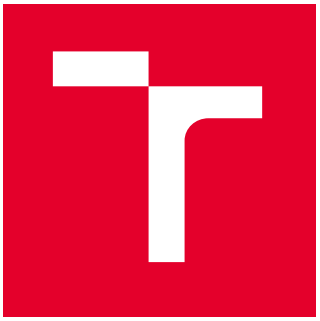

BRNO UNIVERSITY OF TECHNOLOGY

VYSOKÉ UČENÍ TECHNICKÉ V BRNĚ

FACULTY OF BUSINESS AND MANAGEMENT

FAKULTA PODNIKATELSKÁ

INSTITUTE OF MANAGEMENT

ÚSTAV MANAGEMENTU

MARKETING PLAN OF THE SELECTED COMPANY

MARKETINGOVÝ PLÁN VYBRANÉHO PODNIKU

BACHELOR'S THESIS

BAKALÁŘSKÁ PRÁCE

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Assignment Bachelor's Thesis

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Marketing Plan of the Selected Company

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Goals of the Theses
Theoretical Foundations
Current Situation Analysis
Proposals and Contribution
Conclusion
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List of Appendices

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GODIN, S., 2020. Tohle je marketing!: zcela nový přístup k marketingu, prodeji a reklamě. Praha: Grada. ISBN 978-80-271- 2567-8.

JAKUBÍKOVÁ, D., 2013. Strategiký marketing, Strategie a trendy. 2. rozšířené vydání. Praha: Grada Publishing. ISBN 978-80-247-4670-8.

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Abstract

The bachelor's thesis focuses on marketing communication and strategy in the selected company - the MP Education Center operating in Prostějov. This thesis consists three main parts. First one is theoretical part which consists of terms and concepts which are described. The second part of the work deals with the analysis of the current state of the company. In the last part of this thesis, or the proposal part, there are specific proposals for improving the use of marketing tools.

Abstrakt

Bakalářská práce se zaměřuje na marketingovou komunikaci a strategii ve vybrané společnosti - Vzdělávací centrum MP působící v Prostějově. Tato práce se skládá ze tří hlavních částí. První z nich je teoretická část, která obsahuje pojmy, které jsou popsány. Druhá část práce se zabývá analýzou současného stavu společnosti. V poslední části této práce, respektive návrhové části, jsou uvedeny konkrétní návrhy na zlepšení využití marketingových nástrojů.

Key Words

Marketing, marketing tools, marketing communication, social marketing,

digital marketing

Klíčová slova

Marketing, marketingové nástroje, marketingová komunikace, sociální marketing ,digitální marketing

,

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Affidavit

I declare that the present bachelor 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 2nd May 2023

Alexandr Koutný

author's signature

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CONTENTS

INTRODUCTION

Marketing communication and strategy in the MP Education Center operating in Prostějov was chosen as the topic of the bachelor's thesis. The focus of the work is a detailed analysis of the marketing communication of this company. This topic was chosen due to the author's interest in marketing communication and due to the author's personal experience as a client of this company, which allows him to look at the operation of the company from different perspectives. The company was chosen as the subject of analysis because of its specific strategy and operation, including marketing management and the tools used. Nowadays, it is essential that businesses place emphasis on their marketing management, especially in the online environment, where the competition is high and the demands for engaging the clientele are high, especially in the case of the clientele in student years. The author's bachelor's thesis will be devoted to the analysis and evaluation of the marketing communication of the MP Education Center and will provide suggestions for its improvement, which could lead to a better connection with the target group, building a brand and relations with clients and, overall, to an increase in the success of the company.

GOALS OF THE THESES

The main goal of the work is a proposal to improve the quality of marketing communication with existing or potential customers. Proposals will be based on the research and analyzes carried out. This bachelor's thesis on Marketing Communication and Strategy is to find out whether the marketing communication tools used by the selected company (Educational Center in Prostějov) are effective enough and at the same time to propose other possible tools to ensure the improvement of communication with existing and potential customers. A secondary goal is to determine the characteristics and market demand for a possible expansion of the company's scope.

The bachelor thesis is divided into two parts – theoretical and analytical/proposal part. In the theoretical part, the basic concepts and development of marketing will be described for understanding current trends, which is necessary to fulfill the final goal of the work. The theoretical part is also the basis for the analytical part, which consists of several parts.

This will be followed by an analytical part, in which the company will be characterized, including the services it offers. To give an idea of the development, the growth data of the number of lecturers and students will be presented and graphically represented. Since this is a relatively unconventional company, for a better understanding of the operation and strategy of the company, an interview with the founder and at the same time the director of the educational center will be presented. Attention will also be focused on the surroundings, specifically on the clientele and competition. The analysis will take place further thanks to a questionnaire survey among the clientele of the educational center, and the tools of marketing communication used so far will also be presented. Finally, everything will be concluded with a SWOT analysis. Based on the analysis performed and the data found, a solution will be proposed as to which direction the company's marketing communication should go in the following period.

With the help of the above steps, the goal will be achieved and in the proposal part it will be evaluated whether the company's marketing communication is effective enough or what tools could be used to improve it.

1 THEORETICAL FOUNDATIONS

The theoretical part describes the basic theoretical starting points, the historical development of marketing as well as current trends.

1.1 Marketing

There are many ways in which individual authors define marketing. According to Kotler, the task of marketing is to identify the customer's needs and then satisfy them as best as possible so that the company gets the most out of the given situation. This author further argues that marketing can be thought of as a social process whereby people obtain what they need and want by creating, offering and exchanging products and services with others. (Kotler, 2013, p. 27)

Marketing can also be taken as a scientific field that is part of management. In practice, we can encounter a simplified concept of what marketing represents. Because sometimes it is described with only two words, which are advertising and sales. However, this concept cannot be taken as sufficient, because marketing is actually much more important than simply setting up an advertisement or selling. (McCarthy, Perreault, 1995, p. 23)

Přikrylová defines marketing as a business function that determines the target consumers of a given business and tries to find the ideal way to satisfy their needs in parallel with the optimal performance of the business. From a marketing point of view, building a long-term relationship between the company and customers is important. This relationship is based on effort about correctly estimating the needs and wishes of customers and their subsequent satisfaction. (Přikrylová, 2019)

One of the most recent approaches to marketing came from Godin, who described marketing as an activity that causes change for the better. Therefore, the goal of marketing is not only profit, but also a better society, better services and also a better work result. This author believes that each of us has a marketer in us and that anyone is capable of making a bigger difference if anyone want to and do marketing at such a level that they don't have to be ashamed of it. (Godin, 2020, p. 11)

1.2 Marketing mix

Marketing mix is the concept of unifying marketing tools, thanks to which the given product or service reaches the customer. First, the creation and development of the marketing mix will be described in the thesis, followed by a closer look at the currently most widely used 4P model.

1.2.1 Emergence of the marketing mix

The first to mention marketing was James Culliton in the late 1940s. At the time, he defined marketing as "a mix of individual ingredients." Professor Richard Clewett was another follower of James Culliton's idea. From the selected "ingredients", he selected four, which were price, product, distribution and promotion. His follower and at the same time student Jerry McCarthy exchanged distribution for place and, using the original English terms, created the 4P model. (German, 2005)

McCarthy's academic colleague Philip Kotler mainly contributed to the popularization of the 4P model. One of the reasons was the introduction of the principle known as "STP". These three letters hide the concepts of segmentation (segmentation), targeting (targeting) and positioning (positioning).

1.2.2 4P model

Under the acronym 4P, we imagine four basic elements of marketing:

- product
- price
- place
- marketing communication (promotion)

The optimal composition of the 4P model leads to the achievement of the company's marketing goals. A correctly set marketing mix results from all activity in the company focusing on a certain segment of customers to which the given company is subordinate. With such a setting, the company offers its product at a price that customers are able to accept, uses convenient distribution channels for consumers, and the company communicates all this to customers in an understandable, trustworthy and efficient manner. (Safrová Drášilová, 2019)

In addition to the 4P model introduced above, there is also a 4C model. This model is oriented towards the customer and his interests. The product is replaced by value for the customer, the price is replaced by the cost of the customer, the place is replaced by the convenience of purchase, and marketing communication is replaced by communication with the customer:

- customer value
- customer costs
- shopping convenience (convenience)
- communication with the customer (Jurášková, 2012)

Next, the four basic elements of marketing will be described, while due to the topic of this bachelor's thesis, the most space will be devoted to marketing communication.

1.2.2.1 Product

A product is considered anything that can be offered on the market and that can attract attention, that can be intended for purchase, use or consumption, that satisfies the desires, wishes and needs of consumers. A product can be physical objects, services, people, places, organizations and thoughts. (Kotler, Keller, 2013, p. 363)

According to Jakubíková, the product can be divided into three basic levels. The first is the core representing the solution to customers' wishes and problems and the fulfillment of their expectations. The second level is the product itself, i.e. what we really perceive as a product. Under this we can imagine execution, quality, design, brand or packaging. The third level is considered an extended product, which includes additional services to the product or other benefits. Every product goes through several stages of the product life cycle from its launch. Launch is followed by product growth, product maturity, and the cycle ends with decline. (Jakubíková, 2013, p. 202-203)

1.2.2.2 Price

Price is the only component of the marketing mix that represents revenue. This also gives rise to its importance and enormous and existential importance for the company. The company should therefore under no circumstances underestimate the pricing of the given

product. Costs and competition play a key factor in determining the price. For that reason, a large number of companies use the markup method of pricing, where the company's own costs are increased by the required margin. However, even this method hides certain disadvantages, among which, for example, the fact that the company does not take into account competition or demand. Therefore, it is not appropriate to set the price only on the basis of the mark-up method, but the company should also take into account the current demand of the given market and the activity of competitors. (Karlíček, 2018, p.175-180)

In addition to the markup method of pricing, the other most common are the cost-oriented method, the demand-oriented method, and the competition-oriented method. It is also possible to use methods of expressing the value perceived by the customer or setting a price that respects the return on investment. (Jakubíková, 2013, p. 279-281)

There are three basic pricing strategies. We include high price strategy, economic strategy and good value strategy among them. There is also a penetration strategy or a strategy of collecting the cream, which companies can only apply when they enter the market. The choice of a given company's pricing strategy depends on many factors, including competition, demand or the strategy of the given company. (Karlíček, 2018, p. 180-185)

1.2.2.3 Location

Place within the 4P model represents the way the product is delivered to the customer. The process begins with knowing the customer's preferences and purchasing behavior. The product should reach the customer when and where it is desirable and convenient for the customer, and also in an adequate quantity, so that the customer is satisfied without long waits or unnecessary storage. The distribution channel can be direct or indirect. In direct, the business is in direct contact with the end customer, while in indirect, the customer of the business is not the end consumer. (Safrová Drášilová, 2019)

1.2.2.4 Marketing communication

Marketing communication is a means that a company uses to inform, persuade or warn consumers about its own products and brands. It also serves to establish dialogues and relationships with the consumer. (Kotler, Keller, 2013, p. 516)

This includes all types of communication by which the company tries to influence the behavior, awareness and attitude of the customer regarding the products that the company offers. It is important for a business to accurately define the target market so that influence can be maximized regarding what, to whom, where and when to communicate. (Jakubíková, 2013, p.298)

Marketing communication is a key element for this bachelor's thesis, so more attention will be paid to it in a separate chapter below.

