

An Analysis of the Marketing Strategy of the Travel Agency Nev-Dama, a.s.

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ABSTRAKT

Předmětem bakalářské práce „Analýza marketingové strategie cestovní kanceláře Nev-Dama a.s.“ je analýza marketingových nástrojů cestovní kanceláře Nev-Dama a návrh doporučení na zlepšení v této oblasti. Teoretická část se zabývá marketingem cestovního ruchu, marketingovým mixem a marketingovou strategií. V praktické části je představena cestovní kancelář Nev-Dama a to zejména její současnou marketingovou strategií zaměřenou na cestovní ruch. V poslední části jsou na základě zjištěných poznatků vytvořeny návrhy a doporučení pro cestovní kancelář Nev-Dama.

Klíčová slova:

Marketing, cestovní ruch, cestovní kancelář, marketingový mix, produkt, cena, místo, propagace, lidé, tvorba balíků a programování, spolupráce, marketingová strategie

ABSTRACT

The object of the bachelor thesis “An analysis of the marketing strategy of the travel agency Nev-Dama, a.s.” is to analyse the marketing tools of the travel agency Nev-Dama and make suggestions and recommendations in the field of business. The theoretical part is concerned with the marketing tourism, the marketing mix and the marketing strategy. In the practical part is detailed the travel agency Nev-Dama, especially its current marketing strategy focusing on tourism. In the last part there are suggestions and recommendations for travel agency Nev-Dama based on these findings.

Keywords:

Marketing, tourism, travel agency, marketing mix, product, price, place, promotion, people, packaging and programming, partnership, marketing strategy

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INTRODUCTION

The importance of tourism to the economies of many countries is undeniable. Globally, tourism revenues are 5% of total GDP. In states, where it has developed or is being developed, tourism employs in average over 10% of the population.

According to the forecast of the World Organisation of tourism (UNWTO) the year 2012 will break records despite the expected slowdown of the economy. According to estimates, the boundary of one billion international tourists should fall down. UNWTO expects tourism will grow evenly throughout the year 2012 though in a little slower pace. The increase is expected by 3 to 4 percents. (Tourism review)

The aim of bachelor thesis is to perform, on the basis of the characteristics of marketing in tourism services, an analysis of marketing strategy and a marketing mix of the travel agency Nev-Dama and using marketing survey to suggest solutions and recommendations to improve their marketing strategies.

The given aim is met in two main parts – theoretical and practical. In the theoretical part on the basis of foreign and Czech literature and internet sources are elaborated theoretical knowledge about marketing focused on tourism. The first part is concern with marketing in tourism and characteristics of services in tourism. The next part describes the marketing mix of tourism services. The last chapter of theoretical part is devoted to the marketing strategy.

The practical part includes analysis of the marketing strategy of Nev-Dama. In the first part is described the profile of the travel agency. On the basis of internal materials supplied by Nev-Dama and interviews with the marketing manager of Nev-Dama is prepared a SWOT analysis to identify strengths, weaknesses, opportunities and threats of the travel agency. The next part is the marketing survey where the quantitative research method was used specifically through an online questionnaire survey. In the very last part of the bachelor thesis there are proposed recommendations for improving the marketing strategy of the travel agency that should be useful and helpful in improving their market situation.

In the bachelor thesis are used the methods of description, analysis, SWOT analysis and deduction.

I. THEORY

1 MARKETING IN TOURISM

1.1 Defining Tourism

The essence of tourism is providing multiple travel related services to customers who are visiting destinations both nationally and internationally (primarily for vacation purposes rather than business). These services are personal in nature; they are used to satisfy immediate needs, interests and avocations of the tourist. Tourism is significant economic and a social phenomenon of modern society. It is very difficult to precisely define and specify the concept of tourism.

A Definition of tourism was determined at the International Conference in Ottawa, Canada in 1991. This was organised by the World Tourism Organisation (WTO) and incorporates local, time and motivational specifications of tourism.

Tourism is regard as “activities of persons travelling to places which are beyond their usual surroundings who are not staying in these places for longer than one year and spending leisure time - business trips (where a person is rewarded from a visited place’s sources) or other purpose.”(Pásková and Zelenka 2002, 45) means that this travel type is eliminated from the concept of tourism, such as:

- Journeys in domicile
- Temporary labour immigration
- Regular journeys abroad
- Long term migration

1.2 Development of Tourism Marketing

Tourism marketing origins date back to late nineteenth century through companies in the USA in particular. The reasons of marketing formation were progressive changes in economy and changes in the market situation in all branches. There are differences between the ways the marketing was developing in the industry and branches of services.

