is an HTML element that identifies the title and content of a page, so it is one of the main factors that help search engines understand what a page is about. The presence of the title tag on a page and its listing can be viewed by selecting the Page Resource View, the form of which varies depending on the web browser. The title of the page (given in the <title> tag) is displayed in the browser header. (28) Furthermore, it is displayed on search engine results pages (SEPR) and is also handled by social networks.

Header tags refer to the headings on a page. There are a total of 6 headings where H1 is the main heading, H2 is the subheading, and then there are lower levels of subheadings called H3, H4, H5, and H6. These headings summarize what follows in the text underneath them, which is why the search engines analyse the headings and try to understand what is their content and structure. (29)

SEO experts encourage the construction of a page title, that it should contain a relevant keyword with a total title length of up to 50 to 60 characters, or up to 600 pixels (due to the varying width of individual characters). (30)

## **B) Off-page factors**

Off page factors are factors that cannot be influenced directly on the website. In particular, these are links on third-party websites that links to our website. When creating these links, it is important that they arise in a natural way and, for example, involve buying particular product. The links should be located primarily on websites that have the same target group. It is also important that the links are placed on websites that contain quality content. (20)

SEO experts consider the creation of most effective SEO tactics to be difficult. This is because Google changes its search algorithm 500 to 600 times each year. (31)

For comparison of the Google search results we used the following figure.

In this image, we can see where the SEO organic results are displayed, and also the PPC results.

PPC (pay per click) results are the results that show up first in a search. It is an advertising method used for search engines as well, but unlike for SEO, you pay for your ad, but only if someone clicks on it. (20)

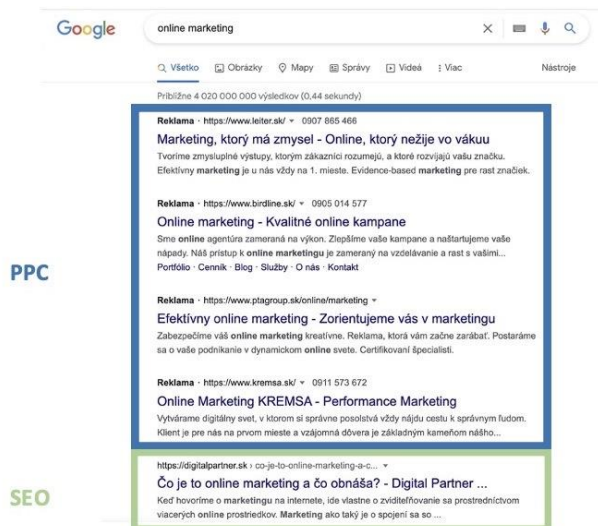


Figure 1: Illustration of PPC and SEO in Google (Source (31)).

### 1.2.3 E-mail marketing

At the beginning of 2020, Statista expected the number of active email accounts worldwide to reach over 5.5 billion. If we want to communicate effectively with potential customers on the Internet and increase or maintain the loyalty of our existing customers, email marketing is now a suitable tool (33)

One way to take advantage of email marketing is to send emails that provide more valuable content - as blog posts for example. Another option is to send an email in which we talk about all the new features we have recently added to the website to encourage readers to re-visit. Thanks to email marketing, we do not rely on visitors to check our website every day, but we proactively increase their traffic. With the help of email marketing, we can offer our services or products. We can also inform customers about news or changes in our company, as well as new product offer. According to SaleCycle, 59% of respondents say that marketing emails influence their purchasing decisions. (34)

There are several ways in which you can acquire customers and therefore create a list of email addresses of the target group. The simplest and most used method is the so-called sidebar, where is a displayed form for sending an email. Another way is to use a pop-up window, but it is a less popular way for visitors, as it interrupts the activities they were engaged in. However, visitors have the opportunity to close this window at any time and continue in their activities. The most effective way of obtaining email addresses is through the so-called landing page, a web page to which the visitor is redirected after clicking and which offers visitors something valuable in exchange for their email address. (35)

Once we have obtained a sufficient number of email addresses, it is important to be able to create emails that will be opened by our customers. There are two parts of the email that have the greatest impact on this result.

The first is the subject of the report. According to Convince and Convert, 35% of recipients decide to open emails solely on the bases of the subject of the message. (34).

Email start-up is the second major factor in successful email. If we can't get customers interested, the rest of the email won't be read and important anymore. (20)

Despite the fact that email marketing has changed over the last ten years and people are opening up much less received emails, email is still a very effective tool for building a relationship with customers, leading to an increased number of purchases of our products and services. (36)

### **1.3 Triple constraint**

A project is any unique sequence of activities and tasks that has a specific goal and defined time constraints, and has set limits on the use of resources for implementation.

In order for each project to become successful, it needs to set the three basic variables correctly, and these are: goal, time and financial costs, which we call the triple constraint. (37)

Triple constraint helps us to express the essence of project management. These three elements must be set up correctly to be able to function and must be measurable, verifiable, and achievable in all circumstances.

These basic project elements are closely related to each other. A change in any element will affect at least one of the others. If we want to deliver a project on time despite unexpected adverse circumstances, we need to either minimize the scope of the project, reduce the quality of output, or allocate more resources to the project (or choose a combination of changes in these factors). (38)

We consider a project to be successful when its goals are met in the end.

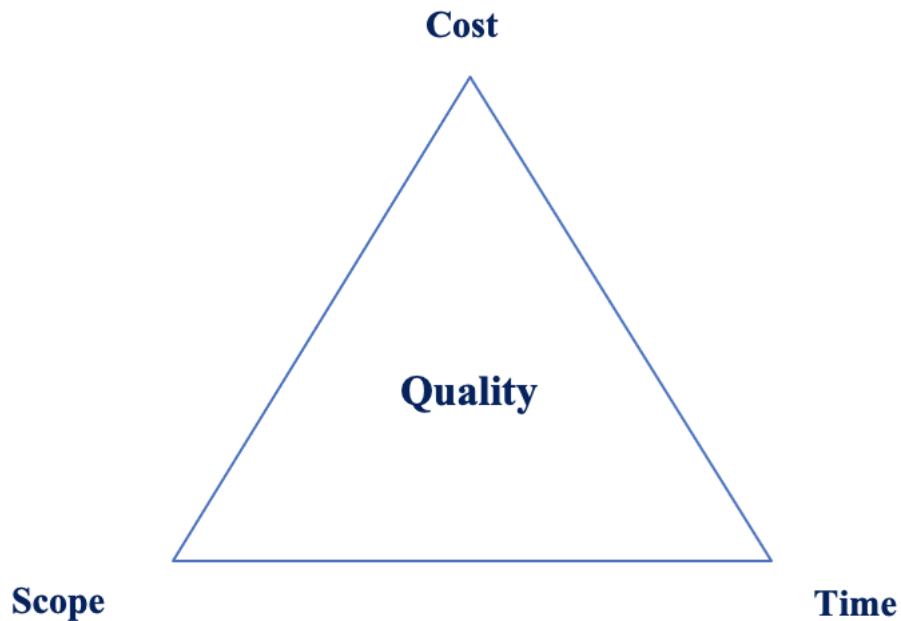
In order for the project to be successful, three questions need to be addressed:

1. What? In terms of setting a goal (scope)
2. When? Determining the time schedule for the project (time)
3. For how much? Determining the budget for a given project (budget). (38)

1. Scope- most projects fail because of this part of the project's triple constraint. This is mainly due to the fact that it does not fully define the beginning, or there is a misunderstanding at the beginning. If the project scope is increased, then either the time or the cost must increase. (40)

2. Time (schedule) - each project also has its own deadline for submission. If this final delivery time were to be reduced, then the budget would have to be increased or its scope would have to be reduced. (40)

3. Budget - a financial ceiling that must be adhered to. If, for some reason, this budget has to change (increase or decrease), then the other two values must also change - the scope decreases or the time to delivery increases. (40)



**Figure 2: Triple Constraint (Source: Own processing according to (39))**

The project imperative is contained in illustrated triangle, which consists of three parts: time, price and scope. These three factors are jointly formed into a centre called quality.

## **1.4 Company's internal and external analysis**

When analysing individual businesses, it is important to realize that market position is not affected by external environment only, but is also subjected to internal factors. Internal factors' analysis makes a picture of the current state of company, but also the possibility of evaluating the potential of these factors for their most appropriate use in the future.

### **1.4.1 Marketing Mix**

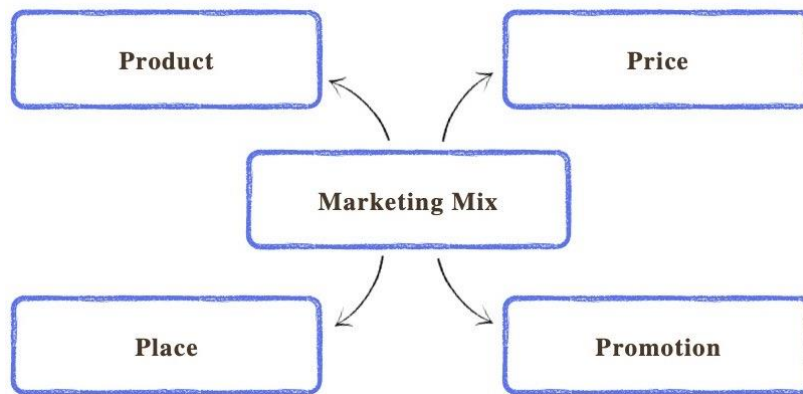
The marketing plan takes the function of advertising strategy for companies to reach their target market, and create an awareness of their offered products and services. Marketing plan describes multiple tools that take a combination of various marketing decision-making variables. Part of the marketing plan is a marketing mix that identifies and collects basic market information and decides on tools and strategies for offered products and services to meet customer needs. (42)

The marketing mix is a group of variables that the company controls and combines in order to achieve the desired response in the target market. It is one of the most important marketing tools, containing all the elements that affect the target group's demand for the products offered by the company. (2)

Marketing mix includes tactical marketing decisions, which are also referred to as 4P marketing: product, price, place, promotion. The primary goal of the marketing manager is to create and maintain the right combination of these elements to meet the customer needs of the product that the company offers. (2)

All strategic decisions regarding the marketing mix must match the target business segment. Only in this way can the chosen marketing strategy work. (2)

To create an effective marketing strategy, a company must first create a product that meets the needs of the target group (product). Then they have to decide how much they will charge for a given product (price) and how to make the offer available to the target consumer (place). Finally, the company must reach out to consumers, inform them about the product and convince them of the benefits of the offer (promotion). (1)



**Figure 3: Marketing Mix – 4P’s (Source: Own processing according to (44))**

**Product** - denotes a tangible item or service for which the customer is willing to pay a price. It's everything a company has to give a consumer in order to meet their concrete or intangible wants. In the case of services, it refers to a certain procedure which does not produce an actual physical product. The quality of the service is the most important factor to consider (45)

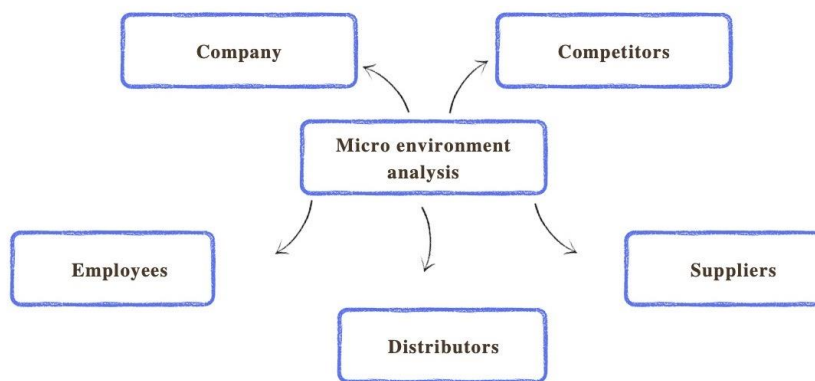
**Price** - the amount paid by the customer for products or services. During the dynamically changing market demand, price creation is always altering as a response to numerous aspects. The structure for price decision, a marketing strategy, and distribution expenses are all key factors in deciding the pricing. (46)

**Promotion** (Marketing communication) - One of the most powerful aspects of the marketing mix is promotion. Advertising, public relations, numerous shows, and targeted meetings are all examples of sales support operations. Promotion aids traders and salespeople in properly representing the product to customers and motivating them to buy. Advertising is an integral component of a promotional mix that serves as a competitive instrument for preserving industry dynamics. The primary goal of advertising is to create and develop an image for a product or service. (46)

**Place** - This is a method that allows goods and services to be conveniently transported from the provider to the customer. Distribution channels, storage facilities, consumer transportation modes, and supply control are all included. (46)

### 1.4.2 Micro-environmental analysis

The marketing microenvironment is determined by certain factors that directly affect the company's ability to meet customer needs and desires - the environment within the organization, suppliers, service companies (distributors), the nature of the target market, competitors and public attitudes. (48)



**Figure 4: Micro-environmental analysis (Source: Own processing according to (49))**

#### **Company**

A company is a term used to refer to a business that has legal personality. It is a Legal Personality established for the purpose of doing business. A company is an association of several persons or other companies which together collectively have capital. The legal

personality of a company varies from state to state and is always governed by the relevant legislation.

### **Agricultural company**

Agricultural company is a company focused on farming- related commercial activities. They are mainly reliant on agricultural productivity, where land and its utilization are their primary source of profit (in addition to animal production). It is engaged in the production, processing and storing of agricultural products. In such companies, there is a strong representation of men among employees, as most positions require physical strength. (50)

### **Competitors**

The competition is usually companies offering substitute products or services. This means that they offer their products and services in the same target market. When comparing competitors, we identify their strengths and weaknesses, analyse their marketing strategy and key success factors. While we may offer the same product or service as the competition, it is competition analysis that helps us develop our competitive advantages. (51)

If we deal with direct competitors, it is appropriate to compile a table in which we will write down the individual information and compare it with each other. We should focus mainly on the solution of pricing policy, unique competitive advantage, distribution channels, product and service portfolio, quantification of the competitor's market share, competitor image and all additional services offered. (52)

## **Employees**

An employee is a physical person, who performs in-advance defined specific job by employer, as a part of an employment. An employee can be a person, who is capable of doing defined work, or has a proper qualification and/or education for it. The selection of suitable employee is done by an employer, usually by receiving an application from a potential employee, followed by a personal interview. (53)

An employee can be hired for part-time, full-time, or temporarily in a job assignment.

Hired person uses his/her knowledge, skills, and experience in exchange for financial compensation from an employer.