1.3 Marketing comunication

As already outlined, marketing communication is the controlled process of informing and persuading target groups of customers to purchase the goods or services offered by a given business. Thanks to this, the company is able to fulfill its marketing goals. Few companies or institutions can function today without well-managed marketing communication. (Karlíček, 2016)

Sometimes, instead of marketing communication, the term communication mix is used, which is built on five basic tools:

- advertisement
- sales promotion
- public relations
- personal sale
- direct marketing (Foret, 2011)

There are multiple concepts of marketing communication, each consisting of a different number of tools. For this bachelor's thesis, we will be based on the above-mentioned five.

1.3.1 Marketing communication strategy

There are two basic strategies that can be used in marketing communication:

1.3.1.1 Push strategy

According to this strategy, the company tries to push the product through the distribution channels to the final customer. It is mainly used for personal selling or sales support.

1.3.1.2 Pull strategy

The opposite strategy to the push strategy is the pull strategy, when the interest of customers is first aroused, the demand for the product is created through advertising or publicity in the media. Customers ask for products in retail stores, and they turn to wholesalers or the manufacturers themselves. (Foret, 2011)

1.3.2 Objectives of marketing communication

Setting marketing communication goals is an integral part of marketing communication. It serves to determine the effectiveness and outcome of communication. Objectives are set according to the target customer group and the stages of the product or product life cycle. Most often, the goal is to create demand for the offered product or service. In order for this goal to be fulfilled, it is necessary to provide the potential customer with information regarding the fact that the given product is under the given brand on the market. The information should primarily provide customers with an overview of the main advantages and benefits of purchases or the product's differential features from those of competitors. (Přikrylová, 2019)

The goals of marketing communication are summarized by Přikrylová (2019) as follows:

- **Brand building and cultivation**

  The basic goal of marketing communication is to create and strengthen brand awareness on the market. The most important thing is to stand out from the competition, increase sales, strengthen the ability to acquire new customers. The desired result is a positive image of the brand in the eyes of the market and the building of long-term relationships between the target group of customers and the brand.
- **Providing information**

  It consists in informing the market about the availability of the given product or service and other important features of the product. The information is directed not only to potential, but also to existing customers or partners and investors.
- **Creating and stimulating demand**

The primary goal of most areas, because in the case of successful communication, there can be an increase in demand and thus sales turnover without the need for price reductions.

- **Brand/product differentiation**

  Differentiation from competing services or products. It brings greater freedom to businesses, especially in terms of pricing policy. The goal of differentiation is to convince customers of the exceptionality of a given product or service from a given company.

- **Emphasis on the utility and value of the product**

  A business should show the consumer the benefits that buying their product will bring them.

- **Turnover Stabilization**

  Turnover is not constant during the calendar year or years, due to seasonal goods or cyclical or irregular demand. The goal is to stabilize and balance these fluctuations.

- **Strengthening the corporate image**

  The image of the company is an important parameter when negotiating and deciding to buy a product or service of the given company. Uniform, consistent and long-term company communication is key, which is helped by the company's logo, slogan, colors and communication method. (Přikrylová, 2019)

1.4 Communication mix

The goal of the communication mix is to find the optimal combination of individual means of communication and their subsequent use so that the given model corresponds to the current situation on the market. The selection of individual communication tools depends on the type of product, the type of market and the stage of the product's life cycle. (Vysekalová, Mikeš, 2018)

The communication mix is sometimes also referred to as a subsystem of the marketing mix. A suitable combination of individual tools can lead to the fulfillment of marketing and other goals of the given company.

The individual tools of the communication mix will be described below. These include advertising, direct marketing, sales promotion, public relations and personal selling.

1.4.1 Advertisement

There are several forms and forms of advertising. It is used to promote a specific product or service or to shape the long-term image of the company used to create key segments. Advertising is an impersonal paid form of communication through mass media. Thanks to this, the advertisement reaches and reaches the general public. (Foret, 2011)

Other advantages of advertising include the speed of its action, absolute control over the content of the advertisement by the sponsor, the choice of media and the possibility to influence whom and where the advertisement will reach. The negative aspects of this means of communication include high cost, impersonal communication resulting in lower levels of credibility and conviction of potential customers, and one-way communication from the originator to the recipient without feedback. (Vastíková, 2014)

Other disadvantages also include high competition in the market. People are overwhelmed by advertising these days, so they don't look for it, rather they even avoid it. (Karlíček, 2018)

1.4.1.1 Types of advertising

There are three basic categories of advertising divided according to the primary goal of the message:

- **Informative advertising**
  The goal is to inform about the new product, including its features. It should generate interest and demand.
- **Persuasive advertising**
  It most often appears when competitive pressure intensifies. The goal is to convince a customer to purchase a product from a given business.
- **Reminder advertising**
  The goal is to keep the product or brand in the minds of customers. (Foret, 2011)

The choice of advertising media is also important, if not the most important, in advertising. The aim is to cover the largest possible area of the potential market.

Depending on the type of message and the target group of the advertisement, the company chooses the media through which it will broadcast the advertisement. Media are divided into classical and electronic. Classic media include outdoor and indoor media, newspapers, magazines. For example, television, radio or the Internet are considered electronic. Advantages and the disadvantages of individual media must be carefully considered by each company. (Přikrylová, 2019, p. 80)

An effective campaign is based on the application of the 5M principle:

- Mission
- Message
- Money (money)
- media (media)
- Measurement (scale) (Vaštíková

1.4.1.2 Advertising Campaign

In addition to the choice of advertising media, the success of advertising also depends on the advertising campaign. It is essential to know how to prepare such a campaign. In addition to the 4P model described above, the company must also establish a 4S model. In it, the first place is customer segmentation, during which the target group of addressed people is identified. The second point is the determination of utility, where the advantages of the product compared to competing items are determined. Another important element is the customer's satisfaction and the related determination of his expectations. The last point is continuous care, which aims to take an interest in the customer from the point of view of a long-term relationship. On the basis of the points determined in this way, the objectives of the campaign should be determined, the budget for the given advertisement should be confirmed, the target group should be determined, requirements should be created towards the advertising agency or the promotion department itself, the message of the advertisement should be formulated, choose the most suitable media and then check the results and effectiveness of the campaign against predetermined goals. (Vysekalová, Mikeš, 2018, p. 33)

The goals of an advertising campaign can be divided into economic and non-economic. Economic includes increasing turnover and profit, increasing market share or maintaining

it, introducing an innovative or completely new product or service to the market. Affecting the image of the brand and product, increasing brand awareness, changing customer attitudes towards the brand, strengthening the company's position on the market from the public's point of view are considered non-economic. (Vysekalová, 2018, p. 34)

1.4.2 Direct marketing

This is direct communication between the customer and the seller. This form is based on advertising mediated by mail, phone calls, television or radio broadcasts, or newspapers and magazines. (Vastíková, 2014)

Direct marketing, or direct marketing, initially developed as a significantly cheaper option of personal selling. The difference was that the sales representatives did not have to commute to each of the potential customers in person. Bids were sent by post and this significantly reduced costs. Since the inception of direct marketing, this tool has gone through a series of developmental changes, of which technological ones have the largest share. (Karlíček, 2018)

1.4.2.1 Direct Marketing Tools

There are six basic direct marketing tools:

- **Direct mail**
  Using direct mail, customers are addressed via postal items. Most often it is a letter, in other cases it can be a brochure, a product sample or even a postcard.
- **Telemarketing**
  Contacting existing or potential customers by phone. There is an active or passive form of telemarketing. In an active case, the company itself selects potential customers, in a passive case, it is potential or existing customers who call the company's phone lines, who answer their questions or explain the details of the product or service.
- **Mobile marketing**
  The company sends advertising SMS to its customers. It is mainly used to offer discounts or inform about the approaching end of the offer.
- **Catalogues**

The catalog is a visual and text overview of the offered products or services. Their importance is constantly growing, also due to the creation of online catalogs.

- **Unaddressed delivery**
  Unaddressed delivery is most often referred to as catalogs delivered to advertising mailboxes. They have the advantage over direct mail in that there is no need to pay postage.
- **Direct response advertising**
  This type of advertising is not only aimed at informing and influencing the customer's attitude, but also at provoking an immediate reaction. The form can be any advertising medium, i.e. for example a TV spot or a print advertisement. (Karlíček, 2018)

1.4.3 Sales promotion

Sales promotion represents various motivational tools intended for customers. Their nature is usually short-term and the goal is to create faster or larger volume purchases of products. Among the most common sales support tools we include price reduction incentives, such as direct discounts, coupons, rebates, free samples, tastings or advantageous packaging. Another typical tool is persuasive techniques aimed at getting the potential customer to try the product. In some cases, the company also offers material rewards. Sales support also includes loyalty programs that bring many benefits to clients. (Karlíček, 2018, p. 95)

This tool is not only focused on short-term benefits for the customer, but also brings benefits to business organizations or business personnel. (Foret, 2011)

1.4.3.1 Means of sales support

The means of sales support that companies most often apply to customers are described below:

- **Discounts, sales, events**
  They are the most widespread and effective means of sales promotion.
- **Loyalty Rewards**
  Companies provide rewards to their loyal clients, either in the form of cash, various discounts or other benefits.