From an historical point of view, distinguish the following stages with the certain characteristic features:

- Period of production orientation – From the beginning industry revolution until the twenties in the twentieth century. It was the typical predominance of demand over supply. This meant that each product that was made or each service that was offered, could be also sold, that was why the companies tried to make the biggest production

- Period of trade orientation – Since the early thirties to the fifties of the twentieth century. The competition was increased and the production was moved to sell. The companies tried to dispose of rivals by increasing selling. Travel agencies started use a promotion or advertising of their services, but they did not care about needs or wishes of customers.
- Period of marketing orientation – fifties to seventies in the twentieth century. In this time the supply was exceed by demand. Companies preferred to cater for the customer needs instead of the sale itself. Marketing organisation was created as well. In this period it started to differentiate marketing of production and sale and also separated marketing organisations were being created.
- Period of social marketing orientation – for the time being it is the final development stage since the early seventies into the nineties. Companies and travel agencies were not only interested in their trading profits and satisfied clients but also they were aware of certain social responsibilities. The first example of social marketing orientation in tourism became breweries which were used advertising in a fight against to drink driving.

The individual business concepts correspond to these developmental stages and reflect their particular approach to the area. (Petrů 2007, 92)

1.3 General characteristics of tourism services

Marketing services are influenced by four general characteristics of services, which are shared with other organisations in services, but also they are influenced by specific characteristics of services.

The general characteristics of services are as follows:

- Intangibility - “Unlike physical products, services cannot be seen, tasted, felt, heard, or smelled before they are purchased.” (Kotler, Bowen, Makens 2010, 34). To reduce uncertainty, customers look for tangible evidence or witness reports about quality of services. The conclusion on the quality of the services will be made on the basis of place, where it is provided, on the basis of people, equipment, promotional material, symbols and price. Due intangibility, the services cannot be patented therefore this makes them possible to copy or reproduce by competitors easily. (Kincl et al. 2004, 115 - 117).
- Inseparability – Whereas tangible products are first produced, then stored, distributed and used later, for services that are typically produced and used at the

same time. It means that customers are part of the product. (Kincl et al. 2004, 115 - 116).

- Inconsistency – Services are the most variable that's why they depend on where, when and how they are provided and by whom. (Kincl et al 2004, 115 - 116). The variability of services is given by the several reasons. Services are created and used up at the same time, which means that the control of quality of providing services is reduced. Changeable demand causes difficulties to provide an identical product during periods of peak demand. Contact between the service provider and the customer is significant so the product stability depends on the service provider's skill and performance at the time of the sell. One and the same services performed by the same service provider for the same customer may always be different, because the service person may not have felt well or have some experience or emotional problem. Organising practical training and taking care of employee's education limits the variability of service. (Kotler, Bowen and Makens 2010, 37).
- Inventory – Inventory of services means that they cannot be stored for future distribution or consumption. Perishability of services does not cause and problems only if the demand is constant. (Jakubíková 2009, 71)

1.4 Specific characteristic of tourism services

Tourism marketing differs from the others mainly because of the particularities of tourism services, it is from:

- Shorter branch services – consumption of tourism services (e.g. staying in a hotel) takes significantly shorter time than consumption durables goods (e.g. car, television). Travel agencies have much less time for making a good or bad impression on customers.
- Noticeable influence of psyche and emotions on purchasing tourism services – during buying certain goods the customer rather thinks rationally than emotionally. He thinks about functions of goods, which will be provided to him. Tourism services create an emotional bond more often because it is about working with people. The people provide the services and also they consumed them. It is all about reciprocal interaction between two people. The emotions and feelings have an influence on buying behaviour. The customers use a combination of rational and emotional thinking during purchasing the services.