Employee performs work in certain area (such as office, warehouse, etc..) provided by employer, with all needed equipment, which is necessary to perform work, for instance desk, supplies, telephone, laptop, and many others.

## **Suppliers**

Choosing the right supplier is essential the company. A supplier is either a company or an individual who provides the company with the necessary resources to produce or operate services, and thanks to that allows the company to function normally. (54)

## **Distributors – purchasers**

Purchasers are an important component of the microenvironment. A key knowledge for companies is the realization that the market is not homogeneous. It is therefore necessary to distinguish whether it is an end customer, a buyer of a processed product, or purchaser of product for further processing. (55)

### **1.4.3 PEST analysis**

It is an analysis that is designed to examine the general environment of the company, the so-called macroeconomic environment. This analysis originally consists of 6 factors:

political, economic, social, technological, environmental, and legal. But for our company's analysis we chose only 4 of them, as these are most essential and relevant, and we will do a PEST analysis. Chosen factors are shown in the Figure 5 below:

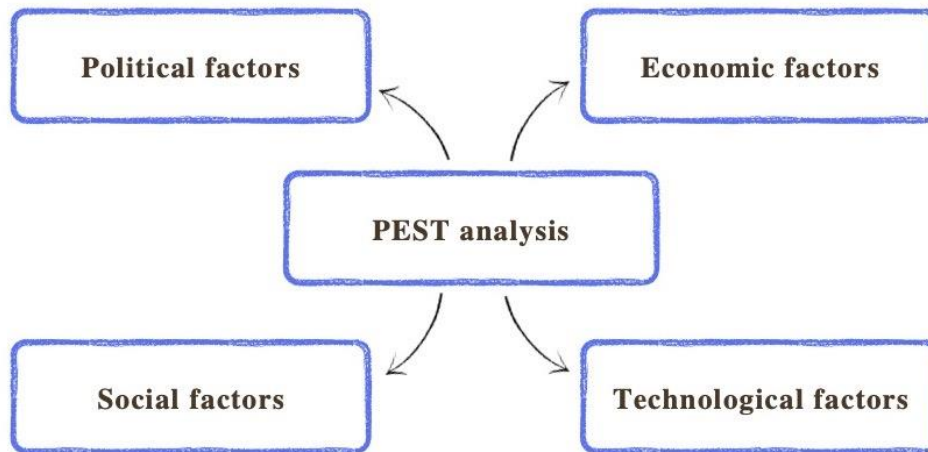


Figure 5: PEST Analysis Model (Source: Own processing according to (56))

#### Factors examined by PEST:

##### Political factors:

1. Evaluation of political stability: form and stability of government, key authorities and administrative department, existence and influence of political figures, political party at power
2. Political-economic factors: attitude towards private and foreign investments, relation to state industry, attitude towards private sector
3. Evaluation of external relations: foreign conflicts, regional instability
4. Political influence of various groups (57)

##### Economic factors:

1. Fundamental assessment of the macroeconomic situation:

inflation rate, interest rate, trade deficit or surplus, budget deficit or surplus, GDP, GDP per capita and its development, monetary stability, exchange rate status

2. Access to financial resources: expenditures for local loans, banking system, availability and forms of loans

3. Tax factors: amount of tax rates, development of tax rates, customs duties and tax burden (57)

**Social factors:**

1. Demographic characteristics: population size, age structure, work preferences, geographical distribution, ethnic distribution.

2. Macroeconomic characteristics of the labour market: income distribution, the employment rate - unemployment

3. Socio-cultural aspects: living standards, gender equality, population policy

4. Availability of labour, work habit: availability of potential employees with the required skills and knowledge, the existence of educational institutions able to provide the necessary education, diversity of the workforce (57)

**Technological factories:** 1. Government support in the field of research

2. Amount of research expenditures: basic, applied

3. New inventions and discoveries

4. Speed of implementation of new technologies

5. Speed of moral obsolescence 6. New technological activities (57)

## 1.5 SWOT analysis

Another component contained in the marketing plan is the SWOT analysis. The SWOT analysis is an approach for considering the barriers, and for strengthening the performance, in both external and internal environments.

SWOT analysis can be expressed by summarizing several other analyses, such as strategic group analysis or competition analysis. It may be their combination with the results of the analysis of the company, its environment, or its capabilities. (58)

In order for a company to be successful on the market and prosper, it is necessary to know what its strengths, weaknesses, opportunities, and threats are. If the company knows them, it can use them to its advantage, work them out, and possibly improve them.

**Strengths** - Facts that bring benefits to both the customer and the company.

**Weaknesses** - Things that company does not do so well, or those that other companies deal with better.

**Opportunities** can increase demand or can better satisfy customers and bring company success.

**Threats** are those facts, trends, and events that may reduce demand or cause customer's dissatisfaction. (58)

SWOT analysis is suitable for creating an overview of the company's strategic situation - it is an excellent and very simple method. After identifying the strengths and weaknesses of the company, as well as the opportunities and threats, this analysis ranks them from the most important to the least important. A SWOT analysis can be only prepared for one industry (sector) at a time.

For a diversified company, the analysis must be created for each sector of firm separately. In case of a company that deals with one industry, the analysis is unique and created for the whole company. (59)

In the marketing strategy, the SWOT analysis is an important set of data of the company's internal and external environment. These factors affect products, market, and customers. It is therefore necessary for the SWOT analysis to be created for each product separately. There are a very specific number of tasks in compiling a SWOT analysis in a strategy. The results of these analyses are compared, and in the second part are the tasks that company has to fulfil, in order for strategy to success. (59)

SWOT analysis is a combination of the following analyses:

- S/W analysis
- O/T analysis

SWOT analysis evaluates internal company's assumptions, so the company can define its business focus, and also it analyses external opportunities given by the market. (61)

Examples of these factors are given below in Table 1 down below.

**Table 1: SWOT analysis (Source own processing according to (62))**

<b>Internal factors</b>	
<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Key skills</li> <li>• Leadership and management</li> <li>• Reputation</li> <li>• Product and service quality</li> </ul>	<ul style="list-style-type: none"> <li>• Weak market share</li> <li>• High expenses</li> <li>• Age of equipment</li> <li>• Lack of managerial skills and leadership</li> </ul>
<b>External factors</b>	
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• New markets and segments</li> <li>• Weaknesses of competition</li> <li>• Demographic, social, political, and economical changes</li> <li>• New business partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Increased competition</li> <li>• Low market growth</li> <li>• Demographic, social, political, and economical changes</li> <li>• Technological threats</li> </ul>

## **2 ANALYTICAL PART**

The analysis of internal factors gives a picture of the current state of company, but also the opportunity to evaluate the potential of these factors for their most appropriate use in the future.

By analysing the external environment, we can detect threats in a timely manner, respond to them in an appropriate manner and eliminate their impact. This helps company to not reach a critical phase of the life cycle, and it is not necessary to use methods to consolidate and rehabilitate the company.

### **2.1 Characteristics of company**

The company was founded on 23.10.2002 and was based on the partnership agreement. It was registered in the Commercial Register on November 4, 2002. AGRO-REAL, s.r.o. is a limited liability company. Since it was founded by two executives, the foundation is created by a founding document, in this case a partnership agreement. (63) (64)

Its own property was acquired at auction 01.05.2007 by current two executives – Ing. Vladimír Štrama a Ing. Peter Štrama. Its registered capital was 7,680.00 EUR, where 5,120.00 EUR was invested by the first manager Ing. Vladimír Štrama, and 2,560.00 EUR was invested by the second manager Ing. Peter Štrama. (63)

Basic information about company is listed in the following table:

**Table 2: Basic company's information (source own processing according to (63))**

<b>Company's name</b>	AGRO-REAL, s.r.o.	
<b>Legal form</b>	Ltd – Limited liability company	
<b>Company's headquarters/office</b>	Nižné Repaše 105 053 71 Nižné Repaše	
<b>Partners</b>	Ing. Vladimír Štrama M.R.Štefánika 14 054 01 Levoča 66.67% of share	Ing. Peter Štrama Lúčna 2 054 01 Levoča 33.33% of share
<b>Contact</b>	<a href="mailto:pdnr@post.sk">pdnr@post.sk</a>	+421 534 597 220
<b>Subject of business</b>	Agriculture activity, including sales of unprocessed agricultural products, meat and meat products, dairy products, for further processing and/or resale.	
<b>Company's registration number</b>	36 217 018	
<b>SK NACE</b>	01500 Mixed farming According to the financial statements, and the Statistical Office of the Slovak Republic	
<b>Date of registration</b>	04.11.2002	
<b>Partner's investment</b>	Ing. Vladimír Štrama 5,120.00 EUR	Ing. Peter Štrama 2,560.00 EUR
<b>Basic capital</b>	7,680.00 EUR	

AGRO-REAL, s.r.o. is a company that was created for the purpose of raising animals and growing grain crops, to provide their products for further processing to other companies. This company is ecological, which means it represents organic farming. It is a farming method that aims to produce food using natural substances and processes. Organic farming usually has a limited impact on the environment as it promotes responsible use of energy and natural resources, biodiversity conservation, ecological balance in the regions, land reclamation, and water quality conservation. Organic farming also requires the farmers to meet the specific behavioural needs of animals. (63)

The European Union's organic farming regulations are designed to create a transparent system for producing organic goods across the EU. This will satisfy consumer demand for credible organic products and at the same time guarantee a fair market for producers,

distributors and traders. To verify if these regulations are being followed by companies, inspections are carried out once a year by Slovak inspection centre. (63)

Thanks to its high mountain location in Levočské vrchy, the company has a strong advantage, which is the possibility of free grazing of cattle.

Free grazing is an extensive way of grazing. The animals move on the entire area of the pasture, they choose which part of the pasture they will graze. This method of grazing is used on less accessible pastures, especially in mountain areas, or on pastures with a special protection regime. Herd-master goes to the pasture with cattle once a day for approximately 5 hours. (63)

The area of land owned by the company is 1357.04 hectares, of which 413.43 hectares are arable land, and permanent grassland create the majority of land, which is 943.61 hectares.

The animals company currently owns (as of 05.01.2022) are:

- Calves (41 pieces)
- Heifers 1 year old (32 pieces)
- Heifers 2 years old (59 pieces)
- Heifers older than 2 years (9 pieces)
- Heifers with young (7 pieces)
- Dairy cows (216 pieces)
- Bull (1 piece) (63)

## **2.2 Internal analysis**

### **2.2.1 Marketing Mix**

Input data for the analysis of the marketing mix of AGRO-REAL, s.r.o. come from the information that was presented about the company in the previous parts of this bachelor thesis.

### 2.2.1.1 Product

Products offered by the company are divided into two groups – animal production and plant production. Products from animal production are milk and meat and they are being sold only for further production to other companies, not to the final customer.

Grain, hay, and haylage, which are part of a plant production, are being sold to other farmers, who use it for feeding their animals. Company, naturally, uses their own sources of grain, hay, and haylage for feeding their own animals.

Services are mostly offered to other farmers, who cannot afford buying their own machinery (such as tractor, mulcher, etc.), and need to get the works done (particularly during main season), or their machines break down and they need to rent them. This includes services such as mulching, tillage, transport (of hay for example), and others.

**Table 3: Products and services offered by AGRO-REAL, s.r.o. (Source: Own processing according to (63))**

<i>Product</i>	<i>Services</i>
Milk	Tillage
Calves	Mulching
Cattle	Transportation
Grain	
Hay	
Haylage	

### 2.2.1.2 Price

Price is a very strong indicator for a company in the marketing mix. The company AGRO-REAL, s.r.o. produces only grain, hay, and haylage for its own use. The remaining products - such as milk and meat - are sold to other companies in the raw condition for processing.

As AGRO-REAL is not a manufacturing company, it does not calculate the price of its products on the basis of production value. Pricing is the price determined in this case exclusively by the purchaser. The company does not have the ability to determine the

price itself. The creameries themselves contact the company and inform them of the price at which they are willing to take the milk - there is no negotiation.

The company does not have a cash register, so the only possible method of payment is via invoice.

The currently valid pricelist of offered products and services is processed in Tables 4 and 5.

**Table 4: Prices of products and services offered by AGRO-REAL, s.r.o. (Source: Own processing according to (63))**

<i>Product</i>	<i>Price</i>
<b>Milk</b>	0,43 EUR/l
<b>Calves</b>	180,00 EUR/pc
<b>Cattle</b>	Negotiated price/0,40EUR–0,77 EUR/kg*
<b>Grain</b>	15,00 EUR/100kg
<b>Hay</b>	09,00 EUR/100kg
<b>Haylage</b>	08,00 EUR/100kg

\* Depends on the quality; prices range from 0,40 EUR/kg to 0,77 EUR/kg.

**Table 5: Prices of services offered by AGRO-REAL, s.r.o. (Source: Own processing according to (63))**

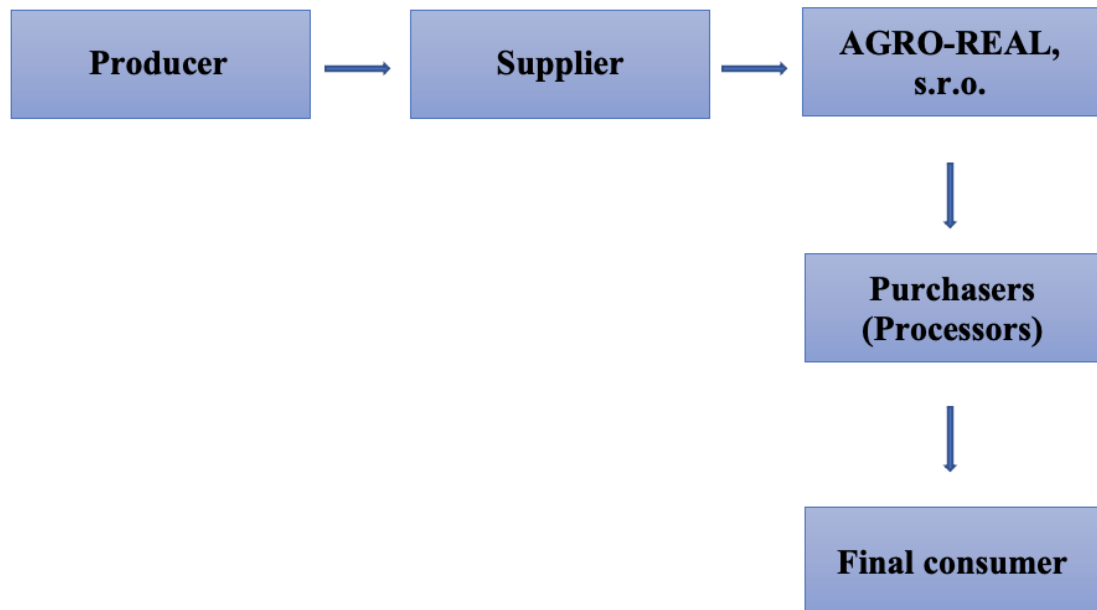
<i>Services (only in the case of interest) - tractor work</i>	<i>Price</i>
<b>Tillage</b>	33,00 EUR/h
<b>Mulching</b>	33,00 EUR/h
<b>Transportation</b>	30,00 EUR/h

### 2.2.1.3 Place

The company AGRO-REAL, s.r.o. is based in the village of Nižné Repaše. This village is located only 16 km from Levoča and an exit to the D1 highway. Due to the road

network, it is close to the cities of Prešov, Spišská Nová Ves and Poprad, which is a suitable basis for easy accessibility for its purchasers.