- **Product samples to try, taste**

  These samples are offered by the company for free or at a minimal price. This is a very effective form of marketing a product, although it is expensive.
- **Coupons**

  When making a purchase, the customer will receive a coupon, through which they will receive a discount on their next purchase or, for example, receive an advertising gift item.
- **Bonus**

  The consumer receives the offered product free of charge or at a reduced price, so that the next time he purchases the product or service himself.
- **Contests and winning lotteries**

  Companies provide rewards in cash or other form to their loyal customers, in return for regular purchases of their products.
- **Fairs, presentations, exhibitions**

  It serves both to present products and services, and also to sell, especially to new customers.
- **Favorable packaging**

  The packaging explicitly warns the customer that part of the purchased product is free. (Foret, 2011)

1.4.4 Public relations

Under the term Public relations, relations with the public are hidden, representing an organized and planned activity, the aim of which is to create awareness about the credibility of the company. This is especially helped by improving relations with the public, both externally and internally. Relations outside the company represent the company's relations with customers, citizens, authorities, investors or, for example, with the media. Relations towards the inside of the company mean the relations of the management with the employees of the given company. Public relations, or PR for short, is based on the company's long-term strategy, which is the responsibility of the company's management and whose effectiveness is calculated in the long term. (Vastíková, 2014)

1.4.4.1 Public relations tools

- **Active publicity**

  Historically, this is the foundation of public relations. It manifests itself through press releases, conferences and media interviews. Annual reports and internal publications are published.
- **Events/Events**

  The company organizes company events, which most often include company parties (for example, on the anniversary of the establishment of the company), presentations of new products, awarding of awards.
- **Sponsorship**

  The company creates a good name in society by sponsoring sports, cultural, political or social activities related to the direct participation of the company in selected events.
- **Lobbying**

  Presentation and representation of opinions when dealing with politicians or legislators, during which information is obtained or transmitted.
- **Advertising of the organization**

  Combining advertising with public relations in one, where advertising is not focused only on one selected product, but on the organization as a whole. The aim is to increase the company's awareness of the organization and improve its image. (Foret, 2011)

1.4.5 Personal sale

Although other tools of the communication mix are constantly developing, personal selling, one of the oldest tools of marketing communication, still plays an important role today. The biggest advantage compared to other tools lies in the direct contact of the company with the customer, which further results in other advantages. These can be, for example, immediate feedback, individualized communication or customer loyalty. Thanks to direct contact with the customer, a detailed analysis of the wishes, needs and expectations of each customer can be carried out. Subsequently, it is possible to adjust the offer for the given product or service to each customer individually. This procedure

makes the seller a trusted consultant in the eyes of the customer, and long-term business relationships are usually established between him and the customer. (Karlíček, 2018)

1.4.5.1 Types of personal selling

Personal selling is divided into three basic types, each of which uses specific personal selling methods with given sales procedures.

- **Sales on B2B markets**
  Sale of resources intended for further production to manufacturers of final products or intermediate products.
- **Sales to wholesalers and distributors**
  The final products are sold to distributors who resell them on B2B or B2C markets.
- **Retail and direct sales**
  Sales on the consumer market with direct contact with end consumers. (Karlíček, 2018)

1.4.5.2 Personal Selling Process

Personal selling starts with finding potential and suitable customers. It is determined for which buyers the given product could be attractive in order to achieve an effective result achieved through personal selling. Customers are approached based on a contact database that is commonly available or is created by the company, for example, from existing consumers. The first contact with a potential customer is perhaps the most important, so the right timing is also important. The offer should sufficiently appeal to the customer and should arouse his interest in a personal meeting, where the seller already has more space to create an individual offer. Communication with the customer after the purchase has already taken place cannot be neglected either. Such maintaining contact with the customer may lead to further business relationships or to the offer of further products. For post-purchase communication, regular emails (newsletters) sent to registered subscribers, invitations to events or, for example, birthday or New Year's wishes are most often used. (Karlíček, Král, 2011)

1.5 Marketing communication trends

Time is always faster and requires a dynamic approach in the field of marketing communication as well. It is necessary to use new trends to differentiate yourself from the competition and to gain attention from customers. Consumers are increasingly picky and resistant to traditional methods of marketing communication that have been effective until now. Non-traditional approaches and tools are becoming more and more popular, mainly guerilla marketing, viral marketing, product placement, mobile marketing, event marketing, and the biggest trend lately is definitely social networks. Among the greatest advantages of these tools is innovation, which can attract a large part of young people in particular. The problem with using trends is not so much the financial complexity of the above methods as the lack of original, funny and correct thoughts or ideas, whose aim is to reach the target series of potential customers. (Vastíková, 2014)

1.5.1 Guirella marketing

Guirella marketing is sometimes referred to as guerilla marketing, which is considered an unconventional marketing campaign that aims to achieve the highest possible impact using the least amount of resources. In particular, these are advertising events that are very imaginative and humorous and thus attract more than one customer with their content. They often appear in unusual places so that the moment of surprise works perfectly. This type of marketing was given the moniker partisan because it usually teeters on the edge of legality. It is based on three main principles. The first is to get a sufficient number of people, further to weaken the competition and thirdly to survive. The marketing strategies of guerilla marketing are striking in an unexpected place, focusing on clearly predicted goals and immediately returning to the original positions. (Vastíková, 2014)

1.5.2 Viral marketing

Viral marketing is a method of marketing communication that serves to increase awareness of a brand, product or service. This is done by spreading information between people, which is comparable to the spread of a viral epidemic, from which the name viral marketing has also evolved. Currently, this method is most often used on social networks. However, it can also occur outside the Internet, for example by means of whispering,

which is known under the foreign connection word-of-mouth. Viral marketing spread this way is more credible because there is personal contact. Among the main advantages of viral marketing are low costs, the speed of information dissemination and high effectiveness of intervention, especially among a group of young people. The disadvantage is the lack of control over how the given information spreads. (Vastíková, 2014)

1.5.3 Product placement

Product placement is denoted by the abbreviation PP, which can be encountered in the case of the use of a real product or service directly in a given audiovisual work, i.e. in a film, series, live broadcast, theater performance, book or, for example, in a computer game. The placement and use of the product is, of course, contractually agreed in advance, so it is not a hidden advertisement, but a possible way of including product or brand advertising. (Přikrylová, 2019)

A well-executed PP places the product or service in a positive context and tries to show viewers that it is a regular part of the daily lives of one of the main representatives of the given audiovisual work. (Vastíková, 2014)

1.5.4 Social networks

Currently, the most widely used marketing communication tool is social networks, on which people sometimes spend several hours every day, and where there is a high probability of reaching the target group of potential customers, thanks to the use of various algorithms. According to the Czech Statistical Office, the number of users of social networks in the Czech Republic is close to five million, which is also widely used by companies that try to maintain contact with their customers through this platform. More than fifty percent of businesses with at least ten employees have profiles on social networks.

Online social networks are Internet associations of registered users who create the content of the given network consisting of photos, ideas, comments or other contributions. He shares these with his friends or acquaintances. The main reasons for activity on social networks include keeping in touch with friends, planning and organizing events, or getting advice and recommendations. (Karlíček, 2016)

For companies, social networks represent an effective public relations tool, an opportunity to inform about their upcoming events, bring their brand closer to consumers or strengthen its image, or increase popularity. The basis of success on social networks is to create such content, which will be interesting for the specified target group of users and corresponding to the defined communication goals. At the same time, it should be easy to share this content, which should continue to be updated for further search by customers. (Karlíček, 2016)

Among the currently most used social networks among companies are Instagram, Facebook, YouTube, Twitter and LinkedIn.

1.6 Marketing mixin service

Services represent a special customer environment in which the four basic elements of the marketing mix are not enough. In order to ensure the maximum effectiveness of marketing plans, three more elements need to be connected, which are people, physical environment and processes. (Vastíková, 2014)

1.6.1 People

When providing services, there is direct contact between customers and providers who are employees of the company. Therefore, people represent one of the key elements of the service marketing mix, perhaps the most important. They have a direct impact on the quality of services. It is therefore important for the company to have a quality selection of employees who must be motivated and sufficiently educated. (Vastíková, 2014)

1.6.2 Material environment

Services are a specific environment also because they have an intangible nature and the customer can evaluate the quality of the given service only after consuming it. This is also associated with a higher risk of purchasing services. Thus, in many cases, the material environment helps to predict service quality.

It is divided into two types, namely peripheral and basic material environment. The peripheral material environment is part of the purchase of the service and the buyer takes this environment with him after receiving the service. This environment means, for example, a phone book, a map of a certain area or, for example, a business card. In the

basic material environment, we classify such elements that the customer cannot own, but can still be considered as part of the service. An example can be the design of the interior or exterior or the technical equipment of the given company. (Vastíková, 2014)

1.6.3 Processes

Communication and interaction between the service provider and its customers during the service delivery process is the basis for a thorough focus on the form of service delivery. It is necessary to analyze the processes during service provision, create schemes, evaluate them and then try to simplify all steps as much as possible. (Vastíková, 2014)

2 CURRENT SITUATION ANALYSIS

2.1 Characteristics of the company Educational center MP

The MP education center is based in Prostějov and was founded in January 2017 by Martin Pytela, who intended to move tutoring from the commonly known option of door-to-door commuting to a higher level. Since the beginning, there have been a number of changes regarding the seat, operation, name and also the services offered by the company. First, the services that the company offers to its clients will be presented, then the development of the educational center will be graphically expressed, in terms of the number of lecturers and students. In order to understand the concept of the company and the internal factors of the company, an interview with the founder and director Martin Pytela will follow. At the end of the description, the surroundings of the company and its competition will also be presented.

2.2 Analysis of internal factors

2.2.1 Services provided by the MP Education Center

The teaching offered by the MP Education Center is more varied every year. At the beginning, only individual lessons were taught (also due to the limited premises of the company), high school mathematics and English clearly prevailed among the subjects taught, with the aim of successfully mastering the high school diploma. Currently, group teaching is becoming more and more popular, with the maximum number of students in one group usually limited to four. Basic, secondary school and university subjects are taught, where mathematics and statistics are the most common subjects. The most popular lessons are preparatory courses for high school entrance exams or for all kinds of study prerequisite tests (university entrance exams). Foreign languages are mainly taught in English, conversation lessons with a native speaker are also available.

Individual teaching

- tutoring of elementary, elementary, and high school subjects
- preparation for exams (secondary school entrance exams, study prerequisites tests, matriculation exams, medical school entrance exams)
- English conversation

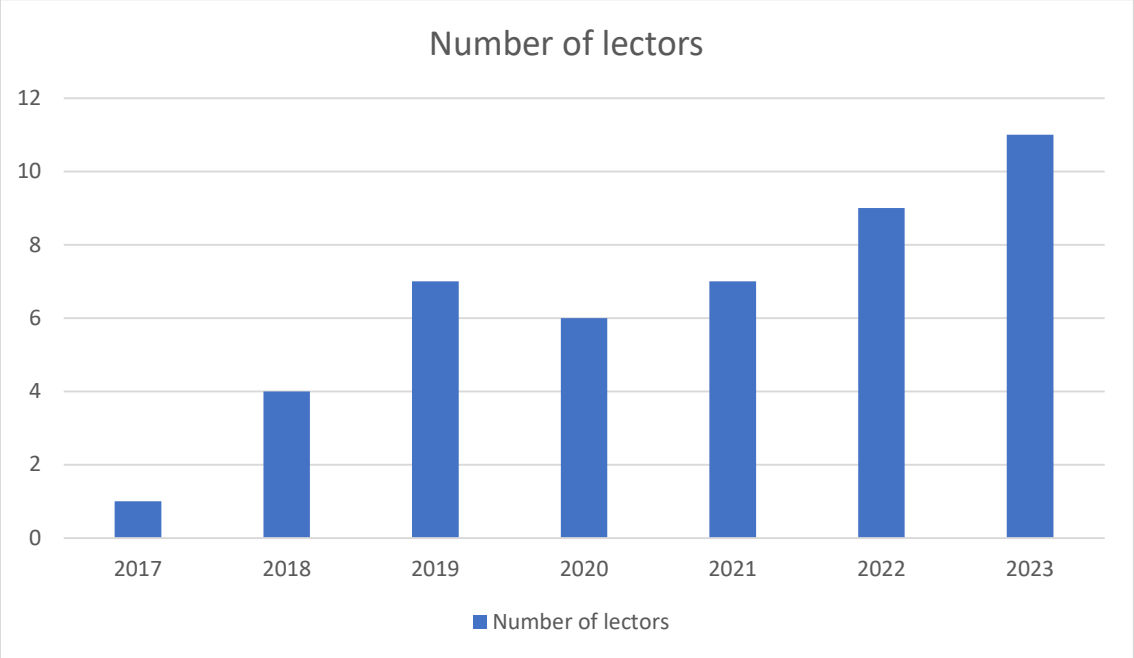
Group teaching

- preparatory course for entrance exams to secondary school
- preparatory course for tests of study prerequisites
- preparatory course for didactic tests (high school graduation)

2.2.2 Statistical development of the MP Education Center

Since 2017, when the Education Center officially began its activities, the number of students using the lessons of this educational institute has increased several times. The number of lecturers working under the banner of the MP Education Center and the number of students in individual years are shown in the graphs below.

