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BUSINESS MODEL DEVELOPMENT WITHIN BUSINESS ACTIVITIES OF A COMPANY

ROZVOJ OBCHODNÍHO MODELU V RÁMCI OBCHODNÍCH AKTIVIT SPOLEČNOSTI

MASTER'S THESIS
DIPLOMOVÁ PRÁCE

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Problem definition, objectives, methodology, methods
Theoretical approach to the problem (latest knowledge in the field of business management and development of business activities)
Analysis of current state of the company
Proposal for implementation of new business model, and development of new business activities (including economical evaluation)
Conclusion
Literature
Appendices

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The goal of the thesis is to propose a new business model focused on customizable marketing products for B2C and B2B markets.

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Abstract

This thesis focuses on the development of a business model in a small Czech enterprise. Its aim is to identify weaknesses in current business activities and propose realistic steps to support strategic growth, with an emphasis on customizable marketing products for B2B and B2C customers. Based on an internal and market evaluation, interconnected solutions are proposed in areas such as customer acquisition, product personalization, process optimization, and supplier relationships. The proposals reflect the company's resource limitations and include an implementation and financial plan demonstrating their feasibility and contribution to competitiveness.

Keywords

Business model, business activities, small enterprise, strategic development, customization, marketing products, B2B, B2C

Abstrakt

Práce se zaměřuje na rozvoj obchodního modelu malého podniku v ČR. Cílem je identifikovat slabá místa v obchodních aktivitách a navrhnout realistická opatření na podporu strategického růstu se zaměřením na personalizované marketingové produkty pro B2B a B2C segment. Na základě analýzy podniku a trhu jsou navržena propojená řešení v oblastech akvizice zákazníků, přizpůsobení produktů, optimalizace procesů a práce s dodavateli. Návrhy zohledňují omezené zdroje podniku a jsou doplněny implementačním a finančním plánem pro ověření jejich proveditelnosti a přínosu pro konkurenceschopnost.

Klíčová slova

Obchodní model, obchodní aktivity, malý podnik, strategický rozvoj, personalizace, marketingové produkty, B2B, B2C

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Affidavit

I declare that the present master project is an original work that I have written myself. I declare that the citations of the sources used are complete, that I have not infringed upon any copyright (pursuant to Act. no 121/2000 Coll.).

Brno dated 13th May 2025

Bc. Jakub Kirchner

author's signature

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Introduction

The market for promotional and gifting products is shifting, with consumers and corporate clients favoring personalized, high-quality items that convey uniqueness and emotional value. This trend, driven by increased digitalization, changing consumer preferences, and a demand for customization, offers new opportunities for small businesses while also posing significant strategic challenges. To remain competitive, companies must adapt their business models, digitize operations, and create value-added services beyond traditional product sales.

This thesis examines the strategic development of a small Czech business in the premium gift and promotional product sector. The company has historically operated as a specialized reseller of branded accessories, focusing on wine tools, luxury knives, and glassware, while emphasizing a strong product portfolio and personal customer relationships. The business model has largely remained unchanged, exhibiting limited scalability, minimal customization, and a lack of structured processes in B2B acquisition, customer retention, and supplier management. Although there was initial interest in customizable marketing products, this strategy was never fully implemented.

This thesis aims to design a customizable marketing product business model for B2C and B2B clients and to develop the necessary business activities for its effective implementation. These involve enhancing personalization options via external partnerships, creating a product configurator and B2B client zone, implementing a CRM system, developing structured client programs, formalizing supplier relationships, and increasing process reliability according to ISO quality standards.

This analysis utilizes established frameworks like the Business Model Canvas, VRIO, PEST, Porter's Five Forces, Value Chain Analysis, and the Ansoff Matrix. It is based on qualitative research, including structured interviews with company management and a financial analysis of current operations. The final part of the thesis presents proposals to help the company transition from an owner-driven reseller to a professionally managed, scalable business that offers high-value, customizable marketing products for individual customers and corporate clients.

1 Problem Definition, Objectives, Methodology, Methods

This chapter introduces the problem statement, on which this thesis focuses, and the goal of the thesis is summarized. The goal that is reached with the development of business activities of a given company through selected methods and procedures. The methodologies and procedures are also described in this chapter.

1.1 Problem Statement

In today's era of evolving consumer demands and large market competition, companies face the imperative to adapt their business models to remain relevant. For companies like the business in question, which has a longstanding reputation in luxury kitchen and dining products, the challenge lies in expanding beyond its current offerings and adapting to meet both consumer and corporate needs in new ways. While the company once thrived with an extensive product line and a large corporate team, shifts in management priorities led to a period of dormancy. Today, the company operates on a smaller scale, but retains its brand presence and loyal customer base, with potential of growth and revitalization.

However, despite a strong brand identity, the company's focus shifted when its owner directed attention to other ventures, leading to the downsizing of the company. As a result, to business now operates as a "sleeping" company, with a modest turnover that barely covers operational costs. Nevertheless, the company retains substantial brand equity and a loyal customer base, signaling the potential for re-entry into the market. To meet current market needs, which increasingly favor personalized and exclusive products, the company plans to leverage this opportunity to rebuild its business model with a focus on expanding its product portfolio, unlike its traditional offerings, this new direction emphasizes customizable marketing items with an appeal for both to B2C and B2B segments.

In the past, the business had explored a similar business venture, recognizing the potential of custom marketing products to differentiate product offerings. However, despite the initial enthusiasm, this initiative was not fully realized. The company owner had shifted his focus to other business interests, leaving the business without necessary resources or strategic direction to develop this segment further. As a result, the concept remained underutilized, and the company continued to operate primarily within its traditional product categories. This incomplete attempt highlights both the potential and the challenges of venturing into the custom marketing products market. With renewed focus and a well-structured business model, the business now aims to fully implement this new model, capitalizing on past learnings to expand its product portfolio and engage new customer segments successfully.

1.2 Goal of the Thesis

The goal of the thesis is to propose a new business model focused on customizable marketing products for B2C and B2B markets.

Partial goals:

- Analysis of the current business model,
- Identification of opportunities for expanding the product and services portfolio,
- Developing operational steps and resources required for implementing new business model,
- Economical evaluation of the proposals,
- Implementation and risk mitigation.

1.3 Process and Methodology

The thesis is conducted as applied research using qualitative methods, with the main objective of proposing a new business model focused on customizable marketing products for B2C and B2B segments. The process of the work is structured into interconnected phases, where each step logically follows and builds upon the previous one. The analytical part of the thesis is based primarily on information obtained through internal interviews with the company’s owner and key employees, complemented by desk research and secondary data analysis focused on market characteristics, competitive environment, and consumer trend development. This approach enables a comprehensive understanding of the company’s current situation and creates a foundation for proposing changes that reflect both external opportunities and internal capabilities and limitations. The applied analyses, their purpose, and mutual connections are presented in the following chapters, together with the visual representation of the conceptual framework that guides the structure of this thesis.

Strategic Assumptions and Data Limitations

This thesis presents strategic recommendations focused on personalized product offerings, CRM implementation, and B2B acquisition, grounded in internal insights and qualitative interviews with the owner. Due to the business's limited size and operational scope, formal market research or external validation was not performed to verify demand-side assumptions. This limitation in methodology is recognized. The proposal incorporates mechanisms for ongoing validation, such as real-time tracking of configurator usage, CRM engagement metrics, and feedback from B2B clients during the implementation phase.

1.3.1 External Environment Analysis and Methodology

The external analysis offers essential insights for shaping the business model by recognizing market conditions, customer expectations, and competitive dynamics. This stage guarantees that the proposal aligns with genuine needs and the prevailing environmental conditions.

- **PEST Analysis**

The PEST framework serves as a tool for recognizing significant macro-environmental factors—namely political, economic, social, and technological elements—that may impact the effectiveness of the business model. This analysis underscores the potential risks and opportunities that exist beyond the company’s immediate influence, including shifts in regulations and advancements in technology that pertain to product customization. The selection of analytical tools, including the choice of PEST for macro-environment evaluation, is determined by their relevance to the thesis objective. PESTLE analysis was evaluated; however, it was not fully implemented, as the legal and environmental factors were determined to be non-critical in this context.

- **Market Analysis**

The market analysis provides a comprehensive framework for understanding the landscape of customizable marketing products. The analysis encompasses the assessment of market size, segmentation into B2C and B2B categories, distribution channels, and the positioning of competitors. This analysis offers essential insights for delineating target customer segments and strategically positioning the business model.

- **Competitive Environment – Porter's Five Forces**

Porter's model assesses the fundamental dynamics within the market, focusing on aspects such as competitive rivalry, the bargaining power of customers and suppliers, the threat posed by substitutes, and the likelihood of new entrants. This examination aids in identifying areas where tailored approaches can establish a competitive edge.

- **Market Trend & Consumer Trend Analysis**

The analysis centers on recognizing significant transformations in market dynamics, encompassing the increasing demand for personalized products, alterations in consumer purchasing preferences, advancements in technology, and trends related to sustainability. It guarantees that the business model considers both the existing market framework and the anticipated needs of consumers moving forward.

1.3.2 Internal Environment Analysis and Methodology

The internal analysis assesses the extent to which the company has the necessary resources, capabilities, and operational framework to align with its strategic objectives and effectively execute the business model.

- **Business Model Canvas (AS-IS)**

The Business Model Canvas serves as a tool to illustrate and articulate the existing business model of the company. This analysis establishes a foundation for recognizing discrepancies between the current business logic and the specifications of the proposed model centered on customizable marketing products.

- **VRIO Analysis**

The VRIO framework evaluates a company's resources and capabilities, focusing on their ability to foster a sustainable competitive advantage. It recognizes the strengths that can be utilized and the areas where further resource development is necessary.

- **Analysis of Business Activities (using Value Chain Analysis)**

The examination of business operations centers on assessing whether the existing processes of the company are in harmony with the value proposition outlined in the suggested business model. This evaluation is structured using the Value Chain Analysis as the main framework. The Value Chain offers a structured evaluation of essential and ancillary activities that play a role in generating value. This method facilitates the recognition of activities that bolster the business model, alongside those that necessitate modification or enhancement.

- **Financial Analysis – Evaluation of Financial Health and Feasibility**

This analysis demonstrates that the business model development process is strategically and operationally justified while being financially feasible, thereby enhancing the credibility and robustness of the proposal. This analysis ensures that the business model development process is strategically, operationally, and financially viable, enhancing the proposal's credibility and strength. The internal analysis evaluates the company's financial status to determine its economic resources and financial stability for executing the proposed business plan. The financial analysis evaluates revenue growth, profitability, liquidity, debt composition, and activity ratios to determine the company's capacity to finance operational changes, enhance capabilities, and support marketing efforts to fulfill the value proposition. This research demonstrates that the business model creation process is strategic, operational, and financially sound, enhancing the proposal's credibility and strength.

1.3.3 Strategic Evaluation and Direction

This phase integrates the insights gained from both external and internal analyses, facilitating informed strategic decisions and directing the evolution of the business model.

- **SWOT Analysis**

The SWOT analysis synthesizes information derived from internal and external assessments, encapsulating the company's strengths, weaknesses, opportunities, and threats. This offers a systematic framework that aids in recognizing strategic alternatives.

- **Ansoff Matrix**

Drawing from the insights gained through the SWOT analysis, the Ansoff Matrix is utilized to determine the strategic direction for the development of the business model. The matrix presents four strategic avenues: market penetration, product development, market development, and diversification. Within the framework of this thesis, the matrix facilitates the decision-making process regarding the pursuit of product development and/or market development, highlighting the emphasis on tailored marketing products for both B2C and B2B segments.

1.3.4 Analytical Flow and Logical Continuity

The structure of the chosen analyses adheres to a coherent framework that maintains the flow of insights across the thesis. The external environment serves as a crucial basis for comprehending market demands and the dynamics of competition. The internal analysis assesses the organization's preparedness and practical viability. The strategic evaluation subsequently synthesizes these insights to facilitate informed decision-making and the development of a practical, well-founded business model.

Table 1: Analytical Phases and Logical Continuity
(Source: Own work)

Phase	Purpose	Analysis Used
External Environment	Understand market conditions, structure, demand, and competition	PEST, Porters Five Forces, Market Analysis, Market & Consumer Trend Analysis
Current Business Model	Map and evaluate the current value creation logic	Business Model Canvas (AS-IS)
Internal Capabilities	Asses internal resources and operational readiness, and financial feasibility	VRIO, Analysis of Business Activities (Value Chain), financial analysis
Strategic Synthesis	Integrate findings and define strategic focus	SWOT, Ansoff Matrix
Business Model Proposal	Develop a feasible, aligned and market-responsive business model	Business Model Canvas (TO-BE)
Risk and Implementation Challenges	Identify barriers, risks, and implementation gaps, propose mitigation approaches	Risk analysis (qualitative identification based on activity analysis and strategic synthesis)

2 Theoretical Approach to the Problem

The growing complexity of modern business landscapes and the emergence of tailored customer expectations have prompted a transformation in the ways organizations design, organize, and adapt their business models. In the realm of customizable marketing products, the capacity to develop personalized offerings that provide both practical benefits and emotional significance has become a crucial factor for standing out in the marketplace. As organizations work to address the changing demands of both B2C and B2B clients, a comprehensive grasp of business models, strategic alignment, and organizational roles is crucial.

This chapter presents a thorough theoretical framework that supports the analysis and proposal of an innovative business model centered on customizable marketing products. Utilizing insights from scholarly research and management principles, this examination delves into the theoretical foundations of business models, the strategic significance of various business functions, the effects of customization, and the distinctions between B2C and B2B market dynamics. Furthermore, it explores the theoretical implications of external environmental factors and strategic alignment, utilizing the framework of resource-based theories.

This chapter relies on established theories in strategic management, marketing, and operations to provide context for the design and transformation of business models. The review provides valuable insights into the practical application of these theories within small and medium-sized enterprises (SMEs) aiming to reposition or diversify their offerings through customization strategies.

The chapter summarizes up with a conceptual framework that integrates the discussed theories into a model designed to enhance strategic decision-making in the creation and execution of a new business model. This framework establishes the basis for the analytical section of the thesis, guaranteeing that the suggested business solution is rooted in theory and practical for management purposes.

2.1 Business Model Foundations

2.1.1 Definition and Core Elements of Business Models

The business model serves as a crucial framework for comprehending how organizations generate, provide, and secure value in competitive settings. A commonly recognized definition characterizes a business model as *"the rationale of how an organization creates, delivers, and captures value"* (Osterwalder and Pigneur, 2010). A business model outlines the structure of the value proposition, the necessary infrastructure for delivery, the management of customer relationships, and the financial mechanisms that ensure sustainability.

Afuah (2018) characterizes a business model as *"a collection of activities and resources regulated by decisions regarding how a firm competes, collaborates, delivers, and monetizes its value proposition."* This perspective highlights both the structural components of the organization and the strategic decisions that drive competitive actions. Johnson et al. (2008) identify four essential components of a business model: the customer value proposition, the profit formula, key resources, and key processes.

The business model is conceptualized by integrating structural and strategic dimensions. The structure outlines the operational framework of an enterprise, while the strategy connects the company's activities to its environment, customer segments, and revenue streams. This duality renders the business model a crucial instrument for academic examination and managerial application (Osterwalder and Pigneur, 2010).

2.1.2 Role of Business Models in Strategic Management

The strategic role of a business model is to coordinate the internal capabilities of a company with the external market environment (Afuah, 2018). Business models serve as intermediaries linking a firm's resources and competencies with environmental demands, thereby aiding in the development of competitive strategies (Teece, 2010). Business models should be viewed as dynamic systems rather than static structures, requiring evolution to align with technological advancements, customer expectations, and industry trends.

According to Johnson and Scholes (2000), an effectively structured business model can serve as a competitive advantage, particularly when its unique combination of activities and value delivery methods is challenging for competitors to imitate. The business model serves as an operational framework and a strategic tool that defines market positioning.

The flexibility of business models is crucial in environments where innovation and a focus on customer needs are essential for success. Organizations should regularly assess the effectiveness of their existing models to determine if redesign is required to seize new opportunities or address potential threats (Osterwalder and Pigneur, 2010).

2.1.3 Relevance for Customizable Marketing Products

The significance of the business model is increased in the context of customizable marketing products. Customization, defined as the capacity to adjust products or services to meet specific customer needs, adds complexity to value creation processes (Fader, 2020). This complexity necessitates business models that enable flexibility, modularity, and customer co-creation, all while ensuring operational efficiency.

Pech and Vrchota (2022) indicate that customization strategies are enhanced by business models that incorporate digital technologies, adaptable production systems, and data-informed customer relationship management. These models enable companies to provide customized solutions while keeping costs manageable, a principle commonly known as "mass customization" (Kotler and Keller, 2017).

The shift toward personalization indicates significant changes in consumer behavior, as buyers now expect products that align with their personal identity and preferences. This trend impacts both B2C and B2B markets, necessitating business models that enable customer participation, feedback loops, and adaptive production cycles (Wirtz, 2019).

This thesis highlights that for small and medium-sized enterprises (SMEs), designing and implementing an effective business model poses both an operational challenge and a strategic opportunity. Through the application of business model innovation, SMEs can address resource constraints and successfully distinguish themselves in competitive markets (Afuah, 2018).

2.2 Business Activities and Value Creation

2.2.1 Primary Activities

Business activities are essential processes that enable organizations to convert inputs into valuable offerings for customers. The value chain framework, introduced by Porter (1985), identifies primary activities as *inbound logistics, operations, outbound logistics, marketing and sales, and after-sales service*. The activities are essential for value delivery, as they directly involve the production and distribution of goods and services.

In today's competitive environment, marked by a growing need for personalization and flexibility, primary activities must demonstrate both efficiency and adaptability. Recent studies highlight that in industries with customizable products, the alignment and responsiveness of these activities are essential for maintaining competitive advantage (Pech and Vrchota, 2022). Operations should support small-batch production or individual product modifications while maintaining cost efficiency.

Additionally, inbound logistics must guarantee dependable sourcing of components essential for personalization, while outbound logistics should facilitate adaptable delivery options, including direct-to -customer models. Marketing and sales efforts must effectively convey the value of customization, emphasize product uniqueness and foster emotional engagement (Chaffey and Ellis-Chadwick, 2022). After-sales service plays a crucial role in improving customer satisfaction and building long-term relationships, especially in B2C and B2B sectors, where post-purchase engagement is vital for brand loyalty.

2.2.2 Support Activities and Their Strategic Role

Support activities play an essential role in enabling effective performance of primary activities. These include:

- *Company infrastructure (management, planning, finance),*
- *Human resource management (staffing, training, development),*
- *Technology development (process improvement, digital tools, automation),*
- *Procurement (strategic sourcing and supplier management).*

In markets that prioritize customization, support activities serve as essential strategic enablers rather than mere background processes. The development of technology is essential for achieving mass customization and scalability. Digital tools like product configurators, customer relationship management (CRM) systems, and automation platforms enable firms to tailor offers while ensuring operational efficiency (Saura et al., 2021).

Human resource management enhances these initiatives by developing employee skills in customer-focused thinking, innovative problem-solving, and digital competence. The potential of technological investments cannot be fully realized without the appropriate human capital (Chaffey et al., 2022).

Procurement is essential when customization necessitates sourcing from specialized suppliers or overseeing intricate supply chains for tailored components. Collaboration with suppliers and adaptable sourcing strategies are essential for ensuring quality and responsiveness (Benbouja, et al., 2021).

2.2.3 Activities as Enablers of Business Model Execution

The alignment of business activities with the selected business model is crucial for effective value creation and competitive differentiation. Recent research highlights that business model innovation is inadequate without aligned changes in operational activities (Teece, 2018). Activities serve as the means by which strategic intentions are converted into concrete market offerings. In customizable marketing product markets, this alignment requires:

- *Customer data integration across marketing, sales, and operations to enable effective personalization,*
- *Flexible production planning and logistics to support low-volume, high-variation orders,*
- *Collaboration with suppliers and partners to ensure smooth execution of customization at scale.*

Research conducted by Bouchard et al. (2023) indicates that small and medium-sized enterprises (SMEs) can enhance their performance substantially by adjusting their operations to prioritize agility and readiness for mass customization. This entails investment in process digitization, modular production systems, and interdepartmental knowledge sharing.For SMEs with constrained resources, such alignment is essential, as inefficiencies or misalignments can rapidly diminish competitive advantages. Well-designed activities enable these firms to utilize their agility and closeness to customers as strategic advantages.

Innovation and Customization Strategies

2.3.1 Business Model Innovation

Business model innovation (BMI) involves the systematic design or redesign of a company's framework for creating, delivering, and capturing value. In contrast to product or process innovation, business model innovation emphasizes the systematic arrangement of business components, including value proposition, revenue streams, customer engagement, and operational processes (Clauss et al., 2022). This type of innovation is increasingly important in dynamic environments where evolving customer needs, digitalization, and competitive pressures require ongoing adaptation.

Teece (2018) highlights that effective business model innovation necessitates the integration of dynamic capabilities, which encompass a firm's capacity to identify opportunities, capitalize on them, and adjust its resources as needed. For small and medium-sized enterprises (SMEs) facing resource limitations, business model innovation offers a means to achieve differentiation through creative configuration instead of relying on scale.

Recent studies highlight that BMI is especially significant when integrated with technological advancements like digital platforms, e-commerce tools, and data analytics (Puyt et al., 2024). These technologies allow firms to investigate new channels, enhance customer relationships, and develop pricing models that are crucial for facilitating customization and delivering personalized value.

2.3.2 Customization and Co-Creation

Customization involves altering products or services to align with the distinct preferences of individual customers or specific customer segments. Customization in product marketing increases perceived value, enhances customer engagement, and fosters brand loyalty (Fader, 2020). The transition from mass production to flexible, customer-focused solutions is supported by the broader idea of *mass customization*, enabling companies to provide personalized products while maintaining the efficiency of large-scale production (Pech and Vrchota, 2022).

The concept of *co-creation* is closely linked to customization, as it involves customers actively participating in the design or personalization process. Co-creation enhances the emotional bond between customers and brands, resulting in increased satisfaction and retention (Keiningham et al., 2020). Providing interactive product configurators on digital platforms enables customers to customize their product experience and allows firms to collect valuable data on preferences and trends.

Incorporating customer feedback during the design phase enhances relevance and fosters innovation by identifying unmet needs and new opportunities for differentiation (Fader, 2020). This approach reflects the increasing emphasis on customer-centric business models that prioritize responsiveness to individual expectations rather than standardization.

2.3.3 Technology and Personalization in Customizable Products

Technological development is essential for the successful implementation of customization strategies. *Artificial intelligence (AI), machine learning, data analytics, and automation* enable personalization on a large scale, commonly known as *hyper-personalization* (Saura et al., 2021). These technologies enable organizations to assess customer behavior, forecast preferences, and provide customized product recommendations.

AI-driven CRM systems significantly improve customer engagement by facilitating personalized communication, automating follow-ups, and employing behavior-based segmentation instead of relying solely on demographics (Saura et al., 2021). This technological integration enhances marketing efficiency while ensuring a strong focus on individualization.

Technologies associated with Industry 4.0, including *additive manufacturing (3D printing), digital printing, and IoT-enabled production systems*, enhance the ability to provide personalized products efficiently, minimizing delays and cost increases (Bouchard et al., 2023). These innovations facilitate a smooth transition from customer feedback to production, minimizing lead times and empowering SMEs to effectively compete in customized product markets.

The integration of *e-commerce platforms, online product configurators, and digital supply chain systems* enables companies to automate various elements of the customization process, thereby making it feasible for smaller businesses with constrained resources (Chaffey and Ellis-Chadwick, 2022).

2.4 Strategic Alignment and Competitive Advantage

2.4.1 Resource-Based View and Competitive Advantage

The *resource-based view (RBV)* of the firm is an essential theoretical framework for analyzing how companies attain and maintain competitive advantage via their internal resources and capabilities. The Resource-Based View (RBV) posits that firms can achieve superior performance relative to competitors not only through market positioning but also by possessing resources that are *valuable, rare, inimitable, and non-substitutable (VRIN)* (Barney, 1991). *The VRIO framework* has been expanded to incorporate organizational support as the fourth condition essential for strategic success (Barney and Mackey, 2021).

In today's business landscape, where customization and flexibility are vital for differentiation, internal capabilities like *agile production systems, technological expertise, data-driven marketing, and customer relationship management* are essential resources. Intangible assets enable firms to provide value that competitors find challenging to duplicate (Puyt, et al., 2024).

For small and medium-sized enterprises (SMEs), utilizing internal strengths is crucial given their limited financial and operational resources. Research indicates that SMEs possessing a robust resource foundation, bolstered by efficient management systems and digital technologies, are more adept at leveraging opportunities for innovation and customization (Bouchard et al., 2023).

2.4.2 VRIO Framework: Conceptual Understanding

The *VRIO framework*, building on the Resource-Based View, offers a structured method for evaluating the extent to which a company's resources lead to sustained competitive advantage (Barney and Mackey, 2021). The four criteria are outlined below:

- *Valuable: Does the resource enable the company to exploit opportunities or neutralize threats?*
- *Rare: Is the resource possessed by few or no competitors?*
- *Inimitable: Is the resource costly for competitors to imitate?*
- *Organized: Is the company organized to capture the full potential of the resource?*

Customizable marketing products rely on resources like *long-term supplier relationships, personalization technologies, specialized market knowledge, and customer data,* especially when integrated with efficient organizational processes (Pech and Vrchota, 2022).

Exclusive agreements with high-quality suppliers are rare and valuable assets for a company, while deep customer insights obtained through CRM systems contribute to its inimitability. The extent to which these advantages can be fully realized relies on the company's internal alignment, encompassing processes, leadership, and technology, to effectively support customization strategies (Barney and Mackey, 2021).

2.4.3 Strategic Alignment Between Resources and Business Model Design

Aligning internal resources with the business model is crucial for converting competitive advantages into market success. This alignment guarantees that the value proposition, key activities, customer relationships, and revenue model are all reinforced by the company's capabilities (Teece, 2018).

Recent research emphasizes that without proper alignment, even innovative business models may not achieve the desired results (Puyt et al., 2024). In the area of customization, where flexibility and responsiveness are essential, a misalignment between resource configuration and business model design can result in inefficiencies, unmet customer expectations, and lost opportunities.

Saura et al. (2021) emphasize that digitalization and AI-based systems improve alignment by incorporating customer data into business decision-making processes. This integration allows SMEs to swiftly address customer needs while ensuring operational oversight.

In customizable product markets, the *alignment between a company's promises and its actual delivery capabilities* is often crucial for maintaining customer trust and achieving competitive differentiation. This coherence is attained not merely through valuable resources, but by integrating them into the company's activities and business model structure.

2.5 B2B and B2C Market Context

In B2C markets, purchasing decisions are frequently shaped by emotional factors, lifestyle preferences, and brand perception (Fader, 2020). Consumers pursue products that align with their identity, offer convenience, or yield personal satisfaction. Customizable products effectively address these needs by enabling individuals to co-create items that align with their personal preferences, thus increasing perceived value and emotional connection to the brand (Keiningham et al., 2020).

Digitalization has significantly altered B2C buyer behavior, raising expectations for immediacy, interactivity, and personalized experiences (Chaffey and Ellis-Chadwick, 2022). Customers increasingly anticipate that brands will provide personalized communication, recommendations, and purchasing options across various digital channels. Recent studies indicate that hyper-personalization, facilitated by data analytics and machine learning, markedly enhances customer engagement and conversion rates (Saura et al., 2021).

Younger consumer segments show a notable preference for brands that reflect their social and environmental values. Sustainability, ethical sourcing, and transparency are critical factors shaping purchasing decisions, especially in the markets for promotional products and personalized gifts (Fader, 2020).

2.5.1 Relationship Building in B2B Markets

B2B markets fundamentally differ from B2C in several key aspects, especially regarding decision-making processes, relationship dynamics, and value perception. B2B purchases generally involve *extended sales cycles, multiple stakeholders, formal negotiation processes, and an emphasis on return on investment (ROI)* (Chaffey and Ellis-Chadwick, 2022).

Customization in B2B environments typically focuses on functional requirements, branding considerations, or operational specifications. Corporate clients often require tailored promotional products that embody their brand identity, adhere to quality standards, and support strategic goals like client engagement or employee motivation (Keiningham et al., 2020). In this context, customization focuses primarily on strategic alignment, dependability, and sustained value rather than emotional resonance.

Trust, the quality of partnerships, and reliable service delivery are essential for success in B2B relationships. Companies that exhibit adaptability in addressing client-specific needs and provide prompt customer service are more likely to achieve repeat business and establish long-term contracts (Saura et al., 2021). The dynamics of these relationships highlight the significance of *personalization, consultative selling, and after-sales support* within the B2B framework.

2.5.2 Implications of Market Differences for Customization Strategies

The distinctions between B2C and B2B markets necessitate different approaches to the implementation of customization strategies. B2C customization prioritizes emotional engagement, convenience, and self-expression, whereas B2B customization highlights operational efficiency, reliability, and alignment with business objectives (Puyt et al., 2024).

For B2B customers, successful customization requires:

- *Interactive product configurations and online personalization tools,*
- *Personalized marketing communication (email, social media),*
- *Fast and flexible fulfillment options.*

In contrast, B2B customers customization strategies benefit from:

- *Consultative sales processes and personalized quotations,*
- *Integration of customer-specific requirements into production planning,*
- *Value-added services such as co-branded packaging or exclusive product lines.*

Successful business models in the customizable product sector need to consider these differences by adjusting their *customer segmentation, value proposition, and delivery methods* accordingly. Organizations that tailor their customization strategies to meet the distinct expectations of B2C and B2B clients can improve their competitive edge and strengthen customer relationships (Fader, 2020; Keiningham et al., 2020).