The company uses external suppliers to deliver the goods to the consumer - purchasers. Distribution of goods from the supplier is ensured either by the supplier or, in some cases, by personal collection of the company. Distribution channels are illustrated in the Figure 6 below.



**Figure 6: Distribution channels (Source: Own processing according to (63))**

## **Online marketing promotion**

Online marketing communication is a part of the marketing mix, but I gave it a separate chapter as this analysis is the most important part of my bachelor thesis

### **2.2.1.4 Promotion**

The company has no employees who are responsible for arranging paid promotion. It also does not use any external marketing agency that could help the company with promotion.

There was also no paid advertisement in the past. The company AGRO-REAL, s.r.o. communicate with their customers only via e-mail, and personal meetings. (64)

**Table 6: Online marketing tools used by AGRO-REAL, s.r.o. (Source own processing according to (64))**

<b>Types of online marketing tools (B2B)</b>	<b>Marketing tools used by AGRO-REAL, s.r.o.</b>
Website	-
E-mail marketing	✓
Search engine optimisation (SEO)	-
Digital video advertising	-
Content marketing	-
Social media marketing	-
Customer relationship management (CRM)	-
Google analytics	-
Market Intelligence	-
Team Collaboration	-

## **2.3 External analysis**

### **2.3.1 PEST analysis**

In the next part of this thesis, I will perform an analysis of the external environment called PEST, in which I will take a closer look at political, economic, social and technological factors that in a certain way limit or affect the company's business, but the company cannot change them in any way. The only way, therefore, is to adapt to them and respect them.

### **2.3.1.1 Political**

The political situation in Slovakia and in the world is currently unstable due to the ongoing war in Ukraine, and still persistent pandemic of COVID-19. There is an absence of projects in the statutory sector, which significantly affects the company, as these projects can financially help companies to modernize, repair, or to build new premises. The continuous increase in the minimum wage causes an increase in the cost of contributions. Another factor is urbanization. Urbanization means moving people from the rural zones to bigger town and cities, especially for job opportunities. This also affects online marketing, as companies focus primarily on those big cities, and there is a lack of displaying online marketing communication in the rural zones. Factor influencing our company in a positive way is the fact that Slovak Republic is a part of European Union, which ensures a united market.

### **2.3.1.2 Economic**

As economic factor I consider the ongoing increase in minimum wage, where these surcharges burden the company's budget. Worse situation for the economy was already due to the pandemic, but another factor that has currently a huge impact on the economy is the war in Ukraine. The economy of our government will deteriorate, as a lot of money from the budget is going for a help to Ukraine, and thus we face a high deficit. This situation represents uncertainty in further development and increase of inflation. (65) Although the milk that the company sells is being delivered abroad, the risk of changes in exchange rates does not affect them due to the implementation of payment operations in the domestic currency (euro).

Company could take advantage in creating online marketing before the situation further deteriorates with the goal of improving their overall visibility and potentially acquiring new milk purchasers. This would secure higher income and, consequently, better market stability.

### **2.3.1.3 Social**

One of the factors affecting the company is employment. Unemployment rate during has increased during the pandemic, and as of today, the unemployment rate in the Prešov region is 10.91% (data for March 2022). In the Levoča district, where our company is located, it is 10.23% (data for the month of March 2022). (66)

Thanks to these high unemployment rates, the company feels a shortage of skilled labour, and at the same time lack of interest in working in this field. The age structure of the population is also starting to be a problem. The average age of employees in AGRO-REAL, s.r.o. increase every year. At the moment, the average age of the company's employees is 50.85. (63)

As this is a serious problem that will affect the company in the upcoming years, the company could prepare for this situation through online marketing communication, where they could draw attention to this particular industry.

### **2.3.1.4 Technological**

It is necessary to follow the development trends in technologies since these are constantly developing. The development of the Internet in recent years has progressed at an enormous rate, and it is now available nearly anywhere and anytime. The company already uses the online environment (so far only in the form of e-mails), as a part of internal communication, to communicate with employees, purchasers and suppliers. Online communication could also be used to operate sites that allow easy and quick access to all the necessary information. This could be in a form of text in About us section, or in case of different question (that cannot be find on the website), a contact formular could be used. This technological development has already been adapted by several competitors in the agricultural sector.

## 2.3.2 Micro-environmental analysis

### 2.3.2.1 Employees

The company currently employs 28 people for full-time job, including the two executives. This number of employees changes every year during the summer, when the company employs usually 3 to 6 people for part-time job to help them through the main season (which is from June to September).

Figure 7 below shows the division of employees by the sector in which they work.

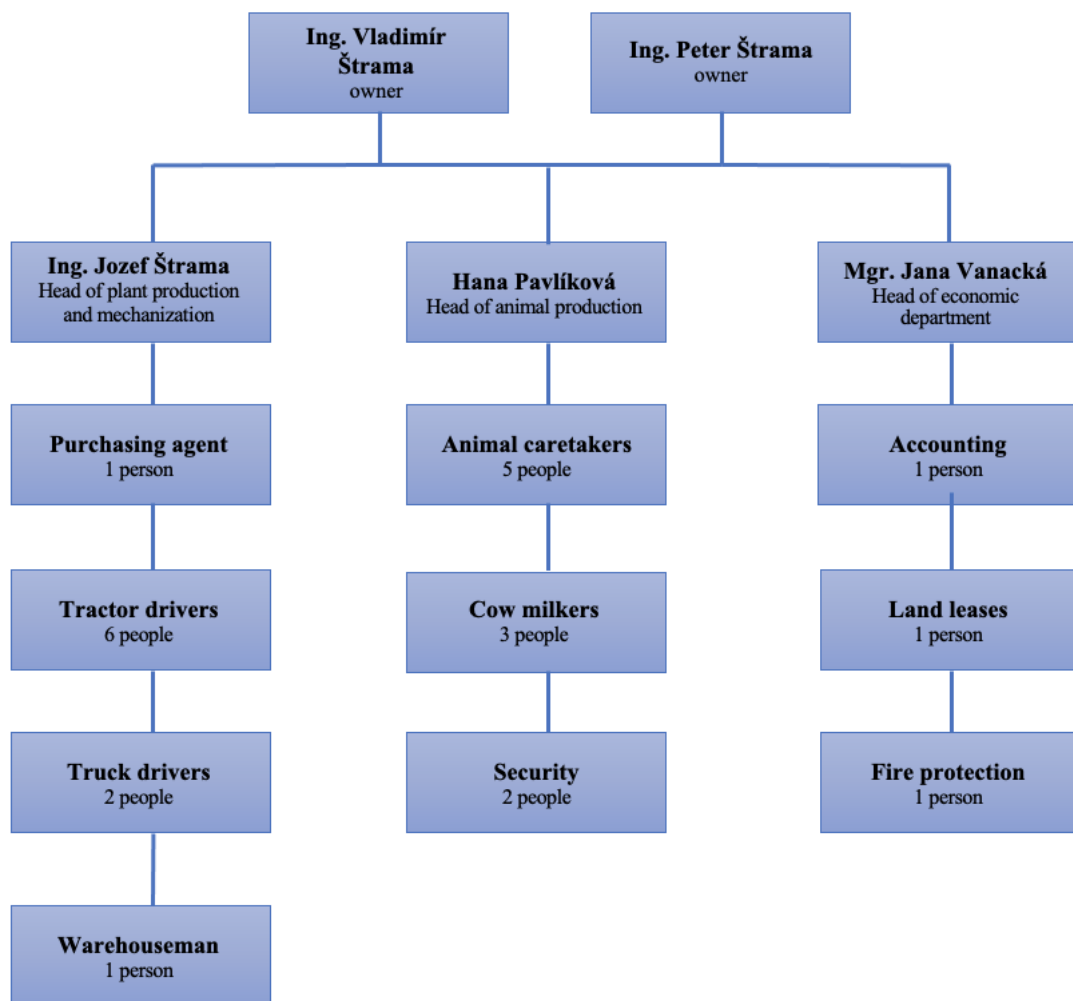


Figure 7: Organisational structure of company (Source: own processing according to (63))

Given that the company is considered as small business in terms of number of employees, the managers ensure to have a good relationship with them, kind attitude, and try to make their employees feel as good as possible during working hours.

### 2.3.2.2 Distributors

Distributors are inevitable and essential component for the company to have all the necessary products and services to be able to fully operate. Company uses suppliers for products as well as services.

In the tables down below are listed all products and services provided to AGRO-REAL, s.r.o.:

**Table 7: Distributors of products (Source: Own processing according to (63))**

<i>Distributor</i>	<i>Product</i>
<b>Agria Tvrdošín</b>	seeds
<b>Slovnaft Bratislava</b>	driving fuel
<b>Sano Bratislava</b>	feedstuffs for animals

**Table 8: Distributors of services (Source: Own processing according to (63))**

<i>Distributor</i>	<i>Service</i>
<b>Naturalis Bratislava</b>	ecological control
<b>Plemenárske služby Bratislava</b>	breeding services
<b>Slovak Telekom</b>	telephone services
<b>VSE Košice</b>	energy
<b>Agrotim Zemplínsky Klečenov</b>	machinery repairs, components

### 2.3.2.3 Customers (purchasers)

Company AGRO-REAL, s.r.o. is oriented only on B2B market. They wanted to sell milk also to B2C market (in form of automatic machine for fresh milk), but this try was not successful, and therefore they are not interested in B2C market anymore.

The most important factor for the company's success are satisfied customers, in this case purchasers. The company currently has 3 regular customers, and several occasional ones (such as other agricultural companies). In the tables below, you can see an overview of these purchasers and their general description.

#### Bio Tatry Liptovský Mikuláš

Bio Tatry Liptovský Mikuláš is the largest and most important purchaser. Company buys raw milk, which they regularly collect in cistern. Then it is processes, packed, and sold to the final customers (currently in Germany and Italy). (64)

**Table 9: General information of Bio Tatry Liptovský Mikuláš (Source: Own processing according to (67))**

<b>Company's name</b>	Bio Tatry Liptovský Mikuláš	
<b>Legal form</b>	Cooperative	
<b>Company's headquarters/office</b>	Priemyselná 1/4412 031 01 Liptovský Mikuláš	
<b>Partners</b>	Miroslav Szabo Bottova 1407/2 031 01 Liptovský Mikuláš	Vladimír Kružliak Žuffova 251/39 031 01 Liptovský Mikuláš  Ing. Jaromír O'ahel' Dana Szabová Nová ulica 111/7 Náb.A.Stodolu 1734/22 962 62 Sása 031 01 Liptovský Mikuláš  Ing. Tomáš Keresztúri Ing. Matúš Hoško J.G.Tajovského 1830/40 Východná 300 941 31 Dvory nad Žitavou 032 32 Východná
<b>Contact</b>	m.szabo@biotatry.sk	+421 917 647 374
<b>Subject of business</b>	Production and sale of organic farming products - organic beef, organic veal, organic lamb, and organic dairy products.	
<b>Company's registration number</b>	47 18 44 18	
<b>Date of registration</b>	30.05.2013	

## Agrovest Rybky

Second purchaser is Agrovest Rybky. This is a wholesale company, where they purchase animals for further processing, or for temporary housing.

**Table 10: General information of Agrovest Rybky (Source: Own processing 68)**

<b>Company's name</b>	Agrovest
<b>Legal form</b>	Ltd – Limited liability company
<b>Company's headquarters/office</b>	Rybky 111 906 04 Rybky
<b>Partners</b>	Július Buček Hažín nad Cirochou 160 067 83 Hažín nad Cirochou
<b>Contact</b>	agrovest@agrovest.sk +421 908 719 305
<b>Subject of business</b>	Wholesale and purchase of animals for slaughter, freightforwarder - transport, and temporary housing of live animals.
<b>Company's registration number</b>	33 51 62 43
<b>Date of registration</b>	02.11.1994

## Vitagro Senica

Vitagro Senica is the third main purchaser AGRO-REAL, s.r.o. has. They are buying live animals (cattle) for their further production.

**Table 11: General information of Vitagro Senica (Source: Own processing according to (69))**

<b>Company's name</b>	Vitagro Senica
<b>Legal form</b>	Ltd – limited liability company
<b>Company's headquarters/office</b>	K veterine 5001/4 905 01 Senica
<b>Partners</b>	Ing. Michal Žúrek Štefánikova 726/4 905 01 Senica
<b>Contact</b>	Not available
<b>Subject of business</b>	Wholesale with live animals
<b>Company's registration number</b>	36 29 22 65
<b>Date of registration</b>	12.04.2006

#### **2.3.2.4. Consumers**

AGRO-REAL, s.r.o. does not sell their products to the final consumers, they only provide products to other companies for further processing.

### **2.4 Evaluation of the company's competitiveness in the territory of Eastern Slovakia.**

In a figurative sense, we can understand the term competition as a driving force for constant improvement and progress.

However, it is important to realize that the company do not have to strictly observe competition as their enemy, but also as a means of gaining knowledge in new trends and then use this knowledge to their advantage.

This chapter deals with the research of 3 competitors of AGRO-REAL, s.r.o., and their online marketing communication. This analysis is one of the primary sources upon which I have designed my solution for AGRO-REAL, s.r.o.'s online marketing.

The selected companies operate in the same industry. I selected competitors based on a couple of criteria mentioned below.

The first of them was the location of companies where I was focused on eastern Slovakia, specifically on the area near the High Tatras, in a mountain environment. I also assessed the portfolio of products and services offered by these companies, and on this basis, I selected competitors whose products and services are as similar as possible to those offered by our analysed company.

I do not focus on comparing all companies providing the same (or partially similar) services. The aim is to focus on stronger companies, which can show us how the company can improve and become a stronger competitor on the market.