- External sites providing tourism services are of major importance – customers purchasing services rely on much more tangible clues or evidence (external site). The combined effect of these tangible evidences helps their evaluation of a services quality.
- Added emphasis on quality and image – because the character of provided services is mostly intangible and customers ponder emotionally during their buying therefore the companies try to evoke their customers to an appropriate association.
- Complicated variable distribution channels – instead of a physical distribution system there is a special group of travel agents, including travel agencies and companies, who prepare holiday packages. The customers regard them that they are professionals and the customers seriously regard their recommendations.
- Bigger reliance on supply companies – the overall level of tourism satisfaction depends on the experience they have from all involved activities of the companies. If one does not reach the level of the other, it casts a shadow over all others.
- Easier copying services – major services can be easily reproduced because of their intangible nature.
- Greater emphasis on promotion in the low season – for reasons that customers are much more emotionally prepared for their vacation that is why the promotion is the most appropriate at just time when customer are in planning. (Petrů, Holubová 1994, 82)

2 MARKETING MIX

According to Armstrong and Kotler (2005, 50) the marketing mix is “the set of controllable, tactical marketing tools that the firm blends to produce the response it wants in the target market. The marketing mix consists of everything the firm can do to influence the demand for its product. The many possibilities can be collected into four groups of variables known as the “four Ps”: product, price, place and promotion”.

Other tools are assigned to these basic four tools of marketing mix in the field of tourism services: people, packaging, programming and partnership. The concept of marketing mix takes the seller’s view of the market, not the buyers view. From the customer’s viewpoint, the four Ps might be better described as the four Cs: customer solution, customer cost, convenience, communication. (Jakubíková 2009, 183)

2.1 Product – Service

“A product is anything that can be offered to a market for attention, acquisition, use or consumption that might satisfy a want or need. It includes physical objects, services, persons, places, organisations and ideas” (Kotler, Bowen and Makens 2010, 230)

Products in tourism are especially services, which are offered by travel agencies on the target market. These services must satisfy the needs and wishes of customers. There are services for spending leisure time, accommodation, catering and transport services.

It is necessary to think about products during its planning in three levels. This three-level model shows that customer do not buy only products, but also utility values which could be trademarks, elements of services or some additional services after the sale.

- The core product – it is what the costumer actually buys. It consists of the main useful value or customer’s personal requirements which help them to satisfy their needs.
- The actual product – includes design (characteristic features) – brand, quality, name, style and packaging associated with the product
- The augmented product – contains all additional services and utility values, which are given to customers (guarantee hire purchase, etc.) (Delivers et al. 2008, 13 Chapter)

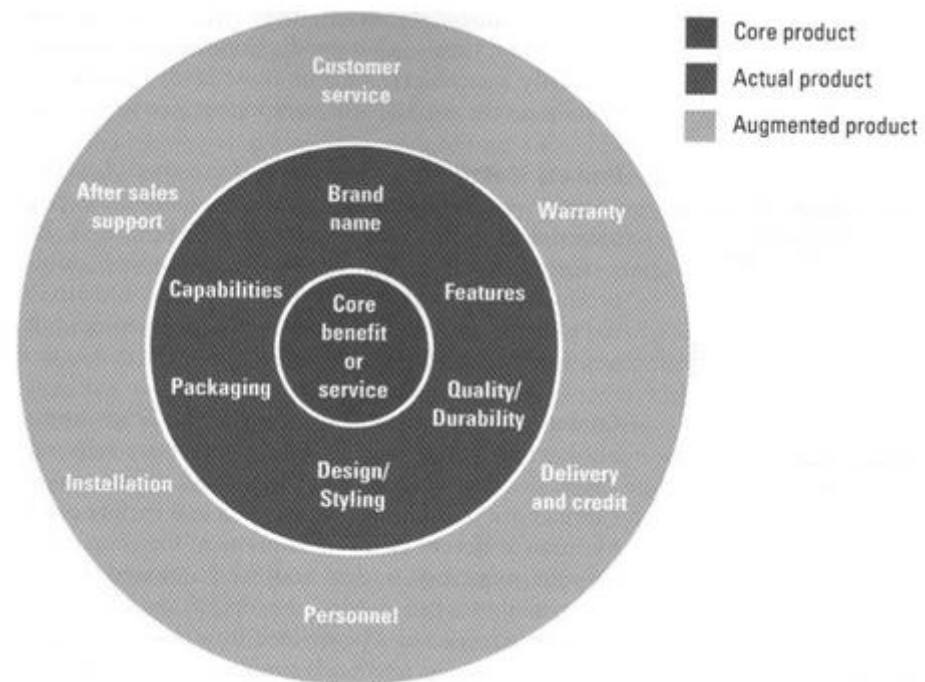


Fig.1 Three-level model of product

Source: Dipp and Simkin 2001, 254

2.2 Price of service

Price is a key economic factor in forming the whole marketing. The price depends on success of the business because it is the only component of the marketing mix rewarding revenues to the company. All other components of the marketing mix represent costs for the company.