2.6 External Environment and Business Models

2.6.1 Macroenvironmental Factors

The macroenvironment includes extensive external factors that impact business operations and strategic decisions. Factors are commonly assessed through frameworks like *PEST (Political, Economic, Social, Technological)* or its extended version PESTLE, which incorporates Legal and Environmental aspects (Chaffey and Ellis-Chadwick, 2022). While a thorough analysis of these elements is reserved for the analytical section of this thesis, grasping their conceptual significance is crucial for effective business model design.

Political stability, economic conditions, social trends, and technological advancements influence the *opportunities and risks* encountered by companies. In customizable product markets, macroenvironmental forces impact essential elements such as:

- *Access to innovation funding or SME support programs (political/economic),*
- *Shifts in consumer values toward sustainability and personalization (social),*
- *Adoption of digital platforms, AI, and automation (technological).*

Teece (2018) posits that the effectiveness of a business model relies on its capacity to adjust to evolving environmental conditions via dynamic capabilities — the company's ability to sense, seize, and reconfigure resources in reaction to external changes.

For managers of SMEs, it is essential to monitor macroenvironmental trends, as this practice is vital for effective risk management and for recognizing new opportunities for growth. Increased environmental regulations may lead to compliance costs while also creating new market opportunities for eco-friendly promotional products.

2.6.2 Microenvironment and Competitive Dynamics

The microenvironment examines the direct competitive landscape, encompassing factors such as *customers, competitors, suppliers, distributors, and potential entrants* (Puyt et al., 2024). The macroenvironment sets the broader context, while the microenvironment influences the daily operations of the business model.

Grasping competitive dynamics is crucial in markets characterized by low entry barriers and high product comparability, which is frequently observed in customizable marketing products. Bouchard et al. (2023) assert that SMEs should utilize differentiation via customization, service quality, and relationship management to circumvent direct price competition.

Customer expectations regarding prompt delivery, tailored quality, and attentive service influence operational decisions within the business model. Aligning marketing, production, and logistics activities with these expectations enables SMEs to achieve a sustainable market position (Chaffey and Ellis-Chadwick, 2022).

Collaboration with strategic partners, including suppliers, printing providers, and logistics firms, is essential for maintaining flexibility and responsiveness, particularly when in -house capabilities are constrained by limited resources. Partnerships play a vital role in enhancing the value proposition of the business model, especially in the context of providing customized or co-branded products to B2B clients.

2.6.3 Environmental Influence on Business Model Choice

The interaction of macro- and microenvironmental factors significantly affects the design and implementation of a business model. Neglecting to consider these external factors can lead to business models that are not aligned with market realities, resulting in lost opportunities or increased risks. Teece, 2018.

Technological acceleration and the prevalence of e-commerce platforms necessitate that business models in customization markets integrate digital tools for customer engagement, order processing, and supply chain coordination (Saura et al., 2021). In a similar vein, the growing social awareness of environmental issues necessitates that companies integrate sustainable sourcing, packaging, and production processes into their business model design (Bouchard et al., 2023).

Systematic analysis of external factors enables more informed decision-making in the following areas:

- *Target market selection and segmentation,*
- *Partnership and supplier strategies,*
- *Technology adoption and digital integration,*
- *Sustainability and brand positioning.*

The environmental context ultimately influences the feasibility and competitiveness of the business model. Companies that synchronize their internal strengths with external influences are more effectively positioned to innovate and adapt to market changes.

2.7 Conceptual Framework

The main concepts discussed in the earlier parts are incorporated into the conceptual framework of this thesis to create a structured model that aids in the creation of a new business model for marketing products that can be customized. This framework provides a theoretical basis for the analytical section of the thesis and directs the identification of key factors affecting business model design, implementation, and competitiveness.

The framework fundamentally identifies the business model as the primary system for creating, delivering, and capturing value. According to the approach by Osterwalder and Pigneur (2010), a business model comprises *value proposition, customer segments, key activities, key resources, channels, customer relationships, revenue streams, and cost structure.*

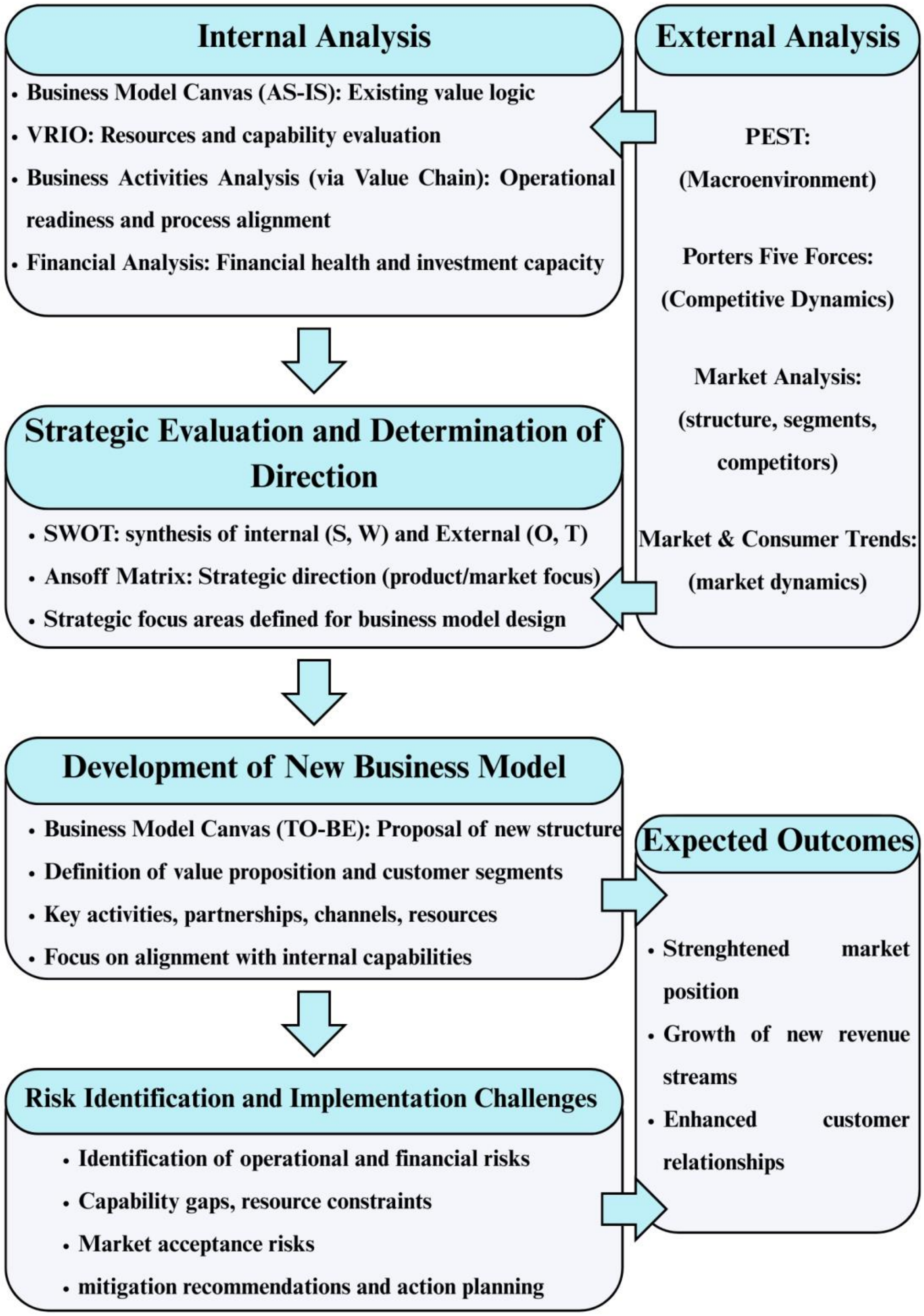

Figure 1: Conceptual Framework Visualization
(Source: Own work)

2.8 Summary of Theoretical Background

The theoretical background of the thesis presents key concepts necessary for understanding and assessing business models in relation to customizable marketing products. This assessment reviews recent literature to explore the significance of business models in strategic management, highlighting their critical role in value creation, delivery, and capture. This chapter expands upon the Business Model Canvas framework by emphasizing the need for internal operations and resources to be in line with market demands in order to facilitate customization and differentiation. Attention is focused on the operational implications of customization and co-creation strategies, the integration of technology, and the challenges that SMEs encounter in adapting to changing B2B and B2C environments. Resource-based theories, especially the VRIO framework, conceptualize the relationship between competitive advantage and a company's internal capabilities. The discussion of macro- and microenvironmental factors underscores the importance of external alignment. The chapter ends with a conceptual framework that integrates these insights into a structured model, providing a basis for the subsequent analysis of the current business model and its transformation.

3 Analysis of the Current State of the Company

This chapter provides an analytical assessment of the essential external and internal factors pertinent to the company's strategic development. The objective is to deliver evidence-based insights that facilitate the development of a business model centered on customizable marketing products. The analyses identify external opportunities and threats, alongside internal strengths and weaknesses, establishing a basis for strategic decision-making.

3.1 Introduction of the Business

This thesis analyzes the business model of a company in the premium gift and marketing products sector. Founded in 2004 by M. Kirchner, the company initially focused on distributing high-quality accessories, specifically wine-related products, luxury knives, and glassware. Initially, the company considered expanding its portfolio with personalized marketing products, but supply chain complications prevented these plans.

The company experienced growth phases followed by downsizing, leading to fewer employees and a more streamlined structure. The company is presently managed by the owner and two employees in a streamlined business structure. The warehouse is situated in Brno, and the office is designated for administrative functions, not serving as a showroom.

The company operates as a reseller of premium brands, focusing on the quality of its product portfolio and a personalized approach to customers. The product range is organized based on the categories listed on the official e-shop, with the primary selection featuring items from the brands Pulltex, Forge de Laguiole, and Rona. Selected products are available for personalization through printing, with a minimum order requirement of ten pieces. Typical customers encompass businesses in the gastronomy sector, corporate clients in search of gifts for business partners, collectors, and wine enthusiasts.

3.1.1 Product Portfolio

The company's product portfolio demonstrates a commitment to distributing premium branded products intended for gifting, promotional activities, and personal use. The collection is structured into primary categories, which are subsequently subdivided into subcategories based on product type and intended application. The current offer on the company's e-shop features several hundred individual items across multiple categories.

The primary product categories include:

- *Wine and Bar: Corkscrews, wine coolers, bottle stoppers, wine bags, sommelier tools, bar sets, and other related items,*
- *Luxury Knives: Range of pocketknives, sommelier knives, collector's knives, and kitchen knives, highlighting superior craftsmanship and design,*
- *Glassware: Wine glasses, champagne flutes, spirit glasses, decanters, and pitchers, emphasizing quality and elegant presentation,*
- *Gift options: Pre-arranged sets tailored for a range of occasions such as Christmas, birthdays, weddings, anniversaries, and corporate events,*
- *Promotional Items: Customizable products designed for marketing and promotional activities.*

The portfolio aims to meet the requirements of individual customers as well as corporate clients. A considerable portion of the assortment includes items that enable personalization, reflecting the company's strategic goal to distinguish itself through both product quality and the adaptability of its offerings, as well as a tailored approach to customer needs.

3.2 Analysis of the External Environment

3.2.1 PEST analysis

The *PEST analysis* evaluates macro-environmental factors impacting the company's operations and the evolution of its *business model centered on customizable marketing products*. This analysis outlines key Political, Economic, Social, and Technological factors that could influence business performance, aiding in the identification of *Opportunities and Threats* within the established framework. The analysis relies on desk research, employing *secondary data* sourced from official statistics, market research reports, and pertinent literature. The results directly inform the following *SWOT analysis*.

3.2.1.1 Political Factors

The political landscape in the Czech Republic has a considerable impact on strategic *decision-making* and *market opportunities*. The OECD Economic Surveys (2024) indicate that the Czech government maintains a *stable regulatory environment* that facilitates business operations, especially in sectors focused on *innovative and customizable products* (OECD, 2024). *European Union regulations* on *sustainability* and *consumer rights* necessitate careful consideration of *product sourcing* and *compliance with labeling standards* (European Commission, 2023). It is crucial to adopt *proactive compliance management* to reduce *regulatory risks* and ensure *market readiness.*

3.2.1.2 Economic Factors

The Czech economy demonstrates stability and moderate growth in the post-pandemic period. The Czech Statistical Office (2025) indicates a GDP growth of 1.8% for 2024, with an anticipated rise to 2.4% in 2025 (European Commission, 2024). The reduction in inflation aligning with European Central Bank targets bolsters *consumer confidence* and *purchasing power*, thereby improving the market for *premium, customizable products*.

Nonetheless, *risks persist* owing to the *export orientation* of the Czech economy and its integration into the European market. Vulnerabilities encompass *fluctuations in the global economy, disruptions in supply chains, geopolitical instability, and volatility in energy* *prices*. Challenges arise from fluctuations in exchange rates, especially between the Czech koruna and the euro, as well as the effects of elevated interest rates on financing alternatives.

Management must ensure *financial flexibility*, conduct regular *macroeconomic monitoring*, and create *contingency plans* to mitigate potential *cost fluctuations* and *external shocks*.

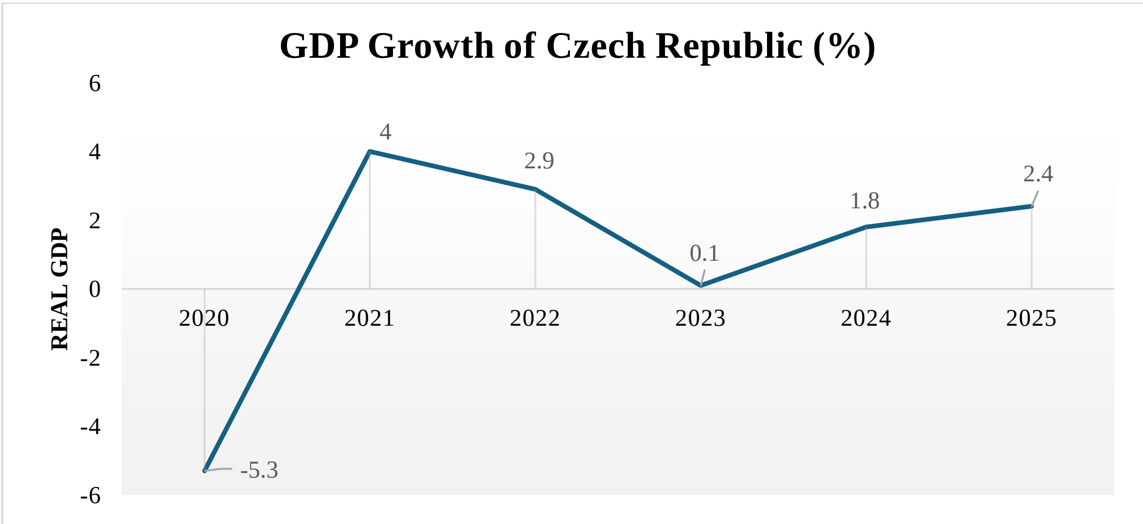

Figure 2: Real GDP Growth of the Czech Republic (2020–2025)
(Source: Czech Statistical Office, 2025)

3.2.1.3 Social Factors

Consumer behavior shifts are pivotal to the market for *customizable products*. Euromonitor (2023) reports that 65% of consumers in the Czech Republic are inclined to *pay a premium for personalized products*. This is in direct alignment with the company's strategic focus. Furthermore, the rising *demand for sustainability and ethical consumption* necessitates *transparent and environmentally responsible practices* (GfK Czech Republic, 2024). The growth of *digital shopping platforms* enhances the significance of e-*commerce business models*. Eurostat (2024) anticipated that 76% of the Czech population participated in online shopping in 2024, reinforcing models reliant on digital sales platforms.

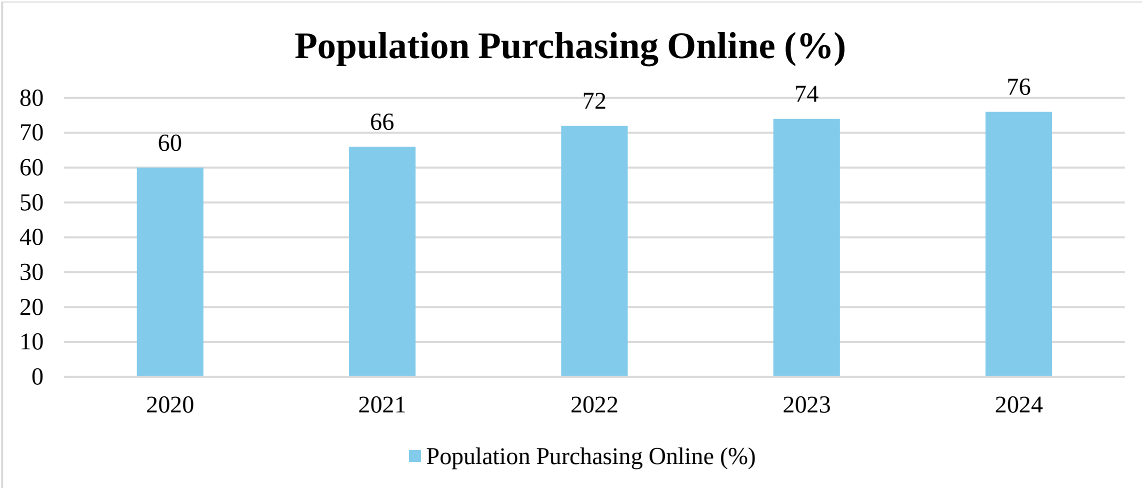

Figure 3: E-commerce Adoption Rate in the Czech Republic (2020-2024)
(Source: Own work based on data from Eurostat (2024))

3.2.1.4 Technological Factors

Advancements in e-commerce technologies, digital marketing tools, and on -demand production have a significant impact on *operational efficiency* and *market reach*. The digital commerce adoption rate in the Czech Republic is currently 83%, with anticipated growth (Eurostat, 2024). Advancements in digital printing and *customization technologies* provide efficient solutions for the delivery of *personalized products* (TechNavio, 2024). Given the swift advancement of technology, it is advisable for management to consistently assess *technological capabilities* and strategically invest in *digital infrastructure* and workforce development to maintain a *competitive edge*.

Table 2: Identified Opportunities & Threats from PEST Analysis
(Source: Own work)

Factor	Opportunities	Threats
Political	Stable local regulatory environment supportive of innovation	Increased EU sustainability regulations
Economic	Growing consumer purchasing power, stable GDP growth	Inflation volatility, recession risks, exchange rate fluctuations, and financing constraints
Social	Rising consumer demand for personalized products, High e-commerce adoption	Sustainability pressure from consumers
Technological	Expansion of digital commerce and advanced production technologies enhancing operational efficiency	Need for continual technology investments

3.2.2 Market Analysis

This analysis examines the structure, segmentation, and dynamics of the Czech market for customizable promotional products. The analysis facilitates the identification of external opportunities and threats pertinent to the strategic development of the business model, consistent with the conceptual framework. The findings derive from desk research, employing secondary data from credible sources, and are supplemented by qualitative insights obtained through an internal interview with the company's owner, conducted on 15 February 2025.

3.2.2.1 Market Structure and Segmentation

Market Size and Growth

In 2017, the value of the Czech market for *promotional and gift items* was around CZK 5.9 billion, indicating a minor decrease from the prior year (MediaGuru, 2019). Although recent national data is scarce, *global projections* indicate that the *promotional products industry* is expected to attain *USD 26.5 billion by 2024*, with *Europe contributing more than 30%* of this revenue (Cognitive Market Research, 2024). The data reflects the sector's *stable position in the Czech market*, aligning with *wider growth trends observed across Europe*.

Figure 4:Global Promotional Product Market Size (2019-2024) in CZK
(Source: Cognitive Market Research, 2024)

Customer Segmentation

The market is primarily segmented into:

- *B2B Segment: Corporate clients, including SMEs and large enterprises, using promotional items for branding, corporate gifting, and employee engagement,*
- *B2C Segment: Individual consumers purchasing customized items for personal use, gifts, or events.*

According to Matchplat (2024), the Czech Republic hosts approximately *2.5 million active businesses*, which represents a substantial potential B2B customer base.

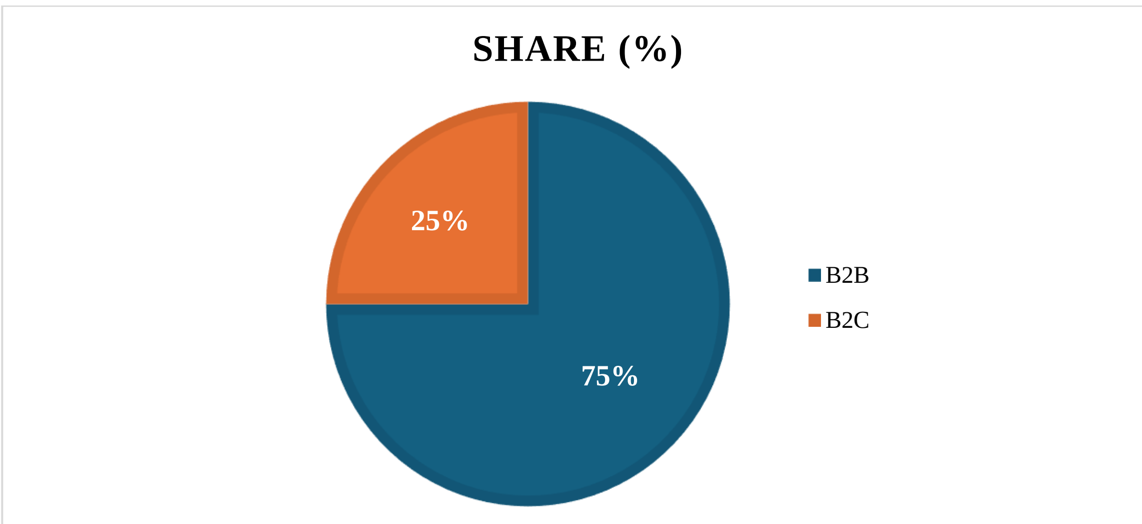

Figure 5: Market Segmentation of Promotional Products by Customer Type (B2B vs. B2C)
(Source: Matchplat, 2024)

Competitor Landscape

The Czech market for *promotional products* exhibits a level of *moderate fragmentation*. Volza (2024) reports that there are around *110 active suppliers* in the Czech Republic, comprising local producers and importers. Major companies like *ŠKODA AUTO* and *LEGO SYSTEM A/S* lead specific product categories by achieving higher export volumes (Volza, 2024).

The owner highlighted that, despite the competition, focusing on *product quality*, *design*, and *customization* is an effective strategy to mitigate *direct price-based competition* (Kirchner, 2025). Most market competitors consist of *small and medium-sized enterprises (SMEs)* that provide a *diverse range of promotional items*, each with *different degrees of customization*. In Chapter 3.2.3, the *competitive dynamics* within the industry are analyzed using *Porter's Five Forces framework*, providing detailed assessment.

Consumer Behavior and Demand Trends

NielsenIQ (2024) indicates a *3.3% year-on -year increase in FMCG spending* in the Czech Republic for Q3 2024, reflecting a *recovery in consumer confidence* following earlier inflation shocks. The *economic recovery* enhances the likelihood of *greater expenditure on promotional items*, especially within the *B2B sector.*

Key trends shaping consumer behavior include:

- *Personalization: Consumers and companies increasingly prefer products tailored to their individual identities or corporate branding,*
- *Sustainability: Rising demand for eco-friendly promotional items with sustainable sourcing and production,*
- *Digital Integration: Growing use of online platforms for product selection, ordering, and customization.*

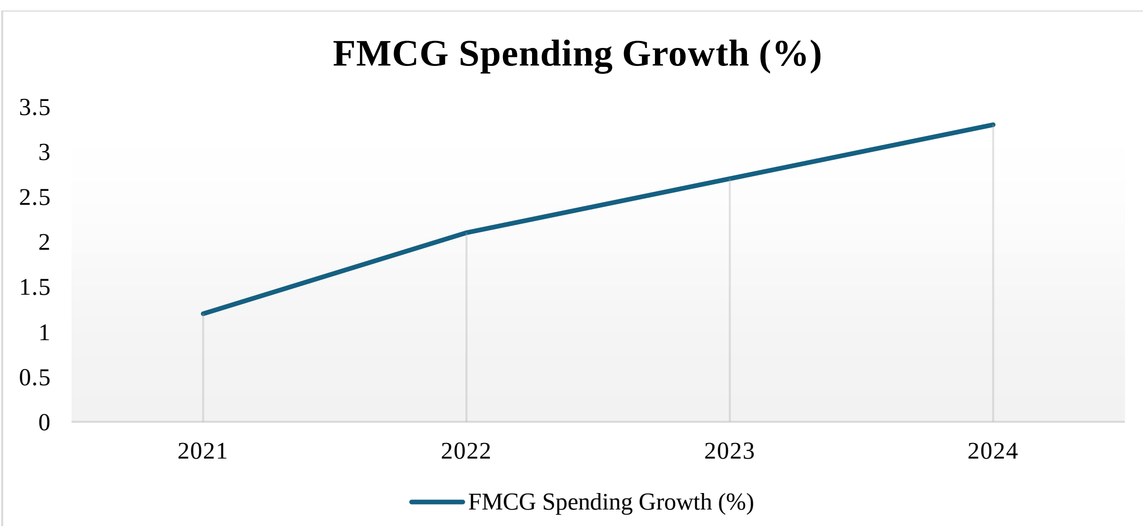

Figure 6: Czech FMCG Spending Growth (2021-2024)
(Source: NielsenlQ, 2024)

Summary and Derived Opportunities and Threats from Market Analysis

The Czech promotional products sector shows stability and growth potential in line with European market trends. Considering the lack of recent domestic data, global estimates indicate ongoing progress, particularly in the areas of personalized and high-value product categories.

The analysis reveals a notable concentration of B2B clients, which is influencing demand in multiple industries. The B2C market presents opportunities for niche development, especially in areas where emotional connection and customization enhance value.

The competitive environment consists of various local SMEs alongside a limited number of large international firms, where price competition is particularly fierce in standard product categories. Strategic positioning relies heavily on differentiation through quality, design, sustainability, and personalization.

To enhance market engagement, management must focus on strategic positioning within premium segments, utilize customization capabilities, and ensure alignment with consumer preferences for personalization and responsible consumption. The competitive environment poses challenges but also provides opportunities for value creation by emphasizing tailored solutions and superior product offerings.

Table 3: Identified Opportunities & Threats from Market Analysis
(Source: Own work)

Opportunities	Threats
Growing demand for personalized promotional products offers space for expansion of customization services	High competitive intensity, with many local and international suppliers competing on price and product variety
Strong potential within the B2B segment, given the high number of active Czech businesses	Rapid shifts in consumer behavior require continuous adaptation and monitoring of market trends
Ability to differentiate through sustainability-focused products, responding to consumer trends and regulatory developments	Economic fluctuations could reduce corporate spending on promotional activities during downturn periods

3.2.3 Porter’s Five Forces Analysis

The analysis of external competitive pressures influencing the company's strategic positioning utilizes Porter’s Five Forces framework, concentrating on the Czech market for premium customizable promotional products. The model introduced by Porter in 1985 assesses five key forces that affect industry profitability: the threat of new entrants, the bargaining power of suppliers, the bargaining power of buyers, the threat of substitutes, and industry rivalry.

The analysis relies on desk research, incorporating market reports and sector-specific studies, and is additionally informed by qualitative insights from an internal interview with the company’s owner, conducted on 15 February 2025. The findings aid in recognizing external threats and opportunities in the strategic development process.

3.2.3.1 Threat of New Entrants

The assessment of the threat posed by new entrants in the *Czech premium promotional products market* is considered *moderate*. Although *entry barriers* in the promotional product sector are generally low, the *premium and branded segment* poses greater challenges due to the necessity for *product quality assurance, dependable supplier relationships*, and *client trust* (Kirchner, 2025).

The emergence of *e-commerce platforms* and *global sourcing* has reduced specific entry barriers, allowing *small-scale providers* to function without substantial inventory investments. Deloitte (2024) emphasizes the significant impact of *low-cost producers*, especially from *Asian markets*, on the European sector.

To maintain its market position, the company must prioritize building *strong supplier relationships*, ensuring *high service quality*, and improving *product differentiation* via *customization and storytelling*. Regularly *monitoring competitors through digital channels* is advisable to foresee new market entrants.

3.2.3.2 Bargaining Power of Suppliers

The bargaining power of suppliers is *notably high*, particularly in the *premium segment*, due to a *limited number of supplier options* and the significant influence of *brand prestige*. The company relies on *essential brands* like *Pulltex, Forge de Laguiole*, and *Rona*, which function as both manufacturers and brand proprietors.

The owner indicated that *substituting these suppliers* would undermine the company's *value proposition* and erode *client trust* (Kirchner, 2025). *Supplier exclusivity agreements* and volume-based conditions restrict the company's *negotiation leverage*, especially in relation to larger distributors such as MPM-QUALITY v.o.s. and Promo Direct.