### **2.4.1 Competitor 1 – PDP Kežmarok**

#### **General information of company**

The PDP Kežmarok was established by the gradual merging of the Single Farmers' Cooperative in Kežmarok, and is mainly focused on plant and animal production. Together they managed 5,000 hectares of agricultural land. In 1992, the cooperative was transformed into the PDP Kežmarok with its registered office in Kežmarok. The territory of the cooperative belongs to the Spiš valley and is part of its Poprad part. The cooperative has a favourable internal location, and it is located near two district towns Kežmarok and Poprad, and the processing industry. (71)

The cooperative with 60 employees has been achieving a positive economic result for a long time and is a stable element in primary agricultural production. (71)

**Table 12: General information of PDP Kežmarok (Source: Own processing according to (71))**

<b>Company's name</b>	Poľnohospodárske družstvo podielnikov Kežmarok	
<b>Legal form</b>	Cooperative	
<b>Company's headquarters/office</b>	Nad traťou 1 060 01 Kežmarok	
<b>Partners</b>	Ing. Marek Benč Lanškrounská 1611/6 060 01 Kežmarok	Ing. Tomáš Rataj Rakúsy 137 059 76 Rakúsy  Jozef Koššár 8.mája 900/26 059 71 Lúbica  Miroslav Wanser Slovenská Ves 201 059 02 Slovenská Ves
<b>Contact</b>	pdpkez@sinet.sk	+421 918 868 313
<b>Subject of business</b>	Agriculture activity, including sales of unprocessed agricultural products, meat and meat products, dairy products, for further processing and/or resale.	
<b>Company's registration number</b>	00 19 97 02	
<b>SK NACE</b>	01500 Mixed farming According to the financial statements, and the Statistical Office of the Slovak Republic	
<b>Date of registration</b>	12.02.1992	

## Product and service offer

**Table 13: PDP Kežmarok product offer (Source: Own processing according to (71))**

<b>Product offer</b>	
<b>Plant production</b>	
grain	swedish turnip
lupine	haylage
hay	reeds
red clover	
<b>Animal production</b>	
beef	milk

**Table 14: PDP Kežmarok service offer (Source: Own processing according to (71))**

<b>Service offer</b>	
<b>Space rental</b>	
office	warehouse
production premises	
<b>Animal production</b>	
plowing	mulching
haymaking	application of organic fertilizer
insecticid	transport with large-volume delivery track

\*Prices are available only to serious prospective client.

### **Online marketing of company**

This company uses several forms of online marketing. Their summary can be seen in the following table:

**Table 15: Online marketing tools used by PDP Kežmarok**

<b>Type of online marketing tool (B2B)</b>	<b>Marketing tool used by PDP Kežmarok</b>
Website	✓
E-mail marketing	✓
Search engine optimisation (SEO)	-
Digital video advertising	✓
Content marketing	-
Social media marketing	✓
Customer relationship management (CRM)	-
Google analytics	-
Market Intelligence	-
Team Collaboration	-

### **Website**

As a part of company's online marketing, they run a website, as one of the few agricultural firms. The website of this company is created in simple style. The homepage has 11 subpages, and the middle of the page is created by a large picture of the cooperative itself.

The colour of background is black (RGB 26,26,24), with white font colour (RGB 254,254,254).

As for the content, this website offers information about everything - the history and introduction of the company, the services and products offered, photos of premises, videos, and a contact form. Website is user-friendly, because you can clearly see all the sections, and it is being regularly updated. The company has no logo.



Figure 8: Structure of PDP Kežmarok webpage (Source: Own processing)



Figure 9: Colour palette of PDP Kežmarok's website (Source (72))

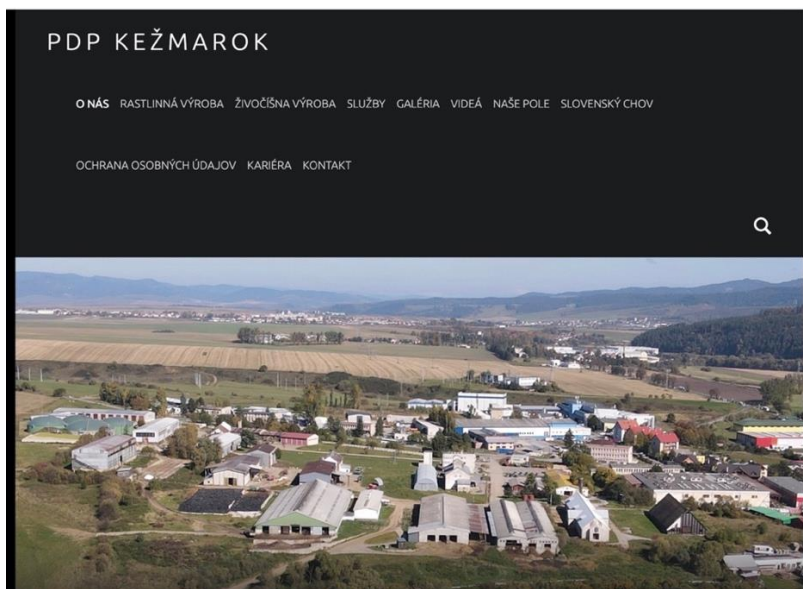


Figure 10: Home page of PDP Kežmarok's website (Source: Own processing according to (71))  
SEO

The evaluation of the quality of SEO optimization on the PDP Kežmarok website was evaluated on **seoptimer.com** on a scale from A to F (where A is the best result, and F is the worst).

For this page, the SEO optimization came out at F. This company uses almost no SEO-optimized words on its site. As for the title tag, the company has an optimal length, which is between 10 and 70 characters.

The page lacks a meta description tag, and there are also too many H1 header tags used on the page (usually only 1 per page should be used). Headers H2-H6 are used optimally.  
(73)

### **E-mail**

Company uses e-mail as a part of everyday communication with their distributors and customers, but not directly for promoting products and services to the new potential customers.

### **Instagram**

PDP Kežmarok has its own Instagram account (kezmarok\_pdp), where they already posted 127 posts. They do not add pictures regularly, only approximately about 10 photos per year. They usually post pictures of their work on fields, as well as cows, and machinery.

### **Digital video advertising**

As a part of their webpage, they created subpage called Videos, where they offer one video. This video is posted only there, so there is no redirecting to Youtube. Unfortunately, this video is just a picture going on for 15 seconds, so I suppose there has been some mistake when uploading the video, because it is not currently working.

## 2.4.2 Competitor 2 – Ekofarma Šuňava

### General information of company

The cooperative was established in 1973 by merging the cooperatives of Vyšná and Nižná Šuňava. Since 1997, the cooperative has been included in the system of organic farming. The cooperative changed its name Biofarma Šuňava PD. (74)

The location of the cooperative is at an altitude of up to 871 meters above sea level, which ranks it among the highest located cooperatives in Slovakia, and is located near the towns of Poprad and Svit in the Podtatranské region Their production is also focused primarily on plant and animal production. (74)

They do not publish the list of their official purchasers, only the option to buy milk from an automatic machine, and that there is a possibility for anyone to buy a meat directly from them.



Figure 11: Logo of Ekofarma Šuňava (Source (74))

**Table 16: General information of Ekofarma Šuňava**

<b>Company's name</b>	Ekofarma Šuňava	
<b>Legal form</b>	Cooperative	
<b>Company's headquarters/office</b>	Šuňava 513 059 39 Šuňava	
<b>Partners</b>	Ing. Samuel Babjak Bárdošova 10970/43 831 01 Bratislava  Ivan Babjak Rastislavova 3482/6 058 01 Poprad	Pavol Baláž Nová 1040/58 058 01 Poprad
<b>Contact</b>	pavlicko22@gmail.com	+421 52 77 81 298
<b>Subject of business</b>	Agriculture activity, including sales of unprocessed agricultural products, meat and meat products, dairy products, for further processing and/or resale.	
<b>Company's registration number</b>	00 19 99 40	
<b>SK NACE</b>	014 10 Dairy cow farming	
<b>Date of registration</b>	25.03.1974	

**Product and service offer****Table 17: Ekofarma Šuňava product offer (Source: Own processing according to (74))**

<b>Product offer</b>	
<b>Plant production*</b>	
bio haylage	bio hay
bio grain crops	bio legumes
<b>Animal production</b>	
bio cow's milk	bio beef

\* for needs of animal production – animal feed

Prices of products are given only to their customers, so I could not get them.

## Online marketing of company

Ekofarma Šuňava is another competitor that already uses online marketing communication, namely webpage, e-mail marketing, and SEO optimisation.

Table 18: Online marketing tools used by Ekofarma Šuňava

Type of online marketing tool (B2B)	Marketing tool used by Ekofarma Šuňava
Website	✓
E-mail marketing	✓
Search engine optimisation (SEO)	✓
Digital video advertising	-
Content marketing	-
Social media marketing	-
Customer relationship management (CRM)	-
Google analytics	-
Market Intelligence	-
Team Collaboration	-

### Website

Ekofarma Šuňava offers as the only competitor also a logo, which we can see in the left corner of the website. We can find here all the necessary information about the company such as history, product offer, news, as well as the contact form. The webpage is well distributed, so the user will quickly find everything he/she needs.

As for the design of this webpage, the visual is clearer and more interesting than the first competitor, but the homepage is only a big image without any text.

The subpages offer us everything we need, and the plus is that they a subpage of news which is another interesting part of the website. For the background they chose white colour (RGB 254,254,254), and for the font they use green colour (RGB 75,74,11)

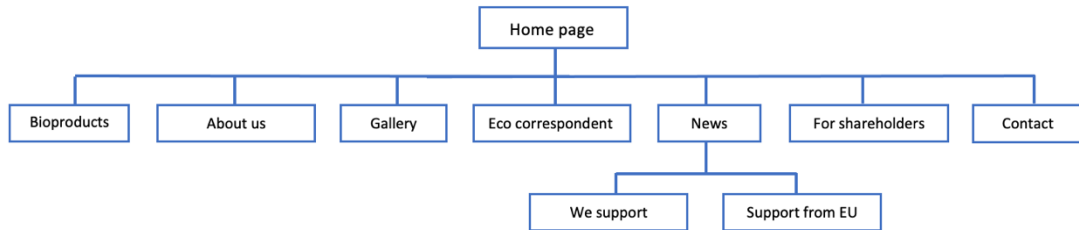


Figure 12: Structure of Ekofarma Šušava’s webpage (Source: Own processing)



Figure 13: Colour palette of Ekofarma Šušava’s website (Source (72))

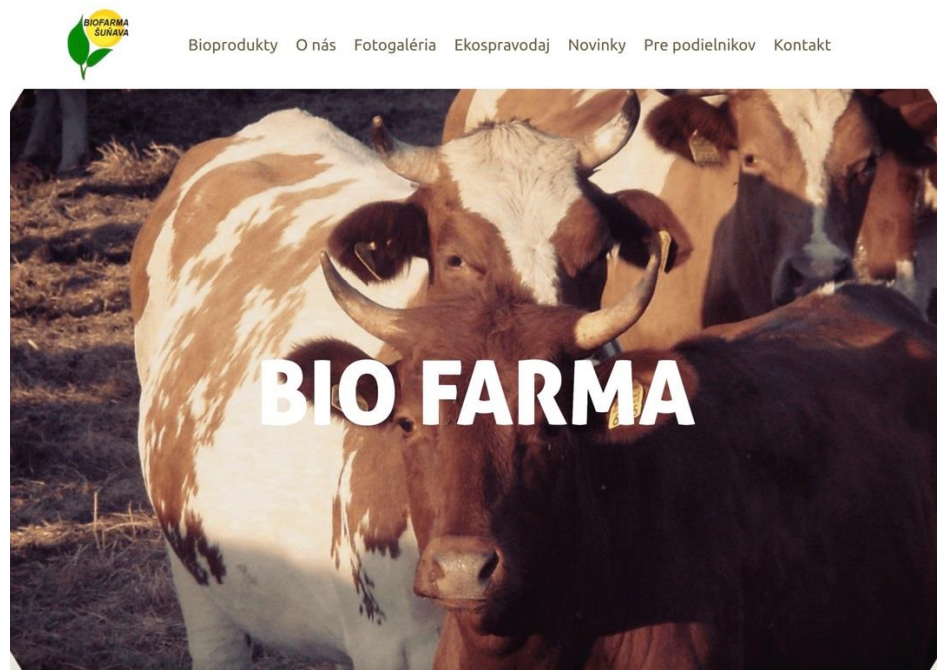


Figure 14: Homepage of Ekofarma Šušava’s website (Source (74))

## **SEO**

The SEO optimization evaluation for this company was also done on **seoptimer.com**. In this case, the result came out A-, which is very good. The site is mostly optimized for on-page SEO performance, has ideal length of title tag, as well as meta description tag. As for H1 header tag usage, the page only has 1, as it should be, and also has multiple levels of headers H2-H6. (75)

## **E-mail**

Ekofarma Šuňava currently uses e-mail for communication with their customers and distributors.

### **2.4.3 Competitor 3 – Poľnohospodárske družstvo Olšavica-Brutovce**

#### **General information of company**

The Olšavica-brutovce cooperative based in Olšavica was established in 1972 by merging two separate cooperatives, Olšavica and Brutovce. It is located on the eastern edge of the Levočské vrchy, where it reaches an altitude of 800 m. The closest town to this company is the town of Levoča, 20 km away. The company is engaged in plant and animal production, and operates on more than 1280 hectares. (76)

Production is contractually secured with the Kluknavská creamery (milk purchaser) and Bitúnok Gelnica with subsequent export to Poland (sale of meat). (76)

**Table 19: General information of PD Oľšavica-Brutovce (Source: Own processing according to (76))**

<b>Company's name</b>	Poľnohospodárske družstvo Oľšavica-Brutovce
<b>Legal form</b>	Cooperative
<b>Company's headquarters/office</b>	Oľšavica 112 053 73 Oľšavica
<b>Partners</b>	MVDr. Peter Beličák      Pavol Komara Oľšavica 47                  Brutovce 91 053 73 Oľšavica              053 73 Brutovce
<b>Contact</b>	+421 434 699 311
<b>Subject of business</b>	Agriculture activity, including sales of unprocessed agricultural products, meat and meat products, dairy products, for further processing and/or resale.
<b>Company's registration number</b>	00 20 42 00
<b>SK NACE</b>	014 10 Dairy cow farming
<b>Date of registration</b>	11.02.1972

## Product and service offer

**Table 20: PD Oľšavica-Brutovce product offer (Own processing according to 76))**

<b>Product offer</b>	
<b>Plant production</b>	
barley	spring crop
wheat	winter crop
potato	
<b>Animal production</b>	
cow and sheep milk	beef

They also provide the prices of products and services only to their customers.