2.2.2.1 Graph of the development of the number of lecturers in the MP Education Center



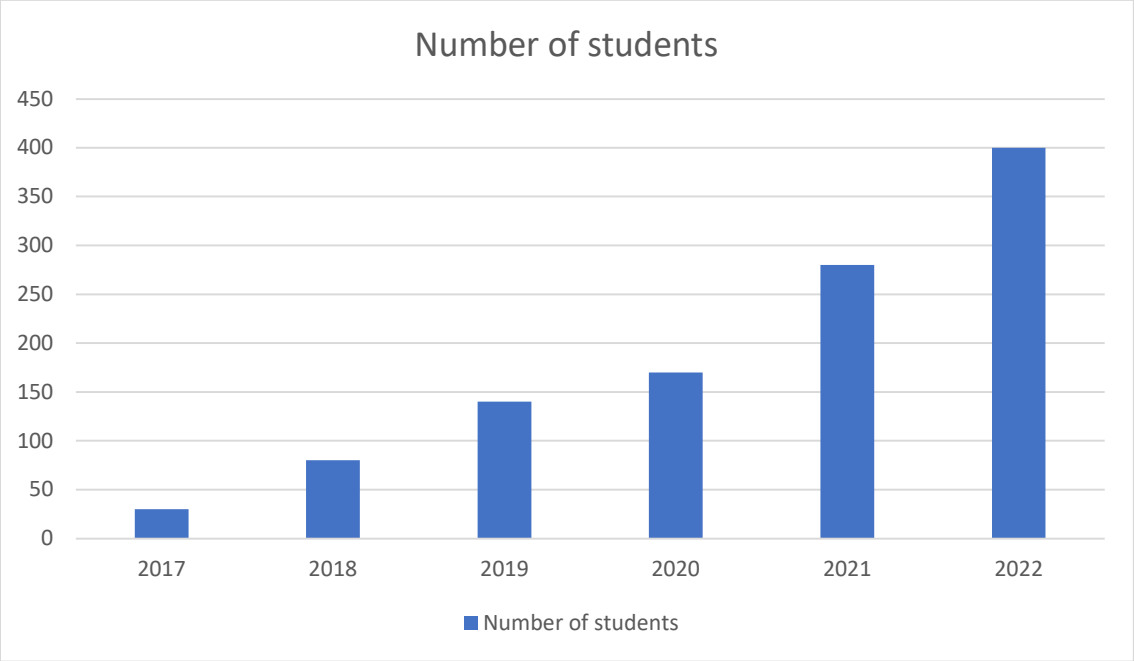
Graph 1:Development of the number of lecturers in the MP Education Center

(Source: own processing)

In 2017, only one lecturer taught, but his clientele was constantly growing and as mentioned in the interview above, it was necessary to satisfy the demand both in terms of quantity and quality. Therefore, the team was strengthened by experts in various subjects. Between 2019 and 2021, the number of lecturers stagnated due to the covid-19 pandemic, which also affected the out-of-school education sector. Lessons had to be done

online. In the following years, after the re-opening of the premises of the educational center, the number of lecturers increases again, while currently there is a record number of them working in the premises of the centre. Due to the constant increase in demand, an increase in the number of lecturers can be expected already in the following months of 2023.

2.2.2.2 Graph of the development of the number of students of the MP Education Center

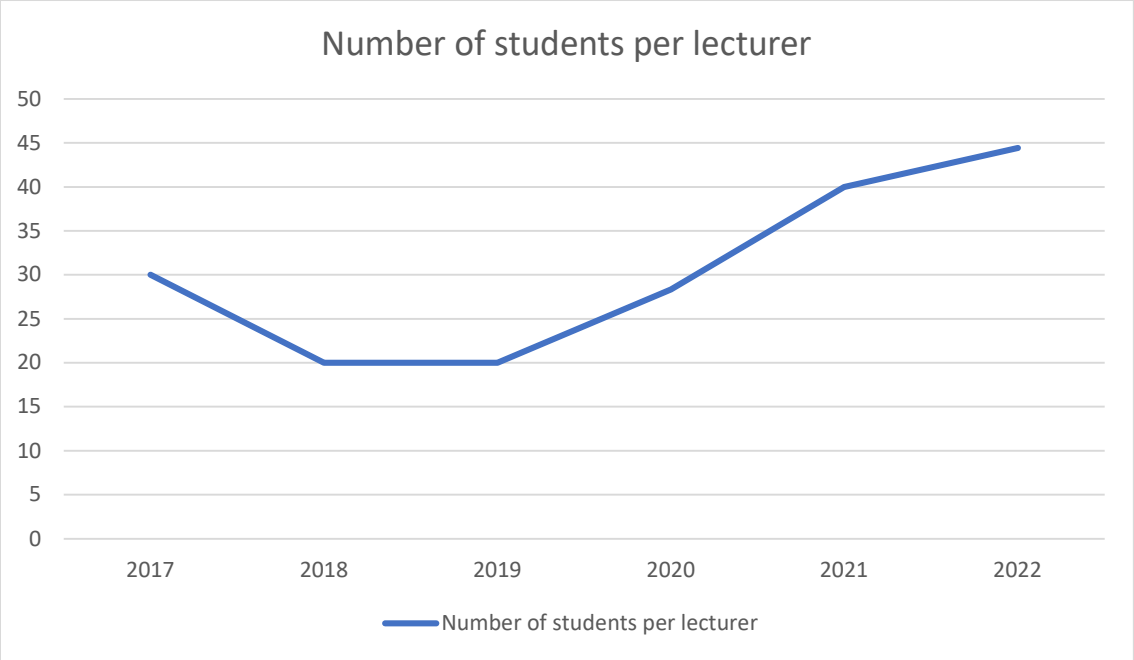


Graph 2:Development of the number of students in the MP Education Center

(Source: own processing)

From the modest thirty students who used the services of the education center in 2017, the annual number of students climbed to more than tenfold by last year. As in terms of the number of lecturers, a slight slowdown in the increase in clientele during the covid pandemic is also visible here. The largest absolute increase in the number of students has been recorded by the company in the last two years, both due to the increase in the number of lecturers, the expansion of the premises to include additional classrooms, and especially from the expansion of the range of services to include group teaching, which appears to be the most advantageous for both parties, namely for customers (students) as well as for the company itself. During the same time, more customers are satisfied, paying less for the service.

2.2.2.3 Graph of the development of the number of students per lecturer



Graph 3:Development of the number of students per lecturer

(Source: own processing)

An interesting statistic indicating the growth and transformation of the offered services of the educational center is the development of the number of students, who on average per lecturer working in the company. It can be seen from the graph that there was a decrease in the first year, which was caused by the fact that lecturers were included in the teaching, who helped with the minimum number of lessons learned, so even with an increase in the number of students, the average number of students per lecturer decreased. Furthermore, after a uniform increase in both monitored categories, there was an annual stabilization. Subsequently, the number increased every year and this trend continues. The main reasons for this change include the orientation of teaching to group lessons, as well as the increasing proportion of lecturers working permanently in the educational center compared to lecturers who only teach a minimum number of lessons per week.

2.2.3 Interview with the founder and director of the Education Center

How would you introduce the company and the services or products offered by it?

Already when I was studying at the gymnasium in Prostějov, I started tutoring as almost everyone knows it, that is, I went to tutor my students or younger children based on a recommendation to their homes. Considering that I went everywhere on foot or by bike, which took a certain amount of time, it was not a very economically efficient part-time job, but on the other hand, tutoring was very fun and fulfilling for me, and I gave everything to this activity from the beginning. Subsequently, I transferred to university in Brno, where at a certain moment I had to decide what would become my priority, whether it was law, sport or teaching, for which I finally decided and started from the beginning with the construction of today's educational center. This has developed from one modest basement room to the current form of two larger classrooms for group teaching and three classrooms for individual lessons in the center of Prostějov, from where we also broadcast online to the whole world, the furthest we have gone so far with teaching is the United Arab Emirates. At the same time, we are also slowly starting up our activities in Brno, where we do not yet have our own premises, so home tutoring, especially for university students, comes into play again, or the space of one of the local cafes is used. But we are definitely on our way soon. And what can not only children but also adults learn here? In fact, almost everything, from classic subjects of primary, secondary and higher education to foreign languages and preparation for entrance exams for secondary and higher education. We offer individual and group lessons, which are constantly gaining in popularity.

At what point did you realize that it was necessary to switch from the system of visiting individual customers to establishing your own training center? As a former customer, I have experienced this change firsthand and see it as a turning point for the further development of this type of business.

As I mentioned in the previous answer, from the beginning I played with the question of efficiency, because when the journey there and back took me an hour, that is, the same as the tutoring itself, but I only got paid for one hour, it was not the most profitable activity. But money did not play a major role. The most important thing was the ever-increasing number of students who were interested in taking lessons with me. And in order to be

able to satisfy all interested parties, all I had to do was rent a small room of approx. 2x3 meters in the city center. This happened at the time when I finished my law studies and decided to devote myself fully to what really fulfilled me. And that was in January 2017. And it took less than a year and I moved again and to much bigger and more comfortable premises.

When did it become necessary to look for reinforcements for the teaching team?

In 2018, I moved to larger premises, with the fact that I immediately rented additional classes so that I had the motivation to fill them with high-quality lecturers who would tutor students from subjects that are not closest to me or possibly with other lecturers who would gradually help me to meet the demand for tutoring in the subjects I teach myself. I gradually tried different faces until the teaching team crystallized into the current form, during which almost 30 lecturers changed. But to get to the answer, when it was really necessary to recruit someone, it was right at the end of 2018, when, for example, I had a record 82 lessons in one week so far, and it was clear to me that it couldn't go on like this. The team gradually expanded and improved its quality, which we continue to do until now.

Where and according to what criteria are you looking for potential new employees for the company?