Currency fluctuations, geopolitical factors, and *supply chain delays* present additional risks. Key concerns involve *delivery delays* from Forge de Laguiole and *rising costs* attributed to inflation in manufacturing inputs (Kirchner, 2025). The *lack of customization options* from certain suppliers limits the company's capacity to fulfill specific client expectations.

To mitigate supplier power, management should:

- *Broaden the supplier base by identifying emerging premium producers offering flexible terms,*
- *Diversify product categories to reduce critical supplier dependency while maintaining premium positioning,*
- *Apply long-term planning and pre-order strategies for key products to avoid stock shortages,*
- *Strengthen supplier relationships through regular communication, reliability, and potential co-branding agreements.*

The company's dependence on *established branded suppliers* is expected to limit its bargaining power moving forward. The strategic challenge involves effectively managing this dependency while maintaining brand credibility.

3.2.3.3 Bargaining Power of Buyers

The *bargaining power of buyers* is evaluated as *moderate to high*, particularly among *B2B clients* who make *bulk purchases* and consistently compare proposals from various suppliers. The owner notes that clients are increasingly seeking *lower-cost alternatives* on global platforms such as *Alibaba* (Kirchner, 2025).

In the *premium segment*, *price sensitivity diminishes* when *personalization, exclusivity*, and *brand reputation* are effectively conveyed. This is consistent with findings from PwC (2024), which show that customers are *willing to pay* a premium for products that demonstrate *corporate social responsibility (CSR)* and offer *customization value*.

To reduce buyer power, the company should:

- *Emphasize product uniqueness, brand value, and high service standards,*
- *Focus on dependable delivery, quality assurance, and design support,*
- *Foster long-term relationships and educate clients on product differentiation to minimize price-driven negotiations.*

3.2.3.4 Threats of Substitutes

The *threat of substitutes* is *significantly high*, largely because of the presence of *alternative promotional strategies*, including *digital marketing tools*, *gift cards*, *event sponsorships*, and *experience-based incentives*.

The owner indicated that certain *corporate clients*, especially *multinational companies*, are shifting their budgets towards *digital options* or *charitable donations* rather than *physical gifts* (Kirchner, 2025). Deloitte (2024) supports this observation by highlighting the *shifting priorities in marketing expenditure* among European companies.

To mitigate substitution risks, the company should:

- *Highlight the emotional value and lasting impression of premium physical gifts,*
- *Strengthen product appeal through personalization, sustainability, and thoughtful packaging,*
- *Position products as unique, tangible experiences that complement digital strategies rather than compete directly with them.*

3.2.3.5 Competitive / Industry Rivalry

The Czech *promotional products market* exhibits a *high level of competition*, characterized by the *rivalry between large corporations* and specialized *small and medium-sized enterprises*. Major competitors such as *MPM-QUALITY v.o.s., Promo Direct*, and *3D reklama* provide a wide array of products in both standard and premium categories.

Additionally, various *Czech SMEs*, including *Firemní reklama eshop* and *Reklamní předměty Praha*, specialize in *niche corporate gifting* by offering personalized solutions (Kirchner, 2025). *Global manufacturers* such as *Spread Group*, which operate production facilities in Europe, are *increasing price pressure* even in premium categories.

To sustain competitiveness, the company should:

- *Concentrate on niche premium positioning,*
- *Promote product uniqueness and superior customization,*
- *Avoid direct engagement in price-based competition,*
- *Conduct continuous competitor analysis to identify opportunities for differentiation.*

Summary of Porter's Five Forces Analysis

The competitive environment imposes challenges related to reliance on suppliers, global competition, and the availability of alternative solutions. Strategic emphasis on premium differentiation, effective supplier relationship management, customization capabilities, and a strong digital presence allows the company to mitigate risks and capitalize on growth opportunities.

Table 4: Force Intensity Assessment from Porter's Five Forces Analysis
(Source: Own work based on interview with the owner)

Force	Intensity	Managerial Implication
Threat of New Entrants	Medium	Focus on brand reputation, supplier partnerships, and product differentiation to defend market position. Monitor new entrants, especially via digital channels and global low-cost sourcing.
Bargaining Power of Suppliers	High	Manage supplier dependency through relationship-building, explore alternative premium producers where feasible, and adopt long-term planning for critical stock.
Bargaining Power of Buyers	Medium to High	Strengthen client relationships, highlight product uniqueness, and reduce price sensitivity through value-added services and customization. Focus on loyalty over transactional selling.
Threat of Substitutes	High	Emphasize emotional value and brand storytelling to defend against digital substitutes, gift cards, or sponsorship alternatives. Integrate sustainable product ranges where relevant.
Competitive Rivalry	High	Focus on niche positioning, avoid price competition, monitor competitor actions (especially larger distributors and specialized SMEs), and leverage superior service and customization.

Opportunities and Threats Derived from Porter's Five Forces

Table 5: Identified Opportunities & Threats from Porter's Five Forces Analysis
(Source: Own work)

Force	Opportunities	Threats
Threat of New Entrants	Strengthen brand positioning through exclusive supplier partnerships and premium product differentiation	Risk of new competitors entering via e-commerce channels and global low-cost sourcing
Bargaining Power of Suppliers	Enhance supplier relationships and broaden sourcing where possible to reduce dependency	High supplier dependency limits flexibility and increases exposure to price changes and delivery risks
Bargaining Power of Buyers	Emphasize product personalization and value-added services to limit buyer power and maintain pricing stability	Buyer price sensitivity and the availability of alternatives increase downward pressure on prices
Threat of Substitutes	Leverage sustainability trends and eco-friendly packaging to reduce substitution risks	Substitutes such as digital marketing tools, gift cards, and experiences may replace physical promotional products
Competitive Rivalry	Focus on niche premium segments, maintain high service quality, and offer superior customization to avoid direct price competition	Intense competition from both large distributors and specialized SMEs in the Czech market

3.2.4 Industry and Consumer Trend Analysis

This section examines *key industry developments* and *trends in consumer behavior* pertinent to the market for *premium customizable promotional products*. The objective is to recognize *external factors* that could offer *opportunities* or pose *threats*, thereby aiding the company's *strategic decision-making* and guiding the following *SWOT analysis* within the established *conceptual framework*.

The analysis relies on *desk research*, utilizing *secondary data* from credible sources including *Statista, PwC, PPAI Research, Stanton Chase*, and *Vogue Business*. The findings are complemented by *qualitative insights* from an *internal interview* with the company's owner, conducted on 15 February 2025.

3.2.4.1 Industry Trends

Sustainability and Eco-Friendly Packaging

The *promotional products sector* is increasingly influenced by *sustainability requirements*, particularly in relation to *eco-friendly packaging* and *responsible sourcing practices*. Statista (2024) reports that *81% of European consumers* view eco-friendly packaging as essential for making *sustainable consumption decisions*. Additionally, *EU regulatory initiatives* designed to minimize packaging waste impact sourcing standards across various industries (Vogue Business, 2022). The owner of the company recognized that the *sustainability of products* is constrained by the attributes of *branded premium items* like corkscrews and luxury knives. There is a distinct *opportunity to adopt recyclable or eco-friendly packaging* solutions that meet *customer expectations* in *B2B relationships* (Kirchner, 2025).

Emphasis on Product Personalization

Product personalization continues to serve as a *crucial competitive edge* in the *premium promotional industry*. PPAI Research (2024) indicates that *82.4% of suppliers* prioritize personalization as a *fundamental aspect* of their product offerings. The owner of the company affirmed that *printing* and *fundamental customization* are *essential requirements* from *B2B clients*, especially regarding gift and promotional items (Kirchner, 2025). For *premium brands*, personalization increases *functional value* and strengthens *emotional connections* with *corporate clients* and *recipients*.

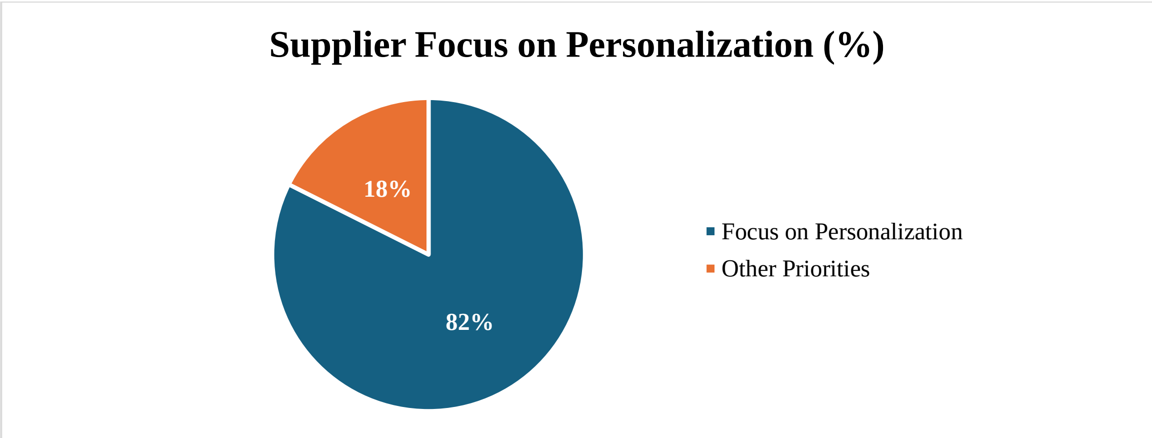

Figure 7: Supplier Focus on Personalization vs. Other Priorities
(Source: PPAI Research, 2024)

Digital Presence and E-commerce Integration

The *transition to digital platforms* is ongoing and significantly alters *customer engagement strategies*. According to PwC (2024), *46% of global consumers* engaged in purchases through *social media* in 2024, an increase from 21% in 2019. The company primarily operates in a *B2B context*; however, *corporate buyers* are increasingly expecting *professional digital presentations* and *easy access to product information* (Kirchner, 2025). This trend highlights the necessity of enhancing the company's *digital presence*, encompassing *direct e-commerce sales, product presentation, digital catalogues*, and *focused online marketing strategies*.

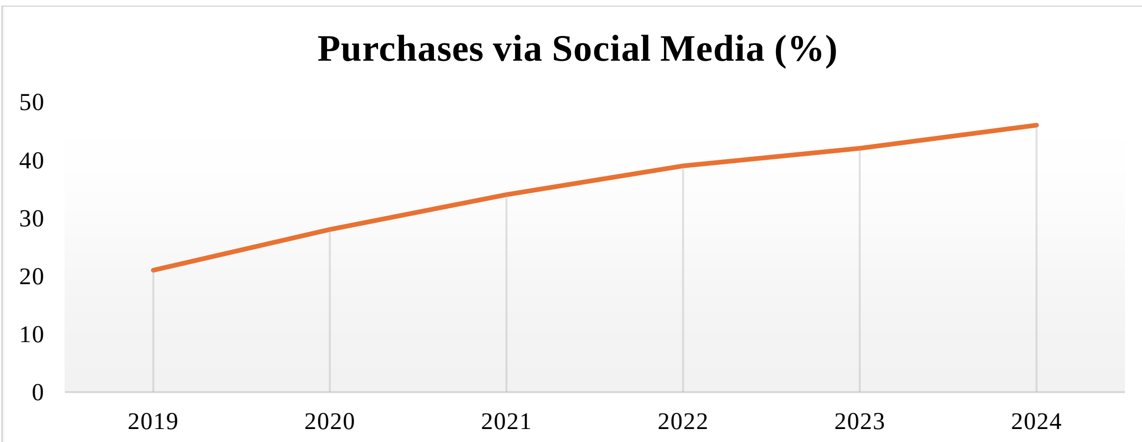

Figure 8: Growth of Purchases via Social Media (2019-2024)
(Source: PwC, 2024)

3.2.4.2 Consumer Trends

Willingness to Pay for Sustainable Products

In the face of *economic uncertainty, sustainability* continues to be a *critical factor in purchasing decisions*. According to PwC (2024), consumers demonstrate an *average willingness of 9.7% to pay a premium* for *sustainably sourced products*. The owner noted that although full certification is seldom demanded, *corporate clients* are increasingly seeking *environmentally friendly options*, especially regarding *packaging* (Kirchner, 2025). This facilitates the *careful incorporation of sustainable components* while preserving an emphasis on *luxury product positioning*.

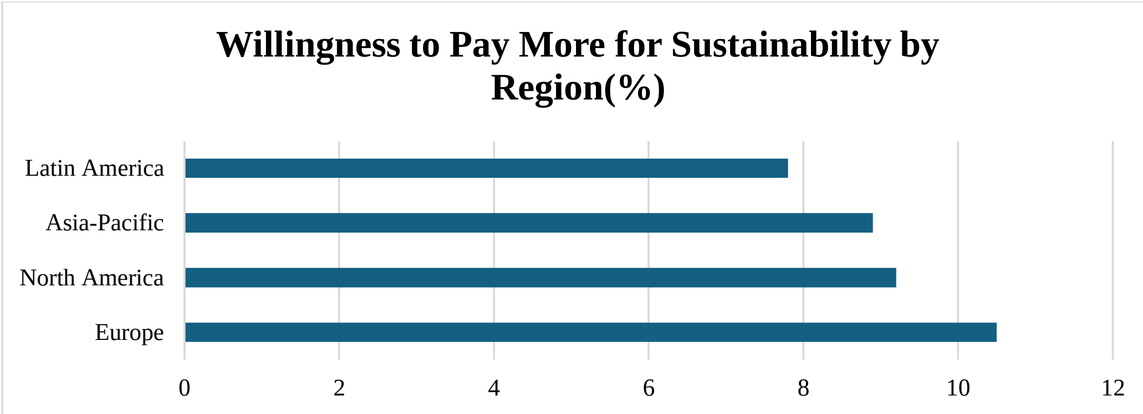

Figure 9: Average Consumer Willingness to Pay More for Sustainable Products by Region (2024)
(Source: PwC, 2024)

Demand for Personalized Experiences

According to Stanton Chase (2024), *70% of consumers* are willing to *share personal data* to enhance *product customization*. This trend is consistent with the company's *strategy*, as *personalization fosters loyalty* and *facilitates premium pricing* (Kirchner, 2025).

Eco-Friendly Packaging Awareness

Statista (2024) indicates that a *significant portion of European consumers* views *eco-friendly packaging* as a *crucial aspect of sustainable consumption*. This confirms the choice to focus on *enhancements in this domain*.

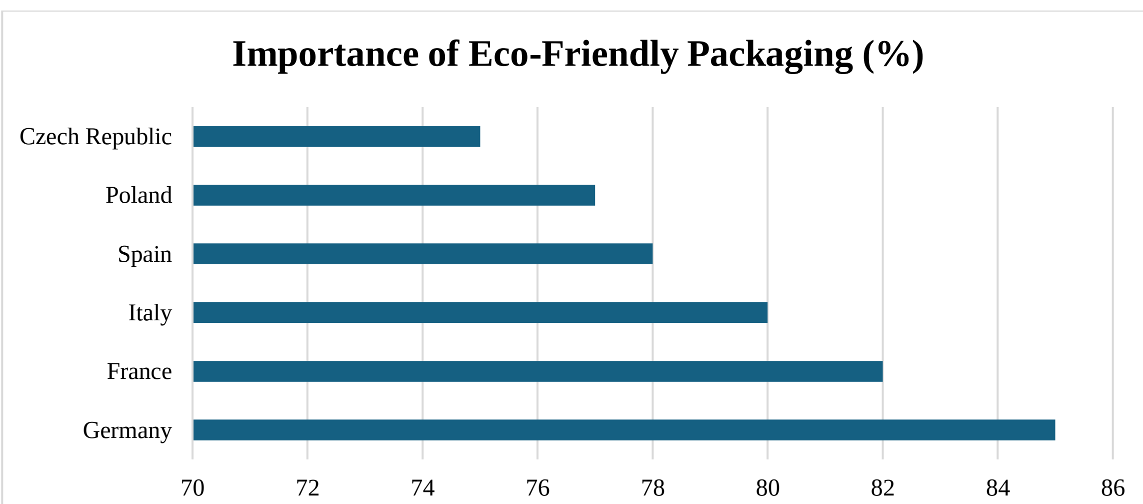

Figure 10: Importance of Eco-Friendly Packaging in Selected European Countries (2024)
(Source: Statista, 2024)

Summary of Industry and Consumer Trends Analysis

The analysis identifies *sustainability, personalization*, and *digital engagement* as significant external trends impacting the market for premium customizable promotional products. These trends offer opportunities and challenges that necessitate *targeted management*.

Corporate buyers anticipate sustainability in packaging; however, it provides *minimal differentiation* unless integrated with *product quality* and *brand narrative*. *Customization* is essential for sustaining client loyalty and *pricing authority*, particularly in premium markets.

The increasing significance of *digital presence* in B2B procurement highlights the necessity for *professional product presentation* and readily available customization options. *Insufficient digital visibility* jeopardizes *market credibility*. *Management should prioritize:*

- *Selective adoption of sustainable practices, mainly in packaging,*
- *Strengthening customization capabilities in core product lines,*
- *Improving digital assets to meet buyer expectations,*
- *Addressing cybersecurity and data protection risks tied to digital operations.*

These trends offer potential for competitive advantage but also highlight the need for realistic resource planning and adaptability.

Table 6: Identified Opportunities & Threats from Industry and Consumer Trends Analysis
(Source: Own work)

Opportunities	Threats
Differentiate through eco-friendly and sustainable packaging to meet rising client expectations	Competitive pressure may intensify as more suppliers adopt sustainability positioning, potentially reducing differentiation
Enhance product personalization capabilities, particularly in printing, to strengthen relationships with B2B clients	Rapid digital transformation may require continuous investment in marketing tools and IT infrastructure to remain competitive
Build a stronger digital presence and marketing strategy to align with modern purchasing behaviors in B2B segments	Growing dependence on digital platforms increases exposure to cybersecurity risks and data privacy challenges

3.3 Analysis of the Internal Environment

3.3.1 Business Model Canvas (AS-IS)

The *Business Model Canvas* offers a clear framework for understanding the company's existing *business logic*, detailing the processes of *value creation, delivery*, and *capture*. This mapping facilitates the identification of *discrepancies* between current operations and the *strategic direction* outlined in this thesis, especially concerning *customizable marketing products* (Osterwalder and Pigneur, 2010).

This analysis utilizes the *Business Model Canvas framework* developed by *Osterwalder and Pigneur (2010)*, focusing on the nine components: *Customer Segments, Value Proposition, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships*, and *Cost Structure*. The assessment relies on *desk research*, including the company website and product materials, as well as *qualitative insights* gathered from an internal interview with the owner, conducted on 15 February 2025. The objective is to represent the *current condition of business operations*, rather than a theoretical model.

3.3.1.1 Customer Segments

The company targets two main segments: *B2C end-customers* and *B2B corporate clients*. The *B2C segment* constitutes the largest share of transactions, primarily involving private consumers acquiring *premium branded products* for personal use or as gifts. Sales in this segment are predominantly conducted through the company's *e-commerce platform*, which provides *direct market access* and allows for control over *pricing and margins* (Kirchner, 2025).

The *B2B segment*, while exhibiting a smaller transaction volume, generates *higher order values*, especially from clients in the *gastronomy sector*, including restaurants and wine bars. These relationships are sustained via *personal networks*, lacking formal *key account management* or structured *client portfolio development*. The collaboration with *Borgo* Restaurant, rooted in *owner relationships*, illustrates this strategy (Kirchner, 2025).

The company's model is primarily *transactional*, demonstrating *limited client segmentation* based on *value potential* and lacking structured approaches for *B2B client retention*. The limited selection of *customizable products*, which includes *corkscrews, wine lids*, and *wine glass pockets*, restricts attractiveness for *B2B clients* looking for more *extensive branding options* (PwC, 2024). *Passive inbound sales* through the website are predominant, as prior *B2B sales activities* and *personal selling efforts* were halted due to downsizing (Kirchner, 2025).

Implications

- *Opportunity to introduce structured key account management to stabilize and grow B2B relationships,*
- *Absence of active B2B sales initiatives remains a strategic deficiency,*
- *Limited customization range restricts competitiveness in B2B,*
- *Strengthening B2B outreach through digital tools or targeted personal selling could improve market positioning and reduce reliance on passive sales.*

3.3.1.2 Value Proposition

The company offers *high-quality branded promotional products*, primarily targeting the *wine and gastronomy sectors*. The key selling points are *brand reputation*, *originality*, and *quality*, with an emphasis on products from *Pulltex, Forge de Laguiole*, and *Rona* (Company E-shop, 2025).

The *personalization options*, such as printing and engraving, are limited to specific product lines and do not meet broader *B2B expectations* (Kirchner, 2025). *Direct supplier relationships* improve brand access; however, the absence of *exclusive contracts* reduces *differentiation*, as similar products can be obtained from other distributors.

The company does not provide *value-added services* like gift consulting, packaging solutions, and bundled corporate offers, which are increasingly expected in *premium promotional markets* (PwC, 2024). Without these services, the business remains confined to a *transactional distributor role*, susceptible to *price competition* and lacking the *emotional connection* necessary for fostering *client loyalty*.

Implications

- *Current value proposition is product-focused, lacking comprehensive solution-based services,*
- *Developing service differentiation (consulting, packaging, bulk personalization) is recommended,*
- *Without exclusive supplier rights, client experience must become the key differentiator,*
- *Positioning as a branding partner, not just a product provider, could improve competitiveness, particularly in B2B.*

3.3.1.3 Channels

The primary channel of the company is its *e-commerce platform*, which is supported by *Shoptet* and caters to both *B2C and B2B clients* (Company E-shop, 2025). The website facilitates product viewing, order placement, and *basic customization requests* through an online tool that is currently in the *demo phase*. *Direct coordination with the owner* is necessary for *advanced or non-standard customization* (Kirchner, 2025).

This process's *manual nature* poses challenges to *scalability* and may lead to *inconsistent service quality*. No *distributor network, retail partners*, or active *social media presence* exists. The lack of a *B2B sales* team and organized *account management* restricts outreach and the development of relationships.

Gift sets and *packaging services* can be requested, but they are not part of the *standard offering* and require *direct communication with the owner*. The blog section on the website and tools such as *Incomaker* are not being fully utilized, lacking a *structured approach to content marketing* and *customer retention initiatives*.

Implications

- *Current mono-channel strategy restricts visibility and B2B engagement,*
- *Manual handling of customization and packaging reduces scalability,*
- *Enhancing B2B outreach, formalizing packaging services, and leveraging content marketing could improve channel effectiveness,*

- *Lack of structured after-sales support and retention strategies weakens opportunities for upselling and long-term client development.*

3.3.1.4 Customer Relationship

The company's strategy for *customer relationships* is primarily *transactional and reactive*, lacking structured methods for *segmentation, loyalty development*, or *management of the customer lifecycle*. The existing *client database* within the *e-commerce platform* and *Incomaker* is infrequently utilized, primarily for occasional newsletter distribution (Kirchner, 2025).

In the *B2C segment*, customer engagement relies on *self-service via the web shop*, enhanced by a *10% discount for registration*. *Loyalty programs, follow-up communications,* and *automated engagement* efforts are absent.

The *B2B segment* relies heavily on *direct communication with the owner*, particularly for customization, packaging, or resolving issues. This *informal model* provides flexibility; however, it is deficient in *scalability* and *continuity*. Established gastronomy clients receive service through *personal contact* instead of structured *account development* (Kirchner, 2025).

Feedback is collected *informally* through conversations or product reviews in *Shoptet*, lacking a *systematic approach* for strategic data collection or analysis. Price differentiation currently relies solely on *volume-based discounts*, lacking segmentation based on *order history, client value*, or *loyalty*.

The relationship model focuses on *short-term transactions* and is heavily dependent on the *owner*, which introduces *scalability risks* and potential missed opportunities for *repeat business*, particularly in *B2B contexts*.

Implications

- *Lack of structured relationship management in B2B is a significant strategic weakness,*
- *Dependency on the owner undermines scalability and relationship continuity,*

- *Implementing client segmentation, loyalty programs, and feedback systems would enhance retention,*
- *A structured B2B engagement strategy, with regular contact and value-added content, would support long-term growth in customizable product offerings.*

3.3.1.5 Revenue Streams

Revenue primarily comes from *direct product sales* through the *e-commerce platform*, with input from both *B2C and B2B clients*. *B2C transactions* lead in volume, primarily due to *Pulltex wine accessories*, whereas *B2B sales*, though less common, generate *higher order values*, particularly in the *gastronomy sector* (Kirchner, 2025).

Customization services, such as printing, provide an *additional revenue stream*; however, they are limited to a *select number of product lines*. Pricing exhibits some transparency, such as a charge of CZK 350 for corkscrew printing and complimentary service for orders exceeding 100 units. However, it does not offer *flexibility* or *packaging options* for customization as an *added value service*.

Revenue is affected by *seasonality*, exhibiting peaks during *Christmas, summer season*, and *Black Friday*. These lack the backing of *structured marketing initiatives* or *strategic promotions*, relying solely on *conventional website discounts* (Kirchner, 2025). The lack of *subscription models bundled services*, or a *B2B pricing strategy* restricts *revenue diversification* and *cross-selling opportunities*.

Implications

- *Revenue remains product-centric, with minimal service-based income streams,*
- *Opportunity to introduce formal pricing models for B2B (customization tiers, loyalty discounts),*
- *Seasonal peaks are underutilized—implementing proactive campaign planning would improve performance,*
- *Expanding into consulting, co-branding, and packaging services could increase margin and differentiate the offer.*

3.3.1.6 Key Resources

The primary resources of the company consist of *intangible assets* and *human capital*. The team is composed of the *owner* and two employees, with all *customizations outsourced* and no internal production (Kirchner, 2025).

The *owner's expertise, industry experience*, and *connections with premium suppliers* (Pulltex, Forge de Laguiole, Rona) are essential yet pose *dependency risks*. These connections facilitate access to *branded products*, even in the absence of exclusivity.

The company employs a *stock-holding model* that facilitates *rapid order fulfillment*; however, it also commits *working capital* and presents *inventory risks*.

The company utilizes *Shoptet* for e-commerce, *Money S5* for stock and accounting, and *Incomaker* for email marketing. The absence of an *integrated CRM system* hinders *effective relationship management* and the strategic use of *customer data*. Dependence on *owner-driven decision-making* and *unstructured systems* limits *scalability* and undermines *organizational resilience*.

Implications

- *Owner expertise is critical but exposes the business to operational risks,*
- *Outsourcing customization supports flexibility but reduces control over quality and lead times,*
- *Lack of CRM and analytics tools weakens data-driven relationship building,*
- *Holding inventory offers speed but increases pressure on cash flow and introduces stock risk during seasonal fluctuations.*

3.3.1.7 Key Activities

The company's primary functions encompass *product sales, inventory oversight, client support*, and the management of *outsourced customization efforts*. The *e-commerce platform, Shoptet*, functions as the *primary operational center*.

The company manages:

- *Management of order processing and inventory tracking,*

- *Management of logistics and coordination of delivery processes,*
- *Oversight of customization encompasses order placement and quality assessments (Kirchner, 2025).*

All customization execution is *outsourced*, while internal coordination is directly managed by the *owner*. Currently, there are no established *workflows, documentation systems*, or *performance monitoring* processes for customization partners, which exposes the business to potential *quality inconsistencies* and *delivery risks*.

Client consulting and gifting advice are provided on an *ad hoc basis*, generally in response to client inquiries. A structured *consulting service*, *methodology*, or *resource base* for advisory functions is lacking.

The company does not have established *B2B acquisition strategies, market development initiatives,* or *systematic outreach* efforts. *Supplier relationship management* is conducted *informally*, with the *owner* engaging in direct negotiations and lacking structured *forecasting* or *planning* (Kirchner, 2025).

This activity profile emphasizes *operational execution* at the expense of *strategic development*, which restricts *scalability, innovation*, and *responsiveness to market trends*.

Implications

- *Current focus on order fulfillment and maintenance, with insufficient business development or market intelligence,*
- *Lack of formal B2B processes and supplier management limits strategic agility,*
- *Owner-managed customization ensures quality but risks inefficiency at higher volumes,*
- *Opportunity to implement standardized procedures, automation, and role specialization in key areas.*

3.3.1.8 Key Partnerships

The business depends on a *limited number of unofficial alliances*, such as *shipping companies, product suppliers*, and *providers of customization*. Neither official *exclusivity agreements* nor *long-term strategic planning* underpin any of these collaborations.

Main collaborations:

- *Although they are accessible through other distributors, premium brand suppliers (Pulltex, Forge de Laguiole, and Rona) are essential for product access (Kirchner, 2025),*
- *The printing partner, ZONE Print, is operationally sufficient but lacks explicit service-level agreements and joint development projects,*
- *PPL (logistics partner): transactional collaboration without service customization or pricing cooperation.*

Additionally, the business provides *tool-specific, advising services* to *Shoptet* (e-commerce), *Collabim* (SEO), and *Incomaker* (email marketing). Rather than being *strategic*, these partnerships are *tactical*. The dangers of *supply disruptions, price volatility*, and *limited innovation* are increased when there is a significant *dependence on interpersonal ties* rather than *formal agreements*.

Implications

- *Dependence on non-exclusive, informal partnerships limits negotiating power and security,*
- *Potential to build strategic alliances, particularly with printing providers and key suppliers,*
- *Defining performance expectations for service providers could improve reliability and customer satisfaction,*
- *Formalizing supplier relations may enhance market positioning and support future brand-building initiatives.*

3.3.1.9 Cost Structure

The company's *cost structure* reflects its *product reselling business model*, characterized by *upfront purchasing of inventory* combined with *outsourced customization* and *logistics*. The dominant cost driver is the *procurement of goods for resale*, accounting for approximately *60% of annual revenue*, aligning with typical *gross margins* in the *premium promotional products sector*.