The price policy is undoubtedly the basis for successful marketing of any product or service. Prices, which are required by the company for its products and services, must be created in a way that the customers will be willing to pay for them and also to produce revenues to the company.

The price has a deciding influence on the choice of services for most customers. The properly set price is that which gives the customer the feeling that for their money they will receive the desired value. (Kotler, Armstrong 2005, 307 - 310)

The company selling tourism products use different methods of setting prices. These methods are divided into three main groups:

- Cost – based pricing – in this case, the selling price of a product or service based on the cost price, which is added to the margin (the mark-up). This is the simplest and most commonly used method of price calculation. The disadvantage of this method is not to allow for the economic aspects of demand and supply and often has no

relation to the objectives of pricing. This method – trade margins in the field of tourism is prevalent.

- Competition – based pricing – the company sets the prices of products or services in relation to prices of competitors, which brings it opportunity to increase sales or market share.
- Demand– based pricing - under this method, the prices increase when demand increases and decreases in the case of its diminution regardless of the product cost price. For example, accommodation services in seaside resorts are much more expensive in high season than in low season. Demand based pricing allows companies to charge higher prices and thus achieve higher profits, if the buyers are compliant to pay higher prices for the product than the cost prices are. (Finch et al. 2005, 66 – 67)

In practice, pricing is often set using all three methods. For the long-term prosperity of the company, it must ensure prices more than cover the costs. Nevertheless they can only go so far as their competition and market power allows.

2.3 Place and distribution channels

“In the tourism context, Godfrey and Clarke (2000) define the ‘place’ element of the marketing mix as ‘routes of exchange’ through which a tourist accesses, books, confirms and pays for tourism products.”(Fyall, Garrod 2005, part 2)

Distribution of tourism services has two forms similarly to other products:

- Direct selling from producer to customer – Producer buy individual products from sundry business entity (carriers, accommodations, caterings etc.), complete and create a package of products – package tour. After that producer sell the package tour to the final customers by themselves.
- Indirect selling from produces to customer through one or more intermediaries

Intermediaries of tourism services are as follows:

- Travel agency – represent the retailer dealer. It sell an existing package (package tour), ticket for travel, airline ticket, insurance and ensure the other services such as renting cars, accommodations etc. to public on commission.
- Tour operator – represent the both wholesale dealer and retailer dealer. Tour operators have very big influence on price, image of destination, promotion and distribution channel. They search a way how to improve the product. They perform creative, production and organisational function.

In addition to travel agency and tour operator exist also the organisations which are specialized in travel for entrepreneurial sector:

- Organisers of incentive tourism
- Organisers of conferences, meetings, exhibitions. (Jakubíková 2009, 209-211)

2.4 Communication and promotion of service

Communication mix is combination of follow tools: advertising, sales promotion, public relation a direct marketing. The main role of promotion is persuading the potential customer to buy services or goods.

The communication is influenced by distribution policy of the company. As above the services are sold direct or by intermediary. Both of them could use one of two possible strategies to augmentation of sales:

- Push strategy – the producers of services target their marketing activities on intermediaries and stimulate them to cooperate and appropriately communicate with customers. The main communication tools are personal sales, sales promotions (stands, handbills, brochures, image of office etc.)
- Pull strategy – the producers of services target their marketing activities directly on customers to seek and demand products by themselves (at travel agencies, travel agent, website of travel agency etc.)The major communication tools are advertisings and sales promotions. (Finch et al. 2005, 48)

2.4.1 Advertising

Advertising is paid form of impersonal communication about products or services through the media, whether it is television, radio, newspapers, magazines, web pages, outdoor advertising or catalogues. Advertising is especially focused on building awareness of brand. The choice of media which could be used depends on goal of campaign and on budget of company which is designated for advertising.