A good question, but there is no one-sided answer. As you will also find out in the analysis of marketing (in)activity, the Education Center is not very guided by economic, managerial or other models and strategies, I put a lot on my own feelings, the energy I feel from people when I meet personally, the ability to sacrifice for others and for the center as such. If you were expecting an answer summarizing the requirements for minimum education, experience, age or the like, that definitely doesn't matter to me. I honestly don't care at all, one must be a true passionate expert in one's field and put the customer first when working. Orientation to him is key. Which is, among other things, the strategy followed by Amazon, and where else to look for inspiration than among the best of the best.

The capacities of the Education Center are now relatively full. Is the priority to expand premises and staffing in the current city of operation (Prostějov) or is the desire to expand to new cities and thus establish branches with own management predominant?

I wouldn't say relatively full, more like full to bursting, when especially in the periods before various types of entrance exams or matriculation exams, we really don't know where to jump first. But we are happy about it and certainly have no complaints. And I feel that priority is given to both points mentioned in the question, which is why we are already starting lessons in Brno and looking at premises both there and at the potential increase in the capacity of the premises in Prostějov. Reconstruction of rooms in the current building or complete relocation is offered. But we solve everything as we go, and first of all we always want to listen to all the wishes of the existing clientele. And clientele is willing to commute to us from other cities and in certain cases outside of Moravia.

I would also be interested in the way of running this type of business in the sense that you never had any ads, billboards or flyers and you followed the old tried and tested route of referrals. Was this journey targeted or was there a certain marketing campaign planned, but it was overcome in an unconventional way these days?

I always had a lot of contacts among students, either thanks to my role as a coach in sports or at children's camps. So quite a few young people knew me and apparently had a positive enough experience with me to be interested in learning with me. And it's also probably due to the fact that I myself am a bit non-traditional and I don't teach using classic school methods and I intersperse lessons with everything possible outside of school teaching. Of course, sometimes it occurred to me to visit various schools or events, but it was never necessary to implement it. And in my opinion, the choice of a private teacher or tutor, as you like, is quite specific and a lot depends mainly on the feeling of personal contact. And I also have to say that my students have always been successful at school, that is, they have managed to regularly achieve our common goals, and who wouldn't want to go somewhere that works. It is definitely more than seeing an eye-catching advertisement somewhere. This may work for other products or services. But whether it is lecturing, coaching or similar services, something else is important.

All the current marketing campaign is therefore still based on recommendations, do you plan to expand in the same way in new locations or do you intend to use other marketing elements, for example social networks or website promotion via google ads?

We already have clients from various other cities and since the demand is great, we know that if we were to offer our services to others through the clients we already have, it would be a proven way, even if it might take longer, but we would not step on it next to. But I would certainly like to use social networks as well, where our activity corresponding to approximately one post per year is not enough. But on the other hand, if we were more active, what would we do with other students? We prefer an individual approach to everything, quality over quantity. And we have to do everything in order to manage everything according to our own strategy, which I called the strategy of continuous sustainable growth. And promoting the website via google ads? I tried it for a while, but it's definitely not as successful a marketing method in our business as a personal recommendation. On the other hand, I'm not even surprised

What metrics do you use to develop marketing strategies, if any?

Here I will not support the possible analysis of marketing communication and thus the work on this bachelor's degree, but the correct answer is not at all, I follow my own feeling and experience. But it is clear to me that in the future, with the increase in places where we will teach, certain elements will be needed. And for that, a part in which you suggest to me at work what I could do differently and maybe even better could be useful for that.

2.3 Surroundings of the MP Education Center

The MP educational center has been based in Prostějov since the beginning, where it has only one branch so far. In the following period, it is planned to expand to other cities, the first of which is Brno. The survey of the company's surroundings will therefore be carried out at the current place of operation.

2.3.1 Clientele

Students of almost all age categories attend lessons at the MP Education Center. The youngest pupils are pupils of the first grade of local primary schools. A large part of the clientele is made up of students preparing for entrance exams to secondary schools and

gymnasiums (age category 14-15). This is no longer only about students from Prostějovsko, but also about students commuting for extracurricular education from other cities. This is primarily Olomouc, but students from Hradec Králové, Brno and Prague also have experience with the services. Secondary school students (15-19 years old) from another significant statistical category. The majority are students of grammar schools, both those in Prostejov and Olomouc, exceptionally students from Brno also commute. As for university students, also due to the focus of selected universities from larger cities, clients from Brno predominate, which is also the reason for the company's further direction and development. However, there are also university students from Prague, Ostrava and Olomouc. A number of workers from local companies use lessons to improve their English language level through mainly conversation lessons, or people are tutored for additional education, whether it is a combined high school diploma or university studies.

2.3.2 Competition

The competition in Prostějov is mainly represented by private tutors who tutor pupils either in their own homes or commute to pupils' homes. This is a method of extracurricular education that has been used for many years, but is mostly carried out within the framework of the gray economy. In addition to private tutors, school teachers themselves sometimes offer tutoring to students. In recent years, the Ministry of Education has felt the need for an individual approach to teaching, so funds have been released for tutoring rewards for teachers beyond the standard school timetable. This option is economically advantageous for pupils, as it is available free of charge, while the teacher is also paid by the state. Another element of the competitive environment can be considered language schools offering mainly foreign language lessons, but the offer also includes individual tutoring of other subjects. Lingua and Big Ben operate from these businesses in Prostějov. Furthermore, the Basic study center has a branch in Prostějov, which, however, due to its focus especially on children of the youngest school age, can hardly threaten the MP Education Center.

Even in Prostějov there was an attempt to start a branch of the largest company focused on tutoring, which is the Populo School, but apparently precisely because of the prevailing interest in the services of the MP Education Center, this effort was abandoned.

And so the nearest branch is the Populo School in Olomouc, then in Brno. However, it can be seen that many students do not hesitate to consider the trip to Prostějov, apparently because of the higher quality or portfolio of services offered. Populo School or other tutoring centers do not offer, for example, group preparatory courses for entrance exams to secondary schools and grammar schools or for tests of study prerequisites. On the other hand, these are offered directly by SCIO or individual universities. But due to the huge increase in interest in these courses at the MP Education Center, it is clear that they are not of sufficient quality compared to the company in Prostejov.

In addition to businesses or teachers/lecturers offering extracurricular education, educational materials or courses offered online can also be considered competitive. For many clients, this choice can represent greater comfort, as there is no direct contact with the teaching lecturer, and everyone studies the content of the purchased courses and study materials in the comfort of their own home, at their own pace and without possible mental stress. The advantage is also usually a lower purchase price, but the weakness of this teaching method is the impossibility of learning about specific elements of the material being explained, which the given pupil does not understand. The courses are set up uniformly for everyone, so this method can never completely replace individual lessons or group extracurricular teaching, but it is good to mention them as a possible substitute. Among such courses, we can mention, for example, the LearnTube portal, which offers a wide range of Isibul or well-known teachers from social networks (for teaching English, for example, Kubova English). Certain content is offered by these portals or lecturers for free, where they build their clientele, who can then pay for premium content and courses.

2.4 Survey among clients of the MP Education Center

A questionnaire survey was chosen as another element of the analytical part of the work to recognize customer behavior. First, this method will be briefly introduced, and then the questionnaire will be described.

2.4.1 Survey

Questionnaire survey is one of the methods of quantitative research. This type of research is based on the acquisition of statistical or numerical data. In quantitative research, we use statistical methods designed to describe two or more phenomena and their mutual

correlation. Interrelationships are tested and based on the obtained results we draw conclusions that are generalized.

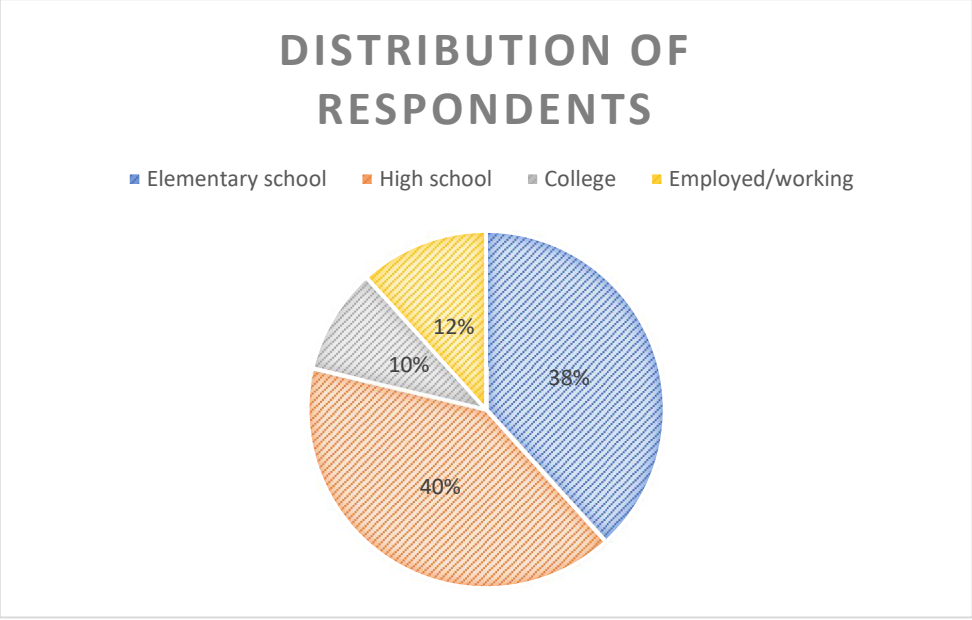
Unlike qualitative research, quantitative research is quick and easy to do. The research sample is large in number, hypotheses are tested and data are statistically processed. The disadvantage is the fact that the investigation of the given problem does not go completely in-depth. The output is an overview of the problem

2.4.2 Educational marketing communication centers - questionnaire survey

The main goal of the questionnaire survey was to find out the way in which customers/students learn about the company and on the basis of which future students decide to start using the lessons in the educational center. Furthermore, the questions were directed in such a way that it would be possible to find out if the students were further expanding their awareness of the company. The final question concerned the potential interest of clients in content published on social networks.

A total of 188 respondents took part in the questionnaire survey, which took place in a contact form using printed questionnaires.