Variable Costs:

- *Purchasing of goods for resale (primary cost component, highly sensitive to sales volume and supplier conditions),*
- *Customization services (printing via ZONE Print), projected at 100,000–150,000 CZK annually, depending on B2B order volumes and client requirements (Kirchner, 2025),*
- *Logistics and shipping costs (PPL, Zásilkovna), variable with order frequency and volume,*
- *Exposure to currency fluctuations and input cost changes due to reliance on EU and non-EU suppliers.*

The absence of *volume-based procurement planning* and *contractual terms* with suppliers and service partners reduces *control over these variable costs*.

Fixed Costs:

- *Employee wages: Approximately 732,000 CZK annually for two employees (logistics and IT/SEO roles),*
- *Warehouse rent: 120,000 CZK per year, supporting the stock-holding model that enables faster delivery but also requires tied-up working capital,*
- *Software tools and operational systems:*
  - *Shoptet (e-commerce platform),*
  - *Money S5 (inventory and accounting),*
  - *Incomaker (email marketing and database),*
  - *Collabim (SEO and analytics).*
- *Accounting services, insurance, and software subscriptions as minor but necessary overhead.*

The current structure lacks *integrated marketing expenditure*, relying primarily on *SEO tools*. The absence of dedicated funds for *B2B acquisition, campaigns*, or *brand awareness* restricts *growth potential*.

Because the business does not use *official forecasting, cost monitoring,* or *procurement planning tools*, there may be problems with *cash flow management* and *financial predictability*. Rather than using *data-driven analysis, inventory purchasing decisions* are relied on *experience*, which increases the risk of *stockouts or overstocking*.

Although the *stock-holding strategy* speeds up *order fulfillment*, it leaves the company vulnerable to *seasonal variations in demand* and the resulting *working capital shortages*, particularly in the absence of a *marketing-driven sales strategy* to counteract these cycles.

Implications

- *High purchasing dependency increases exposure to sales volatility and procurement risks,*
- *Lean fixed cost structure ensures flexibility but limits capacity for strategic growth investments (e.g., marketing, sales development),*
- *Lack of structured cost planning and procurement control weakens financial scalability,*
- *Implementing basic procurement planning, inventory optimization, and cost control systems is recommended,*
- *Allocation of resources to marketing activities and business development would improve stability and support strategic objectives,*
- *Pre-ordering strategies and improved supplier negotiations could reduce inventory-related risks and enhance predictability.*

Strengths and Weaknesses derived from BMC (AS-IS)

Table 7: Identified Strengths & Weaknesses from BMC (AS-IS)
(Source: Own work)

Area	Strengths	Weaknesses	Area	Strengths	Weaknesses
Customer Segments	Well-established access to both B2C and B2B segments (especially gastronomy sector). Higher average order value in B2B sector for premium products.	Lack of systematic client segmentation or key account management. Relationship-dependent B2B sales, no structured client retention strategy.	**Value Proposition**	Strong product brands (Pulltex, Forge de Laguiole, Rona) with recognized reputation. Direct access to premium products without intermediaries. High product quality perceived by customers.	Limited scope of customizable products; personalization options narrow. No exclusivity on key brands, reducing differentiation potential. Product-centric, not solution-centric value proposition; limited added services like consulting or packaging.
Channels	Functional and stable e-commerce platform (Shoptet) as primary channel. Direct handling of customization requests through the owner ensures flexibility.	Mono-channel approach; no active B2B outreach, social media presence, or distributor network. Manual processing of customization requests limits scalability and consistency.			
Revenue Streams	Revenue from premium product sales, supported by limited customization income. Seasonal sales peaks create revenue opportunities.	No service-based revenue streams (e.g., consulting, premium packaging); transactional focus. Seasonal fluctuations not actively leveraged through planned campaigns.	**Customer Relationships**	Direct communication with clients possible (especially for B2B personalization). Volume discounts for B2B clients available.	No structured relationship-building (e.g., loyalty programs, regular B2B contact, feedback collection). Passive approach to client engagement; heavy reliance on owner for relationship management.
Key Activities	Reliable order processing, stock management, and direct outsourcing of customization. Flexibility in customization coordination through direct communication with service providers.	Lack of systematic B2B acquisition, promotional planning, and structured supplier management. No standardized workflows for customization, quality control, or supplier performance tracking.	**Key Resources**	Strong supplier relationships based on long-term personal connections. Owner's know-how and business experience valuable for negotiation and operations.	No exclusive supply contracts; dependence on supplier goodwill and owner's personal network. High dependency on owner's expertise; limited formal knowledge transfer or process documentation.
Cost Structure	Lean fixed cost structure supporting operational flexibility. Stockholding approach allows faster order fulfillment without relying on third-party warehousing.	High dependency on purchasing of goods for resale significantly increases liquidity risks and ties up working capital. Lack of formal procurement planning, stock forecasting, and cost monitoring introduces operational inefficiencies. No structured budget allocation for marketing and business development limits revenue growth potential.	**Key Partnerships**	Stable working relationship with key service providers (e.g., ZONE Print for printing, PPL for logistics).	Partnerships are mostly informal, no strategic alliances, performance agreements, or exclusivity.

3.3.2 VRIO Analysis

The *VRIO framework* evaluates a company's *internal resources and capabilities* regarding their potential to create *lasting competitive advantage*. The analysis is limited to *resources deemed strategically* relevant in the earlier sections of the *Business Model Canvas*. Resources are assessed based on the four *VRIO criteria: Value, Rarity, Imitability*, and *Organization* (Barney, 1991). The goal is to differentiate between assets *essential for market participation* and those that can provide *long-term competitive advantage* for the company.

3.3.2.1 VRIO Evaluation of Key Resources

The *VRIO analysis* aims to evaluate if the company's *essential resources and capabilities* can lead to a *sustained competitive advantage*. This evaluation builds on the earlier *Strengths and \Weaknesses analysis*, ensuring no redundancy while providing a clear view of the *strategic significance* of specific resources.

The *VRIO framework* was selected to identify resources that extend beyond *operational requirements* and can act as *genuine differentiators*. In contrast to the *Strengths and Weaknesses table*, which provides a broad overview of internal factors, the VRIO analysis offers a focused evaluation of the *competitive potential* of essential assets.

The evaluation of each resource was conducted in collaboration with *company management*, ensuring that the assessment incorporates both *theoretical criteria* and *practical operational experience* (Kirchner, 2025). The findings indicate that although some resources hold *value*, their absence of *rarity, inimitability,* or effective *organizational utilization* restricts their potential as sources of *sustained competitive advantage*.

Interpretation and Strategic Implications

The VRIO analysis indicates that the business has *valuable and rare resources*, such as *exclusive supplier relationships, high product quality*, and *personalized service*. Nonetheless, *these capabilities are not currently backed by established systems or organizational practices*.

The lack of structured customer management tools or knowledge documentation undermines the *sustainability* and *transferability* of *valuable competencies*. *Without bolstering these* *resources with adequate infrastructure, competitive advantages may be short-lived or susceptible to disruption. This interpretation emphasizes the need to enhance internal systems* and *minimize reliance on key individuals*. The subsequent needs are addressed through proposed actions in Chapter 4.2, which include investments in CRM systems, standardization of processes, and implementation of knowledge management mechanisms.

Table 8: Evaluation of Key Resources Using the VRIO Framework
(Source: Own work based on internal analysis and interview with company management, Kirchner, 2025)

Resource / Capability	V	R	I	O	Evaluation & Managerial Interpretation
Supplier Relationships (Pulltex, etc.)	✓	✗	✗	✗	Access to premium suppliers is valuable but not rare or protected. Other Czech competitors may source from the same brands. Relationships are informal and not contractually secured.
Owner's Know-How & Experience	✓	✓	✓	✗	Potential competitive advantage based on tacit knowledge and business judgment. However, lack of formal knowledge transfer or systematization reduces organizational exploitation.
Product Portfolio	✓	✗	✗	✓	Branded products are valuable and support positioning but are widely available and replicable. Not a source of advantage unless bundled with better services.
Customization Coordination (via ZONE Print)	✓	✗	✗	✗	Customization is expected in the sector; outsourced model is not rare or hard to imitate. No formal integration or scalability structure.
Stock Ownership (vs. dropshipping)	✓	✗	✗	✓	Enables faster delivery, but high inventory risk and capital intensity. No rare processes or unique advantage in holding inventory.
Shoptet e-shop & Incomaker	✓	✗	✗	✗	Basic digital infrastructure is necessary, but undifferentiated and not uniquely configured for strategic value.
Personal Communication with Clients (B2B)	✓	✓	✓	✗	Personalized approach helps in B2B but is dependent on the owner. Not institutionalized; hard to scale or sustain without personal involvement.

3.3.3 Analysis of Business Activities via Value Chain Analysis

This analysis evaluates the company's *operational readiness* for the *proposed business model*, emphasizing *customizable marketing products* through Porter's (1985) *Value Chain framework*. This method analyzes *primary* and *support activities* to pinpoint *strengths* and *weaknesses* in *value creation*, *operational alignment*, and *process efficiency*.

The evaluation is based solely on an *internal interview* with the *company owner* conducted on 25 February 2025, providing *realistic insight* into actual practices without external assumptions. This approach aligns with the thesis goal of providing a *practical evaluation* of the company's readiness for *strategic change*.

The analysis addresses *primary activities* (inbound logistics, operations, outbound logistics, marketing and sales, service) and *support activities* (infrastructure, human resource management, technology development, procurement), highlighting their importance for the company's *future value proposition*.

3.3.3.1 Primary Activities

Inbound Logistics

Inbound logistics encompass the *procurement, receipt*, and *storage* of premium branded products from suppliers like *Pulltex, Forge de Laguiole*, and *Rona*, with inventory managed through *Money S5* (Kirchner, 2025). The *owner* makes purchasing decisions, such as stock replenishment, *informally*, lacking *systematic planning* or *forecasting tools*. This approach provides *flexibility* but may lead to *inventory inefficiencies*, especially during *seasonal demand changes*.

Supplier relationships are *informa*l and based on *personal connections*, lacking contracts for *delivery timelines* or *purchasing conditions*. Smaller, *rolling shipments* enhance *cash flow* but diminish *negotiating power* and *procurement stability*.

Incoming goods undergo *consistent quality control*, ensuring deliveries are accurate and complete prior to stock acceptance. *Stocktaking* is conducted *irregularly* and *reactively*, often triggered by discrepancies or significant shipments, leading to a heightened risk of *inventory inaccuracies* over time.

Supplier performance evaluation lacks a *systematic approach* and relies on *personal trust* and *direct communication* with the owner. The absence of *structured supplier monitoring* limits the company’s ability to ensure *delivery reliability, consistent quality,* and *effective issue resolution*.

Operations

The company's *operations* focus on *order processing*, *inventory management, customization, quality control,* and *fulfillment*. Upon receiving an order through the *e-commerce platform*, the company executes a standard internal process: confirming the order, checking inventory, preparing the product (including packaging), and organizing shipping (Kirchner, 2025). This process is applicable to *B2C and B2B transactions*.

The company coordinates directly with the *outsourced service provider (ZONE Print)* for any requested *customization*, such as printing. The customization process relies on *personal communication*, utilizing *direct email or phone contact* instead of f*ormal order documentation* or *specification templates* (Kirchner, 2025). This method offers *flexibility* and a *personal touch* but poses risks such as *inconsistent communication, unclear specifications*, and lack of *standardized process control*.

The outsourcing partner conducts *quality assurance* following customization, rather than internal teams. The company lacks *systematic quality checks* for customized goods upon receipt, potentially leading to *quality issues* or *client dissatisfaction* due to errors by the external provider (Kirchner, 2025).

The company provides *premium packaging* and *gift set assembly* upon request, but these services are not marketed as *standard offerings*. No *standardized packaging guidelines* or *process templates* exist; each order is managed *individually* and on an *ad hoc basis*.

There are no established *lead time agreements* or *capacity reservations* with the printing partner. Printing and customization are conducted *on demand*, resulting in *variable delivery times*, especially during *peak seasons*.

The company addresses *errors, defects*, or *service issues*, such as printing mistakes or delays, through *informal and reactive problem-solving*, with the *owner* communicating directly with both the client and the service provider (Kirchner, 2025). Lack of a *documented complaint handling process* or *escalation procedure* may result in *inconsistent client experiences* and limit *scalability*.

Outbound Logistics

The company's *outbound logistics* include *packaging, shipment coordination*, and *order delivery* for *B2C and B2B clients*. The fulfillment method is *adaptable and client-focused*, with shipping handled by logistics partner *PPL* or through *personal handover* upon request (Kirchner, 2025). This dual system enables *personalized engagement* in specific *B2B interactions* while utilizing *courier services* for wider client reach.

Orders over *CZK 2,500* qualify for *free shipping*, encouraging *larger purchases*. Delivery commitments ensure shipment *within 24 hours* post-order confirmation, highlighting the company's *responsiveness* and *reliability* in service (Kirchner, 2025). This commitment is especially important for the *premium product segment*, where clients expect *quick order processing*.

One of the company's employees directly manages the *order packaging* and *preparation process*. No *formal packaging guidelines* or *process documentation* exist; each order is managed *individually* based on product and client needs. This approach enables *individualization* and *flexibility* but may result in *inconsistencies* in *packaging quality* or *customer experience*, particularly when managed by different employees or during *fluctuating workloads*.

Special packaging services, including *gift wrapping* and *premium presentation options*, are available upon explicit request but are not part of the company's *standard offerings*. This restricts the ability to *upsell packaging solutions* or improve *perceived product value*, especially in *corporate gifting* contexts.

The company employs the *PPL shipment tracking system*, offering clients *automated tracking updates* via email upon dispatch. This indicates *effective communication* and *transparency* in outbound orders.

Shipment delays, damage, or *loss* are addressed *informally* and *reactively*, depending on *ad hoc communication* with the logistics provider and the client (Kirchner, 2025). No *formal complaint resolution* protocol or *structured after-sales service process* exists for addressing *delivery-related issues*.

At present, *B2B and B2C outbound logistics* processes show *minimal differentiation*. Both client groups are treated similarly in shipping, packaging, and problem resolution, despite possible differences in *service level* and *customization expectations*.

Marketing & Sales

The company's *marketing and sales strategies* depend on a *passive digital presence*, primarily focusing on *inbound customer acquisition* via the *e-commerce platform*. Core tools consist of *fundamental SEO strategies* and *periodic newsletter distribution* through *Incomaker*, lacking active *paid advertising, social media engagement*, or *organized B2B acquisition efforts* (Kirchner, 2025).

Marketing communication fails to *segment* and distinguish between *B2C and B2B audiences*, diminishing *message effectiveness*. The website has a *blog section* featuring product-related and educational content; however, updates are rare and lack a *cohesive content* or *lead generation strategy*.

Sales efforts rely on incoming *website orders*, with *personal selling* and *direct B2B outreach* happening inconsistently and lacking a *systematic approach*. This *passive sales model* limits the company's capacity to engage *high-potential corporate clients*, despite the acknowledged *higher order value* in this segment.

Promotional activities consist solely of *seasonal price discounts*, including *Black Friday* and *Christmas*, without ongoing *discount strategies*, *dynamic pricing, loyalty programs*, or *bundled offers*. Lack of *structured upselling* and *incentive mechanisms* limits the potential to enhance *average transaction values* and *foster customer retention*.

Post-purchase communication is primarily centered on *gathering feedback*, lacking consistent *follow-up strategies*. *Relationship-building campaigns, client nurturing*, and *upsell initiatives* are often underused in *B2B contexts*, where *sustained engagement* is essential for *repeat business* and *long-term partnerships*.

This *passive approach* restricts the company's *market reach* and undermines its ability to support the *proposed business model* focused on *customizable marketing products*, especially in *corporate segments* that require *active engagement* and *solution-based selling*.

Service (After-Sales Support)

The company's *service activities* emphasize *basic customer support* and *reactive problem-solving*, lacking a *formal complaint handling system* or *structured after-sales processes* (Kirchner, 2025). Client interactions occur through *email, phone*, or *in -person meetings,* with the *owner* overseeing *issue resolution*, especially for *B2B clients*. This involvement provides *flexibility* but restricts *scalability* and *consistency in service quality*.

The absence of a *documented escalation process* or *complaint tracking system* hinders the company's capacity to *identify recurring issues* and *enhance service standards*. *After-sales engagement* is minimal, limited to *occasional satisfaction checks*, lacking *structured follow-up communication*, *systematic feedback collection*, and *proactive client care initiatives.*

Clients receive only the *product instructions* mandated by suppliers. Content like *gift guides, usage tips,* or *care instructions* is absent, limiting opportunities to enhance *client experience* and *product perception*.

The *blog section* contains educational posts but lacks *active integration* into the service process. *Client consultations* regarding *product selection* or *customization* happen infrequently, depending on *customer initiative* instead of a *structured company approach*.

Insufficient after-sales support and *service monitoring* limit the company's ability to *enhance client relationships*, *promote repeat business*, and *differentiate through customer experience*, especially in the *B2B sector*, where *organized service* and *post-purchase care* are crucial *competitive elements*.

3.3.3.2 Support Activities

Firm Infrastructure

The company's *infrastructure* relies on *informal management*, lacking *systematic planning*, *internal reporting*, and *documented processes* (Kirchner, 2025). *Operational decisions* in procurement, marketing, and service are *centralized under the owner*, who directly manages most activities. This setup provides *operational flexibility* but restricts *scalability*, *process consistency*, and *effective delegation* of responsibilities.

No *internal manuals, workflows*, or *standardized guidelines* exist. Knowledge is mainly retained through the *experiences of the owner and staff*, rather than through *structured systems*. This reliance heightens the risk of *operational disruption* during personnel changes or business expansion.

Lack of *formal strategic planning* and *performance monitoring* hinders *systematic evaluation* of business activities, diminishes *transparency*, and undermines the company's ability to handle the *increased complexity* of expanding into *customizable marketing products*. The absence of *clear strategic objectives* and *aligned processes* leads to a *reactive stance*, limiting the company's ability for *managed growth* and *business development*.

Human Resource Management

The company has *two staff members* in addition to the *owner*, each with *specific yet adaptable roles*: one manages *SEO* and *IT maintenance*, while the other oversees *order fulfillment, packaging,* and *logistics* (Kirchner, 2025). Task allocation responds *to immediate operational needs*; however, the lack of *structured role specialization* may hinder *efficiency* and *clarity in responsibilities* as business complexity increases.

Employee development relies solely on *platform-based training* (Shoptet, Collabim) and lacks *formal performance evaluations, training plans*, and *career development strategies*. Employment contracts ensure compliance with labor regulations; however, they do not systematically address *motivation* and *long-term talent retention*.

Lack of *structured human resource management* limits the company's capacity to *develop competencies, facilitate knowledge transfer*, and *sustain team stability*—essential for future growth, especially in enhancing *customization services* and *expanding B2B operations*. The *informal approach* meets basic operational needs but limits *scalability* and *strategic business development*.

Technology development

The company's *technology infrastructure* comprises the *Shoptet e-commerce platform, Money S5* for stock management and accounting, *Incomaker* for email marketing, and *Collabim* for SEO monitoring (Kirchner, 2025). The tools facilitate *basic operations* but lack advanced features like *CRM systems, project management software,* and *process automation*.

The lack of *integration* among these tools and *centralized data management* restricts the company's capacity to leverage *customer data* for *relationship building*, *segmentation,* and *personalization*, essential for the proposed *business model* centered on *customizable marketing products*.

The *owner recognizes* the potential necessity for *technology upgrades* to facilitate *future growth*, especially if business activities increase in *customization, B2B development*, or *digital engagement*. No specific *plans* or *investment strategies* for technological advancement have been established.

The existing *technology stack* suffices for *small operations* but may limit *growth* as business complexity rises, especially in *client management, order tracking*, and *automating marketing* and *sales processes*.

Procurement

The *owner manages procurement activities* based on *personal experience* and *supplier relationships*, lacking *structured sourcing strategies*, *formal evaluation criteria*, and *multi-source comparison* (Kirchner, 2025). Supplier contracts are in place; however, there is a lack of *systematic evaluation* regarding *supplier performance, pricing terms*, and *delivery reliability*.

Purchasing decisions are driven by *immediate stock requirements* rather than *strategic planning* or *forecasting*. This *adaptable strategy* streamlines immediate operations while heightening vulnerability to *price changes, supply disruptions,* and lost chances for *cost* *efficiency*. Insufficient *procurement planning* and absence of *formal supplier evaluation* hinder the company's capacity to *negotiate advantageous* terms and ensure *delivery stability*, which are crucial for scaling *customization services* and expanding *B2B operations*. Lack of *structured procurement processes* exposes the company to *inventory inefficiencies* and *procurement risks*, hindering its ability to support *strategic growth*.

Evaluation of Value Chain Analysis

The Value Chain Analysis indicated that the company's current activities enable basic operations, yet several key processes are informal, reliant on individuals, and inadequately developed. Standardization deficiencies in procurement, operations, marketing, and service activities hinder scalability and disrupt alignment with the business model centered on customizable marketing products. Strengths include flexibility and supplier relationships; however, the lack of formal systems, documentation, and proactive relationship management highlights significant weaknesses that need to be addressed in future strategic development.

Interpretation and Strategic Implication

The value chain analysis indicates that the business provides *distinct value via premium product selection, customization options*, and *personalized service*. Support activities, including *digital infrastructure, marketing*, *and process control,* are currently underdeveloped and *managed informally*.

This imbalance leads to *scalability constraints* and *possible performance issues*, especially in *customer acquisition, fulfillment,* and *service consistency*. Numerous support functions *depend significantly on the owner's direct supervision*, thereby heightening *operational risk*.

The findings indicate that *investing strategically in systems, enhancing delegation capacity*, and *improving digital marketing* is essential for strengthening the *company's value delivery* and *mitigating key vulnerabilities*. Chapter 4.2 presents proposals that leverage these insights to create a *sustainable* and *scalable* transformation of the business model.

Strengths and Weaknesses derived from Business Activities Analysis

Table 9: Identified Strengths & Weaknesses from Business Activities Analysis
(Source: Own work)

Area (Value Chain Activity)	Strengths	Weaknesses
Inbound Logistics	Direct stockholding enables fast delivery to clients. Consistent quality control on incoming goods.	Informal stock planning, no inventory thresholds, no forecasting models, ad hoc stock checks. Supplier coordination remains informal; no structured supplier performance monitoring.
Operations	Flexible customization coordination, direct communication with providers.	No process documentation or standardized workflows; reactive handling of issues; quality control outsourced.
Outbound Logistics	Delivery flexibility (PPL or personal handover); shipment tracking available.	Packaging approach not standardized; premium packaging only upon request, not actively offered.
Marketing and Sales	Basic digital infrastructure in place (Shoptet, Incomaker, Collabim).	No structured marketing plan, no market segmentation, passive client acquisition, limited content use.
Service	Direct client communication possible; basic satisfaction checks conducted.	No formal complaint handling or service follow-up; service is reactive, not proactive.
Firm Infrastructure	Lean management, flexibility in decision-making.	No formal strategic planning, no internal process documentation, high owner dependency.
Human Resource Management	Clearly defined focus areas for employees, formal employment contracts.	No structured employee development, limited training, absence of performance evaluation systems.
Technology Development	Core systems sufficient for current operations (Shoptet, Money S5, Incomaker, Collabim).	No CRM or process automation; technology improvement not planned despite acknowledged need.
Procurement	Supplier contracts in place for purchasing.	Procurement handled informally by the owner; no systematic evaluation or multi-sourcing strategy.

3.3.4 Financial Analysis

The *financial analysis* serves to evaluate the company's *financial health*, *operational sustainability*, and *readiness for scaling* within the context of the planned *business model* focused on *customizable marketing products*. The assessment focuses on *key financial indicators* relevant for *managerial decision-making*, including *revenue development, profitability, liquidity, inventory management*, and *activity ratios*. The analysis is based on *internal company data* provided by management, covering a five-year period (Kirchner, 2025).

3.3.4.1 Revenue and Profit Development

From 2020 to 2024, the company's *revenue increased* from CZK 4.19 million to CZK 4.94 million, representing a total growth of *17.9%*. A *temporary decline* occurred in 2021, amounting to CZK 3.88 million, followed by a *steady recovery* in the following years. *Net profit before tax* varied from CZK 293,000 in 2021 to CZK 590,000 in 2020, demonstrating *moderate fluctuations* throughout the period. Profit levels *peaked* in 2023 and 2024, whereas 2021 exhibited the *lowest performance*. The *positive revenue trends* indicate a need for *improved cost control* and *inventory planning*, as evidenced by the fluctuations in net profit. The company demonstrates *strong turnover*; however, its *profitability* is susceptible to *internal inefficiencies* and *seasonal fluctuations*.

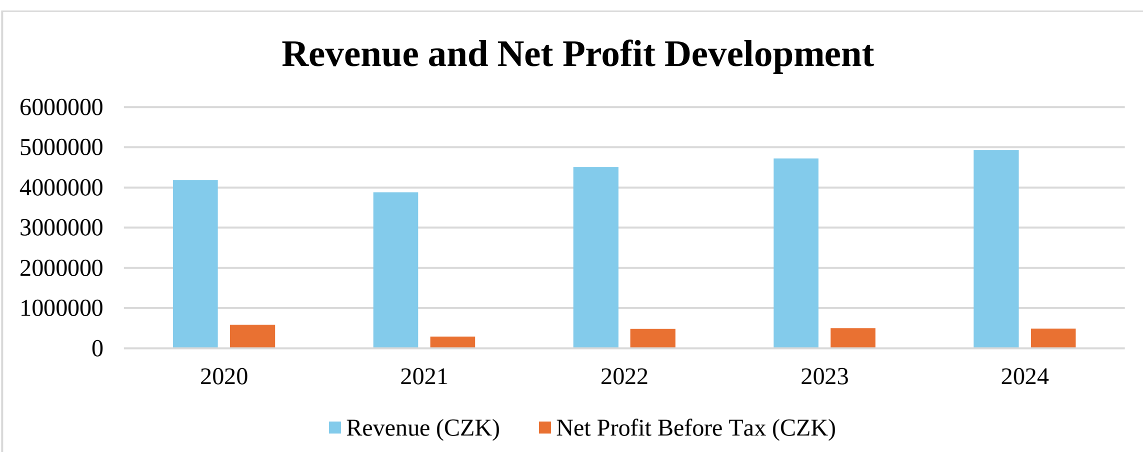

Figure 11: Revenue and Net Profit Development Over the Period 2020-2024
(Source: Own work based on internal financial data)

3.3.4.2 Liquidity Ratio

The company upheld a *robust liquidity status* from 2020 to 2024, with the *current ratio* remaining consistently above *2.3*. The ratio increased from *2.41* in 2020 to a high of *2.66* in 2023, then experienced a slight decrease to *2.54* in 2024. The minimum value recorded was *2.34* in 2021, remaining significantly above the generally advised range of *1.5–2.0* for small enterprises. The results demonstrate strong *short-term solvency* and *effective management of current liabilities*. The company's liquidity is significantly influenced by *inventory levels* and could improve by creating a *stronger cash buffer* to enhance *operational flexibility* during *seasonal peaks* or *supply disruptions*.

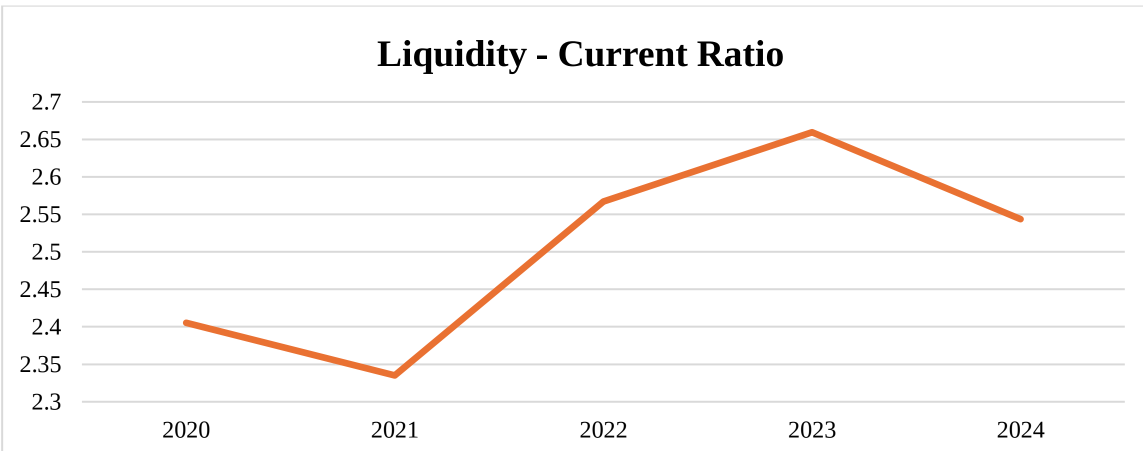

Figure 12: Liquidity Position Measured by the Current Ratio Between 2020 and 2024
(Source: Own work based on internal financial data)

3.3.4.3 Inventory Dependency and Activity Ratios

Inventory levels rose notably in 2022 and 2023, achieving *CZK 1.21 million* and *CZK 1.11 million* respectively — the highest figures recorded during the monitored period. The increase occurred alongside a decline in the *stock turnover ratio*, which fell to *2.40* in 2022 and experienced only a partial recovery to *2.78* in 2023. In 2024, there was a *significant improvement*, as inventory decreased to *CZK 942,568* and turnover increased to *3.47*. The data indicate a *short-term inefficiency* in *inventory planning* for 2022–2023, resulting in *capital being immobilized* and *liquidity being restricted*. The 2024 correction indicates *progress* while highlighting the necessity for *ongoing forecasting discipline* and *procurement control* to sustain *high turnover* and *cash flow flexibility*.