## Online marketing of company

This company as the only one from chosen competition does not have any kind of online marketing communication. They communicate with their distributors and purchasers only via e-mails, phone calls, and personal meetings.

**Table 21: Online marketing tools used by PD Olšavica-Brutovce**

Type of online marketing tool (B2B)	Marketing tool used by PD Olšavica-Brutovce
Website	-
E-mail marketing	✓
Search engine optimisation (SEO)	-
Digital video advertising	-
Content marketing	-
Social media marketing	-
Customer relationship management (CRM)	-
Google analytics	-
Market Intelligence	-
Team Collaboration	-

## E-mail

Company uses e-mail for communication with their current distributors and customers, as well as a marketing tool for sending newsletters to new potential customers.

## 2.5 SWOT

The SWOT analysis provides an opportunity to take advantage of the company's strengths, reduce the chances of failure by properly understanding what has a negative impact on prosperity, and eliminate potential risks of adverse effects on the company's

operations. It is also a suitable tool for shaping the future strategy that differentiates the examined company from competitors. The findings and results from this analysis will then be used as a template for the creation of online marketing communication for our researched company. Each aspect will be rated on a scale of 1-5. Where 5 means best and 1 worst rating.

### 2.5.1 Strengths

Table 22: Strengths of AGRO-REAL, s.r.o.

<b>Designation</b>	<b>STRENGTHS</b>	<b>Weight</b>	<b>Value</b>	<b>Weighted value</b>
S-1	BIO products	0,30	5	1,50
S-2	Free grazing	0,20	5	1,00
S-3	Mountain location	0,15	4	0,60
S-4	Good reputation on B2B market	0,20	4	0,80
S-5	Technical equipment-independence from other companies	0,15	3	0,45
<b>ALTOGETHER</b>		<b>1,00</b>	<b>-</b>	<b>4,35</b>

The factors that create company's competitive advantage are formed by the parameters listed in the strengths of the SWOT analysis processed in Table 22.

The most important strength of the company are quality BIO products. BIO products are nowadays very appreciated, and there is also a constant high demand for it, which creates a huge advantage for the company.

A great benefit is also free grazing, which is emphasized as much as organic milk. It is mostly thanks to company's mountain location, which allows them to graze the cows on more than 1,000 hectares of land every day. Another essential parameter of strengths is a good reputation on the B2B market, as it shows company's expertise, and their efforts to maintain good relations with customers (purchasers). Technical independence from other

companies ensures a smoother production process as they do not constantly depend on a remote company.

## 2.5.2 Weaknesses

**Table 23: Weaknesses of AGRO-REAL, s.r.o.**

<b>Designation</b>	<b>Weaknesses</b>	<b>Weight</b>	<b>Value</b>	<b>Weighted value</b>
W-1	Absence of webpage	0,30	5	1,50
W-2	Low awareness on the B2B market	0,20	5	1,00
W-3	No need of social media for agricultural companies	0,15	3	0,45
W-4	Higher age average of employees	0,20	3	0,60
W-5	Financial state of company	0,15	3	0,45
<b>ALTOGETHER</b>		<b>1,00</b>	<b>-</b>	<b>- 4,00</b>

The weaknesses of the company are shown in Table 23. The biggest weaknesses are considered to be the absence of webpage, which the company could use to address future customers, and give them the chance to contact them from anywhere, and low awareness on the market.

Compared to other markets, B2B market is more specific, and social media which are currently very popular among people, are not effective for companies that are, for example, in the agricultural sector.

The next considerable weakness of the company is a higher age average of employees, which represents at the moment 50.85 years. Financial state of company is another element which is why company has currently older machinery for instance.

### 2.5.3 Opportunities

Table 24: Opportunities of AGRO-REAL, s.r.o.

<b>Designation</b>	<b>Opportunities</b>	<b>Weight</b>	<b>Value</b>	<b>Weighted value</b>
O-1	Increase awareness on online platforms for B2B market	0,20	4	0,80
O-2	Getting new customers using online marketing tools	0,25	5	1,25
O-3	Ancillary projects by EU	0,25	5	1,25
O-4	Increase in milk production	0,15	4	0,60
O-5	New market entry (online platform)	0,15	3	0,45
<b>ALTOGETHER</b>		<b>1,00</b>	<b>-</b>	<b>4,35</b>

I consider usage of online platforms to be the greatest opportunity for AGRO-REAL, s.r.o. This would enable the company to ensure market visibility and overall awareness among bio milk purchasers, and beef buyers.

Another great opportunity are the calls of the Ministry of Agriculture of the Slovak Republic within the subsidy from the European Union, which would provide the company with a project for the purchase of new technologies, machinery, and modernization of buildings.

The company could also take advantage of the increase in milk production, which would bring them higher turnovers, and also entering a new market (online platform) could bring the company benefits in the form of, for example, new purchasers.

## 2.5.4 Threats

Table 25: Threats of AGRO-REAL, s.r.o.

Designation	Threats	Weight	Value	Weighted value
T-1	Loss of important purchaser	0,25	5	1,25
T-2	Widespread illness of employees in the ongoing pandemic	0,20	4	0,80
T-3	Competitors' marketing communication at a higher level	0,15	4	0,60
T-4	Low interest in working in the field	0,20	5	1,00
T-5	Inadequate price increases	0,20	4	0,80
<b>ALTOGETHER</b>		<b>1,00</b>	<b>-</b>	<b>- 4,45</b>

A big threat for AGRO-REAL, s.r.o. would represent the loss of a major supplier, either in terms of increasing the cost of finding a new supplier or in terms of time. Thanks to ongoing pandemic situation, widespread illness of employees would mean big troubles for the company, especially for certain employees, like milkers for instance.

There are currently 3 hired milkers, where two of them needs to work every day, so the third one can have a day off. If two of them would get sick. the company would not be able to replace them, since it is hard to find milker in overall, plus milkers know their cows, their current state of health, and all needs for certain cows.

Another big threat for company represents inadequate price increases of energies, spare parts, and fuel. These factors threaten the operation of company because the result is that product selling price for milk does not increase simultaneously, and thus there is a risk of a collapse of the company.

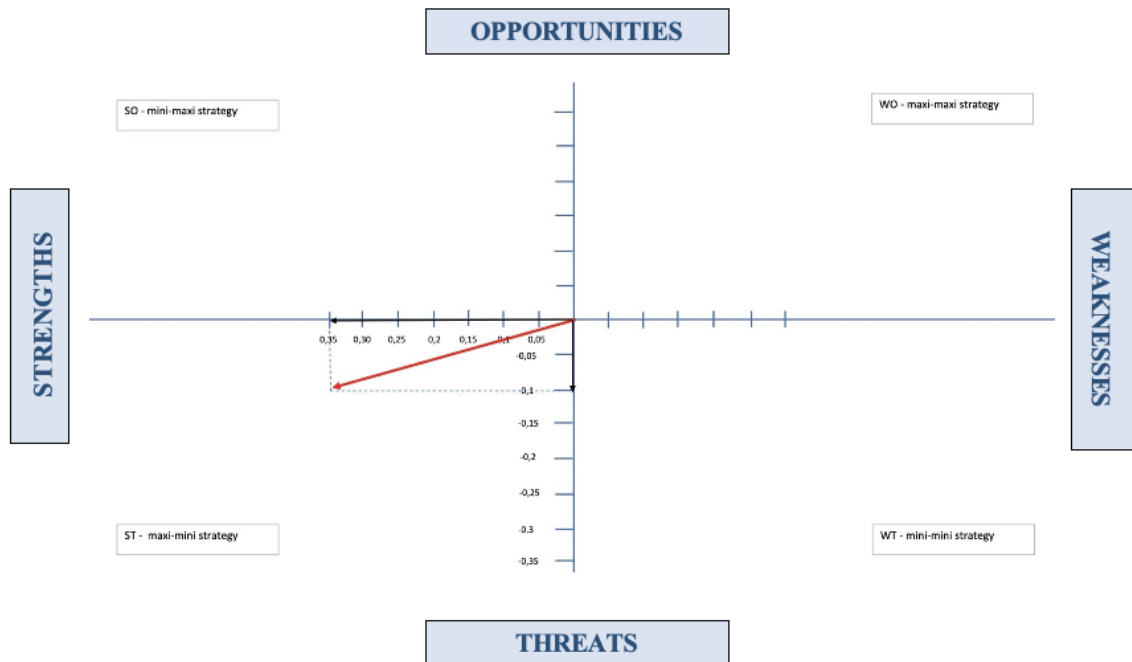
Agricultural field is not very attractive field, so there are not many people, who are truly interested in working for such company, which can cause problem to find new employees, especially when the age average of employees is higher. Last but no least is the threat of competition's already existing online marketing communication, which represents competitive advantage when speaking about finding new customers.

From Table 22 to Table 25 we obtained the following weighted values for the analysed areas from the internal and external environment. Strengths in total 4.35; Weaknesses in value - 4.00; Opportunities in total of 4.35, and threats gained value - 4.45.

Due to the nature and direction of the axes of weaknesses and threats in the matrix of model strategies, these values were assigned a minus sign.

Subtracting each other, we found that in the company's internal research, the strengths prevail over the weaknesses - the result is 0.35.

In the evaluation of external parameters, we found that external opportunities, depending on the identified threats, reached a negative value. The result of the sum is - 0.10. A negative value is not satisfactory for the prosperity of society.



**Figure 15: Matrix of model strategies (Source: Own processing according to (78))**

From the graphical representation of the sum of the two vectors in Figure 15 we found that the company currently uses a defensive strategy in the market environment (quadrant ST - strengths threats). The ST strategy is characterized by a strong company, but not in a very favourable environment. Its use is suitable primarily for companies that have already gained a strong position in the market and now have to protect this position. Internal characteristics of AGRO-REAL, s.r.o. are stable enough due to their strengths.

External opportunities need to be fully exploited to gain a competitive advantage and improve market position. (77)

### 2.5.5 Evaluation of SWOT analysis results

To evaluate the intensity of reciprocal relations, which mutually assess the intensity and relevance of individual aspects - S-O, S-T, W-O, W-T, we decided to use a multi-level scale with values 1 - 5 where:

- 1 - ambivalence - a value indicating no relationship
- 5 - very close relationship

For the purposes of this analysis, 5 parameters were selected with the corresponding highest rating in each category of the SWOT analysis. The evaluation of the result will take place according to the processing in the following Table 26. Mutual interactions are shown in Table 27 to Table 30.

**Table 26: SWOT matrix (Source own processing according to (77))**

	<b>Strengths</b>	<b>Weaknesses</b>
<b>Opportunities</b>	SO	WO
<b>Threats</b>	ST	WT
Caption: - SO: maximize the use of strengths to gain a competitive advantage - WO: suppress weak parameters by seizing - ST: maximize the use of strengths to confr opportunities - WT: suppress weak parameters and confront threats		

**Table 27: Mutual interaction S-O (Source: own processing)**

		STRENGTHS					Sum of values
		BIO products	Free grazing	Mountain location	Good reputation on B2B market	Technical equipment-independence from other companies	
OPPORTUNITIES	Increase awareness on online platform for B2B market	3	3	2	5	1	14
	Getting new customers using online marketing tools	1	1	1	5	1	9
	Ancillary projects by EU	3	1	1	1	5	11
	Increase in milk production	5	3	2	5	5	20
	New market entry (online platform)	5	3	3	5	5	21
						<b>SUM</b>	<b>75</b>

**Table 28: Mutual interaction W-O (Source: own processing)**

		WEAKNESSES					Sum of values
		Absence of webpage	Low awareness on the B2B market	No need of social media for agricultural companies	Higher age average of employees	Financial state of company	
OPPORTUNITIES	Increase awareness on online platforms for B2B market	5	5	3	2	4	19
	Getting new customers using online marketing tools	5	5	1	1	5	17
	Ancillary projects by EU	1	1	1	1	5	9
	Increase in milk production	4	5	1	1	5	16
	New market entry (online platform)	5	5	1	1	5	17
						<b>SUM</b>	<b>78</b>

**Table 29: Mutual interaction S-T (Source: own processing)**

		STRENGTHS					Sum of values
		BIO products	Free grazing	Mountain location	Good reputation on B2C market	Technical equipment independence from other companies	
<b>THREATS</b>	Loss of important purchaser	5	4	3	5	3	20
	Widespread illness of employees in the ongoing pandemic	1	1	1	1	1	5
	Competitor's marketing communication at higher level	1	1	1	1	1	5
	Low interest in working in the field	1	1	2	2	1	7
	Inadequate price increases	1	1	1	1	1	5
						<b>SUM</b>	<b>42</b>

**Table 30: Mutual interaction W-T (Source: own processing)**

		WEAKNESSES					Sum of values
		No online promotion	Higher age average of employees	Low awareness	Older machinery and equipment	Financial state of company	
<b>THREATS</b>	Loss of important purchaser	1	1	1	3	1	7
	Widespread illness of employees in the ongoing pandemic	1	1	1	1	1	5
	Competitor's marketing communication at higher level	5	2	5	1	4	17
	Low interest in working in the field	3	1	3	1	1	9
	Inadequate price increases	3	1	1	1	5	11
						<b>SUM</b>	<b>49</b>

**Table 31: Matrix of interaction (Source: own processing)**

	<b>S</b>	<b>W</b>
<b>O</b>	75	78
<b>T</b>	42	49

Due to the fact that the company AGRO-REAL, s.r.o. currently uses the defensive market strategy (ST strategy, Maxi-Mini strategy) resulting from Figure 15 of this bachelor thesis, it is appropriate for it to change this strategy in the future, and begin to focus on achieving goals from the opportunities. Based on the results from Table 31 shows that the W-O strategy (Mini-Maxi strategy) is a suitable solution for the researched company.

Putting the W - O strategy into practice means taking advantage of opening opportunities in which the company currently does not have enough internal skills, and is trying to gradually strengthen its position and eliminate shortcomings. (48) This means, in the proposal chapter of this bachelor thesis I will be focused on increasing awareness of company on online platforms, and on attracting new customers.

### 3 PROPOSALS

Based on the analyses carried out in the previous chapter of the bachelor thesis, I proposed three online marketing tools that AGRO-REAL should implement as part of its online communication.

I will divide this chapter into three main parts, according to the triple constraint to:

1. Scope
2. Time
3. Budget

The first part – scope, will describe the content, i.e. my proposals, which I consider to be the most beneficial for this company based on our analyses summarized in the analytical part of the second chapter of this bachelor thesis. From there I have chosen website creation, SEO optimisation, and email marketing.