Advertising as a tool of marketing communication has advantages and disadvantages. These strengths and weaknesses of each medium shows following table according to Finch et all. (2005, 55-57)

MEDIUM	STRENGTHS	WEAKNESSES
Television	Combines action and sound. Extensive market coverage.	Very expensive. Viewers' short attn. span.
Radio	Station formats can provide access to target markets.	Audio only. Very passive medium.
Newspapers	Flexible—short lead times. Concentrated market.	Poor-quality printing. High ad clutter.
Magazines	High-quality color printing. Very selective means of access to specific audiences. Long life, good pass-along value.	Less flexible scheduling of ads—long lead times.
Outdoor Ads	High-intensity coverage within geographic market area. Large size, brief messages.	Low impact. Public criticism of “landscape pollution.”
Direct Mail	Highly selective—no wasted circulation.	Low rate of consumer acceptance. Very expensive.

Fig. 2 The strengths and weaknesses of each medium

Source: Finch et al. 2005, 57

2.4.2 Sales promotion

Sales promotions are activities or materials to instigate existing or potential customers to purchase. It is set of tools that use various price benefits and values of offered services. These tools are focused on both final consumer and intermediary. Companies use coupons, premiums, contests, fairs and exhibitions or the increase value of the product when customer will gain more for the same money.

The companies often use sales promotions irregularly (especially in cases of seasonal market) including short-run effects such as highlighting product offers and boosting sagging sales. For example the travel agencies increase their commencement sales by offering free package tour for children. (Kotler and Keller, 2009, 486-487)

2.4.3 Public relations

Public relations include all activities which are connected with maintenance and relationship with person or organisations. Even though it is indirect selling communication its importance is significant.

According to Susan Briggs “Effective PR can influence a vast range of different groups of people, encouraging them to buy your product. However, you will have a little

control over whether or not your efforts are successful because you are not paying for coverage or people's opinions". (Briggs, 2001, 108)

Kotler defines activities PR as set of tools called PENCILS:

- Publications – publication of company, annual reports
- Events – sponsoring, lectures, fairs and expos
- News – report about company, employees and products
- Community involvement activities – satisfaction the needs local communities
- Identity media – headed notepapers, business cards, dress code
- Lobbying activity - influencing legislative and regulatory measures
- Social responsibility activities – building of goodwill, social responsibility

(Kotler, 2000, 128-129)

2.4.4 Direct marketing

Direct marketing is tool of communication mix which uses consumer-direct channels to achieve and deliver the services or products to customers without using a marketing intermediary. The use of direct marketing is appropriate where the company could easily segment customers and it is based on databases of permanent customers. The main types of direct marketing in tourism include as follows:

- Direct response advertising – sending off a brochure to selected target customers, ordinarily in printed form but also in CD-ROM form requesting them to visit their web site and enter details.
- Inserts – delivering to post boxes of customers in target geographical area
- Direct mail – sending material through post to customers which are on a database list. (McCabe.2009, 252-254)
- Telemarketing – using telephone and call centres in active form (outbound telemarketing-initiating calls to prospect) and in passive form (inbound telemarketing receiving calls from customers).(Kotler, Keller 2009, 537)
- E-mail – sending to customers that are registered on the website of the travel agency and agreed with sending e-mail. By this the company avoids junk mail which might receive an unfavourably reaction for further communication in future. (McCabe 2009,268)

2.4.5 Personal selling

Personal selling is a verbal communication either by telephone or in direct contact between dealer and potential customer. This part of promotion mix is in the form of personal communication unlike advertising, sales promotion and internal advertising, which brings unique advantages but also a potential problem. (Morrison 1995, 411).

The advantage of personal selling is the ability of observing reactions of clients and instant changes in sales strategies as needed. The advantage is also cultivating long term relationship between the seller and the client in vision of other purchases. The disadvantage of personal selling resides in the high costs (commissions, travel expenses, reimbursement of telephone etc). (Jakubíková 2009, 254)

2.5 People

People are very significant part in services of tourism, because they are associated with offered services. It is therefore important the choice of employees and human resources management. To aid successful sales of services the agent must help the customer on deciding the quality of services and value. This especially can be influenced by the behaviour and manner of employees. The employees of a travel agency must meet the requirements as follows:

- High level of qualifications and expertise
- Excellent knowledge of products
- Willingness and attentiveness to customers
- Ability to form good relationship with customers and the others participants in tourism
- Credibility and high level of demeanour
- Communication skills and reliability

(Jakubíková 2009, 264 -266)

2.6 Packaging

Packaging includes the individual wishes of customers and the specific customers segments. It helps the companies to mitigate fluctuation of demand and supply for services. Packaging has advantages for both customers and providers.