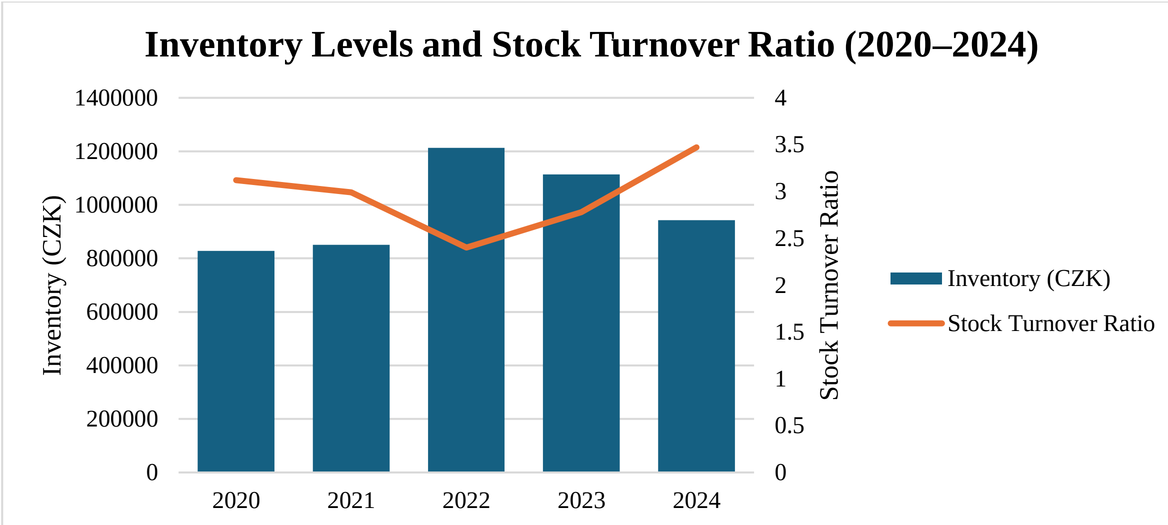

Figure 13: Inventory Levels and Stock Turnover Ratio Over the Period 2020-2024
(Source: Own work based on internal financial data)

3.3.4.4 Profitability Ratios

The *gross margin* decreased from *38.4%* in 2020 to *33.7%* in 2024, and the *net margin* exhibited a comparable decline, falling from *14.1%* to *9.9%* during the same timeframe. In 2021, the most significant *margin contraction* was observed, with net margin decreasing to *7.6%,* likely attributed to *increased costs* and *reduced stock turnover*. Although *profitability improved* in the following years, margins did not reach the levels seen in 2020. These trends emphasize the importance of maintaining *cost discipline*, especially in *procurement* and *inventory management*. Controlling the *cost of goods sold* and *streamlining operations* is essential for maintaining *profitability* as the business expands, given the company's *stockholding model*.

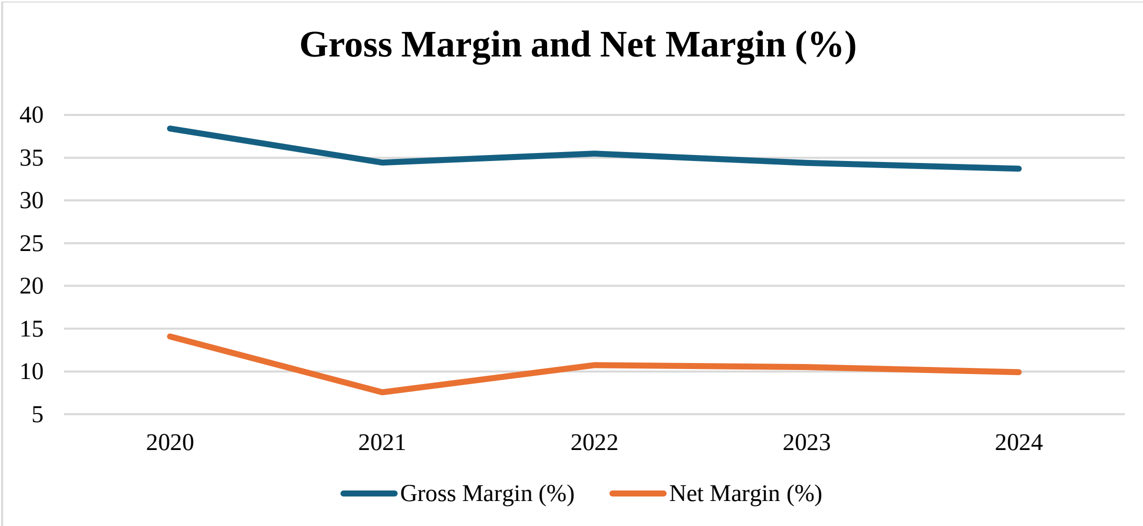

Figure 14: Gross Margin and Net Margin Development between 2020 and 2024
(Source: Own work based on internal financial data)

Financial Analysis Summary

The financial analysis shows that the company has a stable revenue stream and an efficient operational cost structure, bolstered by its stockholding model. Liquidity is robust; however, financial health is notably affected by inventory levels and procurement efficiency. The evaluation indicates that the acquisition of goods is the primary cost driver, exacerbated by a lack of organized procurement planning and forecasting.

The absence of formal cost monitoring, scenario planning, and consistent marketing investment restricts the company's agility and preparedness for growth. The low fixed cost structure enhances operational flexibility but simultaneously limits strategic development, especially in marketing and B2B expansion.

The current business model operates effectively; however, it exhibits financial vulnerabilities, particularly related to stockholding risks and informal cost management practices. Enhancing financial preparedness necessitates fundamental planning, formalizing procurement processes, and implementing cost-control systems.

Summary of Key Strengths and Weaknesses

Table 10: Identified Strengths & Weaknesses of Financial Analysis
(Source: Own Work)

Strengths	Weaknesses / Risks
Stable revenue development across the analyzed period.	Liquidity remains sensitive to stock levels and purchasing efficiency.
Acceptable gross and net profitability margins.	Financial planning, forecasting, and budgeting are absent.
Lean financial setup with low fixed costs and stable operational expenses.	Profitability depends heavily on seasonality without active balancing mechanisms.
No debt burden, supporting flexibility and operational independence.	Lack of financial scenario analysis reduces preparedness for fluctuations or scaling attempts.

3.3.5 SWOT Analysis

This thesis presents a *SWOT analysis* aimed at assessing the *internal and external factors* affecting the company's *strategic capacity* to develop and effectively implement a *business model* centered on *customizable premium products*, with a specific focus on *B2B growth*.

This selection was based on a *synthesis of results* from various analytical tools, including *PEST analysis, Market Trends, Porter's Five Forces, Business Model Canvas, Value Chain Analysis*, and *Financial Analysis*. The SWOT evaluation was enhanced through a *structured discussion* with the company's *owner and management*, ensuring that the *prioritization* of each factor aligns with both *analytical assessment* and *management's perception* of importance (Kirchner, 2025). This methodology facilitated an analysis that integrates theoretical evaluation with practical business insights. This table presents a summary of all quantified SWOT factors chosen for evaluation. Each identified factor was assessed for objective prioritization across two dimensions:

- *Impact score (1–10): Indicating the degree of influence a factor has on the company's strategic objectives,*
- *Strategic weight (0 to 1): The priority assigned to the factor by the company's management is based on practical experience and perceived urgency.*

Table 11: Prioritized SWOT Factors Synthesized from Internal and External Analyses
(Source: Own work based on internal analysis and consultation with company management)

Strengths	Weaknesses
Strong premium product portfolio (Pulltex, Forge, Rona) Direct sourcing without intermediaries Direct client communication (especially B2B personalization) Reliable customization capability (owner + partners) Owner's experience and negotiation skills Strong supplier relationships (long-term, personal) Lean management and quick decision-making Lean fixed cost structure and no debt	No systematic market segmentation, key account management, or B2B acquisition Passive client engagement; no structured retention, loyalty, or feedback systems Manual customization processing; no standardized workflows or automation No exclusivity on key brands; reduced differentiation potential Dependency on owner's expertise; lack of process documentation and knowledge transfer No structured procurement planning, supplier performance tracking, or multi-sourcing High liquidity sensitivity due to purchasing approach and stock levels Lack of financial planning, budgeting, forecasting, scenario analysis
Opportunities	**Threats**
Growing demand for personalized products (B2C and B2B) Access to advanced production technologies (printing, automation) Strengthening digital marketing and online presence (especially B2B) Exclusive supplier partnerships and improved sourcing stability Focus on niche premium segments to reduce price competition Differentiation through eco-friendly and sustainable products Focus on value-added services (consulting, premium packaging) Growth of consumer purchasing power and stable economic environment	High competitive intensity (local distributors, specialized SMEs) Emerging global competitors via e-commerce and low-cost sourcing Buyer price sensitivity and availability of substitutes High supplier dependency, lack of exclusivity, sourcing risks Inflation volatility, recession risks, financing constraints Need for continuous technology investment (IT, marketing, production tech) Tightening EU sustainability regulations and competitive eco-positioning Cybersecurity risks and data privacy challenges

3.3.5.1 Strengths

Identifying *internal strengths* reveals the essential capabilities that underpin the company's strategy for *customizable premium products*. The analysis focuses on factors that directly enhance *product differentiation, customer value*, and *operational flexibility*—key success drivers in the target market segment.

The company's key advantage is its *portfolio of premium brands (Pulltex, Forge de Laguiole, Rona)* and *direct sourcing*, which ensures *product authenticity, quality control,* and *margin optimization*. The company's product strengths enhance its position in *B2B and B2C markets*, especially for *personalized* and *high-value orders* in gastronomy.

The company's strength lies in its *direct client communication*, particularly in the *B2B market*, where *flexibility* and *responsiveness* to customization requests improve *customer relationships* and facilitate *upselling opportunities*. This capability is supported by *dependable customization processes*, managed directly by the *owner* in collaboration with established service providers.

The evaluation underscores the strategic importance of *managerial expertise* and *supplier relationships*, based on the owner's *extensive industry experience* and *personal connections*. These factors ensure *stable access* to essential products and services, enhance *negotiation power*, and support *operational resilience*.

Lean management, *flexible decision-making*, and *low fixed costs* do not serve as differentiation sources; however, they are crucial for *adaptability* and *business stability*, particularly for small enterprises in dynamic markets.

The weighted assessment indicates that *competitive advantage* is mainly in *product offering, sourcing,* and *client relationship management*. Leverage these strengths in the *redesign of the business model* and *strategic initiatives* for *customized premium products*.

Table 12: Evaluation of Strengths
(Source: Own work based on Internal Analysis and discussion with company management)

Strengths	Evaluation (1-10)	Weight	Sum
Strong premium product portfolio (Pulltex, Forge de Laguiole, Rona)	10	0.22	2.20
Direct sourcing without intermediaries	9	0.18	1.62
Direct client communication (especially B2B personalization)	9	0.16	1.44
Reliable customization capability (owner + partners)	9	0.16	1.44
Owner’s experience and negotiation skills	8	0.10	0.80
Strong supplier relationships (long-term, personal)	8	0.08	0.64
Lean management and quick decision-making	7	0.06	0.42
Lean fixed cost structure and no debt	6	0.04	0.24
Total		**1.00**	**8.80**

3.3.5.2 Weaknesses

Understanding *internal weaknesses* reveals barriers that restrict the company's capacity to *scale, differentiate*, and *maximize its market potential* for *customizable premium products*. The analysis examines *structural gaps, process inefficiencies*, and *strategic risks* affecting business growth.

The primary weakness is the lack of *systematic market segmentation*, *key account management*, and *B2B acquisition*, limiting *targeted client development* and *relationship-building*. A *passive approach* to customer engagement is evident, lacking *structured retention activities, loyalty programs*, and *feedback collection*.

*Manual processin*g of customization requests, without *standardized workflows* and *automation*, further limits *scalability*. This restricts the company's capacity to consistently and efficiently enhance its *personalization offerings*.

The company's *limited differentiation potential*, stemming from a lack of *exclusivity* on key brands, heightens *competitive pressure exposure*. The *high dependency* on the owner’s expertise and *insufficient process documentation* lead to *operational bottlenecks* and increase *long-term stability risks*.

Procurement is informal, lacking *structured supplier management, planning,* and *performance monitoring*, which diminishes *flexibility* and heightens *supply-side vulnerability*. *Financial weaknesses* comprise *liquidity sensitivity* related to stock levels and a lack of *systematic budgeting, forecasting*, and *scenario analysis*, which restricts *readiness for growth* and *market changes*.

Evaluation indicates weaknesses in *client management, process scalability, differentiation,* and *key-person dependency*. Addressing these areas is essential for realizing the company's *strategic potential* and facilitating the implementation of the proposed *business model*.

Table 13: Evaluation of Weaknesses
(Source: Own work based on Internal Analysis and discussion with company management)

Weaknesses	**Evaluation (1-10)**	**Weight**	**Sum**
No systematic market segmentation, key account management, or B2B acquisition	-10	0.22	-2.20
Passive client engagement; no structured retention, loyalty, or feedback systems	-9	0.18	-1.62
Manual customization processing; no standardized workflows or automation	-9	0.16	-1.44
No exclusivity on key brands; reduced differentiation potential	-9	0.14	-1.26
Dependency on owner’s expertise; lack of process documentation and knowledge transfer	-8	0.12	-0.96
No structured procurement planning, supplier performance tracking, or multi-sourcing	-8	0.10	-0.80
High liquidity sensitivity due to purchasing approach and stock levels	-7	0.05	-0.35
Lack of financial planning, budgeting, forecasting, and scenario analysis	-6	0.03	-0.18
Total		**1.00**	**-8.81**

3.3.5.3 Opportunities

Evaluating *external opportunities* reveals essential market trends and environmental factors that align with the company's strategy for *customizable premium products* and *B2B expansion*. The analysis focuses on opportunities that directly enhance *competitive positioning, expand market reach,* and *improve operational scalability*.

The primary external factor is the *increasing demand for personalized products* in *B2C and B2B markets*, fostering opportunities for the growth of *customization services*. This opportunity is supported by *advanced production technologies*, especially in digital printing and *automation*, allowing for *efficient delivery* of personalized offerings at scale.

Digital commerce and *online marketing* are increasingly relevant, particularly in *B2B markets*, presenting a *significant opportunity*. Enhancing the company's *digital presence* will aid in *client acquisition*, *relationship development*, and *brand visibility* within target customer segments.

Opportunities include *securing exclusive supplier partnerships* and *diversifying sourcing strategies*, which enhance *product differentiation* and mitigate *supply-side risks*. A focus on *niche premium segments* limits *direct price competition* and emphasizes *service quality*, aligning with the company's *value proposition*.

Eco-friendly and sustainable products are increasingly important in market expectations, serving a *supportive* rather than *primary strategic role*. *Value-added services* like consulting or *premium packaging* can enhance *differentiation*, but they necessitate careful execution for effective contribution. The *macroeconomic environment*, characterized by *stable purchasing power* and *economic growth*, offers a *favorable context* for business development, although it is beyond the company's direct control.

The evaluation indicates that the company's main opportunities are in *utilizing demand for customization, adopting enabling technologies*, and *targeting specific premium market niches*. These areas should underpin *strategic initiatives* to enhance the company's *growth potential*.

Table 14: Evaluation of Opportunities
(Source: Own work based on Internal Analysis and discussion with company management)

Opportunities	Evaluation (1-10)	Weight	Sum
Growing demand for personalized products (B2C and B2B)	10	0.22	2.20
Access to advanced production technologies (printing, automation)	9	0.18	1.62
Strengthening digital marketing and online presence (especially B2B)	9	0.16	1.44
Exclusive supplier partnerships and improved sourcing stability	8	0.14	1.12
Focus on niche premium segments to reduce price competition	8	0.10	0.80
Differentiation through eco-friendly and sustainable products (including packaging)	7	0.8	0.56
Focus on value-added services (consulting, premium packaging)	7	0.06	0.42
Growth of consumer purchasing power and stable economic environment	7	0.06	0.42
Total		**1.00**	**8.56**

3.3.5.4 Threats

External threat assessment identifies factors that could hinder the company's *strategic focus* on *customizable premium products* and *B2B growth*. The analysis highlights *risk* that threatens *competitiveness, operational stability*, and *financial resilience*.

The primary threat is the *intense competition* in the Czech market, fueled by *large distributors* and specialized *SMEs* that focus on *price* and *product availability*. The challenge is intensified by the increasing threat of *global low-cost competitors* entering through *e-commerce platforms*, which can *undercut prices* and broaden their reach via *digital channels*. The distinct groups collectively exert significant *downward pressure on margins* and *restrict differentiation*, especially in the *standard product segment*.

Moreover, *buyer price sensitivity* and the presence of *alternative solutions*—like *digital marketing tools, gift cards,* and *experiential substitutes*—heighten pricing pressures and diminish the standing of traditional promotional products, particularly when *customization* is inadequately highlighted. *Supplier dependency* and lack of *exclusivity agreements* exacerbate *operational risks*, leading to potential *price fluctuations*, *delivery delays*, and *decreased sourcing flexibility*. These risks jeopardize *supply chain stability* and the company's capacity to ensure *consistent service quality*. The company is susceptible to *macroeconomic fluctuations* such as *inflation volatility, recession risks,* and *exchange rate instability*, which may decrease *B2B spending* on promotional activities, especially during downturns.

The analysis emphasizes the necessity of *ongoing investment* in *technology*, including *IT infrastructure*, *digital marketing tools*, and *production technologies*, to sustain *competitiveness*. *Regulatory risks* from stricter *EU sustainability requirements* and the rise of competitors with *eco-friendly positioning* may diminish *differentiation* if not adequately managed. *Cybersecurity risks* and data privacy challenges persist due to increased reliance on *digital platforms*, though they are secondary to *competitive* and *supply-related threats*.

Weighted evaluation indicates that *competitive pressure*, *price-driven market dynamics*, and *supply-side vulnerabilities* are the *primary risks* for the business. Proactively addressing these areas is crucial for *safeguarding market position* and facilitating the successful implementation of the proposed *business strategy*.

Table 15: Evaluation of Threats
(Source: Own work based on Internal Analysis and discussion with company management)

Threats	Evaluation (1-10)	Weight	Sum
High competitive intensity (local distributors and specialized SMEs)	-10	0.26	-2.60
Emerging global competitors via e-commerce and low-cost sourcing	-10	0.22	-2.20
Buyer price sensitivity and availability of substitutes (digital tools, gift cards, experiences)	-9	0.16	-1.44
High supplier dependency, lack of exclusivity, exposure to price and delivery risks	-9	0.12	-1.08
Inflation volatility, recession risks, exchange rate fluctuations, financing constraints	-8	0.10	-0.80
Need for continuous technology investment (IT, marketing tools, production tech)	-8	0.7	-0.56
Tightening EU sustainability regulations and competitive eco-positioning	-7	0.04	-0.28
Cybersecurity risks and data privacy challenges due to digital dependency	-7	0.03	-0.21
Total		**1.00**	**-9.17**

Evaluation of SWOT Analysis

The strategic positioning scheme presented in this thesis is based on the method of quantified SWOT analysis, which enables the prioritization of internal and external factors through scoring and weighting (Houben, Lenie and Vanhoof, 1999). Each factor was evaluated by its impact (scale 1–10) and strategic importance (weight 0–1), with the assessment validated through consultation with company management.

The analysis applies positive values to strengths and opportunities and negative values to weaknesses and threats, allowing the calculation of a net internal balance (Strengths + Weaknesses) and a net external balance (Opportunities + Threats). These results were projected into a two-dimensional coordinate system to visualize the company's current strategic position.

The calculated positioning at Internal: −0.01 and External: −0.61 places the company close to internal balance but facing significant external risks. This indicates a strategic posture positioned at the border between defensive and survival zones, where active risk mitigation becomes a key priority. Although internal weaknesses do not critically outweigh strengths, the company's ability to leverage market opportunities is currently limited by external threats such as supplier dependency, market saturation, and buyer price sensitivity.

The implication of this evaluation is the recommendation to adopt a defensive strategy with adaptive elements. This approach focuses on :

- *Reducing exposure to external threats through supplier diversification and improved contractual arrangements,*
- *Strengthening internal processes and reducing operational dependencies, particularly on key individuals,*
- *Enhancing product differentiation and customer relationships to improve resilience against competitive pressure,*
- *Exploring new opportunities cautiously, prioritizing stability and gradual improvement over aggressive expansion.*

This quantified SWOT method provides a transparent, evidence-based foundation for strategic decision-making and helps to clarify where the company's greatest challenges and strategic priorities lie (Houben, Lenie and Vanhoof, 1999).

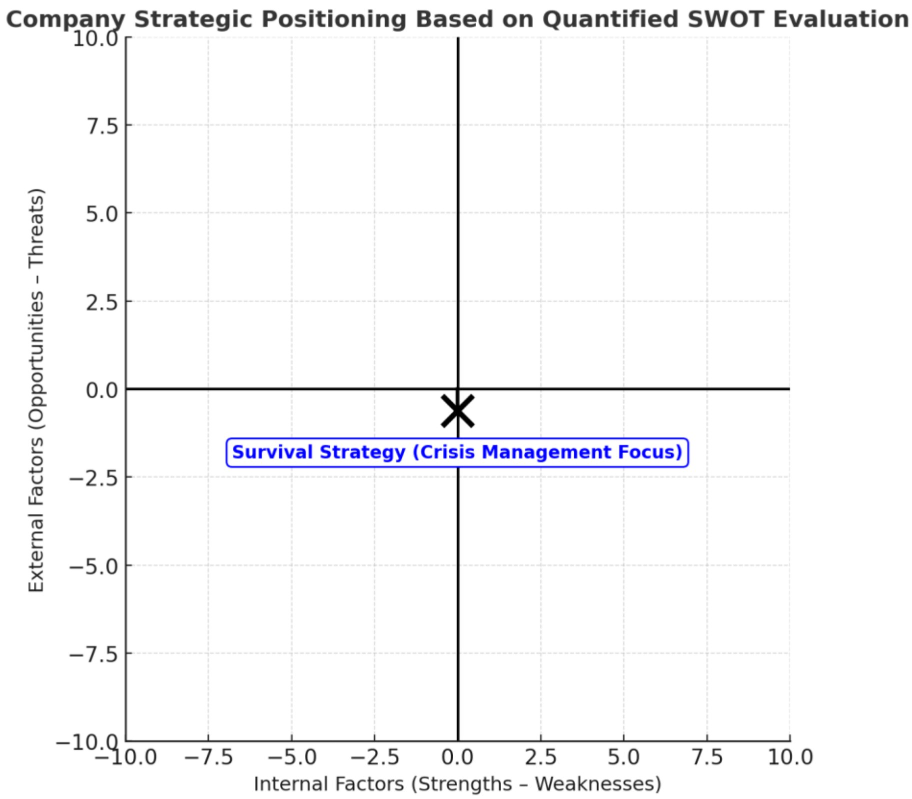

Figure 15: Strategic Positioning Based on SWOT Evaluation
(Source: Own work)

3.3.6 Strategic Options Evaluation Using the Ansoff Matrix

Utilizing the findings from the *SWOT analysis*, the *Ansoff Matrix* is employed to determine *potential strategic alternatives* for the development of the *business model*. This model enables the evaluation of *growth strategies* via *market penetration, product development, market development,* and *diversification*. The assessment is conducted at a *strategic level*, emphasizing *possible directions* instead of concrete solutions.

The evaluation identifies *product development* and *market development* as the *primary strategies of significance*. Both approaches correspond with recognized *strengths (premium products, supplier access)* and *opportunities (demand for personalization)*, while also tackling significant *weaknesses*, including the *lack of structured acquisition* and *retention mechanisms*. Conversely, pure *market penetration* faces limitations due to *competitive intensity*, while *diversification* is viewed as *high-risk* given the existing *resource constraints* and *informal processes*.

Strategic Options Evaluation Based on Ansoff Matrix

Table 16: Strategic Options Evaluation
(Source: Own work based on SWOT findings)

Strategic Option	Evaluation Summary
Market Penetration	Limited growth potential due to high competition and low marketing activity; supportive but not primary strategy.
Product Development	Well-aligned with internal strengths and market demand; high relevance for business model enhancement through customization and added services.
Market Development	Suitable for B2B expansion and new customer segments; requires addressing current weaknesses in acquisition processes.
Diversification	High-risk due to process informality, resource limitations, and lack of market readiness; not recommended within the current scope.

This evaluation supports the *strategic focus* on *product development* and *market development* as the most feasible and impactful directions for *business model innovation*, in line with the *thesis objective*.

3.4 Summary of Analytical Part

The proposal element of this thesis was developed based on the analytical portion, which offered a thorough evaluation of the company under analysis's internal and external environments. This analysis's objectives were to assess the company's existing state and pinpoint the major variables influencing its preparedness to adopt a business plan centered on marketing items that are customisable for both B2C and B2B markets.

To identify the most pertinent opportunities and threats affecting market engagement and strategic positioning, the analysis methodically looked at both the macro- and micro-environmental conditions using the PEST analysis, Market Analysis, Porter's Five Forces, and Industry and Consumer Trend Analysis. Important external dynamics were brought to light by these assessments, such as the growing need for personalization, sustainability-related regulatory demands, and competitive threats connected to price-based competitiveness and supplier dependence.

The Business Model Canvas (AS-IS), VRIO Analysis, Value Chain Analysis, and Financial Analysis were used to evaluate the internal environment. Significant internal strengths were revealed by these tools, including the owner's industry knowledge, the company's ability to source directly from suppliers, and its access to high-end branded goods. Crucial flaws were also found in the investigation, notably the absence of formalized B2B acquisition procedures, restricted scalability because of unofficial operations, reliance on the owner, and inadequate marketing initiatives. Stable profitability was corroborated by the financial analysis, which also showed that there was no systematic cost planning or procurement and that inventory levels were highly sensitive.

The SWOT analysis, which combined information from all earlier analytical methods, was used to synthesize the overall conclusions. This made it possible to clearly identify the main internal strengths and weaknesses as well as external opportunities and dangers, which directly informed the thesis's strategic focus. The practical significance of the conclusions was ensured by prioritizing these criteria based on management appraisal and analytical results.

The Ansoff Matrix provided additional support for the choice of appropriate strategic directions, confirming that market expansion and product development were the most feasible avenues for company expansion, while diversification and market penetration were assessed as secondary or high-risk alternatives.

The analytical section's critical evaluation technique placed emphasis on both the strategic elements' discovery and their implications for future business development. The proposal section is strengthened by this thorough evaluation, which guarantees that the recommended actions are in line with the company's strengths, the state of the market, and its strategic goals. These proposals' main objectives are to improve the company's competitive place in the market for high-end, customizable marketing solutions and to support its expansion through planned business operations.

While the analyses offer a comprehensive internal perspective on the business model and strategic potential, they rely primarily on qualitative insight from the company's owner. This internal focus strengthens feasibility but limits external validation. Therefore, further verification of customer and partner responses is planned during the implementation phase through targeted metrics and iterative feedback mechanisms.

4 Proposal of New Business Model, and Development of New Business Activities

The main objective of this thesis is to propose development measures in response to the identified issues within the analyzed company. The intention is to present specific recommendations in business activities that will contribute to the achievement of the defined goal of this work. The goal of the thesis is to create a new business model that focuses on customizable marketing products for both B2C and B2B markets.

The proposed solutions were discussed in detail with the company's management, ensuring their feasibility and alignment with the company's current capabilities and strategic priorities. Through structured interviews with the company's owner, the administrative staff, and the production coordinator, key development opportunities were identified, which are further elaborated in this chapter.

The presented proposals aim to support the growth of the analyzed company by developing business activities with an emphasis on products and services with higher added value. The focus lies in the diversification of the product offer, the introduction of new personalization techniques, and the strengthening of client relationship management, especially within the B2B segment, while maintaining active operations in the B2C field.

4.1 Proposal of New Business Model

4.1.1 Rationale for the Business Model Redesign

The analytical section identified several limitations in the current business model. The business functions mainly as a product reseller, providing premium branded accessories with a narrow range of customization options, currently limited to basic print personalization. The analysis, including SWOT, VRIO, Value Chain, and Business Model Canvas, identified weaknesses in differentiation, a lack of structured B2B acquisition processes, and insufficient service-based value elements. These issues restrict the company's capacity to meet broader market demands, especially in the corporate gifting and customizable marketing products sector.

This thesis proposes a redesign of the company's business model, maintaining its established B2C activities while strategically expanding into the B2B sector in response to the findings. The proposed business model emphasizes diversification rather than substitution, indicating management's commitment to sustaining active operations in the B2C sector while exploring new growth opportunities through customizable product solutions for B2B clients.