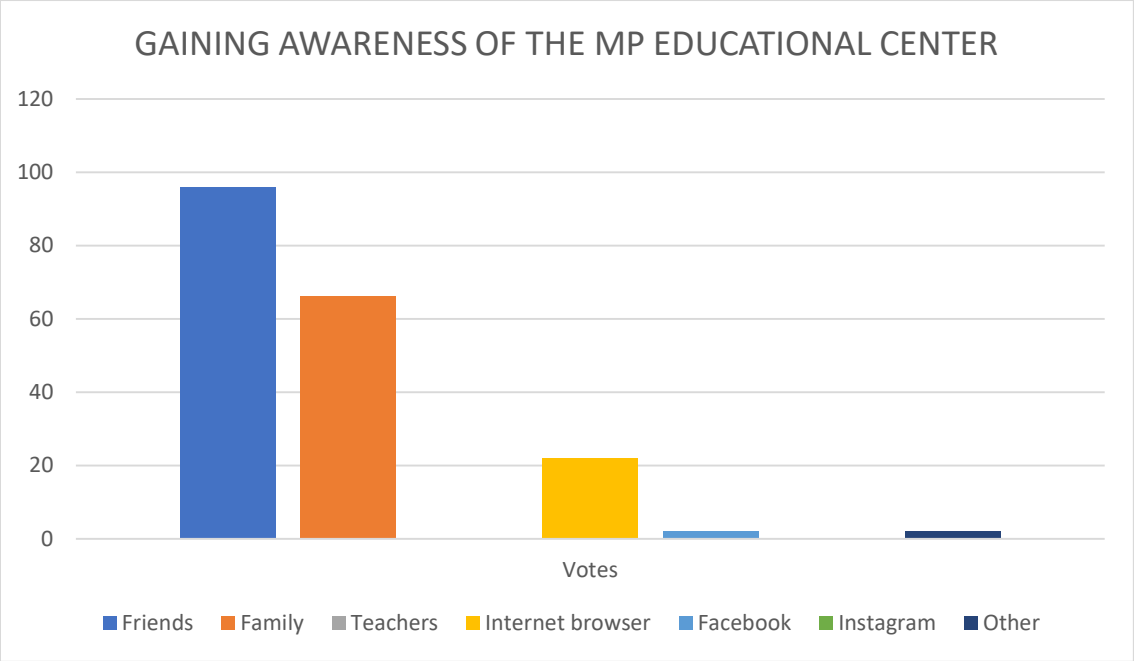
2.4.2.1 Commented graphic evaluation of answers to individual questions



Graph 4:Representation of respondents to the questionnaire

(Source:own processing)

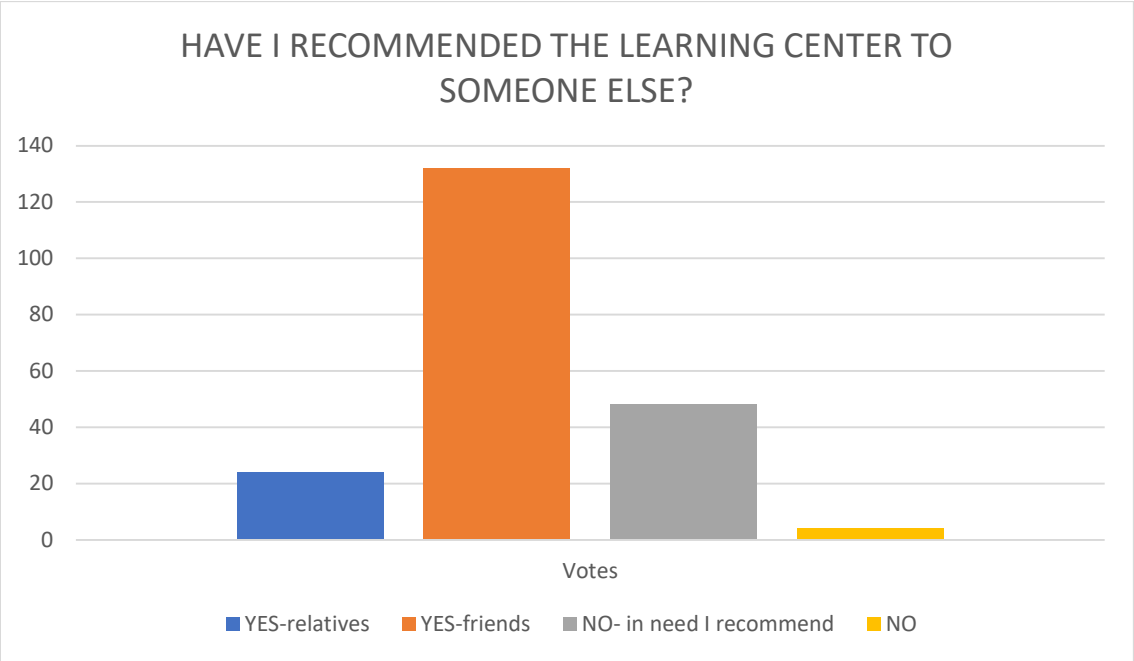
Out of the total number of 188 respondents, the two largest groups were primary and secondary school students. At the time of the implementation of the questionnaire, all respondents regularly used the lessons of the educational center, so it was an existing clientele.



Graph 5:Gaining awareness of the educational center

(Source:own processing)

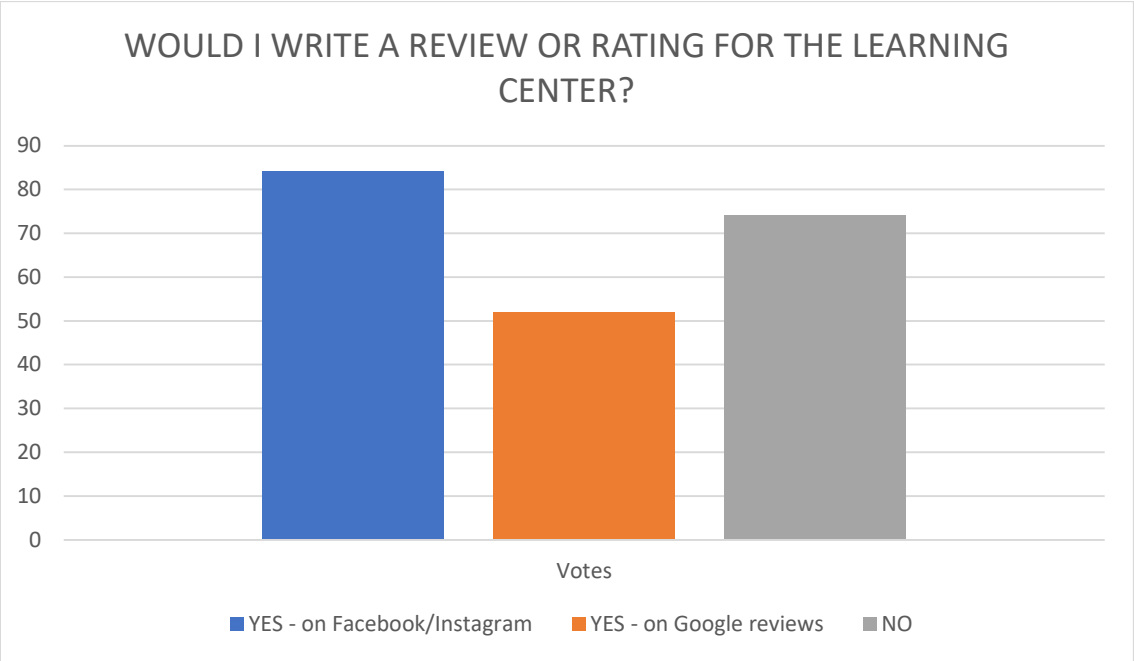
Students could choose one of the six options, how they learned about the education center's services, or choose another box and indicate their own option. The dominant answers were the possibilities of personal recommendation, when the number of students attracted by friends or acquaintances exceeded recommendations by family members. As with Instagram, no one chose to opt for recommendations from teachers. Over 20 students found the company through a search engine on the Internet, Facebook attracted exactly two students. Two people circled the possibility of gaining awareness differently, in both cases it was stated that they received a recommendation to the educational center from a pedagogical-psychological counseling center. The results show that personal recommendation based on previous experience works well for the company, but there is room for improvement in the area of social networks and the web, which should be improved by educational center.



Graph 6:Recommendations to potential students

(Source:own processing)

The graph shows how much the current students of the educational center want to share their own good experience with their friends and, to a lesser extent, with their relatives. A positive finding for the company is also the absolutely minimal number of "NO" answers, for which only four respondents decided. The values of the answers also correspond with the data obtained from the previous question, when the majority of students became aware of the educational center through their friends or acquaintances. As you can see, this wave is successfully spreading further. It is important to add that multiple answers could be marked for this question.



Graph 7:Willingness to write a review

(Source:own processing)

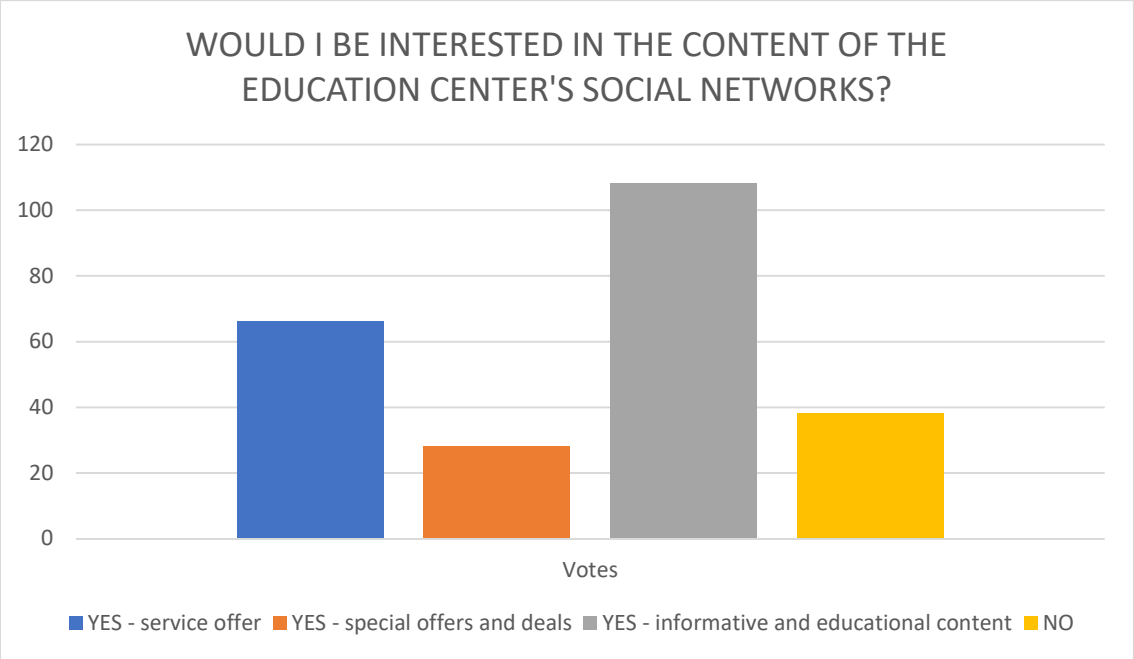
Another of the research questions focused on the willingness of the respondents and at the same time the students of the educational center to write a review or evaluation and thus possibly recommend the educational center further in this form. Here too, respondents could mark more than one option. It can be read from the answers that in the case of writing a review, students would prefer to express their opinion on social networks. For the educational center, it follows that activity on social networks and the web would already have guaranteed support from existing clients, and the company should use this opportunity to build prestige in the online environment as well.