In terms of time, the proposed plan will be in the next section, which will then proceed to the last point - the price evaluation of all three proposals.

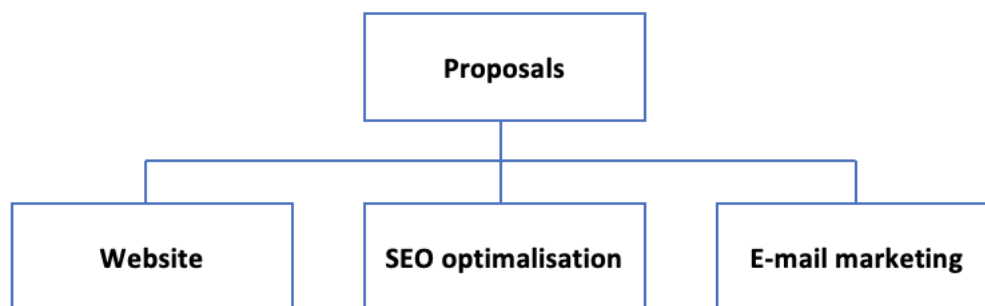


Figure 16: Proposals of online marketing communication (Source: Own processing)

### **3.1 Website**

The first proposal for online marketing communication for the company AGRO-REAL, s.r.o. is the design of a website. In order to better assemble this proposal, a chronological procedure was created that summarizes the creation of the proposal and divides it into organizationally manageable units. It is a four-point process whose steps are as follows:

#### 1. Establishing starting points

- determining the requirements and objectives of the company, the name of the website
- determining the target group

#### 2. Preparation of structure and content

- choice of the editorial system
- design of page structure - homepage and subpages

#### 3. Preparation of documents

- gathering information about the company
- creating photos of products and other visual materials
- copywriting - creation of page texts

#### 4. Implementation

- determination of graphic idea
- layout of page elements (text, images, white space and background)

#### **1. Establishing starting points**

Establishing the starting points involves determining the requirements and objectives of the business, the target audience, and the name of the website.

The first step was completed during several sessions in January and February 2022, during which we discussed with the company owner his perspective and vision for the future website of the business. His needs and requirements can be divided into three units. The first, and most important from a marketing perspective, are the site's feature requirements. These can be summarized as follows:

- Creation of an at least 5 GB storage
- Publication of a photo gallery of the products, services, and buildings
- Publication of information about products and services
- Publication of information about the company

The business also has an idea of the form of the website. The management prefers a page in green shades, which represents nature and has a calming effect on people.

The second guideline is to present responsible business, ethical production methods, and to highlight organic production. The final design should thus correspond to the company's philosophy and present the company as a company with quality products and services.

I have provisionally chosen a variation on the company name, namely **www.agroreal.sk**, as the name of the website. This name was also part of the company's requirements. According to **domeny.sk**, the chosen domain is available for 6,99EUR per year. (79)

On the basis stated above, I determined the main target group for which I am creating the website. These are companies located in the Slovak Republic that would be interested in a regular purchasing of unprocessed organic milk.

## **2. Preparation of structure and content**

Before preparing the actual structure of the page, it is necessary to choose the optimal editorial system in whose environment the page is created. I have presented the most used ones in the theoretical part. For the creation and editing of the page, I chose Wix for several reasons. First, it has the best reviews from all the system. Then it is a professional

and intuitive graphic editor with easy operation and a large number of add-ons and themes. The last is the possibility of available packages according to the client's needs. For the company AGRO-REAL, s.r.o., the most suitable one among the available packages is the "UNLIMITED" package designed for entrepreneurs and freelancers. (18)

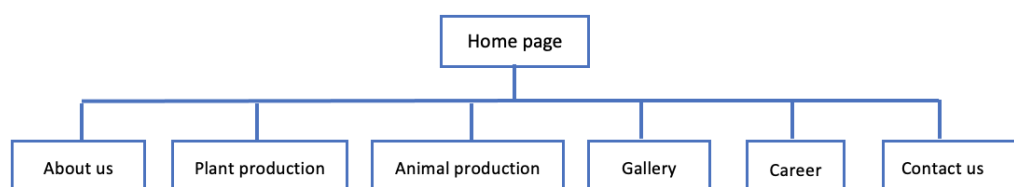
This package includes several benefits, such as:

- possibility to connect a custom (existing) domain
- no Wis ads
- Storage space of 10GB
- Video hours (1h)
- 71EUR ad voucher
- 24/7 customer care
- hosting is included in the price
- possibility to create a contact form (18)

The advantage is a large storage space and possibility to connect your own (already existing domain), in case the company already has it (which we would create in advance on Slovak website, because they currently do not offer to create a domain for .sk). Price of this package is 17EUR/year. (18)

Based on the analysis in the second chapter of the thesis on competitors' websites and their design, I concluded that the most appropriate is to include the subpages „About us“, „Plant production“, „Animal production“, „Photo gallery“, „Career“, and „Contact us“, which were mostly used on the analysed competitors' websites.

Structure of proposed webpage is illustrated on Figure XY.



**Figure 17: Structure of proposed website for AGRO-REAL, s.r.o. (Source: Own processing)**

In the picture, we can see that this is a simple division of the webpage into a home page and six main subpages.

### **3. Preparation of documents**

The preparation of the source materials would include gathering information about the business, creating illustrative photographs of the products and services, and creating the text for the website.

All the necessary information that is valuable for creating the texts for the website can be easily acquired during consultations with the owners. This would include the history of the company, their way of doing business, and organizational facts, such as operating hours, closer information about the products and services offered.

Before the actual design of the page, I would create own photographic material that I would like to use on the page. These would be photographs of products, production processes, premises, and animals.

Since I already have an idea of the individual sections, the next task is the pre-writing of the texts. Some of them would be structured with a purely informative character (such as product information). However, in addition to these, the page should also contain longer, additional information, such as what certificates the company has for organic production, organic farming, etc.

### **4. Implementation**

After the preparation of the materials, attention should be paid to the graphic design of the website. For its design, I would choose a minimalist design characterized by the use of geometric shapes of solid colour as backgrounds for the text. On the contrary, I would avoid images as background material or complicated, hard-to-read fonts and cluttered

structure, as well as huge images, as we could see for example on our competitors' websites.

I would design the website with the intention of using a consistent colour palette of no more than six colours, which I would apply as background, button and header colours. To create the palette, I used the services of [www.colormind.io](http://www.colormind.io), a website that specializes in creating user-friendly environments for websites. (80) I chose a shade of green as the main colour to associate visitors with the natural environment in which the business itself is located and the organic products the company produces. I then had four complementary colours to the main green colour, generated for the above-mentioned website, which together with the main colour creates a harmonious combination. The green is the most striking of these and has the greatest impact on the overall look of the page. The colour palette is illustrated in Figure 18.



**Figure 18: Palette of colours for proposed webpage (Source (72))**

The lightest colour will be used to highlight the otherwise white background of the page, on which I will layer other objects. The second colour - yellow - is a light accent colour to the original green (in the middle). Brown, which is the fourth colour in the sequence, is the opposite, dark accent colour to our chosen green, and black is suitable as a font colour. All of these colours together represent the company best, and their choice is most suitable because the most dominant three colours in the centre evoke just the environment of an agricultural company. The green represents the grass (pastures), yellow the grain, and the brown the soil itself - a perfect combination for our company.

When selecting a font, I would choose Roboto thin from the available fonts in the editorial system for the standard text. This font is characterized on the one hand by a mechanical,

technical-looking skeleton and geometric form, on the other hand, it uses open and friendly curves.

The proposed website would also contain several types of graphic content. The first would be original photographs from the owner's archive (for example, included in the About Us section). Next, I would choose custom photos that were taken during the design process of the page, especially photos of the premises and animals.

In the chronological process of designing the website, we thus moved to the conclusion of the fourth point - the layout of the elements of the site into individual subpages.

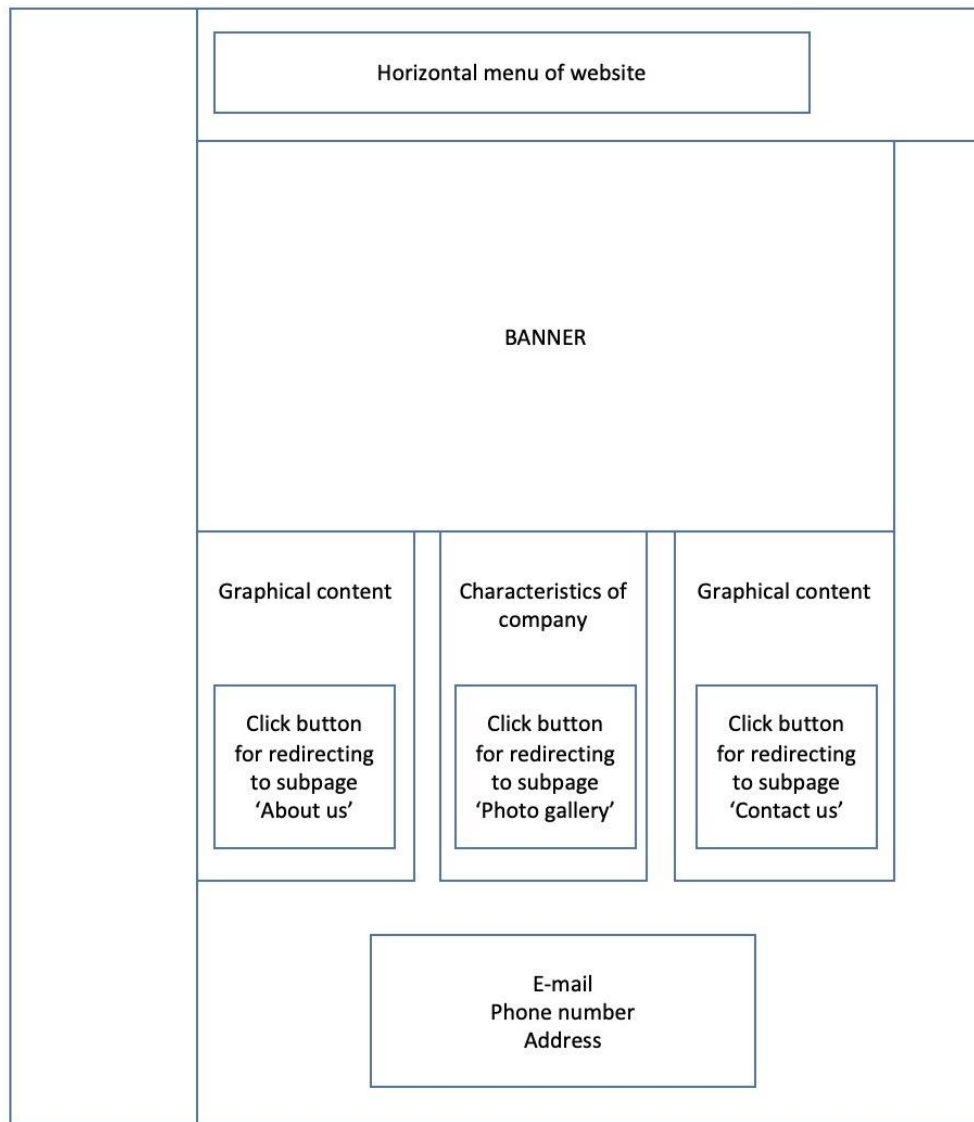
## **Home page**

The most sensible place to start with is the home page, as it is the first page the user is engaged with. It should therefore meet certain aesthetic standards but also should contain enough information to let the user know what the site is about. I have therefore created a simple layout sketch of the objects on the home page, illustrated in Figure 19 down below.

The home page (as well as all subpages) would consist of three main parts - the header, the main body and the footer. The header, which would be fixed and its content identical on each of the page sections, would contain the horizontal menu of the page. However, for the mobile version of the page, I would design a vertical menu, due to the limited size. In the case of the homepage, the header is followed by a simple banner.

As a background for the banner, I would choose, for example, a photo from our archive showing the location in which our company is located. This is to indicate to visitors not only the origin of the raw materials, but also the emphasis on an environmentally friendly form of business.

I have divided the page under the banner into three equally sized sections. Each of them should redirect the visitor to one of the subpages. There would also be a page footer that would contain the contact details of the company, which like the header is identical on each sub-page.



**Figure 19: Proposed structure for homepage (Source: Own processing)**

## Subpage „About us”

This is the first sub-page, the aim of which should be to familiarise the visitor with the company, its history, the values it stands for, and to convince them of its product or moral qualities. In our proposal, the content of the subpage would consist, for example, of a photograph of the entire cooperative. To the left of the photo, I would place plain text containing a few sentences about the history of the company and its values. The last element I would add would be a photo of the production area with a short description. The graphic design of the subpage is shown in the following Figure 20.

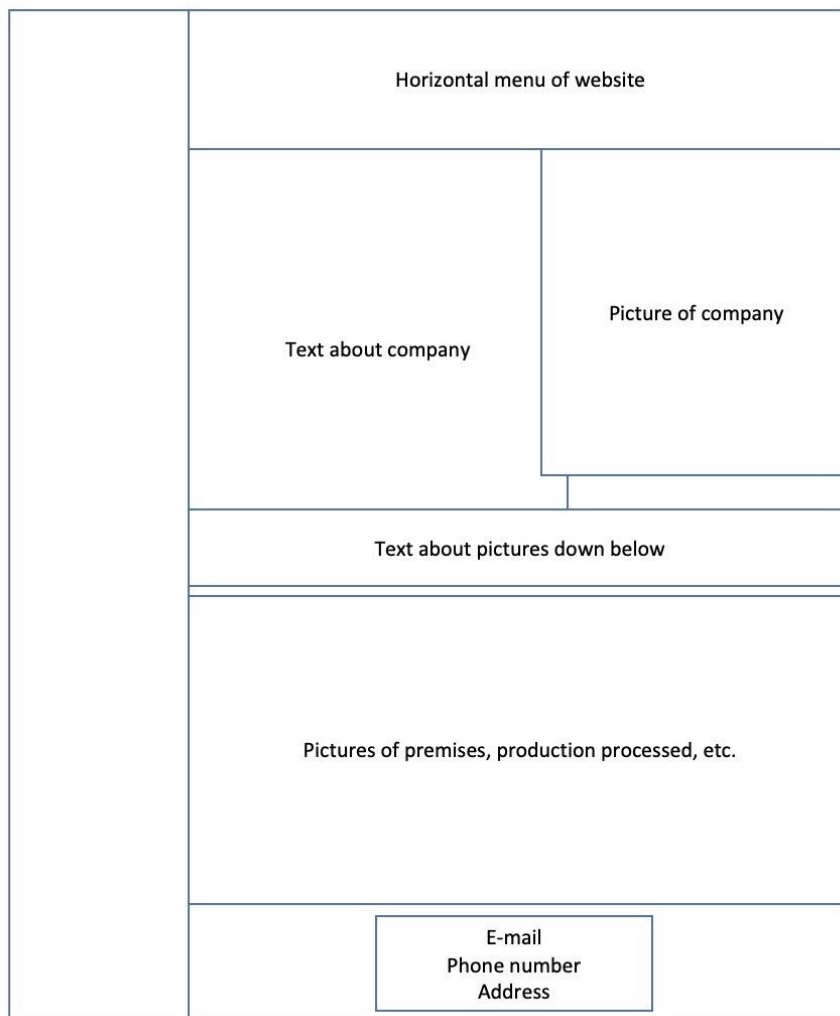


Figure 20: Proposed structure for subpage About us (Source: Own processing)

## Subpage „Plant/Animal production”

The most important part of this section will be the text, which will contain a detailed description of these products and services, The price will not be listed on the Internet, it will only be provided to interested parties on a personal request. I would place a few words about the products and services at the top of the page. The section is designed to include 2-3 photos of each production (plant or animal). The photos that I would use would be taken again by me when I visit the company in person.