The business model reconfiguration aligns with the strategic principles of product and market development as outlined by Ansoff (1957; Johnson et al., 2020), incorporating new service elements into the current portfolio and aiming at new customer segments. This method is consistent with the business model innovation principles outlined by Afuah (2018) and Teece (2018), highlighting the need to reconsider value creation, value delivery, and revenue mechanisms as key sources of competitive advantage.

The proposed solutions were thoroughly examined with the company's management to confirm their feasibility and alignment with current capabilities and strategic priorities. Structured interviews with the company's owner, administrative staff, and production coordinator revealed key development opportunities, such as expanding personalization options, establishing supplier partnerships, and implementing structured client relationship management systems.

4.1.2 TO-BE Business Model Canvas

The redesigned business model is presented through the TO-BE Business Model Canvas which reflects the strategic changes proposed based on the analytical findings. Compared to the current AS-IS model, the most significant adjustments are visible in the following areas:

- *Customer Segments: Expansion to include structured B2B client segments such as corporate buyers, gastronomy businesses, event agencies, and marketing firms and individual B2C customers looking for high-quality personalized gifts for events such as weddings, anniversaries, birthdays, and other special occasions.*
- *Value Proposition: Enhancement of the offer through multiple personalization methods (printing, engraving, foil stamping), premium packaging, and additional*

services such as gift consulting, designed to meet the specific needs of B2B clients, Distinctive personalized products designed not only for corporate clients but also for individual customers, offering exclusive and memorable gifts that carry emotional significance,

- *Channels: Development of digital sales tools, including a product configurator and a B2B client zone within the existing Shoptet-based e-shop, allowing for easier ordering, customization, and communication, social media initiatives for B2C clientele (Facebook, Instagram), and content marketing aimed at individual consumers,*
- *Customer Relationships: Introduction of a structured Partner Program for B2B clients, CRM-based lead acquisition and management, loyalty programs, and systematic feedback collection, B2C loyalty program, promotional email newsletter, social engagement initiatives such as referrals,*
- *Revenue Streams: Diversification of revenue sources through the addition of service-based streams such as customization fees, packaging upgrades, and consulting services alongside traditional product sales, B2C direct sales, loyalty program upselling, seasonal promotions,*
- *Key Activities: Formalization of the customization processes, creation of partnership agreements with personalization service providers, standardization of operational workflows, and structured B2B acquisition efforts, B2C content creation, seasonal marketing campaigns,*
- *Key Partnerships: Expansion of the partner network to include multiple external suppliers for engraving, printing, and packaging services, reducing dependency on single sources,*
- *Cost Structure: Adjustment of the cost structure to reflect the planned investments into CRM implementation, configurator integration, marketing campaigns, and supplier relationship management.*

4.1.3 Strategic Direction and Positioning

The company's strategic direction focuses on diversifying its business activities by expanding its product and service portfolio, particularly in customizable marketing products and B2B cooperation models. The company aims to sustain and enhance its current B2C operations, ensuring a balanced distribution of risk across market segments.

This approach addresses the trends in the external environment identified in the PEST and industry trend analyses (see Section 3.2.4), specifically the rising demand for personalized products, the significance of service differentiation, and the necessity for adaptable cooperation and supply models in the corporate gifting sector.

The company intends to strengthen its B2B position while simultaneously enhancing the B2C segment. This will be achieved by expanding personalization options, improving the online configurator for individual clients, and launching targeted campaigns on social media platforms such as Facebook and Instagram. This dual approach enables the company to establish itself as a premium provider of personalized products for corporate and individual customers, ensuring a balanced and resilient growth strategy.

The proposed business model utilizes the company's existing strengths, such as its premium product portfolio, professional approach, and owner expertise, while also addressing weaknesses identified through the VRIO and Value Chain analyses, particularly the need for structured client management, dependence on the owner, and lack of formalized processes.

The strategic redirection was affirmed during interviews with the company’s management (Kirchner, 2025), who indicated their willingness to facilitate the transformation through focused investments in partner collaboration, marketing, digital tools, and process standardization. This section outlines the proposals for developing business activities essential for the successful implementation of the redesigned business model.

4.2 Development of Business Activities Supporting the New Model

4.2.1 Diversification of Customization Options Through Partner Integration and In-House Capability

The analytical section of this thesis highlights a notable limitation in the current business model: the company's customization options are confined to basic printing on a restricted range of products. This limitation restricts the company's ability to meet the expectations of B2B clients, especially in the corporate gifting sector, where alternative personalization methods such as engraving, foil stamping, or laser marking are often required.

The proposed solution seeks to improve the company's customization portfolio by forming strategic partnerships with selected external suppliers that provide additional personalization techniques. The objective is to enable a broader range of offerings while minimizing internal investment needs by outsourcing engraving and only selectively internalizing foil stamping.

It is advisable to establish structured outsourcing partnerships with at least one engraving service provider while foil stamping will be performed in -house using dedicated equipment to expand the range of personalization techniques. This strategy allows the company to offer customization across a broader array of materials, including glass and metal (e.g., wine glasses, knives), fully aligning with the current product portfolio and the desired positioning in the premium segment. The development of the product portfolio focuses on enhancing personalization options for existing products within the assortment, rather than introducing entirely new items. This raises the proportion of personalized products within the overall portfolio, improving appeal for both B2B and B2C markets.

This proposal not only enhances the B2B offering but also adds value to the B2C portfolio by allowing individual customers to utilize premium personalization techniques. B2C clients looking for personalized gifts for weddings, anniversaries, or special occasions will gain from an expanded product range that provides enhanced emotional and symbolic value.

The proposal follows the principles of Business Model Innovation as described by Afuah (2018) and Teece (2018), focusing on the reconfiguration of key partnerships and activities to achieve competitive differentiation. This method corresponds with the product development strategy described in the Ansoff Matrix (Ansoff, 1957; Johnson et al., 2020), where new services are incorporated into current product lines to improve market attractiveness. The proposed solution, covering supplier selection and service scope, was discussed with management to confirm its feasibility, applicability, and alignment with strategic priorities.

Benefits and Limitations

The main benefit of this proposal is the extension of the customization offer without capital-intensive investments into production equipment. This provides flexibility to respond to diverse client demands while maintaining operational simplicity. From a B2C and B2B perspective, it increases the attractiveness of the product portfolio for individual customers and strengthens the brand's image as a provider of exclusive, premium gifts.

Risk mitigation includes:

- *Careful partner selection based on reliability and quality,*
- *Clearly defined cooperation terms, including service-level agreements (SLAs),*
- *Introduction of basic quality control checkpoints for outsourced services (as further developed in section 4.2.5).*

The limitations of the solution lie in dependency on external suppliers and the need for active communication and coordination, especially regarding lead times and quality assurance. Evaluation of success will follow the metrics outlined in chapter 4.4.6, where all relevant KPIs are listed. This proposal is scheduled for implementation during the Foundation Phase of the Gantt Chart (Figure 18), given it enabling role for scalable service delivery and personalization capacity.

Table 17: Identified Benefits and Limitations of the Proposal for Customization Portfolio Development
(Source: Own work based on discussion with management)

Benefits	Limitations
Broader personalization offers, covering various client needs.	Dependency on the capacity and reliability of external partners.
Competitive advantage in the B2B segment through flexibility.	Longer lead times for certain techniques compared to in -house solutions.
No immediate investment in expensive production equipment.	Risk of price fluctuations from suppliers.
Ability to offer engraving on premium products (glass, metal).	Requires monitoring and quality control of partner services.
Opportunity for upselling through premium customization options.	Initial time investment into partner selection and agreement negotiation.
Enhance appeal for both B2B and B2C customers seeking unique personalized gifts.	Need to manage expectations for B2C orders regarding delivery times and customization limits.
Strengthens brand image in both B2B and B2C segments	

Strategic Considerations and Implementation Priorities

Expanding the customization portfolio is essential for enhancing the company's standing in the premium gifting sector. Expanding personalization options via outsourcing allows the company to achieve significant flexibility while maintaining fixed costs at current levels.

The model eliminates the need for capital investment but creates a reliance on suppliers, necessitating robust agreements and stringent quality control measures. This proposal acts as a foundational step for subsequent initiatives, including the configurator (0) and CRM integration (4.2.3). The timely implementation is essential, as it directly affects the appeal of B2B and B2C offerings and the overall effectiveness of the transformation strategy. Given its role in increasing perceived product value and client satisfaction, this proposal forms a critical pillar of the business model transformation.

Financial Evaluation

This proposal's financial assessment encompasses initial expenses for the preparation and legal examination of cooperation agreements; alongside projected operational costs derived from prevailing market rates for engraving and foil stamping services in the Czech Republic. The costs associated with customization will vary based on the volume of orders and the specific requirements of each project.

An additional amount of 10,000 CZK was considered specifically for preparing B2C-focused landing page content and updates to the e-shop, ensuring that individual customers are clearly informed about the availability of new personalization options. This step supports the proposal’s dual impact on both B2B and B2C segments.

The cost estimate of 12,000 CZK for drafting the legal agreement and establishing cooperation was validated through direct consultation with the company's accountant, Mrs. Veselá (Veselá, 2025). The pricing for engraving and foil stamping setup costs were determined using offers from Czech suppliers gathered through internal market research (Market research, 2025). Operational costs for engraving and stamping are billed per project based on client orders. No fixed monthly fees are expected. The financial evaluation, including cost assumptions and scope, was reviewed with company management and deemed feasible within internal budget constraints.

Table 18: Financial Evaluation of Customization Portfolio Development
(Source: Own work)

Item	Cost
Legal assistance for contract preparation and review	12 000 CZK
Outsourced engraving Services	100 CZK / per unit
Foil stamping setup and run costs	3 000 CZK
B2C-focused landing page + communication updates	10 000 CZK
Supplier onboarding and partner search	Internal time cost
Total	**25 000 CZK + variable costs**

4.2.2 Product Configuration and B2B Client Zone Implementation (Shoptet Platform)

The thesis analysis revealed notable deficiencies in the existing methods for managing customization orders and engaging with B2B clients. The configurator functionality is presently restricted to a demonstration phase, and the ordering process for customized products is still manual, leading to scalability challenges and heightened administrative burdens. The identified gap significantly affects the viability of the proposed business model, which relies on systematic collaboration and effective communication with corporate clients.

The company's management has resolved to implement a product configurator and a B2B client zone within the current Shoptet-based e-shop environment to address this issue. The choice of plug-ins and functionalities was concluded after internal discussions with management, considering feasibility, compatibility with the existing system, and alignment with strategic priorities. The selected solutions are as follows:

Product Configurator Plug-in (Shoptet)

- *Enables customers to upload logos or design files directly on the product page,*
- *Provides real-time visualization of personalization options,*
- *Supports the selection of available customization techniques (print, engraving, stamping),*
- *Ensures responsive design and mobile compatibility.*

B2B Client Zone Plug-in (Shoptet)

- *Creates a dedicated B2B section within the e-shop for registered corporate clients,*
- *Includes bulk ordering functions, special pricing levels, and access to personalized offers,*
- *Allows order history tracking, online mockup approvals, and repeat ordering.*

The proposal focuses on enhancing B2B workflows while also improving the B2C customer experience significantly. Clients can customize single-item purchases, such as gifts for weddings, anniversaries, or birthdays, using the configurator. This allows them to visualize their order prior to confirmation, enhancing the shopping experience.

The adoption of these digital tools is anticipated to enhance customer experience, minimize manual processing, and facilitate the scalability of the customization offerings. The proposal is consistent with the principles of Business Model Innovation (Teece, 2018), especially regarding the improvement of value delivery channels and customer relationship management. This aligns with the findings from the Business Model Canvas analysis, particularly in the Channels, Customer Relationships, and Value Proposition components.

The selection of plug-ins and their functionalities was thoroughly examined with the company's management to guarantee feasibility, applicability, and alignment with strategic goals.

Benefits and Limitations

This proposal primarily benefits from the digitalization and automation of the customization order process, leading to reduced administrative burdens and an enhanced user experience for B2B clients. This solution enhances scalability and establishes a structured framework for collaboration among corporate clients.

The configurator allows B2C customers to personalize their experience independently, minimizing manual communication and enhancing the brand's image as a premium, customer-focused provider.

Risk mitigation includes:

- *Careful selection of plug-ins based on compatibility and market feedback,*
- *Preliminary testing before full deployment to minimize technical issues,*
- *Cooperation with Shoptet-certified developers for implementation and potential adjustments.*

The main limitation of the solution remains the dependency on third-party plug-in functionality and the need for initial investment into setup and licensing. Evaluation of success will follow the metrics outlined in chapter 4.4.6, where all relevant KPIs are listed. This proposal is scheduled for implementation during the Foundation Phase of the Gantt Chart (Figure 18), due to its foundational importance for digital customization and B2B client collaboration.

Table 19: Identified Benefits and Limitations of the Proposal for Configurator and B2B Client Zone Implementation
(Source: Own work based *on* discussion *with* management)

Benefits	Limitations
Fully digitalized and scalable ordering process for customized products.	Dependency on the functionalities and flexibility of selected Shoptet plug-ins.
Improved B2B cooperation through structured client zones with self-service options.	Possible need for technical support or developer assistance for future adjustments.
Higher customer satisfaction through visual previews and mockup approvals.	Subscription-based model resulting in recurring costs.
Reduced internal workload via partial automation of customization requests.	Initial configuration, testing, and staff onboarding required.
Supports B2B Partner Program execution and facilitates repeat ordering.	Risk of limited flexibility if advanced features are needed beyond the current plug-in scope.
Enables B2C customers to personalize single-item purchases with ease.	Potential increase in B2C support queries, requiring clear user guides.
Strengthens brand perception in the B2C premium segment.	

Strategic Considerations and Implementation Priorities

The implementation of the configurator and B2B client zone represents a fundamental strategic initiative aimed at enhancing scalable customization and facilitating organized B2B collaboration. This initiative fills a significant operational gap by transitioning from manual workflows to a digital self-service system. The solution, while dependent on third-party plug-ins, provides a significant impact relative to its complexity and serves as a fundamental component for CRM and acquisition processes.

The estimated implementation cost of approximately 65,000 CZK — covering licensing, developer setup, and targeted B2C enhancements — is justified by the expected efficiency gains and long-term scalability, is warranted by the resulting efficiency improvements and long-term scalability. Timely execution is crucial for maintaining a consistent premium experience across client segments and minimizing administrative friction as we progress into future growth stages.

Financial Evaluation

The financial assessment encompasses licensing fees for the chosen configurator and B2B client zone plug-ins, in addition to projected developer implementation expenses. The configurator plug-in is available for around 1,000 CZK per month, while the B2B client zone plug-in is priced at approximately 1,500 CZK per month, according to the official Shoptet Add-on Marketplace. An optional additional budget of 5,000 CZK is considered for improving the B2C user experience (such as usability improvements or e-shop adjustments tailored to B2C clients).

The overall expense of 65,000 CZK for the implementation of the configurator and B2B client zone encompasses licensing fees, and the work required for developer setup. The pricing information was obtained from the official Shoptet Add-on Marketplace (Shoptet, 2025) and reflects offers from Shoptet-certified implementation partners, effective as of April 2025. The company's management confirmed that this investment level is feasible and consistent with the current resource plan.

Table 20: Financial Evaluation of Product Configurator and B2B Client Zone
(Source: Own work)

Item	Cost
Licensing fee for the configurator plug-in (real-time visualization, file upload)	12 000 CZK/ yearly
Licensing fee for B2B client zone plug-in (bulk orders, order history, mockup approvals)	18 000 CZK/ yearly
Initial configuration, integration, and e-shop design adjustments by Shoptet partner developer	30 000 CZK
Optional B2C user experience improvements (usability adjustments)	5 000 CZK
Time investment for internal testing, setup, content preparation (30 hours)	No cost
Total	**65 000 CZK**

4.2.3 CRM System and Lead Management Setup

The analytical section of this thesis reveals a significant weakness: the absence of a structured system for managing client relationships and acquisition processes, particularly in the B2B segment. The existing method depends on the owner's personal relationships and manual oversight of clients, lacking centralized data management. This scenario poses a risk to scalability and reduces the efficiency of acquisitions.

The company's management has decided to implement a professional CRM system to enhance structured lead management, acquisition activities, and client care processes. Following discussions with management and an evaluation of market alternatives, the Pipedrive Professional plan was chosen as the optimal solution based on its functionality, scalability, and cost-effectiveness for the company's present requirements.

The CRM system will enable:

- *Centralized lead tracking across the B2B acquisition pipeline,*
- *Task automation and reminders for follow-ups,*
- *Client segmentation for targeted communication,*
- *Integration with Incomaker for personalized email marketing campaigns,*
- *Contact and activity history storage, reducing dependency on the owner.*

In addition to strengthening B2B processes, the CRM system will also enhance B2C activities by enabling the segmentation of individual customers for targeted email campaigns, promotions, and post-purchase follow-ups. This creates opportunities to improve repeat sales, customer loyalty, and satisfaction in the B2C segment.

The proposal aligns with the resource-based view (RBV) (Barney, 1991), indicating that well-structured client relationship processes serve as a valuable and difficult-to -replicate capability, thereby enhancing competitive advantage. The implementation of CRM aligns with the recommendations derived from the Business Model Canvas analysis, especially regarding the Customer Relationships and Key Activities components.

The selection of the CRM system, encompassing the chosen plan and user capacity, was thoroughly examined with the company's management to guarantee feasibility, applicability, and strategic alignment.

Benefits and Limitations

This proposal offers a structured and centralized method for managing leads and acquisition processes, thereby minimizing reliance on the owner and enhancing the effectiveness of client care. The chosen CRM solution provides scalability and flexibility to support future business growth.

Risk mitigation includes:

- *Choosing an easy-to -use system (Pipedrive) to support adoption,*
- *Conducting internal training for the responsible user,*
- *Ongoing monitoring of CRM usage to ensure proper implementation.*

The primary limitation of the proposal is the need for consistent use of the system and the risk of underutilization if internal adoption is not maintained. Evaluation of success will follow the metrics outlined in chapter 4.4.6, where all relevant KPIs are listed. This proposal is scheduled for implementation during the Foundation Phase of the Gantt Chart (Figure 18), due to its foundational importance for digital customization and B2B client collaboration.

Table 21: Identified Benefits and Limitations of the Proposal for CRM System and Lead Management
(Source: Own work based on discussion with management)

Benefits	Limitations
Systematized B2B acquisition and relationship management.	Learning curve and need for initial training.
Better lead tracking and client segmentation.	Risk of low system adoption if not actively used by staff.
Automation of follow-ups and reduced dependence on the owner.	Annual licensing fees.
Integration with marketing tools (Incomaker).	Requires initial configuration and process setup.
Enhance B2C customer engagement through personalized offers and campaigns.	Potential increase in B2C data management workload.
Improved ability to evaluate and prioritize acquisition efforts.	Limited functionality compared to enterprise CRM systems (which is not necessary for current scale).

Strategic Considerations and Implementation Priorities

Implementing a CRM system is essential for structuring client acquisition and long-term relationship management, effectively tackling the owner-dependency and inefficiencies highlighted in the analysis. The centralized approach improves B2B acquisition workflows and enhances B2C segmentation and retention strategies.

The successful adoption of the selected solution, Pipedrive, relies on consistent use and internal discipline. It presents a low-risk, scalable entry point that holds significant strategic value. Prioritizing this aspect early in the transformation process is essential, as it facilitates various downstream initiatives, such as partner onboarding, personalized marketing, and the establishment of long-term relationships.

Financial Evaluation

The financial evaluation of this proposal is based on the selected Pipedrive Professional plan, which offers the necessary feature set for structured lead management. The company plans to operate the CRM system with one active user, with the Professional package priced at 49 EUR per month. This results in an annual licensing cost of approximately 14,500 CZK (based on exchange rates valid in April 2025).

An additional budget of 5,000 CZK is considered for configuring B2C-specific segmentation and automation rules in the CRM, ensuring the system benefits both B2B and B2C operations. The pricing was retrieved from the official Pipedrive pricing information (Pipedrive, 2025), ensuring transparency and feasibility of the selected solution. The financial evaluation and solution selection were discussed with company management and confirmed as feasible within the current strategic and resource planning framework.

Table 22: Financial Evaluation of CRM System and Lead Management
(Source: Own work)

Item	Cost
Annual licensing fee for the selected CRM solution	14 500 CZK/ yearly
Time spent on configuration, user training, integration with Incomaker	No cost
CRM setup consultation (optional reserve)	10 000 CZK
B2C-specific segmentation and automation setup	5 000 CZK
Total	**29 500 CZK**

4.2.4 B2B Partner Program and Acquisition Process

The analysis in this thesis indicates that the company currently lacks a systematic approach to acquiring B2B clients and does not effectively manage long-term relationships with corporate customers. Acquisition efforts rely on passive inbound interest, whereas structured outreach, segmentation, and loyalty strategies are still not fully developed. This situation presents a significant challenge to the expansion of operations and the pursuit of new market opportunities in the corporate gifting and marketing products sector.

The company's management has opted to implement a B2B Partner Program in conjunction with a structured acquisition process to address this gap. The program seeks to create structured partnerships with corporate clients by implementing defined tiers, benefit frameworks, and service levels. The acquisition process will facilitate proactive lead generation and the onboarding of new B2B partners.

The Partners Program will include:

- *Defined tiers (e.g., Silver, Gold, Platinum) based on annual order volume or cooperation level,*
- *Benefits such as priority service, volume-based discounts, free sampling, or packaging upgrades,*
- *A structured onboarding process with sampling kits and personalized offer presentations,*
- *Loyalty-based incentives and personal client care supported by the CRM system (Pipedrive) and Incomaker campaigns.*

The acquisition process will focus on targeted outreach to key segments identified in the market analysis, including:

- *Gastronomy businesses (restaurants, wineries, hotels),*
- *Event agencies,*
- *Marketing and gifting firms,*
- *Corporate buyers interested in customized promotional products.*

Primary acquisition channels will include:

- *LinkedIn direct outreach and advertising (focus on lead generation forms and sponsored content),*
- *Email marketing via Incomaker (segmentation by client profile),*
- *Personalized sample kits as a conversion tool for high-potential leads.*

This proposal adheres to the market development strategy established by Ansoff (Ansoff, 1957; Johnson et al., 2020) and is consistent with the Business Model Canvas guidelines concerning Customer Segments, Customer Relationships, and Channels. The program design, encompassing partner tiers, acquisition channels, and campaign tools, was thoroughly reviewed with the company's management to ensure feasibility, applicability, and alignment with strategic objectives.

This proposal is exclusively targeted at the B2B segment, reflecting the specific needs and priorities of corporate clients, event agencies, and gastronomy businesses. B2C customer engagement will be addressed through complementary strategies detailed in other proposals (e.g., product configurator, CRM system, and marketing activities).

Benefits and Limitations

The Partner Program and structured acquisition process will strengthen client relationships and improve lead generation effectiveness, directly supporting the expansion of B2B activities. By providing tailored benefits and incentives, the program increases partner loyalty and order volume potential.

Risk mitigation includes:

- *Phased rollout of the program to allow evaluation and adjustments,*
- *Pilot testing of acquisition strategies before full-scale deployment,*
- *Regular monitoring and optimization of campaigns and partner onboarding.*

The main limitation of the solution lies in the uncertainty of acquisition success rates and the dependency on campaign performance, especially in the early stages. Evaluation of success will follow the metrics outlined in chapter 4.4.6, where all relevant KPIs are listed.

This proposal is scheduled for implementation during the Growth-Driven Phase of the Gantt Chart (Figure 18), following the deployment of CRM and configurator systems that support structured B2B outreach.

Table 23: Identified Benefits and Limitations of the Proposal for the B2B Partner Program and Acquisition Process
(Source: Own work based on discussion with management)

Benefits	Limitations
Structured and scalable B2B acquisition process.	Requires consistent lead management discipline.
Strengthened client loyalty through clearly defined cooperation terms.	Initial campaign investment with uncertain short-term results.
Opportunity for upselling and long-term relationship building.	Competitive pressure from established players in the B2B sector.
Clear communication of benefits and service levels to partners.	Dependence on digital channels (LinkedIn, email) for acquisition success.
Improved acquisition effectiveness via CRM-supported workflows.	Requires testing and optimization of campaign messaging.

Strategic Considerations and Implementation Priorities

The B2B Partner Program and structured acquisition process serve as a strategic expansion tool aimed at corporate segments that are currently underserved by the existing passive model. Formalizing partner relationships and implementing proactive outreach will enable the company to create long-term value and sustainably scale acquisition activities.

Although initial performance can fluctuate and success is not assured, implementing a phased rollout and focusing on high-potential segments aids in reducing risk. The financial investment of around 70,000 CZK, which includes advertising, sample kits, and campaign content, aligns with the anticipated B2B revenue potential. This proposal is a key factor in market development, driving external growth and customer diversification.

Financial Evaluation

This proposal's financial assessment relies on actual pricing for LinkedIn advertising (cost-per-click model), production expenses for sampling kits, and a discretionary budget for campaign visuals and content development.

The projected cost-per-click (CPC) for LinkedIn Ads in the Czech market is estimated to be between 30 and 70 CZK, according to the LinkedIn Ads Planner (LinkedIn, 2025). Production costs for the sample kit were determined internally using supplier proposals and company estimates (Kirchner, 2025).

A budget of 20,000 CZK is designated for a small-scale B2C awareness campaign aimed at promoting the newly introduced personalization options and premium gifting products to individual customers. This campaign will focus on utilizing cost-effective channels, including social media posts, email newsletters through Incomaker, and slight modifications to the company’s website to emphasize B2C offers.

The estimated initial cost of the campaign is 70,000 CZK, which includes expenses for LinkedIn advertising, production of sample kits, and fundamental content creation. All costs were reviewed with the company's management and validated as achievable within the proposed investment framework.

Table 24: Financial Evaluation of B2B Partner Program and Acquisition
(Source: Own work)

Item	Cost
Sponsored posts, lead generation forms, CPC 30–70 CZK	30 000 CZK
Product samples, packaging, printing of presentation materials (10 kits)	10 000 CZK
Campaign visuals, copywriting, photo editing (if needed)	10 000 CZK
Creation of program guidelines, offer sheets, templates.	No cost
B2C-focused awareness campaign (social media, newsletter, website updates)	20 000 CZK
Total	**70 000 CZK**

4.2.5 Standardization of Personalization Processes and Quality Management (ISO Alignment)

The analytical section of the thesis, particularly the Value Chain Analysis and VRIO framework, highlighted the lack of organized internal processes for managing customization and maintaining quality control. The existing strategy depends on informal communication and the owner's direct participation, leading to scalability challenges and a heightened risk of operational errors, particularly with the upcoming expansion into B2B activities.

Discussions with the company's management indicated that corporate clients emphasize the importance of process reliability, consistency, and clearly defined quality standards in their selection of suppliers for marketing products and corporate gifting. Inadequate structured workflows and quality controls hinder effective collaboration with B2B partners.

The management has decided to implement basic process standardization and quality control mechanisms to address these weaknesses in the customization workflows. The aim is to enhance process transparency, predictability, and service consistency without pursuing formal ISO certification. The suggested approach aligns internal practices with ISO 9001 (Quality Management Systems) and ISO 10002 (Customer Satisfaction / Complaint Handling).

This solution comprises:

- *Development of internal process documentation for order handling, customization requests, approval workflows, and partner cooperation,*
- *Introduction of quality checkpoints at key stages of the process (incoming goods inspection, pre-shipment quality control, partner output verification),*
- *Preparation of standardized forms (e.g., customization specification sheets, order confirmation templates, partner cooperation checklists),*
- *Basic complaint handling system for structured feedback collection and resolution.*

The proposal illustrates the resource-based view (Barney, 1991), emphasizing that well-organized and dependable internal processes act as essential capabilities that enhance competitive advantage and client satisfaction. This proposal's scope and approach were thoroughly discussed with the company's management to ensure feasibility, applicability, and alignment with client expectations.

Benefits and Limitations

Standardized workflows and quality checkpoints will enhance process reliability, lower error rates, and bolster the company's credibility with corporate clients. The ISO-aligned approach will enhance professional communication with clients and foster improved collaboration among partners.

Risk mitigation includes:

- *Regular internal process reviews,*
- *Clear allocation of responsibilities for maintaining and updating documentation,*
- *Ongoing evaluation of quality performance and partner output.*

The primary limitation of the solution is the requirement for ongoing internal discipline to uphold standards in the absence of formal third-party certification. Evaluation of success will follow the metrics outlined in chapter 4.4.6, where all relevant KPIs are listed. This proposal is scheduled for implementation during the Foundation Phase of the Gantt Chart (Figure 18), as it ensures operational consistency in customization workflows and partner collaboration.

Table 25: Identified Benefits and Limitations of the Proposal for Process Standardization and Quality Management
(Source: Own work based on discussion with management)

Benefits	Limitations
Clear and repeatable workflows for customization handling.	Requires time investment from the owner and staff for documentation.
Reduction of errors and misunderstandings with clients and partners.	Risk of partial implementation if discipline is not maintained.
Improved quality control and reliability, especially for B2B clients who view process stability as a key decision factor.	No formal ISO certification → limited marketing leverage.
Structured complaint handling, systematic feedback collection.	Processes need to be regularly reviewed and updated.
Alignment with recognized international standards (ISO 9001 / 10002).	May require adjustments if business volume significantly increases.