Table No. 1: Evaluation of tutoring selection methods (own processing)

EVALUATION OF DECISION-MAKING METHODS IN SELECTING LESSONS	
Personal recommendation	1.23
Advertisement	4.52
Social networks	3.30
Website	3.18

Internet recommendations/reviews	2.62

In the penultimate point of the questionnaire, the respondents had to rank the five offered options according to their priorities, which they use when choosing private lessons. The highest priority corresponded to grade 1, the worst to 5 (school evaluation system). The first and last place in the imaginary ranking of the deciding factors when choosing tutoring was clearly occupied by personal recommendation and advertising, respectively. The remaining trio of offered options turned out to be more balanced, when, according to the questionnaire, recommendations or reviews written on the Internet are the second most important influence on the choice of lessons. For the educational center, the results show that one cannot expect such an effective increase in clientele as with a personal recommendation, but at the same time, it is important to take into account the fact that the online market is several times larger.



Graph 8:Interest in social networks of the educational center

(Source:own processing)

The final question was aimed at interest in the content on the educational center's social networks. They do exist, but the activity is almost zero, which will be described below. From the data obtained by carrying out a questionnaire survey, it follows that the majority of students would be interested, especially in the informational and educational part. Thus, the educational center should pay more attention to the quality of its social

networks, where it should regularly add posts related to educational content that could attract more students and satisfy the existing ones, as well as inform about its service offer.

2.4.2.2 Summary of data obtained

In general, it can be said that the questionnaire survey produced relatively clear results, which can be briefly summarized as follows. Students learn about the MP Education Center mainly on the basis of personal recommendations from friends and family, and this wave is apparently constantly advancing thanks to the quality of the services offered, because almost every respondent has already recommended or, if necessary, will recommend the company to other people from their surroundings. This is an effective strategy for the company, as the preferences of the respondents clearly indicate that it is the personal experience of other customers that clearly plays the biggest role in the decision to use lessons in a certain company, and the placement of an ad, on the contrary, would not bring much effect. In the case of focusing the marketing communication strategy on the online environment, students would be more willing to help the company and write reviews on social networks or google reviews. Respondents would also appreciate activity on social networks, especially in terms of educational content. The question therefore remains whether increased activity in the online environment, due to the clearly given preferences in the selection of lessons, would not only increase the satisfaction of existing clients, but also lead to an increase in the number of people interested in lessons. However, it can be expected that it is, mainly because there are many more potential clients in the online environment than the impact of personal recommendations from people who have already visited the training center in the past.

2.5 Marketing communication tools of the MP Education Center

In particular, the learning center uses a strategy known as the snowball method. This, like the other marketing communication tools of the company, is described below.

2.5.1 The snowball method

Snowball, the snowball method in Czech, is a method of acquiring new contacts based on the process of gradually acquiring new clients through those who are already clients. The educational center has relied on this strategy the most since its foundation until now. It all started with approaching the first potential students, who started attending lessons regularly. Their tutoring was a success, which was also reflected in their school performance, which was noticed by their classmates. They found out what was behind the better grades of their classmates and found out where to go for tutoring. This way of personal recommendation and at the same time positive experiences, the company's clientele is constantly expanding. In addition, everything takes place on an increasingly large scale, as there are more students, so there is a greater probability of spreading awareness about the company. Gradually, the recommendation spread not only among classmates, but among families, business, friends.

A good marketing move is also evidenced by the results of a questionnaire survey conducted for the purposes of this bachelor's thesis, where personal recommendations and positive experience are prioritized when deciding on the choice of a lesson provider.

3.5.2 Website

Simultaneously with the start of the business activity, the website of the service was launched. Although, according to his own words, the founder of the educational center, Martin Pytela, encountered criticism or misunderstanding several times, he never devoted too much space or resources to the website. Only the own domain for e-mail communication, vcmp.cz, was launched, and in addition to contact details and brief general information about the company, only a contact form was placed on the website, through which it was and is possible to contact the educational center. Rather than being one of the main tools of communication, the website serves to facilitate communication for those who have already heard about the educational center and searched for it through

a search engine. You can see below that this is not really precise work.

Figure 1: Form on the website

(Source:www.vcmp.cz)

2.5.3 Instagram

In 2020, the education center also launched its Instagram profile. However, we do not find too much activity here, there are 5 visible posts, while the last one is from 2021. The number of following users is 145. The education center presents itself under the account more_than_a_teacher_. According to Martin Pytela, everything is about to change the name of the MP Education Center to the More Than A Teacher Education Center. The reasons will be clarified in the comment below. Again, at first time it may seem that this is an element that can be confusing for potential or even existing clients at first glance, but it is more about preparing the business environment for future years. It can therefore be seen that the company has a certain vision and does not want to be satisfied only with the current form.

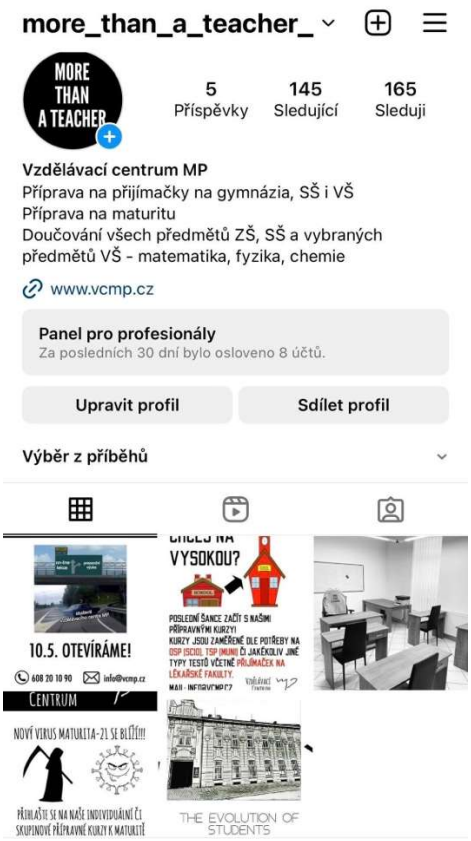


Figure 2:Instagram profile of the educational center (Source:instagram)

2.5.4 Facebook

The Facebook profile was created similarly to the website simultaneously with the start of the business activity. There are currently 408 users following the profile, 396 users have "liked" the page. Regarding the evaluation of the service on the social network Facebook, the educational center boasts a rating of 5.0 (out of a maximum of 5.0) stars. 40 users wrote a review for the service on Facebook.

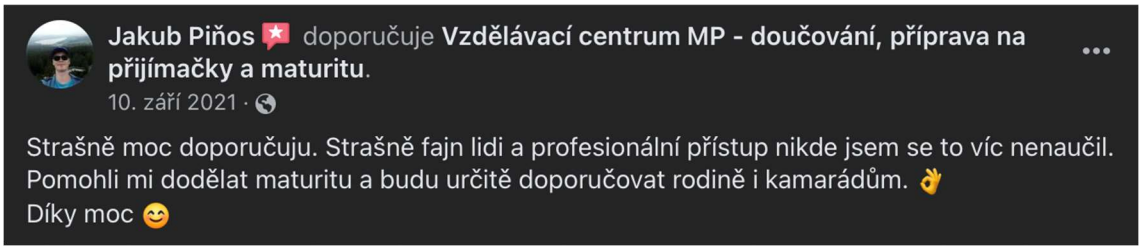


Figure 3: Facebook review 1

(Source:facebook)

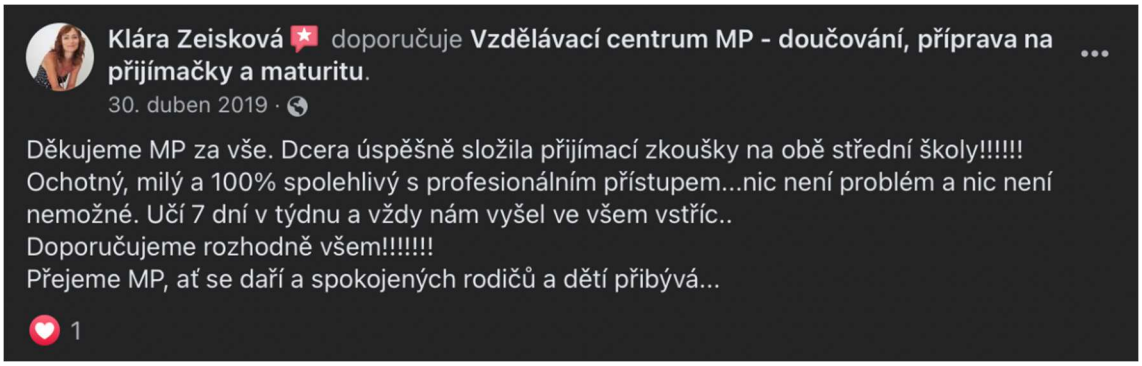


Figure 4:Facebook review 2

(Source:facebook)

Figure 5:Facebook of the MP Education Center

(Source:facebook)

2.5.5 Promotional items

With the growth of the company, the breadth and quality of the services provided is constantly improving. The education center currently supplies its students with their own pens, notebooks or sheets of paper on which notes or notes from the lessons are written. This element also serves to increase awareness of the center, because each of the classmates will see the notebook or pen. This is no different in the case of sheets of paper

with notes, on which the logo of the educational center is published, so that everyone immediately knows where the given pupil is studying or tutoring.

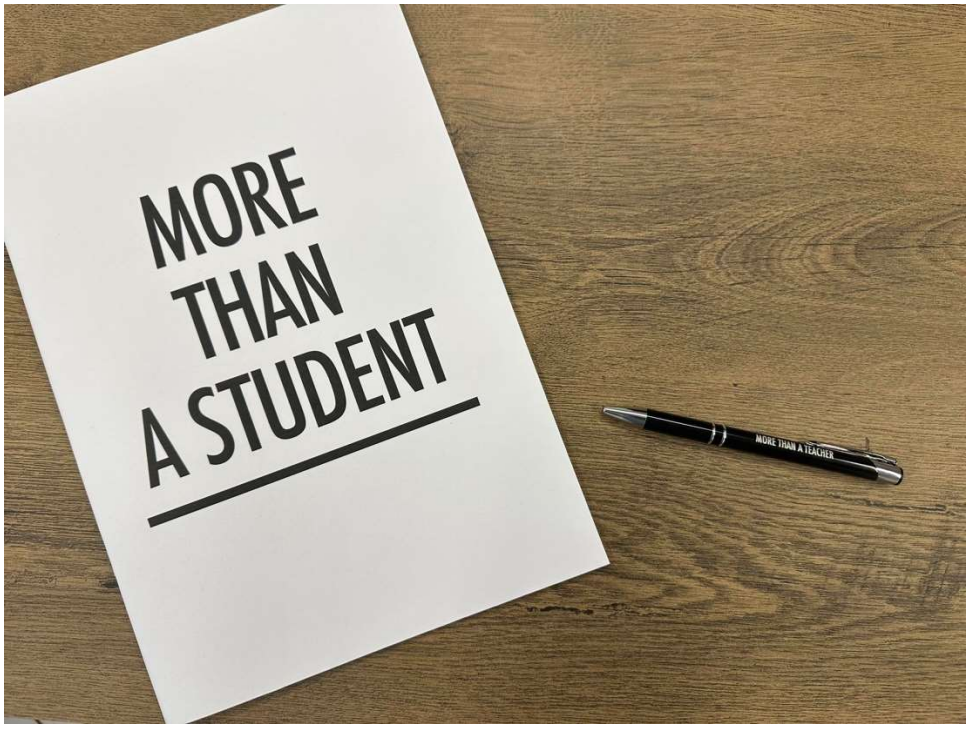


Figure 6:Promotional items

(Source:custom processing)

In addition to stationery and teaching aids, lecturers wear company t-shirts and sweatshirts with the same design as can be seen on pens or notebooks or other inscriptions in an effort to attract attention at first glance. In the past, the educational center also undertook the creation of a trick for students, which was similar to similar lecturer t-shirts. Again, the slogan "More Than A Teacher" was used here, which was replaced by the slogan "More Than A Student" in the student t-shirts.