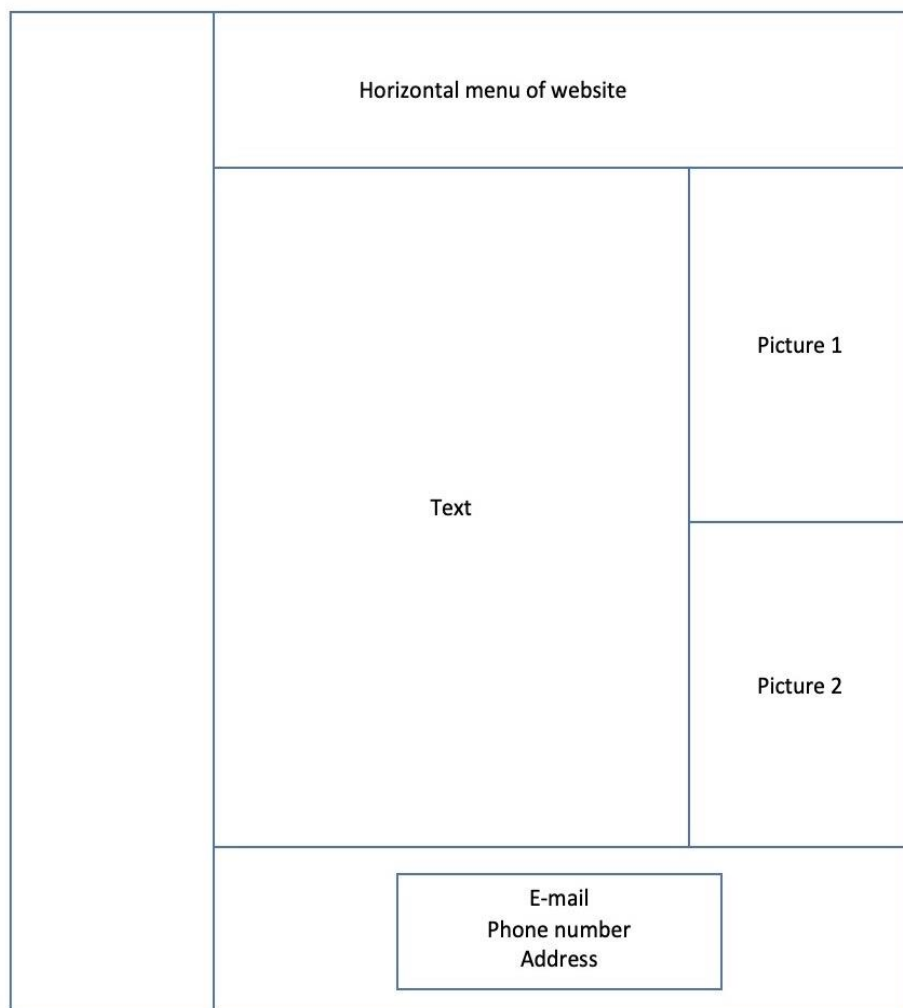


Figure 21: Proposed structure of subpage Plant/Animal production (Source: Own processing)

## Subpage „Gallery”

For this subpage I proposed following structure. I would add several pictures of the company, such as picture of free grazing, cowshed, cow dairy, mulching, tillage, and premises of company, so people (potential new customers) could see living conditions of animals, as well as processes done on the fields.

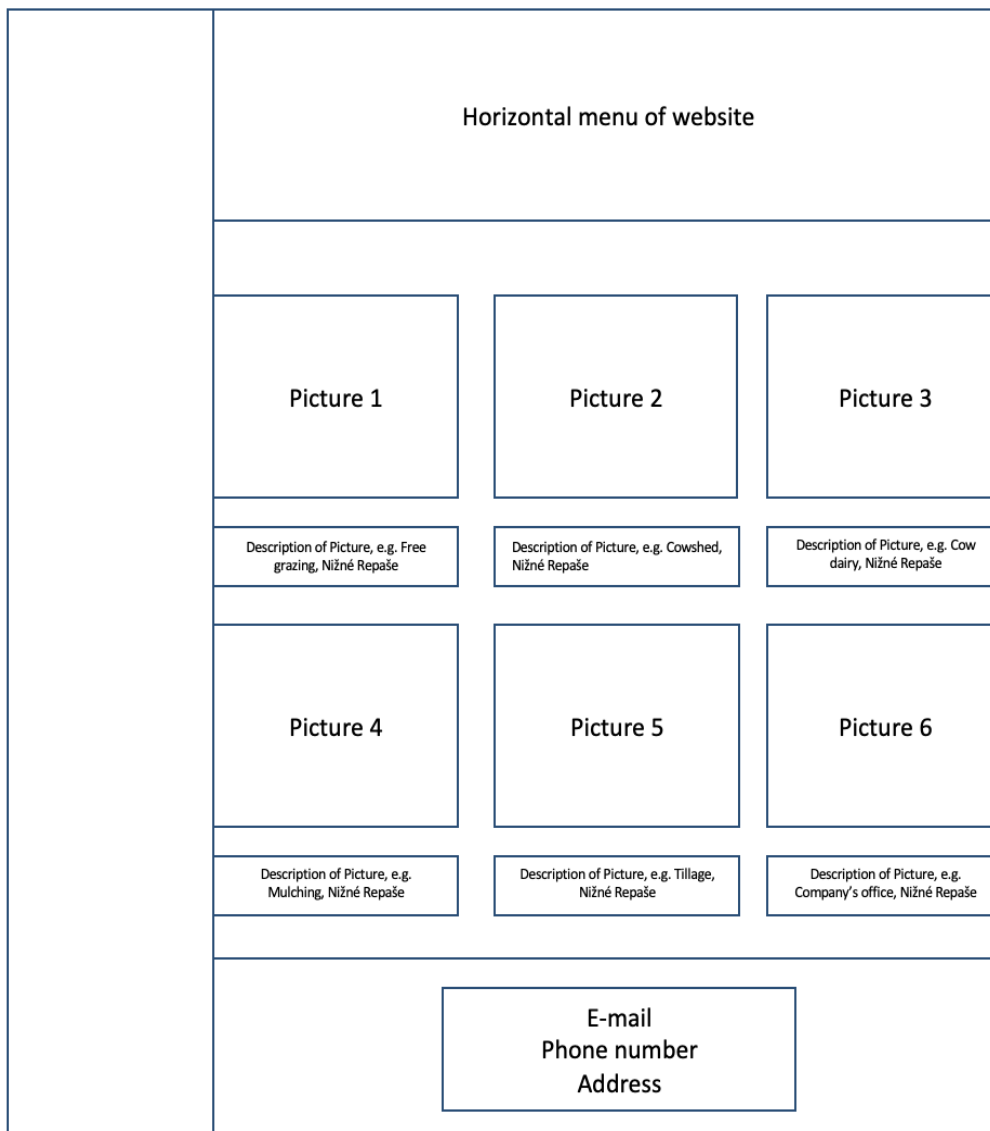
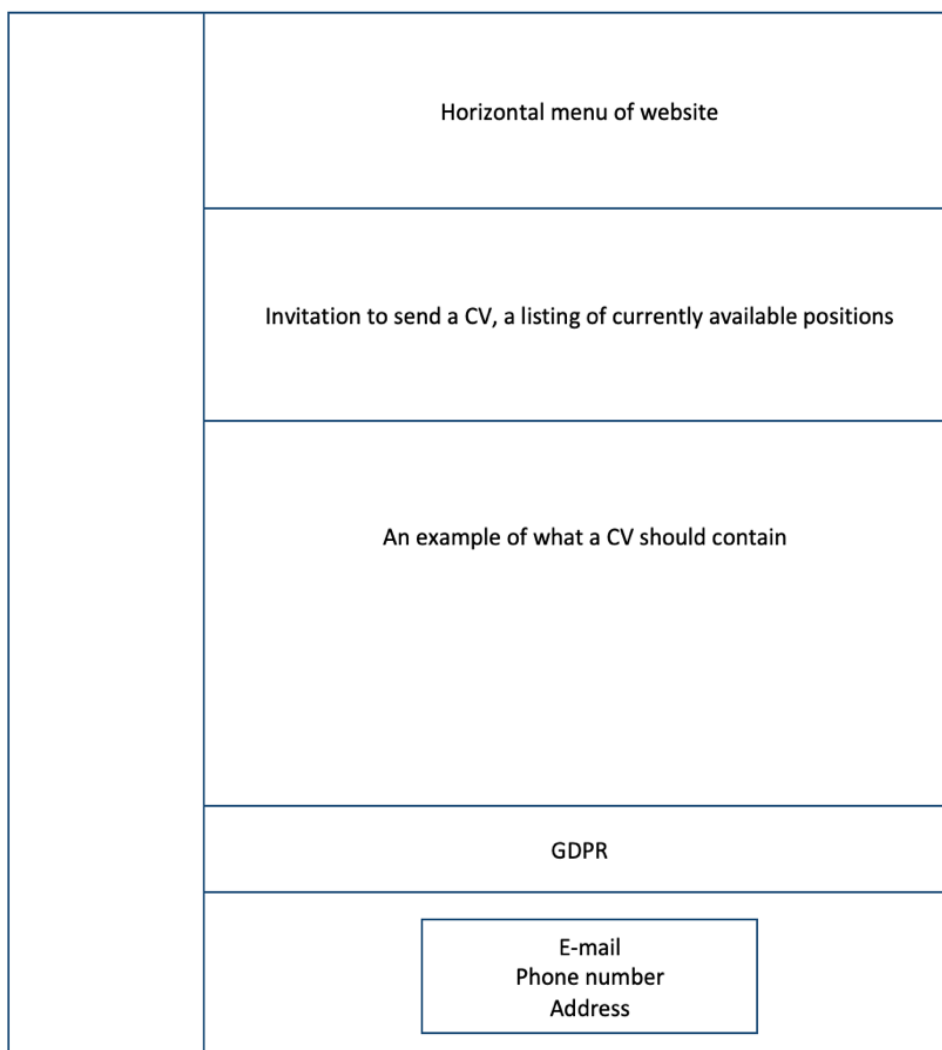


Figure 22: Proposed structure of subpage Gallery (Source: Own processing)

## Subpage „Career”

For last, but very essential subpage I proposed a design, where people could as first see an invitation for sending a CV to the company, all available positions, and reason why it is great opportunity to work for this company and this particular sector. Then (in case anyone needs it), the template of what a CV should contain would be shown below. This subpage could help to increase awareness and interest in working in this field for new (younger) people.



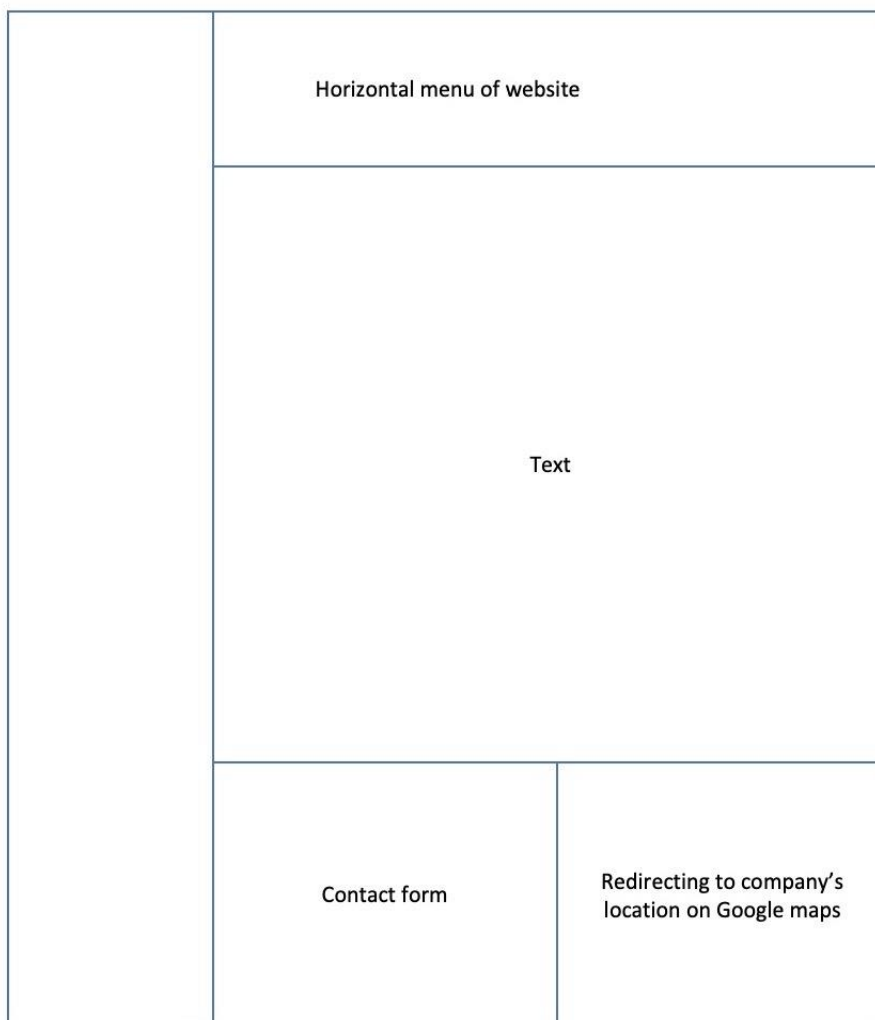
**Figure 23: Proposed structure of subpage Career (Source: Own processing)**

## Subpage „Contact us”

This subpage can be considered one of the most important. It should fulfil several functions in our proposal:

- To inform the customer about the company's operating hours
- Navigate the visitor via the Google maps add-on to the company's location
- Offer the possibility to contact the company via a contact form.