Strategic Considerations and Implementation Priorities

The standardization of personalization workflows and the implementation of quality control mechanisms are essential internal factors for future B2B success. Their focus is on resolving operational inconsistencies identified in the analysis, aligning with corporate clients' expectations for dependable, transparent, and professionally managed customization services. While not ISO-certified, adherence to the principles of ISO 9001 and ISO 10002 establishes a reliable quality framework at a low cost. This proposal presents significant strategic value, with most activities managed internally and an anticipated budget of up to 20,000 CZK allocated for external consultation and design, representing a low investment. The initial implementation will enhance service consistency, facilitate CRM and partner onboarding processes, and mitigate reputational risks during scaling initiatives.

Financial Evaluation

The financial assessment encompasses internal resources for documentation preparation, process mapping, and template development, along with the possibility of external assistance. Discussions with the company's management indicate that most of the work will be managed internally by the owner and administrative staff. To ensure alignment with ISO principles and optimize process setup, the company intends to allocate a budget for external consultation and optional design services.

The projected expense of up to 15,000 CZK includes external consultation for the review of process documentation and guidance on aligning quality control with ISO 9001 and ISO 10002 standards. An optional budget of up to 5,000 CZK is available for the professional design of forms, templates, and checklists, if necessary.

This integration of internal efforts and focused external assistance guarantees cost-effectiveness while obtaining expert contributions for essential components of the quality management framework. The financial evaluation and planned activities were reviewed with the company's management and confirmed as feasible within the current internal capacity and resource plan.

Table 26: Financial Evaluation of Process Standardization and Quality Management
(Source: Own work)

Item	Cost
Preparation of process maps, SOPs, templates (owner + admin)	No cost
Quality management expert for process design support (if needed)	15 000 CZK
Simple design of forms, checklists (optional freelance support)	5 000 CZK
Total	**20 000 CZK**

4.2.6 Inventory Planning and Procurement Strategy

This thesis presents a financial analysis and Value Chain assessment that reveals deficiencies in the company's inventory management and procurement planning. The existing strategy depends on past data and lacks structured forecasting, resulting in elevated inventory levels, potential liquidity challenges during sales declines, and restricted adaptability to changes in demand.

The planned expansion of the product portfolio and entry into the B2B segment necessitate reliable inventory management and procurement practices. Corporate clients anticipate dependable delivery timelines and sufficient stock levels, particularly during seasonal promotions and gifting occasions. The company's management has chosen to implement a structured inventory planning and procurement strategy to mitigate these risks, guided by the following principles:

- *Development of a basic forecasting model (initially managed in Excel or utilizing Money S5 capabilities), reflecting sales history, seasonality, and acquisition campaigns,*
- *Adjustment of procurement cycles to align with forecasted demand, including the introduction of safety stock levels for key products,*
- *Scenario-based planning with pessimistic, realistic, and optimistic sales forecasts,*
- *Supplier communication aligned with the Partner Program (see section 4.2.9) to secure stock availability during peak periods,*
- *Regular stock monitoring and procurement cycle adjustments at least quarterly.*

This proposal aligns with the Key Activities and Cost Structure components of the Business Model Canvas and incorporates the risk management principles in supply chains outlined by Christopher (2016), emphasizing proactive inventory planning as essential for minimizing operational uncertainty. The inventory planning and procurement strategy's scope, encompassing cost structure and implementation steps, was thoroughly reviewed with the company's management to ensure feasibility, applicability, and alignment with operational capabilities.

Benefits and Limitations

Implementing structured inventory planning is anticipated to enhance stock level management, decrease capital investment in inventory, and facilitate adaptive responses to demand changes. This will enhance operational reliability and improve client satisfaction, particularly within the B2B sector.

Risk mitigation includes:

- *Conservative initial safety stock levels to avoid overstocking,*
- *Gradual refinement of forecasting methods as sales data accumulates,*
- *Continuous communication with suppliers to manage availability risks effectively.*

The proposal's effectiveness is limited by the quality of data and the discipline in its regular application and evaluation. Evaluation of success will follow the metrics outlined in chapter 4.4.6, where all relevant KPIs are listed. This proposal is scheduled for implementation during the Support & System Enablement Phase of the Gantt Chart (Figure 18), as it ensures procurement readiness for B2B expansion and seasonal demand alignment.

Table 27: Identified Benefits and Limitations of the Proposal for Inventory Planning and Procurement Strategy
(Source: Own work based on discussion with management)

Benefits	Limitations
Reduced liquidity risk through structured stock planning.	Accuracy of forecasts depends on data quality and experience.
Higher delivery reliability, especially for B2B clients with fixed campaign dates.	Requires regular updates and monitoring discipline.
Improved cash flow management and better alignment of procurement with sales.	Manual forecasting in Excel may become insufficient if scale increases significantly.
Enables supplier coordination for pre-season stock reservations.	Supplier lead times may still present a bottleneck for some products.
Supports scaling without unnecessary overstocking.	Requires proactive procurement communication.

Strategic Considerations and Implementation Priorities

Effective inventory planning and procurement management are essential for sustainable B2B growth and optimal resource utilization. This proposal effectively tackles the liquidity risks and stock inefficiencies highlighted in the financial and value chain analyses, facilitating predictability and preparedness during seasonal peaks.

The estimated cost is up to 25,000 CZK, which includes internal setup, adjustments to Money S5, and expert input. This investment is moderate when considering its long-term effects on cash flow, reliability, and customer satisfaction. The implementation must occur before wider acquisition initiatives to guarantee the company can consistently meet rising demand.

Financial Evaluation

This proposal's financial evaluation includes internal labor for preparing forecasts, scenario planning, and adjusting the procurement cycle, along with potential minor software modifications and external consultancy support.

The estimated total cost may reach 25,000 CZK and encompasses:

- *Modifications to the Money S5 system (up to 10,000 CZK),*
- *Consultation on the external procurement process (up to 15,000 CZK).*

The costs are derived from proposals provided by Czech procurement consultants and Money S5 implementation partners, gathered through market research conducted in April 2025. The company's management confirmed that this investment level is feasible and aligns with the planned resource allocation.

Table 28: Financial Evaluation of Inventory Planning and Procurement Strategy
(Source: Own work)

Item	Cost
Sales data analysis, Excel model setup (owner + admin staff)	No cost
External support for procurement planning and forecasting setup	15 000 CZK
Utilizing existing system features or minor upgrades (Money S5)	10 000 CZK
Total	**25 000 CZK**

4.2.7 Marketing Activities and Strengthening Digital Presence

This thesis analysis identified a significant shortcoming in the company's marketing strategies, especially regarding proactive B2B client acquisition and brand visibility. The lack of organized marketing initiatives and minimal visibility on essential digital platforms, particularly LinkedIn, hinders the company's capacity to connect meaningfully with its target audience, which includes corporate clients, event agencies, and gastronomy businesses.

The company's management has decided to initiate targeted marketing activities focused on the B2B segment to address these weaknesses and support the implementation of the proposed business model. LinkedIn will be the main channel for acquisition and brand development, supported by Incomaker email automation for tailored follow-up.

The selected approach includes:

- *Activation and operation of a LinkedIn company page,*
- *Regular content publishing (case studies, product spotlights, gift ideas, client success stories),*
- *Paid LinkedIn lead generation campaigns with sponsored posts and lead forms targeted at relevant industries,*
- *Use of existing professional photos and in -house studio to ensure high-quality content without additional photo production costs,*

- *Incomaker newsletter campaigns with segmentation based on acquisition source and client profile,*
- *Seasonal campaign planning (e.g., corporate gifting before Christmas, product launches).*

This marketing approach aligns with the Partner Program (See section 4.2.4) and CRM-based acquisition processes (see Section 0), reflecting the market development strategy described by Ansoff (Ansoff, 1957; Johnson et al., 2020) and the recommendations of the Business Model Canvas in the areas of Customer Relationships and Channels. The scope and execution plan for the proposed marketing activities, including budget allocation, campaign focus, and channel selection, were discussed in detail with the company's management to confirm feasibility, applicability, and strategic alignment.

Benefits and Limitations

The proposed marketing initiatives aim to enhance the company's presence in the B2B sector, aid in lead generation, and streamline the client acquisition process. The strategy focuses on optimizing costs through the utilization of current photo assets and internal production resources.

Risk mitigation includes:

- *Phased rollout of campaigns with initial pilot testing,*
- *Continuous performance monitoring and adjustments based on campaign results,*
- *Targeted budget allocation to focus on the most responsive client segments.*

The main limitation of the proposal lies in the dependency on campaign performance and market response rates, particularly in the initial phase. Evaluation of success will follow the metrics outlined in chapter 4.4.6, where all relevant KPIs are listed. This proposal is scheduled for implementation during the Growth-Driven Phase of the Gantt Chart (Figure 18), as it supports CRM-based outreach and demand generation for B2B acquisition.

Table 29: Identified Benefits and Limitations of the Proposal for Marketing Activities and Presence (Source: Own work based on discussion with management)

Benefits	Limitations
Increased visibility among target B2B audiences.	Effectiveness of LinkedIn ads depends on proper targeting and content quality.
Systematic lead generation through paid LinkedIn campaigns.	Requires consistent content planning and execution.
Higher brand credibility supported by quality visual presentation.	Recurring campaign costs (ads, copywriting, content design).
Use of existing photos and studio reduces production expenses.	Learning curve for campaign optimization and performance monitoring.
Supports B2B Partner Program and CRM-based acquisition strategy.	May take time to build sufficient reach and lead database.

Strategic Considerations and Implementation Priorities

Enhancing the company's digital presence, especially on LinkedIn, is essential for effective B2B client acquisition and establishing brand credibility. The proposal enhances partner acquisition (4.2.4) and CRM utilization (4.2.3), serving as a demand-generation component for the overall business model.

Although campaign performance is somewhat uncertain, the phased rollout, internal content assets, and targeted approach mitigate risk. The budget allocation of up to 40,000 CZK is warranted due to its capacity to produce qualified leads and enhance brand visibility within high-value corporate segments. It is recommended to initiate implementation promptly to ensure that marketing readiness is synchronized with acquisition efforts.

Financial Evaluation

The financial assessment includes the proposed investment in LinkedIn advertising, potential freelance support for content creation (copywriting and design), and operational costs associated with executing campaigns through Incomaker. The proposed initial marketing investment amounts to a maximum of 40,000 CZK and encompasses:

- *The budget for LinkedIn advertising is set within a cost-per-click range of 30 to 70 CZK,*
- *Content preparation may be supplemented by freelance services as needed,*

- *Establishment and execution of campaigns through Incomaker.*

This estimate relies on data from the LinkedIn Ads Planner for the Czech market (LinkedIn, 2025) and current freelance rates for content services, confirmed through market research conducted in April 2025. The company's management confirmed the feasibility of the cost structure and campaign scope.

Table 30: Financial Evaluation of Marketing Activities and Digital Presence
(Source: Own work)

Item	Cost
Sponsored posts, lead forms, CPC 30–70 CZK	30 000 CZK
Freelance support for visuals, text, campaign planning (optional)	10 000 CZK
Use of existing Incomaker tool for e-mail automation	No cost
Total	**40 000 CZK**

4.2.8 Knowledge Management and Owner Dependency

The VRIO analysis and Value Chain assessment performed in the analytical section of this thesis identified significant reliance on the owner for operational knowledge, decision-making, and client management. Key information such as supplier contacts, customization processes, and client-specific requirements is not formally documented and is shared informally, which poses scalability risks and creates operational inefficiencies.

Considering the planned expansion into B2B activities, effective knowledge management is essential to ensure process continuity, support the onboarding of assistants or external collaborators, and reduce the company’s dependency on key individuals.

The company’s management has therefore decided to implement a straightforward yet effective knowledge management system to address these weaknesses. The proposed solution includes:

- *Creation of an internal knowledge base (Google Drive or Microsoft Teams SharePoint — final choice to be decided based on usability tests),*
- *Preparation of process documentation and operational guidelines, including:*
    - *Customization process workflows,*
    - *Supplier contact lists and cooperation terms,*

    - *Client communication templates and onboarding checklists.*
- *Development of onboarding materials for potential freelancers, assistants, or future employees,*
- *Introduction of a "lessons learned" process — regular updates of the knowledge base based on feedback from completed projects and client interactions.*

The company has decided against the implementation of complex knowledge management software, opting instead for straightforward, scalable tools that meet current operational requirements. This approach aligns with the resource-based view (RBV) as articulated by Barney (1991), highlighting that internal knowledge and capabilities are essential for maintaining competitive advantage. The selection of tools and the suggested knowledge management strategy were thoroughly examined with the company's management to ensure feasibility, applicability, and alignment with strategic priorities.

Benefits and Limitations

The proposed knowledge management system aims to enhance process continuity, mitigate risks related to owner dependency, and facilitate the onboarding of collaborators. This will enable the reliable transfer of expertise throughout the company's essential operational domains.

Risk mitigation includes:

- *Clear assignment of responsibility for knowledge base maintenance,*
- *Simple usage guidelines to ensure accessibility and regular updates,*
- *Quarterly reviews to maintain documentation relevance.*

The main limitation lies in the need for internal discipline to maintain and use the knowledge base consistently. Evaluation of success will follow the metrics outlined in chapter 4.4.6, where all relevant KPIs are listed. This proposal is scheduled for implementation during the Support & System Enablement Phase of the transformation timeline (Figure 18), as it supports effective onboarding, process continuity, and cross-functional documentation practices.

Table 31: Identified Benefits and Limitations of the Proposal for Knowledge Management and reduced Owner Dependency
(Source: Own work based on discussion with management)

Benefits	Limitations
Reduced dependency on the owner for daily operational knowledge.	Requires discipline in maintaining and updating documentation.
Easier onboarding of assistants, freelancers, or future employees.	Initial time investment from the owner and administrative staff.
Improved continuity and process reliability.	Risk of limited usage if knowledge base is not actively integrated into workflows.
Supports scalability and readiness for business growth.	Requires commitment to regularly review and refresh materials.
Low-cost solution with flexible tool options (Google Drive / Notion / Teams).	May require future upgrades if the company scales significantly.

Strategic Considerations and Implementation Priorities

Establishing a straightforward and organized knowledge management system is a crucial internal strategy that directly mitigates the operational risks highlighted in the analysis, particularly those related to owner dependency and informal knowledge transfer. The system facilitates scalability, enhances collaboration, and streamlines onboarding as the business grows its B2B operations.

The success of this initiative relies on consistent usage; however, its low implementation cost (approximately 3,000 CZK annually) and significant strategic relevance position it as a crucial early enabler. Effective documentation will enhance CRM, quality control, and supplier management systems, thereby contributing to long-term organizational resilience.

Financial Evaluation

The financial assessment includes potential licensing expenses for the chosen knowledge management platform, as well as optional support for template design or content preparation. The internal labor involved in creating documentation is not accounted for in this assessment.

The projected yearly licensing expense of up to 3,000 CZK is derived from the official pricing for Google Workspace Business Starter (Google, 2025) or similar Microsoft 365 plans, obtained in April 2025. The company's management confirmed that this cost level is feasible. The financial evaluation and platform selection were reviewed with the company's management and confirmed as feasible within current operational parameters.

Table 32: Financial Evaluation of Knowledge Management and Owner Dependency
(Source: Own work)

Item	Cost
Free or included in existing Google Workspace / MS Office licenses	3000 CZK/ yearly
Freelance support for template formatting or knowledge base content structure (optional)	5 000 CZK
Use of existing Incomaker tool for e-mail automation	No cost
Total	**8 000 CZK**

4.2.9 Supplier Relationship Formalization and Performance Monitoring

The analytical section of this thesis, particularly the Porter's Five Forces analysis, SWOT, and Value Chain assessment, identified a notable weakness in the company's supplier relationships. The existing collaboration with suppliers, especially concerning customization services and packaging, relies on informal agreements that lack established service-level expectations and performance evaluation. This presents risks to delivery reliability, quality consistency, and operational scalability—elements that are especially vital for B2B clients who anticipate stable and effectively managed supplier networks.

To mitigate these risks and align with the strategic direction of the business model redesign, management has opted to formalize key supplier relationships through basic written agreements and to implement simple supplier performance monitoring mechanisms.

The proposed approach includes:

- *Preparation of supplier cooperation agreements outlining:*
    - *Scope of services,*
    - *Lead time commitments,*
    - *Quality requirements,*
    - *Communication processes,*
    - *Escalation procedures and termination conditions.*

- *Introduction of a Supplier Scorecard to evaluate partner performance semi-annually, covering:*
  - *Delivery reliability (on -time performance),*
  - *Quality of delivered work (error rates, complaint cases),*
  - *Flexibility and responsiveness,*
  - *Communication quality.*
- *Regular supplier evaluations (twice a year), with the option to reassess cooperation based on results.*

The legal framework of these agreements will be tailored to the company's SME context, ensuring clarity and enforceability while minimizing administrative burdens.

This proposal focuses on the Cost Structure and Key Partnerships elements of the Business Model Canvas, aligning with the supplier risk management principles outlined by Christopher (2016). The proposed formalization of the supplier relationship, encompassing agreement design and performance monitoring methods, was thoroughly discussed with the company's management to ensure feasibility, applicability, and strategic alignment.

Benefits and Limitations

Formalizing supplier relationships and implementing structured performance monitoring will enhance the company's negotiation position, improve supply chain reliability, and facilitate service quality enhancements. This will enhance the company's capacity to scale operations and fulfill B2B client expectations.

Risk mitigation includes:

- *Clear communication with suppliers regarding the purpose and benefits of agreements and performance tracking,*
- *Ensuring transparency and fairness in evaluations to maintain constructive partnerships,*
- *Phased rollout of the scorecard system with feedback loops for ongoing adjustments.*

The primary limitation of the proposal is the potential resistance from some suppliers toward formalization, especially where previous cooperation was based on informal arrangements. Evaluation of success will follow the metrics outlined in chapter 4.4.6, where all relevant KPIs are listed. This proposal is scheduled for implementation during the Foundation Phase of the transformation timeline (Figure 18), as it establishes the contractual and performance framework necessary for reliable supply chain scaling.

Table 33: Identified Benefits and Limitations of the Proposal for Supplier Relationship Formalization and Performance Monitoring
(Source: Own work based on discussion with management)

Benefits	Limitations
Improved reliability of service delivery through clear agreements.	Initial effort required for agreement drafting and partner negotiation.
Reduced risk of misunderstandings and quality issues.	Risk of supplier resistance to formal agreements (mitigated by clear communication of benefits).
Transparent expectations for suppliers (lead times, quality levels).	Limited legal enforceability if not combined with strong partner relationships.
Ability to evaluate and compare supplier performance objectively.	Monitoring requires time commitment for periodic reviews.
Strengthens the company's credibility with B2B clients (professional partner management).	Scorecard results depend on accurate data collection.

Strategic Considerations and Implementation Priorities

Establishing formal key supplier relationships and implementing structured performance evaluations are crucial for stabilizing operational quality and ensuring scalability. This proposal addresses analytical findings that highlight vulnerabilities in supply chain reliability and the absence of enforceable service expectations.

Supplier resistance may occur; however, effective communication and equitable evaluation practices can reduce this risk. The initiative requires a total investment of up to 20,000 CZK for legal and setup costs, providing essential long-term operational benefits that are vital for sustaining B2B client trust and meeting delivery commitments.

Financial Evaluation

The financial evaluation includes costs related to legal support for agreement drafting, optional external assistance with scorecard design, and internal labor for partner negotiations and evaluations.

The estimated cost of up to 15,000 CZK for supplier agreement drafting was confirmed through direct consultation with the company's accountant, Mrs. Veselá (Veselá, 2025). An additional budget of up to 5,000 CZK for supplier scorecard preparation is based on current Czech freelance consultancy rates, verified through market research in April 2025.

These investment levels were confirmed as feasible by the company's management and reflect the importance of securing stable and reliable supplier relationships for future business development.

Table 34: Financial Evaluation of Supplier Relationship Formalization
(Source: Own work)

Item	Cost
Legal consultation for cooperation contract preparation	15 000 CZK
Design of evaluation templates, KPIs (if external support used)	5 000 CZK
Conducting reviews, communication with suppliers	No cost
Total	**20 000 CZK**

4.3 Risks, Barriers, and Implementation Challenges

The effective execution of the proposed business model and its associated activities relies not only on the quality of the suggested solutions but also on the company's ability to recognize and manage key risks, obstacles, and implementation challenges. This section outlines the primary risk factors linked to each proposal area, accompanied by recommended mitigation strategies and monitoring approaches.

The management of the company has expressed a willingness to support the implementation through active participation and targeted investment. However, due to the company's small operational scale, limited internal capacity, and reliance on external partners, it is crucial to adopt a systematic and realistic risk management approach to ensure feasibility and minimize disruption during the transformation process.

While the proposals in Chapter 4.2 are presented in a thematically structured order — beginning with product and process development and ending with supplier formalization — their actual execution should follow a phased and interdependent logic. Certain actions function as strategic enablers (e.g., knowledge management and process standardization), while others rely on operational infrastructure (e.g., CRM system or inventory readiness) being fully established.

For example, internal knowledge documentation and the standardization of personalization workflows are essential for delegating tasks and supporting CRM operations. Similarly, inventory planning and procurement control must precede the launch of the product configurator to ensure seamless fulfillment. Marketing activities should begin in parallel with CRM deployment but ideally precede intensive B2B acquisition efforts.

A misalignment in implementation sequencing could amplify internal strain, reduce impact efficiency, and delay strategic outcomes. Therefore, the business is advised to adopt a flexible, capacity-based phasing of implementation, informed by resource readiness and interdependencies among the proposed solutions.

For detailed phasing of implementation reflecting dependencies, see Figure 18, The recommended phasing of implementation is visually outlined, highlighting key dependencies among proposals and the company's capacity limitations. Activities like process standardization and knowledge management are ongoing processes rather than isolated events, and they will evolve throughout the implementation phase. In a similar manner, although supplier formalization occurs early in the timeline, the complete activation of these relationships is anticipated to coincide with the introduction of customized offers and the readiness of inventory.

The timeline serves as a strategic implementation guide, enabling the business to adapt flexibly to both internal and external developments rather than adhering to a strict schedule.

4.3.1 Overview of Key Risks and Barriers

Table below summarizes the key risks linked to each proposed initiative. The table presents potential barriers, their effects on operations or customer experience, and the mitigation strategies integrated into the proposal design. This organized perspective facilitates proactive risk management throughout the implementation phase.

Table 35: Overview of Key Risks and Barriers
(Source: Own work)

Risk Area / Proposal	Risk / Barrier	Possible Impact/ Level of Impact	Proposed Mitigation / Action
Diversification of Customization (4.2.1)	Dependency on partner capacity and flexibility.	High Impact: Delayed lead times, lower client satisfaction.	Careful partner selection, clear agreements with lead time commitments, use of multiple partners where possible.
Diversification of Customization (4.2.1)	Quality issues from external providers.	High Impact: Reputation damage, complaint cases.	Introduction of quality checkpoints and partner performance monitoring (4.2.9).
Configurator and B2B Client Zone (4.2.2)	Plug-in limitations, insufficient flexibility.	Medium Impact: Unmet client expectations, process delays.	Careful selection of Shoptet plug-ins, testing before deployment, developer support for adjustments if needed.
Configurator and B2B Client Zone (4.2.2)	Low user adoption due to poor usability or unclear instructions.	Medium Impact: Reduced effectiveness of the configurator.	Simple and clear user guides, client onboarding communication, testing phase with feedback collection.
CRM and Lead Management (4.2.3)	Low adoption by internal users.	Medium Impact: Ineffective acquisition processes, missed follow-ups.	Internal training, process definition, responsibility assignment (e.g., owner or admin to oversee CRM usage).
CRM and Lead Management (4.2.3)	Data inconsistency, poor data hygiene.	Medium Impact: Reduced CRM effectiveness.	Clear CRM data entry standards, regular data reviews (quarterly).
B2B Partner Program and Acquisition (4.2.4)	Low campaign performance, weak lead conversion.	Medium Impact: Waste of campaign budget, weak client pipeline.	Pilot campaign with small budget, adjust targeting based on results, use lead scoring in CRM.
B2B Partner Program and Acquisition (4.2.4)	Lack of follow-up discipline.	High Impact: Missed opportunities, poor partner engagement.	Integration with CRM task reminders, regular acquisition pipeline reviews.

Process Standardization and Quality (4.2.5)	Incomplete or inconsistent process documentation.	High Impact: Continued operational mistakes, scalability risk.	Owner-driven documentation process, quarterly document review, clear document ownership (assigned person).
Process Standardization and Quality (4.2.5)	Low motivation to follow standardized procedures.	Medium Impact: Process deviation, quality issues.	Management leadership by example, explanation of benefits to staff.
Inventory Planning and Procurement (4.2.6)	Inaccurate forecasts due to lack of historical data or demand changes.	High Impact: Overstocking or stock-outs, liquidity risks.	Conservative initial safety stock levels, quarterly forecast updates, supplier communication.
Marketing and Digital Presence (4.2.7)	Ineffective targeting of LinkedIn campaigns.	Medium Impact: Low lead generation, budget waste.	Pilot campaign with optimization based on performance data, professional content support.
Marketing and Digital Presence (4.2.7)	Content fatigue or irregular posting.	Low Impact: Reduced visibility and engagement.	Content calendar planning, responsibility assignment for LinkedIn management.
Knowledge Management (4.2.8)	Poor usage or outdated knowledge base.	Medium Impact: Loss of relevance, wasted effort.	Assign content maintenance responsibility, quarterly content review, encourage usage in daily operations.
Supplier Relationship Formalization (4.2.9)	Supplier resistance to formal agreements.	Medium Impact: Informal cooperation continues, risks not reduced.	Open communication of benefits, flexible contract templates, gradual formalization.
Supplier Relationship Formalization (4.2.9)	Supplier performance data not collected or analyzed.	High Impact: Inability to evaluate and improve partner cooperation.	Simple Supplier Scorecard, semi-annual evaluations as standard process.

4.3.2 General Implementation Barriers and Recommendations

Barrier 1: Limited Human Resources

- *Challenge: The company operates with a small team and limited capacity for additional administrative tasks,*
- *Recommendation:*
  - *Prioritize solutions with the highest immediate impact,*
  - *Use automation where possible (e.g., CRM reminders, Incomaker campaigns),*
  - *Consider external support for initial setup (CRM configuration, legal agreement drafting, campaign planning).*

Barrier 2: Learning Curve for Digital Tools

- *Challenge: Adoption of CRM, configuration, and other tools require learning discipline,*
- *Recommendations:*
  - *Provide basic internal training,*
  - *Assign tool "owners" (e.g., owner for CRM lead management, administrative staff for configurator updates),*
  - *Use simple how-to guides and checklists.*

Barrier 3: Risk of Overload if Implementation Runs in Parallel

- *Challenge: Implementing too many changes simultaneously may overload the company's capacity,*
- *Recommendation*
  - *Define a phased implementation plan (see Section 4.4.5),*
  - *Start with critical areas (customization diversification, CRM, Partner Program) before moving to secondary steps,*
  - *Regularly evaluate progress and adjust the pace.*

4.3.3 Summary of Critical Success Factors

To minimize risks and overcome barriers, the following success factors are essential:

- *Active involvement of the owner in the initial implementation phase,*
- *Clear allocation of responsibilities for each solution area,*
- *Phased rollout and testing before full deployment,*
- *Consistent use of digital tools (CRM, configurator, LinkedIn),*
- *Monitoring of key performance indicators (lead generation, supplier reliability, customization order handling),*
- *Regular internal reviews and willingness to adjust the approach if issues arise.*

4.4 Economic Evaluation and Scenario Analysis

This chapter provides an economic assessment of the proposed solutions, examining the required investments in relation to the expected revenue from both B2B and B2C activities. The evaluation includes a cost overview and scenario analysis outlining three potential outcomes: optimistic, realistic, and pessimistic. These outcomes are influenced by the effectiveness of client acquisition, product personalization diversification, and marketing strategies across customer segments.

The ROI (Return on Investment) for each scenario is calculated by determining the ratio of estimated gross revenue to the total investment made in the first year. This approach offers a precise evaluation of the financial feasibility and anticipated returns of the proposed measures, highlighting the integrated growth of B2B and B2C revenue streams.

$$ROI = \frac{\text{Total Revenue from Customization}}{\text{Investment Cost of Proposals}}$$

Figure 16: ROI Calculation for Scenario Evaluation
(Source: Own work)

4.4.1 Financial Overview of Investment Requirements

The table below summarizes the planned investments for each proposal area, distinguishing between one-time implementation costs and recurring annual costs. This overview reflects the first-year financial burden of the proposed measures and serves as the basis for the scenario analysis presented in the following sections.

Table 36: Financial Overview of Investments Requirements
(Source: Own work)

Proposal Area	One-Time Costs (CZK)	Annual Recurring Costs (CZK)	Total Year One (CZK)
4.2.1 Customization Portfolio Development	25,000 (incl. B2C landing page)	Variable (per order, not fixed)	25,000 + variable
4.2.2 Configurator and B2B Client Zone	35,000 (incl. B2C usability)	30,000 (12,000 + 18,000 licenses)	65,000
4.2.3 CRM System and Lead Management	15,000 (incl. B2C segmentation)	14,500 (CRM license)	29,500
4.2.4 B2B Partner Program and Acquisition	70,000	Treated as one-time (initial campaign)	70,000
4.2.5 Process Standardization and Quality Management	Up to 20,000	–	Up to 20,000
4.2.6 Inventory Planning and Procurement Strategy	Up to 25,000	–	Up to 25,000
4.2.7 Marketing Activities and Digital Presence	Up to 40,000 (first campaign)	Flexible (campaign-dependent)	Up to 40,000
4.2.8 Knowledge Management and Owner Dependency	5,000	Up to 3,000 (if paid platform)	8,000
4.2.9 Supplier Formalization and Performance Monitoring	20,000	–	20,000
Total Estimated Costs	**255,000 CZK**	**47,500 CZK + campaign-dependent costs**	**302,500 CZK + campaigns**

The recurring costs reflect licensing fees, CRM operation, and initial marketing campaign expenses. Other campaign costs are planned as flexible, depending on acquisition success and partner program dynamics.