2.5.6 Summary and comment of the director of the educational center

All of the above constitutes the activity of the MP Education Center in the field of marketing. It is obvious that the emphasis is mainly on the quality of service and maximum comfort for existing customers in order to satisfy their demand and achieve the results they require. Depending on this, existing clients continue to recommend the service, and with the rolling snowball method, new clients are constantly added to the

original clientele. An effective and at the same time not too expensive item of the marketing strategy consists of advertising items that serve at the same time for the implementation of teaching. Social networks present a great scope for improvement or expansion, but the question remains whether the resources spent on their improvement would lead to corresponding results. The owner of the educational center also provided a comment on the marketing activity and the above-mentioned tools for the purposes of the work:

"From the beginning, the effort has been to satisfy everyone who contacts us to the maximum extent possible and to achieve their desired goals with them. The strategy was therefore clearly customer-oriented, while we believed that the customer would repay us in the future and recommend our center's service further. This also happened and continues to happen all the time, therefore, as mentioned in the work, the principle of acquiring new clientele really resembles a rolling snowball, with the fact that due to the constant increase in the clientele, the absolute year-on-year increase of pupils is constantly increasing. At the same time, it is important for us to build our own brand, when it is possible to register, we are aiming to change the name to use our slogan "More Than A Teacher". From a marketing point of view, this name could be effectively seized and used on many subjects or in many modifications, such as changing the student slogan to "More Than A Teacher". The concept represents the idea that we are not only the ones who would help the students purely with the material, but we also try to come up with ways or methods together with the students to learn, how to work more efficiently, how to manage stress or a heavy load and in general we try to support them. Therefore, they are not just our clients or students for us, we try to look at them above all as people who have higher interests and needs than just learning the subject. It is clear to us that we can use this further in the planned expansion to other cities or to the online environment, which will help to start and grow the business faster than it would be the case only in the case of applying a snowball strategy. However, we are not interested in abandoning it. There is certainly a lot of room for improving the quality of work on social networks or on the web in general. In the past, we have already used paid promotion services on Instagram, Facebook and Google Ads, but the effect was almost zero. Although people noticed the service more, in any case it was not about future clients. The question is whether it was due to the quality of social networks or the website of the service, which

would make sense. Rather, I think that such clientele searching on social networks or the web are in many cases not firmly decided on whether they want to use paid services and instead of quality, they also prefer the lowest possible price, if they want to pay for out-of-school education at all. We could see this in many conversations either on messenger or Instagram, while if people call or write based on a personal recommendation, they are already firmly decided."

2.6 SWOT analysis

The analytical part of the bachelor's thesis is concluded with a SWOT analysis, which works with data and information obtained during a detailed survey and evaluation of the functioning of the monitored company.

Strengths

- Quality and breadth of services provided
- Satisfaction of existing customers
- Pro-customer and individual approach
- Education center environment

Weaknesses

- Poor quality websites
- Outdated social networks
- Missing staff for marketing purposes
- Insufficient capacity

Opportunities/Opportunities

- Penetrating other cities
- Penetrating the online environment
- A large number of potential customers due to the current education system and the system of entrance exams or matriculation exams
- Creation of teaching materials

Threats/Threats

- Lack of quality lecturers
- Society's effort to make extracurricular education more accessible
- Potential change in the system of admissions to secondary and higher education institutions
- The influx of new competition, especially within the online platform

3 PROPOSALS AND CONTRIBUTION

The analysis of the MP Education Center in Prostějov revealed the direction in which the marketing communication of this company is currently heading, and what are its strengths and vice versa, which elements should the company's management focus on. The company is doing very well and since its establishment has been constantly increasing its clientele, the number of lecturers, the portfolio of services offered and improving the quality of the environment. All this thanks to a perfectly mastered pro-customer strategy, which results in client satisfaction reflected in abundant recommendations to potential customers, which is referred to as the snowball effect (snowball strategy).

With the current capacity and functioning of the company, this is a perfectly sufficient strategy, but the educational center wants to penetrate other cities or the online environment, and at that moment this tactic may not be, or rather certainly will not be, sufficient. It is therefore necessary to improve and expand marketing elements within other platforms as well. From the obtained results of the questionnaire survey, investment in advertising of any kind appears to be ineffective, as it is not a desirable way of approaching potential applicants for extracurricular education. There is therefore an option to improve the quality of your own website, and in addition to the website itself, it is also important to choose a suitable way to attract potential clients to it. Furthermore, the proposed solution will relate to social networks, on which the educational center should do business if it wants to succeed on a larger than just regional scale.

3.1 Website

The first of the recommendations and proposed solutions is directed to the website of the educational center. There is really almost nothing on them, as was already analyzed in the previous section, so the room for improvement is really big. Due to the workload, it would be desirable to hire an external worker to create them, or to contact one of the companies that has website creation in their job description. On the website, it would be appropriate to briefly characterize the entire company, including its history, so that customers can gradually gain confidence in the services offered and in the environment. The interior and exterior of the educational center would definitely be worth documenting

and showing to potential clients, as it is a modern and very pleasant environment that would appeal to many interested parties. Furthermore, the website could mention the portfolio of services offered, which is really broad and, perhaps with the exception of those interested in foreign languages in addition to English, will satisfy even the most demanding clientele, which would definitely mean plus points for acquiring possible new students. Another category that could be included in the website is the introduction of the teaching team, which could again help to gain the trust of the site visitors. The form for potential clients could be retained, although apparently in a graphically better design that would correspond to the overall style of the site. Other elements that should be given space on the website are icons referring to the company's social pages, as well as recommendations from former or current students or their parents. As for the promotion of the website, after updating and improving it, it would be advisable to invest in the Google Ads service and promote the company through this platform as well, in order to increase awareness of the company and website traffic.

3.1.2 Time and financial schedule for updating the website

Given that the proposed form of the website is not too demanding, it would be possible to make changes before the next school year, i.e. by the end of August 2023. Events and information regarding the registration of lessons in the 2023 school year could already be placed on the website 2024. First, an external worker would be selected from among the candidates to create the website, and then the design would be implemented. The website development budget could be set at 50,000 Czech crowns with a regular monthly payment for the operation and updating of the website. According to the words and assessment of the owner of the educational center, it would be necessary for the site to attract approximately thirty new students so that this would be a financially beneficial step for the educational center. However, in addition to the financial benefit of the company, the increased quality of the website would certainly improve the brand and the overall impression.

3.2 Social networks

Another of the proposed solutions based on the conducted investigation concerns social networks. We will first focus on Facebook, which was founded at the same time as

the establishment of the company and helped, at least in the beginning, to attract the original clientele. Along with contacting an external employee, the management of the educational center should also consider hiring someone who will be in charge of managing social networks. The Facebook profile should be updated regularly, at least it would be good to add posts informing both about the dates of the individual exams and about the course or lessons offered that help prepare students for the given exams. Furthermore, a part of the followers would probably appreciate certain motivational contributions in the style of expressing support for pupils during exams, which could deepen the relationship between customers and the company. As with websites, here, too, it would be good to bring a view into the premises of the educational center, as it is very pleasant and modern, and visitors to the site could be interested. The last element that could and should be included in the content of the Facebook profile is posts containing contests.. These could be educational in nature and would be either cognitive or logical tasks, upon solving which solvers could share the correct answers together with a link to the pages of the educational center, while the reward could be either advertising items (notebooks, pens, T-shirts) or, for example, free lessons. This option would be beneficial for both parties involved, as the sharing of posts would spread awareness about the business and the services it offers.

The Instagram profile could be more dynamic, containing more educational content in short videos that tutors could make to engage potential clients and convince them that the teaching methods used by local tutors are more effective and can really help. At the same time, if the students agree, short samples from courses or lessons could also be published, which could also add to the popularity of the educational center. As with Facebook, contest posts could work on Instagram to increase awareness and interest.

So, first of all, the business should update and maintain the content on these already existing Facebook and Instagram accounts, or start a TikTok account with short educational videos, but only in the possible second wave of modernization of marketing tools.

3.2.2 Time and financial schedule for managing profiles on social networks

Managing social networks is not a one-time, demanding activity, but this activity needs to be carried out long-term so that the educational center is in the eyes of all

following users or potential customers. Here, the company could reach into its own resources and either the owner himself or individual lecturers could manage posts on social networks in such a way that the authenticity and soul of the educational center is preserved. At the same time, it would not be too time-consuming to update the content if several people participated in this activity. The question is whether the quality of the content would be sufficient, or whether it could be used in the same way as in the case of the website of an external worker. Therefore, it would not be financially demanding to manage profiles, lecturers could be rewarded based on interest in the contribution. As for the timetable,

3.3 Other recommendations

Considering the obtained results of the questionnaire survey carried out for the purposes of this bachelor's thesis, the management together with the teaching team could approach the existing clientele and ask them to add reviews of the company in case of satisfaction (or dissatisfaction). According to the answers, personal recommendations and experiences of other customers are key when choosing an after-school education.

In addition to the above, in case of reaching a sufficiently wide clientele, the management could consider the creation of video courses and materials available, for example, on the website of the educational center, where customers could purchase a video course or their packages and at any time and anywhere according to their own preferences and needs, they would be educated without the need connection of lecturers. For example, the LearnTube or Kubova English portal works in a similar way, as was mentioned in the analysis of the competitive environment. The question is whether this would be a sufficiently effective element and whether it would rather harm the company. This is because it works on the basis of a perfect pro-customer approach, and the personal contact of lecturers with pupils is one of the main factors of the company's growth. The threat in this case would be sharing educational content between students without any autorization.

First of all, the MP Education Center should focus on building a high-quality and engaging website and up-to-date profiles on already existing social networks, through which the number of clients would further increase. At the same time, these resources would help to penetrate more into the online environment and possibly offer at least online lessons to the entire Czech Republic, in case of consideration of all risks and a positive decision, also the creation of video courses. All the mentioned changes would be helpful even in the case of penetration into other cities.

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LIST OF FIGURES

LIST OF GRAPHS