In the picture below we can see the graphic design.



**Figure 24: Proposed structure for subpage Contact us (Source: Own processing)**

**The final cost of creating a proposed website is shown in the table below:**

In case company decides to go with this plan, the responsible person for creation of domain, web creation, and hosting would be me. The reason is that company does not currently employ person, who would be able to do that, and since it is my family's company, I would be hired to get this proposal done.

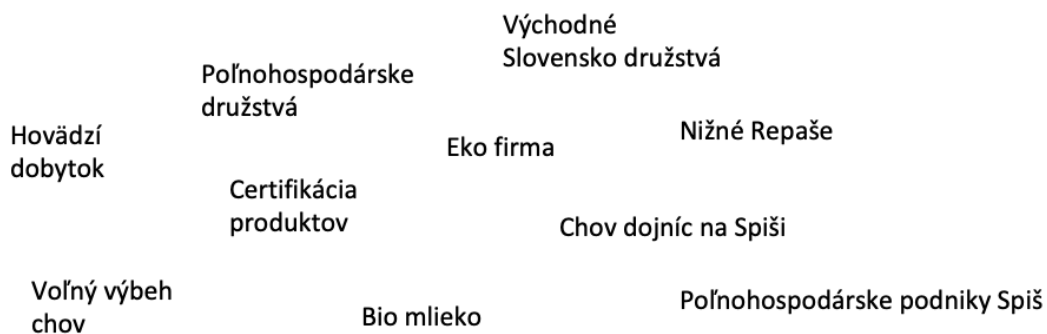
**Table 32: Financial expenses for website creation (Source: Own processing)**

<b>Task</b>	<b>Time plan</b>	<b>Responsible person</b>	<b>Expenses</b>
Creation of domain	1 h	Natália Štrama	6,99 EUR (+6EUR/h wage)
Web creation + hosting	10 h	Natália Štrama	17 EUR (+6EUR/h wage)
<b>Total</b>	<b>11 h</b>		<b>89,99 EUR</b>

### **3.2 SEO optimisation**

The first step I suggested in the previous section was the design of the website, which I would take in its implementation. The next step, which directly follows the website, is the creation of keywords for organic SEO search.

The first thing I did was to write down the first 10 words that came to mind in relation to this company, and I would personally try them when searching through Google. The words written down are displayed below.



I then selected the 5 words (phrases) I thought were the most relevant that I would like to use to find the company in a search. I then typed these words into the keyword finder at **wordsheeter.com**, I selected for each of these 5 words one (for some two, three more) related the most to them, according to the mentioned keyword finder. (81)

This gave us the final 14 key words (phrases) that I would use when creating texts for the AGRO-REAL, s.r.o. website. The written ones are shown in the picture below.

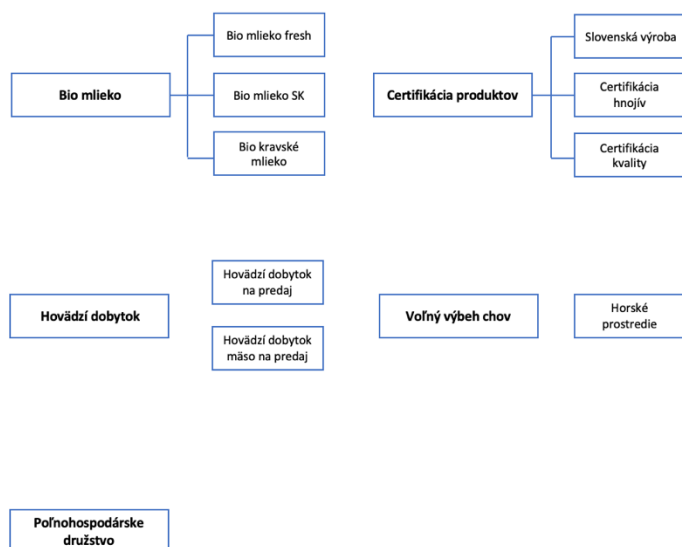


Figure 25: Keywords chosen for AGRO-REAL, s.r.o. (Source: Own processing)

Translation of chosen key words (phrases) from Slovak to English:

**Table 33: Translation of key words from Slovak to English (Source: Own processing)**

Slovak	Translation to English
Bio mlieko	Bio milk
Bio mlieko fresh	Bio milk fresh
Bio mlieko sk	Bio milk SK
Bio kravské mlieko	Bio cow milk
Voľný výbeh chov	Free grazing stud
Horské prostredie	Mountain location
Hovädzí dobytok	Cattle
Hovädzí dobytok na predaj	Cattle for sale
Hovädzí dobytok mäso na predaj	Beef for sale
Certifikácia produktov	Product certification
Slovenská výroba	Slovak production
Certifikácia hnojív	Fertilizers certification
Certifikácia kvality	Quality certification
Poľnohospodárske družstvo	Agricultural cooperative

### **Usage of keywords**

The keywords that I have chosen as the most appropriate for the selected company would be subsequently used in the texts on the website, within informative texts, headlines, sub-headlines or captions. Texts should be created in such a way that they make sense and do not appear forced to the reader. Texts using these words should not be too long so people would actually read them all. Therefore these texts (which should be no longer than 5 lines) must contain as much information as possible.

### **SEO realisation**

Finding suitable keywords as was done in the table above is not that much of a problem because online tools help us to do that. However, creating the actual text and content for the webpage to make it SEO effective is a bit more difficult. Therefore, the most

appropriate thing to do in this case is to contact a professional who will create customized SEO optimization for the company.

Since I mentioned in the previous section that I would like to create the website through Wix.com, I find it most convenient to do everything by one company and since Wix also offers SEO tools, I would go with their service.

This feature would create custom text for AGRO-REAL, s.r.o., along with right choice of header titles, and the font of our choice. The price of this service is around 950 EUR (one-time payment).

**Table 34: SEO realisation**

<b>Task</b>	<b>Person responsible</b>	<b>Price</b>
SEO tools service	Natália Štrama	950 EUR one - time payment

### **3.3 E-mail marketing**

The last proposal for online marketing communication for AGRO-REAL, s.r.o. I suggest to use e-mail as a part of direct marketing for reaching new customers, instead of just a regular communication with already existing customers and distributors. Visitors of the website could subscribe to the newsletter by email. Newsletters would be then sent to these email addresses, containing offers of specific products and services. In my opinion, it would be adequate for this company to send newsletters once a quarter. Hosting mediation would be created on **forpsi.sk** with capacity of 5GB for 4,80EUR/year. (83)

The financial cost of the email promotion is shown in the table below.

**Table 35: Financial expenses for e-mail promotion (Source: Own processing)**

<b>Task</b>	<b>Time plan</b>	<b>Responsible person</b>	<b>Expenses</b>
Creating newsletter	3 hours/quarter	Natália Štrama	6 EUR/h
Sending of newsletters	1 hour/quarter	Mgr. Jana Vanacká	6 EUR/h
Hosting mediation	for 1 year (1 hour of work)	Natália Štrama	4,80 EUR (6 EUR/h wage)
<b>Total</b>	<b>17 hours/year</b>		<b>106,80 EUR</b>

### 3.4 Contribution of proposed solutions

In the following table are listed the biggest benefits from each proposal.

**Table 36: Contribution of proposals for company (Source: Own processing)**

<b>Proposal</b>	<b>Contribution for the company</b>
<b>Webpage</b>	Increase company awareness on the online platform for the B2B market.
<b>SEO tools</b>	Boosting the company's position in organic search on the internet browser.
<b>E-mail marketing</b>	Reaching potential customers and retaining customers by sending newsletters.

### 3.5 Time plan for the execution of the proposed online marketing tools

Table 37: Time plan

Person responsible	Task to do	Where it will be done	Time evaluation	Deadline
Natália Štrama	Create a domain	domeny.sk	1 week	August 2022
Natália Štrama	Web creation + hosting	wix.com	2 weeks	September 2022
Natália Štrama	SEO tools	wix.com	up to 1 month	October 2022
Natália Štrama	Hosting mediation	forpsi.sk	1 week	August 2022

If the company decides to begin with the proposed online marketing communication, the start of work would be set for the late summer of this year. If the shown timetable is met, this marketing communication could start at the beginning of November 2022.

### 3.6 Total expenses of online marketing proposals for AGRO-REAL, s.r.o.

At the end of this chapter, I have added up all the previously mentioned expenses within the three proposals for online marketing co-induction. Their summary and the final amount can be seen in Table 37.

**Table 38: Calculations of total expenses for online marketing communication**

<b>Person responsible</b>	<b>Task to do</b>	<b>Platform it will be done on</b>	<b>Price for task</b>	<b>Time needed for 1 year (h)</b>	<b>Hourly wage for person responsible</b>
<b>Natália Štrama</b>	Create a domain	domeny.sk	6,99 EUR per year	1 h	6 EUR
<b>Natália Štrama</b>	Web creation + hosting	wix.com	17,00 EUR per year	10 h	6 EUR
<b>Natália Štrama</b>	SEO tools service	wix.com	950,00 EUR one time	X	X
<b>Natália Štrama</b>	Hosting mediation	forpsi.sk	4,80 EUR per year	1 h	6 EUR
<b>Natália Štrama</b>	Creating newsletter	photoshop	X	12 h	6 EUR
<b>Jana Vanacká</b>	Sending newsletter	e-mail	X	4 h	6 EUR
			978,79 EUR		168 EUR
<b>TOTAL</b>					<b>1146, 79 EUR</b>

During the interview that was conducted with the owner of the company, I was given a budget that the company is able to spend on online marketing communication. The final amount was 2 000 euros. The total amount for online marketing would be 1 146,79 EUR for the first year. Every year after that, the company would pay only 119,79 EUR (including the salary for the responsible persons), since the SEO tools service and the web design are one-time payments. Less than 120 EUR per year for online marketing communication is a reasonable amount that the company can easily afford

### 3.6.1 Financial situation of company during last 5 years

Table 39: Financial situation of company during last 5 years

<b>Year</b>	<b>Net turnover</b>
<b>2017</b>	293 085,52 EUR
<b>2018</b>	281 101,29 EUR
<b>2019</b>	244 067,22 EUR
<b>2020</b>	226 975,58 EUR
<b>2021</b>	209 655,08 EUR

Since 2017, we can see that the economic performance of the company has been declining, and is still declining until now.

In the first year (2017-2018) there was a decrease of 11 984,23EUR, the next year (2018-2019) it was a decrease of 37 034,07EUR. Between 2019 and 2020, the economic benefit decreased again, by 17 091,64EUR, and for the last two years, 2020 to 2021, the benefit decreased by another 17 320,50EUR. (64)

According to available sources, the company's revenues have a long-term declining trend. The company last increased its sales from the previous year in 2016. The year-on-year decline was approximately 15-20% each year.

By introducing the proposed investment for entering the online space, the manager of the company expects to stop the degressive trend.

The company's revenues in 2021 was 209 655 EUR. The average monthly sales amounted to 17 471,25 EUR.

Given the amount of investment, the manager expects to increase year-on-year sales by 2%. The beginning of investment is planned on 01.11.2022. For the period November - December 2022, when the investment is introduced, monthly sales are expected to increase at 2%, by 174,71 EUR per month. The estimated annual sales in 2022 amount to 210 004 euros.

While maintaining the probable growth, annual sales for 2023 are expected to amount to 214 204 EUR. It follows from the above that the investment in question will increase the company's profit by 4549,42 EUR in the 14 months examined.

Assuming these forecasts are true, the return on investment is expected within 4 months of its implementation.

Based on interview with the company's CEO, I have created table, which shows us 2 variants of possible financial situation – optimistic, and pessimistic.

**Table 40: Optimistic and pessimistic financial situation**

<b>Situation</b>	<b>Optimistic</b>	<b>Pessimistic</b>
<b>Net turnover on 1 year</b>	370 000 EUR	200 000 EUR

### **3.7 Realisation of proposals**

In the last part of the bachelor's thesis I will summarize the points that need to be observed in the implementation of the proposals. It is necessary to choose a person who will be responsible for controlling the progress and execution of the tasks, then to determine how often these activities will be accounted for, and as the last thing to determine which of the employees will communicate the necessary things with the other party (for example, regarding the creation of SEO tools service on Wix.com).

A summary is provided in Table 45.

**Table 41: Summary of realisation proposals (Source: Own processing)**

<b>Person responsible for checking if everything works</b>	Ing. Vladimír Štrama
<b>Regularity of controlling</b>	Once a week (During the month of creation)
<b>Person responsible for needed communication</b> (with creator of SEO tool, etc.)	Natália Štrama

## CONCLUSION

The main objective of this bachelor thesis was to design a suitable online marketing communication for the selected agricultural company AGRO-REAL, s.r.o.

In the first part of the thesis, all the important theoretical concepts for the following elaboration were explained. The second - analytical part was concentrated on identifying the internal and external environment of the company which after approaching the characteristics of the company, was achieved by several analytical frameworks such as Micro Environment, Marketing Mix, PEST analysis, and SWOT analysis.

As part of the microenvironment analysis, three competitors of the selected firm were analysed, where the main focus was on analysing their online marketing communication. For getting some more detailed information about the company, I interviewed the CEO, which helped me with getting to know the company better and being able to create the most suitable online marketing communication. SWOT analysis helped with identifying the company's strengths, weaknesses, opportunities, and threats, which made a fundamental template for further proposals for online marketing communication. In the proposal part, 3 options were suggested for the company for increasing awareness on the B2B market in the online environment. The first suggestion was the creation of a website, followed by SEO optimization, and finally, direct marketing in the form of emails. Given a pre-determined budget by the firm, all of the proposed options could be implemented.

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## **LIST OF ABBREVIATIONS**

B2B – Business to business

B2C – Business to customer

CEO – Chief executive officer

CRM – Customer relationship management

CSM – Content management system

e.g. – Exempli gratia (for example)

EU – European Union

EUR – Euro

HTML – Hypertext Markup Language

HTTPS – Hypertext Transfer Protocol Secure

Km – Kilometer

LLC – Limited Liability Company

PPC – Pay-per-click

ROI – Return on investment

SEM – Search engine marketing

SEPR – Search engine result page

SEO – Search engine optimization

s.r.o. – Spoločnosť s ručeným obmedzením

URL – Uniform resource locator

VS. - Versus

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