The figure compares the total first-year investment with the potential gross revenue ranges under the optimistic, realistic, and pessimistic scenarios. Revenue is shown as a range from minimum to maximum estimated values, reflecting the possible outcomes of B2B client acquisition and average order values.

The graph provides a visual summary of the scenario analysis, highlighting the relationship between the fixed investment and varying revenue potential.

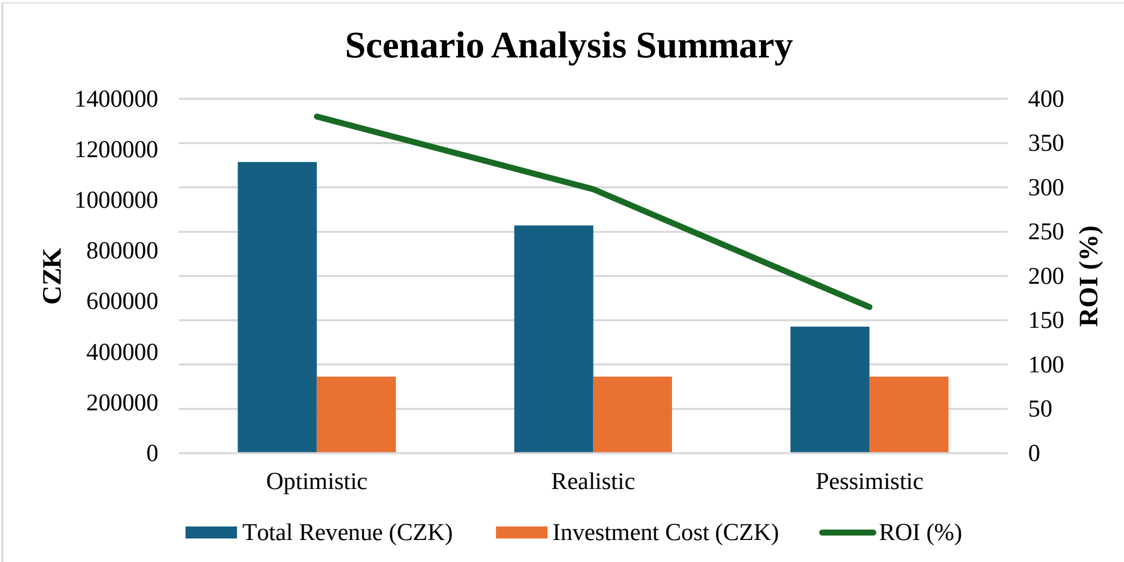

Figure 17: Summary of Scenario Analysis
(Source: Own work)

4.4.2 Optimistic Scenario

The optimistic scenario presumes the most advantageous conditions for executing the proposed measures. The company demonstrates a high success rate in acquiring B2B clients, and marketing campaigns exceed expectations in both B2B and B2C segments. The average order value aligns with the upper range of projections, while the integration of cooperation agreements and configurator tools enables swift partner onboarding and effective order processing.

This scenario reflects the situation where:

- *The B2B Partner Program is well-received and generates high interest among corporate clients,*
- *Initial LinkedIn campaigns and B2C-focused marketing initiatives (website improvements, social media, newsletters) achieve above-average conversion rates,*
- *The company successfully acquires 25 B2B clients within the first year,*

- *The company attracts approximately 300 B2C orders due to the expanded personalization offer and targeted marketing,*
- *Average order values remain at the upper range due to strong demand for premium customized products in both segments.*

Table 37: ROI Calculation - Optimistic Scenario
(Source: Own work)

Segment	Client/Orders Gained	Average Order Value (CZK)	Total Revenue (CZK)
B2B	25	30,000	750,000
B2C	200	2,000	400,000
Total Revenue	1,150,000		
Investment Cost	302,500		
ROI	**1,150,000/302,500 ≈ 3.8 > 380%**		

Scenario Summary - Optimistic

The optimistic scenario posits that the company effectively implements the proposed measures, resulting in strong outcomes in both the B2B and B2C segments. The B2B Partner Program draws numerous corporate clients, while the enhanced personalization options, along with focused B2C marketing initiatives, create significant interest among end customers. Marketing campaigns achieve higher-than-average conversion rates, while operational enhancements facilitate the efficient processing of incoming orders.

In this scenario:

- *We have acquired 25 B2B clients, with each client contributing an average revenue of 30,000 CZK,*
- *A total of 200 B2C orders have been secured, with an average order value of 2,000 CZK,*
- *The company generates total revenue of 1,150,000 CZK in its inaugural year,*
- *The investment cost is 302,500 CZK, resulting in a ROI of approximately 380%.*

This scenario demonstrates the company's ability to generate rapid growth and high returns, leveraging the newly introduced business model and operational enhancements. It highlights the potential for successful expansion into both market segments, ensuring competitive advantage and long-term scalability.

4.4.3 Realistic Scenario

The realistic scenario posits that the proposed measures are effectively implemented, resulting in satisfactory yet moderate outcomes in both the B2B and B2C segments. The B2B Partner Program is experiencing significant growth, and B2C marketing initiatives are yielding a notable rise in personalized orders. Marketing campaigns meet anticipated conversion rates, while enhancements in internal processes ensure reliable service delivery with minimal operational disruptions.

This scenario reflect situation where:

- *Twenty B2B clients have been acquired, with each contributing an average revenue of 30,000 CZK,*
- *A total of 150 B2C orders have been secured, with an average order value of 2,000 CZK,*
- *The company generates total revenue of 900,000 CZK in its inaugural year,*
- *The investment cost is 302,500 CZK, resulting in a ROI of approximately 298%.*

This scenario illustrates a plausible path in which the company enhances its market position, optimizes operational efficiency, and secures consistent revenue growth in both B2B and B2C sectors. The analysis offers a comprehensive assessment of the financial sustainability and growth opportunities associated with the proposed initiatives

Table 38: ROI Calculation - Realistic Scenario
(Source: Own work)

<table>
<tr><th>Segment</th><th>Client/Orders Gained</th><th>Average Order Value (CZK)</th><th>Total Revenue (CZK)</th></tr>
<tr><td>B2B</td><td>20</td><td>30,000</td><td>600,000</td></tr>
<tr><td>B2C</td><td>150</td><td>2,000</td><td>300,000</td></tr>
<tr><td>Total Revenue</td><td colspan="2">900,000</td><td></td></tr>
<tr><td>Investment Cost</td><td colspan="2">302,500</td><td></td></tr>
<tr><td>ROI</td><td colspan="2">900,000/302,500 ≈ 2.98 > 298%</td><td></td></tr>
</table>

Scenario Summary - Realistic

The realistic scenario posits that the proposed measures are executed effectively, yielding substantial yet moderate outcomes in both the B2B and B2C sectors. The B2B Partner Program demonstrates consistent interest, whereas B2C marketing initiatives result in a significant yet managed rise in personalized orders. Marketing campaigns achieve anticipated conversion rates, while operational enhancements ensure consistent service quality.

In this scenario:

- *20 B2B clients are acquired, each generating an average revenue of 30,000 CZK,*
- *150 B2C orders are secured, with an average order value of 2,000 CZK,*
- *The company reaches a total revenue of 900,000 CZK in the first year,*
- *With an investment cost of 302,500 CZK, the ROI reaches approximately 298%.*

This scenario provides a balanced and realistic outlook, demonstrating the company's ability to strengthen its market position, improve efficiency, and achieve sustainable growth across both B2B and B2C markets. It highlights the financial viability of the proposed initiatives under normal market conditions.

4.4.4 Pessimistic Scenario

The pessimistic scenario evaluates the most unfavorable conditions for the implementation of the proposed measures. The B2B Partner Program experiences limited traction, B2C marketing campaigns are underperforming, and operational challenges diminish the overall effectiveness of the enhancements. External factors, including market fluctuations, competitive pressures, and lower-than-anticipated client demand, negatively impact results. The implementation of new tools and processes by the company is yielding benefits at a slower pace, resulting in revenue growth that falls short of expectations.

This scenario reflects situation where:

- *10 B2B clients are acquired, each generating an average revenue of 30,000 CZK,*
- *100 B2C orders are secured, with an average order value of 2,000 CZK,*

- *The company achieves a total revenue of 500,000 CZK in the first year,*
- *With an investment cost of 302,500 CZK, the ROI reaches approximately 165%.*

This situation highlights the significance of risk reduction, ongoing improvement, and flexible management strategies. Under conservative assumptions, the company still achieves a positive return on investment; however, the growth rate may be slower and necessitate further adjustments to enhance its competitive position.

Table 39: ROI Calculation - Pessimistic Scenario
(Source: Own work)

Segment	Client/Orders Gained	Average Order Value (CZK)	Total Revenue (CZK)
B2B	10	30,000	300,000
B2C	100	2,000	200,000
Total Revenue	500,000		
Investment Cost	302,500		
ROI	**500,000/302,500 ≈ 1.65 > 165%**		

Scenario Summary - Pessimistic

The pessimistic scenario represents the least favorable outcome for implementing the proposed measures. The B2B Partner Program generates minimal interest, B2C marketing campaigns yield subpar results, and operational or market challenges hinder anticipated benefits. Factors such as competitive pressures, diminished client demand, and internal implementation delays lead to suboptimal outcomes. Despite the introduction of new tools and improvements, their positive effects materialize gradually, resulting in revenue growth that falls short of initial projections.

In this scenario:

- *10 B2B clients are acquired, each generating an average revenue of 30,000 CZK,*
- *100 B2C orders are secured, with an average order value of 2,000 CZK,*
- *The company reaches a total revenue of 500,000 CZK in the first year,*
- *With an investment cost of 302,500 CZK, the ROI is approximately 165%.*

4.4.5 Implementation Conditions and Evaluation of the Proposals

The effective execution of the proposed solutions requires the active participation of the company's owner and assigned staff. Financial resources should initially be allocated to individual proposals, which involve small- to medium-level investments and will be financed through the company's internal resources, eliminating the need for external funding.

Implementation will occur in phases, emphasizing the incremental development of B2B activities while also enhancing the B2C segment. The initiatives encompass the introduction of the configurator and B2B client zone, deployment of the CRM system, launch of the B2B Partner Program, and enhancement of B2C-focused personalization options and campaigns. The timeline will be revised based on the results of acquisition campaigns and the genuine interest shown by corporate and retail clients. Proposals that directly enhance client acquisition and revenue generation will receive priority.

Time-intensive activities encompass the setup and testing of the configurator, CRM integration, and the development of marketing materials, which include website updates and the launch of B2C-focused landing pages. Supporting measures, including knowledge management, process documentation, and supplier formalization, will be implemented concurrently with the core initiatives.

The implementation plan enables the company to modify its marketing intensity, broaden partner programs, and tailor personalization options in response to B2B and B2C client demand and available capacity. Ongoing assessment and adaptability will be essential for the sustainable implementation and enduring success of the new business model.

The implementation timeline for the proposed solutions is summarized in the Gantt chart below. This timeline provides a clear visual overview of the key activities, their duration, dependencies, and overlapping phases. It serves as a practical tool for the company’s management to guide and monitor the implementation process, ensuring that all critical components are addressed efficiently and in the proper sequence.

To support structured implementation, the proposed initiatives are categorized based on their strategic role, timing priority, and interdependencies. Table below summarizes the priority level of each proposal to guide resource allocation and decision-making during rollout.

Table 40: Proposal Prioritization and Implementation Dependencies
(Source: Own work)

Implementation Phase	Proposal(s)	Strategic Role and Rationale
Foundation Phase Initiatives	4.2.2 Product Configurator and B2B Client Zone 4.2.3 CRM System and Lead Management 4.2.5 Process Standardization and Quality Management 4.2.1 Diversification of Customization Portfolio 4.2.9 Supplier Relationship Formalization	Initiatives that establish the core digital, operational, and supply-side infrastructure required for scalable service delivery and B2B readiness.
Support & System Enablement	4.2.6 Inventory Planning and Procurement Strategy 4.2.8 Knowledge Management and Owner Dependency	Support internal readiness, improve fulfillment accuracy, and reduce reliance on key personnel through structured processes and documentation.
Growth-Driven Activities	4.2.4 B2B Partner Program and Acquisition 4.2.7 Marketing and Digital Presence	Initiatives aimed at acquiring clients, generating visibility, and driving revenue once the internal systems are in place.

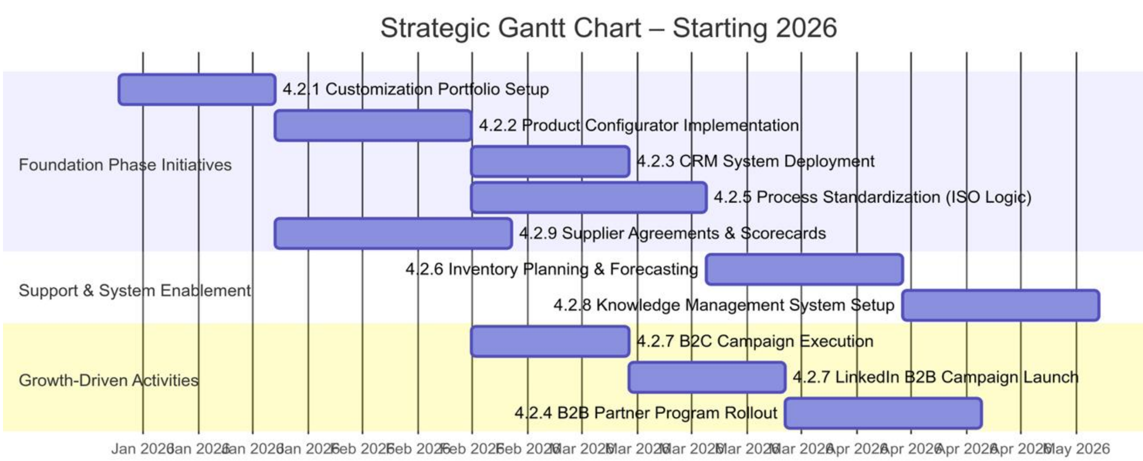

Figure 18: Implementation Gantt Chart
(Source: Own work)

4.4.6 Evaluation and Control

The proposed solutions will be evaluated based on the results obtained during the observation period. The evaluation will occur at the end of the first year of implementation, where actual investments and revenue generated from both B2B and B2C activities will be compared.

Success indicators will encompass the acquisition of B2B clients, the fulfillment volume of customized B2B and B2C orders, and the effectiveness of marketing campaigns aimed at both market segments. The evaluation will assess the advancements in CRM usage, the rate of configurator adoption, and the progress of the Partner Program. This evaluation will serve as a foundational reference for future decisions related to the scaling of B2B and B2C activities, modifications to marketing strategies, or the potential expansion of the customization portfolio. The company will leverage these insights to refine its strategy and secure the sustained success of the new business model.

In addition to measuring success, several KPIs will also serve to validate the core strategic assumptions outlined in the proposal, such as client interest in personalization, engagement with the CRM system, and adoption of the B2B partnership model.

Key performance indicators (KPIs) for evaluation:

1. **Product Portfolio Development (4.2.1)**
    - *Number of customized product variants sold,*
    - *Revenue from customized products (monthly and as % of total),*
    - *Return or complaint rate for personalized orders,*
    - *Number of new customizable items added to portfolio,*
    - *Time-to -market for new product personalization offers.*
2. **Product Configurator and B2B Client Zone Implementation (0)**
    - *Number of orders placed via configurator (monthly),*
    - *% share of configurator orders on total B2C/B2B orders,*
    - *Average time spent in the B2B client zone (session duration),*
    - *B2B zone login frequency (active accounts/month),*

- *User satisfaction score (feedback or NPS).*

3. **CRM System and Lead Management Setup (4.2.3)**
    - *Number of new contacts entered into CRM monthly,*
    - *Percentage of leads followed up within 48 hours,*
    - *Repeat order rate from B2B clients using CRM,*
    - *CRM system usage rate by the owner or responsible person,*
    - *Lead-to -sale conversion rate from CRM-tracked leads.*
4. **B2B partner Program and Acquisition Process (4.2.4)**
    - *Number of new B2B clients acquired,*
    - *Outreach-to -meeting conversion rate (email/LinkedIn campaigns),*
    - *Number of active partners in the B2B program,*
    - *Average revenue per B2B client,*
    - *Partner churn rate.*
5. **Standardization of Personalization Process and Quality Management (4.2.5)**
    - *Process compliance rate (checklist usage, internal audits),*
    - *Number of documented procedures implemented,*
    - *Number of non-conformities or order issues per month,*
    - *Lead time consistency (actual vs. promised delivery),*
    - *Percentage of tasks completed according to standard.*
6. **Inventory Planning and Procurement Strategy (4.2.6)**
    - *Inventory turnover ratio (monthly/quarterly),*
    - *Stockout rate (number of out-of -stock products),*
    - *Overstock percentage (compared to optimal level),*
    - *Days of inventory on hand (DOH),*
    - *Forecast accuracy for seasonal demand.*
7. **Marketing Activities and Strengthening Digital Presence (4.2.7)**
    - *Conversion rate from LinkedIn campaigns (%),*
    - *LinkedIn engagement rate (likes, comments, shares),*
    - *Email open rate and click-through rate (CTR),*

- *Cost per lead (CPL) from paid LinkedIn ads,*
- *Follower growth rate.*

8. **Knowledge Management and Owner Dependency (0)**

- *Number of internal documents/processes recorded,*
- *Frequency of document updates or reviews,*
- *Time saved through knowledge access (qualitative/est.),*
- *Number of knowledge-sharing sessions or updates per month,*
- *Task delegation ratio (tasks performed without owner).*

9. **Supplier Relationship Formalization and Performance Monitoring (4.2.9)**

- *Percentage of suppliers under written agreement,*
- *On-time delivery rate by suppliers,*
- *Supplier defect/return rate,*
- *Supplier responsiveness score (qualitative),*
- *Number of annual supplier reviews or evaluations.*

4.5 Summary of the Proposal Part

The proposal section of this thesis is grounded in the analytical findings that pinpointed essential strengths, weaknesses, opportunities, and threats within the company's existing operations. The proposed measures seek to enhance the business model by broadening and refining the company’s activities, specifically targeting the customizable marketing products sector.

The thesis significantly enhances the company's competitiveness by diversifying its customization portfolio, introducing new digital tools like the configurator and CRM system, formalizing supplier relationships, and implementing structured marketing and acquisition strategies. The transition to systematic B2B client acquisition and relationship management signifies a fundamental shift in the business model and presents a key growth opportunity. The proposals concurrently target the B2C segment by enhancing personalization options for current products, improving the customer experience on the e-shop, and implementing dedicated campaigns aimed at end customers. This guarantees a balanced development for the company across both market segments.

The development of the product portfolio focuses on expanding the range of customizable products rather than introducing entirely new lines, enhancing their appeal for both B2B and B2C clients.

The proposed measures were discussed with the company’s management to ensure feasibility and alignment with operational capabilities. The proposals were designed as small to medium-level investments, all of which can be financed through internal resources, eliminating the necessity for external funding.

The economic evaluation, along with scenario analysis, indicates that the proposed measures could significantly enhance the company’s revenues and bolster its long-term profitability. The proposals outline a clear and actionable roadmap for developing business activities in both B2B and B2C markets, effectively fulfilling the primary objective of this thesis.

Conclusion

This thesis analyzes the strategic growth of a small Czech enterprise in the premium gift and promotional product industry. The main goal was to create a scalable business model focused on customizable marketing products for B2B and B2C segments, backed by practical and actionable proposals. The project integrated internal interviews, developed strategic frameworks, and conducted financial simulations to assess the company's potential for transformation.

The analyses conducted both internally and externally affirmed that the business is well-established in terms of product quality, supplier accessibility, and customer trust. The research identified several limiting factors: informal processes, insufficient structured acquisition activities, a limited personalization offer, and operational reliance on the owner. The findings underscored the necessity for a strategic redesign that aligns with market expectations, particularly within the B2B sector.

The proposal section outlines nine integrated development initiatives, including CRM implementation, digital customization tools, marketing strategies, supplier formalization, and process standardization. All proposals underwent financial assessment and were organized into a phased implementation plan that considers resource availability. The economic evaluation demonstrated that, even in conservative scenarios, the transformation is feasible and provides quantifiable advantages in client acquisition, operational efficiency, and long-term brand positioning.

The thesis recognizes methodological limitations, especially the dependence on internal insights without direct validation from customers. This limitation is addressed through the incorporation of measurable KPIs, feedback loops, and monitoring mechanisms aimed at validating assumptions throughout the implementation process.

The new business model transforms the company from a passive product reseller into a structured provider focused on delivering customizable marketing solutions to customers. The proposed strategy leverages current strengths and tackles significant operational weaknesses through focused, scalable enhancements. The company is strategically positioned to enhance its presence in domestic and corporate gifting markets, strengthen client relationships, and maintain a long-term competitive advantage through disciplined management and adaptive execution.

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List of Abbreviations

- B2B – Business-to -Business,
- B2C – Business-to -Consumer,
- BMC – Business Model Canvas,
- CRM – Customer Relationship Management,
- CZK – Czech koruna,
- EUR – Euro,
- FMCG – Fast-Moving Consumer Goods,
- GDP – Gross Domestic Product,
- HDP – Hrubý domácí produkt (Czech equivalent of GDP),
- ICT – Information and Communication Technology,
- ISO – International Organization for Standardization,
- IT – Information Technology,
- RBV – Resource-Based View,
- ROI – Return on Investment,
- SEO – Search Engine Optimization,
- SLAs – Service-Level Agreements,
- SME – Small and Medium-sized Enterprise,
- SWOT – Strengths, Weaknesses, Opportunities, Threats,
- USD – United States Dollar,
- VRIO – Value, Rarity, Imitability, Organization framework.

List of Appendices

Appendix 1: Interview 1 - List of Interview Questions for Business Model Canvas AS-IS

Questions:

- Who are your main customer groups (B2C, B2B)?
- Which segment brings the highest volume of orders, and which has the highest order value?
- How do you currently segment your B2B clients?
- What is the role of the gastronomy sector in your customer portfolio?
- What are the main value propositions for your B2C and B2B clients?
- How important is product quality and brand reputation in your offering?
- What customization options do you currently offer, and how do they contribute to customer satisfaction?
- What added services (e.g., consulting, packaging) do you currently offer or consider?
- Which sales channels do you use (website, direct contact)?
- How do customers place orders and request customization?
- What are the limitations of your current online platform?
- Do you have plans to expand to other channels (social media, distributors)?
- How do you maintain relationships with B2C and B2B clients?
- What role does personal contact play in your B2B relationships?
- Do you use any loyalty or retention programs?
- How do you handle customer feedback?
- What are the main sources of revenue?
- How does customization pricing work?
- What portion of your revenue comes from B2C vs. B2B?
- Are there any recurring revenue models?
- What are your most critical resources (physical, intellectual, human)?
- Which suppliers are essential to your operations?
- How do you manage your inventory?
- Do you have exclusive contracts with key brands?
- What are the key activities for running your business?

- How do you handle order fulfillment and customization?
- What role does marketing play in daily operations?
- How do you currently acquire B2B clients?
- Who are your main partners and suppliers?
- Do you have formal or informal agreements with them?
- How dependent are you on external partners (e.g., printing services)?
- Are there opportunities to strengthen or formalize partnerships?
- What are your main fixed and variable costs?
- How do you monitor and plan purchasing?
- What tools or systems do you use for cost control?
- Are there any cost-related risks or inefficiencies you, see?

Appendix 2: Interview 2 – List of Interview Questions for Value Chain Analysis (Business Activities)

Questions:

- How do you plan and execute purchasing from key suppliers?
- What systems or tools do you use for inventory management?
- How often do you perform stocktaking and quality control?
- Are there any formal contracts or performance standards with suppliers?
- What are the key steps in your order processing workflow?
- How is customization coordinated with ZONE Print?
- How do you manage quality control, especially for customized products?
- Do you have standardized internal processes or templates?
- How do you manage order packaging and shipping?
- What delivery methods do you offer (e.g., courier, personal handover)?
- Do you offer any premium packaging or gift services?
- How do you handle delivery delays, damage, or customer complaints?
- What are your current marketing activities and tools?
- How do you approach B2C and B2B customer acquisition?
- Do you have a structured marketing or sales plan?
- How do you measure the effectiveness of your marketing efforts?
- How do you collect customer feedback?
- What after-sales services or support do you offer?
- How do you handle complaints or returns?
- Do you have any systematic follow-up or client retention programs?
- How are decisions made within the company?
- Do you have any formal internal reporting or documentation?
- What are the main challenges in managing the company’s operations?
- How many employees do you have, and what are their roles?
- How do you train and develop your employees?
- Are there formal performance evaluations or career development plans?

- What IT systems or tools are currently in place?
- Do you plan to introduce any new technologies or automation?
- How well are your current systems integrated?
- How do you select and evaluate suppliers?
- Do you negotiate contracts or rely on informal relationships?
- What are the main risks in your procurement process?

Appendix 3: Interview 3 -List of Interview Questions for VRIO Analysis

- What do you consider your company's most important resources?
- Which resources are critical for delivering your value proposition?
- How do your resources help you exploit opportunities or reduce risks?
- Which resources contribute the most to customer satisfaction or operational performance?
- Which resources or capabilities do you believe are unique compared to your competitors?
- Do you have any exclusive access to suppliers, partners, or technologies?
- Are there any resources or relationships that would be hard for competitors to replicate?
- Do you see your know-how or processes as something competitors cannot easily copy?
- Are there formal systems or processes to fully utilize these resources?
- How is knowledge or expertise shared within the company?
- Are there any organizational barriers preventing you from leveraging certain resources?
- Supplier relationships (e.g., Pulltex, Rona, Forge de Laguiole): What is the nature of these partnerships?
- Owner's know-how: How does your personal experience influence company success?
- Product portfolio: How do you curate or differentiate your assortment?
- Customization coordination: How do you manage the outsourced customization process?
- Stock ownership vs. dropshipping: Why do you choose to hold inventory?
- Digital tools (Shoptet, Incomaker): How do these tools support the business?
- Personal communication with B2B clients: What role does personal contact play in business development?

Appendix 4: Interview 4 - List of Questions for Porters Five Forces Analysis

- How do you perceive the risk of new competitors entering the Czech market?
- Do you see global e-commerce platforms as a competitive threat?
- What barriers make it difficult for new companies to enter the premium promotional product segment?
- How do you monitor market newcomers or low-cost entrants?
- How dependent is the business on suppliers like Pulltex, Forge de Laguiole, and Rona?
- How would losing a key supplier affect the business?
- Are there exclusivity agreements or volume discounts with suppliers?
- How do currency fluctuations or supply chain issues impact your costs?
- How price-sensitive are your B2B clients?
- Do your customers compare offers or look for lower-cost alternatives (e.g., Alibaba)?
- How important is customization or brand reputation in reducing price pressure?
- How do you build long-term customer relationships to reduce buyer power?
- What alternative solutions do your clients consider instead of physical promotional products?
- Have you seen clients shift budgets toward digital marketing or experiences?
- How do you communicate the emotional value of physical gifts compared to substitutes?
- Are sustainability or eco-friendly aspects important in competing with substitutes?
- Who are your main competitors in the Czech market?
- What competitive strategies help you avoid direct price competition?
- How do you differentiate yourself from both large distributors and specialized SMEs?
- How do you track competitor actions or market changes?

Appendix 5: Discussion Supporting SWOT Analysis Quantification

Purpose:

This appendix documents the structured discussion conducted with the company owner, Mr. M. Kirchner, which served as a basis for prioritizing and interpreting the key Strengths, Weaknesses, Opportunities, and Threats in the SWOT analysis (see Chapter 3.3.5).

Form: Guided discussion based on a pre-identified list of SWOT factors derived from previous internal and external analyses (BMC, Value Chain, VRIO, PEST, Porter, Industry & Consumer Trends, Financial Analysis).

Structure and Rules of the Discussion:

The discussion followed a three-phase structure:

- **Validation Phase**

The interviewer presented the pre-compiled draft list of SWOT factors. Each item was explained and validated by the owner and management to confirm its relevance and accuracy in the context of the business. Only factors acknowledged as accurate and meaningful were retained.

- **Prioritization Phase**

For each retained factor, the owner rated its significance using a structured 1–10 scale:

For Strengths and Opportunities:

1 = Marginal relevance to business advantage

10 = Critical advantage or opportunity for the business model

For Weaknesses and Threats:

-1 = Minor concern

-10 = Major vulnerability or immediate risk

- **Synthesis and Strategic Implications Phase**

The discussion included identifying how different factors interacted and could influence strategic decision-making.

Outcomes:

- *A final prioritized list of SWOT factors was constructed (see Tables 12–15 in the main text),*
- *Each selected factor directly reflects insights validated or expanded by the owner,*
- *These priorities influenced the strategic alternatives developed in the Ansoff Matrix and the proposal chapters.*