Advantages from point of view of customers:

- Lower price
- Saving of time

- Satisfaction of individual interest
- Quality assured

Advantages from point of view of providers:

- Augmentation of demand in off – season
- Inclusive price (costs cannot be separately identified)
- Larger attractiveness for target customers
- The using complementary services are more intensive
- Usage of services are more often and repeatable

(Middleton, Fyall and Morgan 2009,428 – 431)

2.7 Programming

Programming is a tool which creates the contents of packaged services. Its aim is to increase interest in services or increase attractiveness of packages or the other services of tourism. Programming is closely continued on the packaging of services. They are interconnected and their goal is to evoke interest of customers in off-season. Packaging and programming have several main roles:

- Eliminate the effect of time factor
- Improve profitability
- Use segmentation strategies
- To link together interdependent organisation (Jakubíková 2009,268)

2.8 Partnership

Partnership poses necessity especially in companies which provide so called complementary services. The travel agencies cooperate with entity as follows:

- Suppliers – providers of accommodation, catering services, entertainment centre, organisations services
- Intermediaries – airlines, carriers, railways, shipping

All of them have to work on principles of co-operation to satisfy the needs of customers. This principle applies not only for employees but also for organisations in tourism. (Kotler, Bowen, Makens 2010, 88 – 90)

3 MARKETING STRATEGY

The choice of marketing strategy requires the preparation of a detailed marketing plan. As Kotler said “Your company needs a vision, the vision demands a strategy, the strategy requires a plan, and the plan requires action” A marketing plan includes six main steps – situational analysis, objectives, strategy, tactics, budget and controls. (Kotler 2003, 112)

3.1 Goals and main tasks

Setting goals based on the results of the SWOT analysis. The basic objectives are the goals peak which represents the orientation of corporate marketing objectives related to self-realisation and stability of business, financial objectives, social objectives and the like. Setting goals also depends on the position of the enterprise market and the importance of the enterprise market.

3.2 Portfolio analysis - BCG matrix

The Boston Consulting Group (BCG) has developed one of the most used approaches for evaluation of trade portfolio. This analysis allows senior management of company to determine which business activities will be prosperity in the future and on the other hands which of them will be in decline. Thanks BCG the company knows which of services or product will be profitable, which of them will need significant investments or where the investments will be useful.

BCG matrix is determined by two axes – the market growth rate in annual growth rate of the market on the vertical axis and relative market share in the relevant market segment on the horizontal axis. Mean values of these axes divide the BCG into four cells Question marks, Stars, Cash cows and Dogs. Each of them indicates different type of business:

- Question marks – represent basically newly introduced products or services to the rapidly growing market which require large investments to additional capacity. The company have to consider hard whether to keep pouring money in this business.
- Stars – requires large investments to keeping in leading position on the market and resist the attacks of competitors.
- Cash cows - produce large amounts of money and do not require an investment because of the production capacity is sufficient.
- Dogs – are not profitable but if they are not losses and they do not require investments the company can continue with them but otherwise the company must divest of them. (Kotler 2000, 42 - 44)

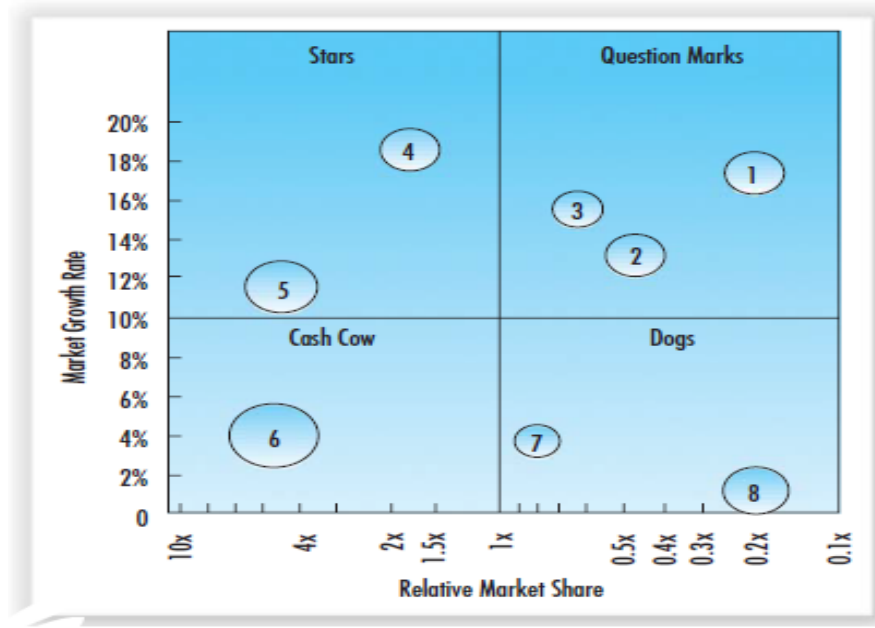


Fig. 3 BCG matrix

Source: Kotler 2000, 43

3.3 Situational analysis

Situational analysis is systematic and detailed evaluation of marketing situation in company and its position in target market in three time-level:

- Development up to the present – where was the company in past?
- Current situation – today position of the company
- Prediction of possible future development - where would like to get the company in the future?

The determination of marketing goals, formulation of marketing strategies and compilation of marketing plans are based on situational analysis results.

The situational analysis assesses the factors that influenced a company position. Its major factors are as follows:

- External factors (economical, political, social, technological, demographical)
- Internal factors (quality of management and employees, knowledge about suppliers, competitors, customers, public and decision to investment). (Delivers et al. 2008, 11 Chapter)

SWOT analysis

The essential findings from the situational analysis are summarized into complex to SWOT analysis. Acronym SWOT stands for strengths, weaknesses, opportunities and threats.

- Strengths – the company selects from internal audit those factors that contribute to successful business activities and that could provide an advantage and significantly affect its prosperity.
- Weaknesses - taken from an internal audit of those factors that disadvantage the company and that can be taken advantage of by competition and which of them may cause risks.
- Opportunities – the company selects from an external audit chances for the company. Opportunities are other options for company that with realisation can help the business to better use available resources and meet its objectives more effectively.
- Threats – from an external audit select everything that could threaten the firm. These external factors may mean deterioration of the position of the company, to put business risk of failure or even the threat of bankruptcy.
(Middleton,Fyall,Morgan 2009,209-212)

3.4 Choice of appropriate marketing strategy

Selection and formulation of a marketing strategy depends on the results of the situation analysis conducted by establishing marketing objectives. Good knowledge and understanding of appropriate strategies is an assumption for achieving the set goals. Kotler set the factors influencing company marketing strategy as follows picture:

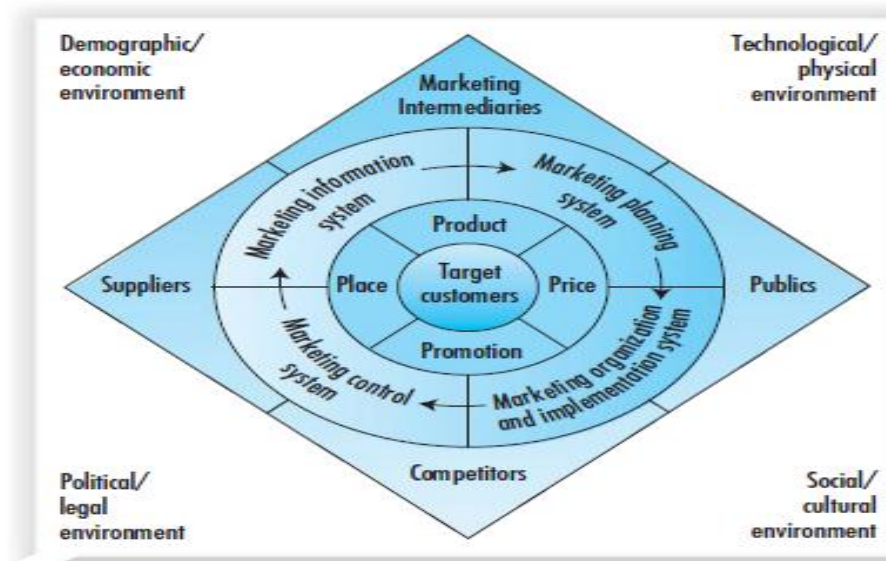


Fig. 4 The factors influencing company marketing strategy

Source: Kotler, 2000, 51

3.5 The generic strategy

The company decides between three generic growth strategies:

- Strategy of intensive growth – the organisation concentrates in more intense penetration with current products in current market with the goal of higher turnover. Application of this strategy is suitable for product or service in its initial phase of life cycle. The company has the possibility to apply this strategy by higher costs on promotion, reduction of price or increase in quality of the product or service.
- External growth strategy – the company tries to offer the current product on new markets or a new product on a full market. The new market could be for example new target places or new age groups. This strategy is used if the market is overfull or if the company is ruined by the competitors or if the company do not want lose the loyal customers.
- Diversification strategy – the organisation offers new products on new markets. It is relatively risk strategy because this strategy needs huge capital investment (especially on promotion and distribution channels) and very skilful management. (Machková et al.2010, 65-66)

The other generic strategies according Michael Porter are as follows:

- Overall cost leadership – the company endeavours to achieve the lowest costs, then it is able to reduce the final price to a minimum for customers. By this the company will gain competitive advantage. This strategy is used by firms focusing on mass-market. The permanent peril is the entrance of competitor with lower prices.
- Differentiation – the company targets on fields where it is possible to get leading position. The organisation tries gain predominance over a competitor for example by a higher demand on branding, prestige, additional services, quality etc. Product or service differentiation can also achieve through advertising, price and distribution channels so the perceived factors by customers.
- Focus – the company focuses on one or more market segments and does not seek to dominate an entire market. This strategy requires identification needs of target segment. (Kotler, Keller 2009, 54)

II. ANALYSIS

4 PROFILE OF NEV-DAMA

The roots of the travel agency Nev-Dama was founded at the beginning of the 1990's. At that time arose three travel agencies with different interests: the travel agencies Nemo and Vesta specialised in summer tours (each in different countries), while the domain of the travel agency Dama was winter tours. The Travel agency Nev–Dama was founded in 1998 by merging these three specialists. Nev-Dama resides in Prague and according to an analysis of Mag Consulting and COT Business magazine ranks among the five biggest Czech travel agencies in the field of outbound tourism. SKI TRAVEL agency is, after a property interconnection with CK Fischer, from 1.1.2012 the owner of the trademark Nev-Dama. Nev-Dama is the largest travel agency in the winter ski tours not only in Czech Republic but also in Central and Eastern Europe. The management and other employees of the travel agency (total number of employees is 67) stay without any changes and they act under the brand Nev-Dama name. This integration and strong ownership group provides further reinforcement of the financial base of the travel agency along with the insurance of the travel agency in accordance with Act No. 159/1999 Coll. on certain conditions in the area of business tourism. Nev-Dama offers a lot of destinations, specifically 93 ski resorts for winter holidays, 15 mountain resorts for summer holidays and 32 seaside resorts. Tours operated by Nev-Dama are offered by more than a thousand contracting partners throughout the Czech Republic and it is also successful in activities in foreign markets. The tours, services and products of Nev-Dama are taken by business partners in many countries e.g. in Slovakia, Hungary, Poland etc.

The services of Nev-Dama are used by over a hundred thousand individuals and a number of significant corporate clients at present. In 2011, 118,466 clients were registered. The quality of Nev-Dama services attest that in 2012 it was (by voting public) announced as the best travel agency for mountain holidays (TTG Awards 2012).

(Peter Nemeshegyi, interview by author, March 12, 2012) (Nev-dama)

5 SWOT ANALYSIS

The strengths of Nev-Dama are that it is the biggest travel agency which offers ski tours on the professional level. The other strengths are the widest offering of affordable destinations and its broad coverage of commission agents and branches. The tradition since the nineties and the base of a strong financial group in CK SKI TRAVEL, a.s. are also big advantage of Nev-Dama. These strengths should help to fulfil opportunities, which are including the expansion of a new destination and its commission agents and branches as well as the increasing demand in travelling. The weaknesses of Nev-Dama are low public awareness about the brand of the travel agency and related to low cost spend on the image of the travel agency. The other weakness is an extensive dependence on commission agents. If these weaknesses are not eliminated it might result in threats. The threats could be mainly decreasing demand in winter tours. Then Nev-Dama could be threatened by a price war between travel agencies and also by the impact of economic crisis or unstable rates. These strengths, weaknesses, opportunities and threats are summarised in the following table.

Tab.1 SWOT analysis of Nev-Dama

Strengths	Weaknesses
the widest offering of winter tours	low public awareness about Nev Dama
broad coverage of commission agents and branches	low investment in image of travel agency
tradition since the nineties	significant reliance on commission agents
the base of strong financial group	
Opportunities	Threats
expansion of a new destination	decreasing in demand on winter tours
expansion of commission agents and branches	impact of economic crisis, unstable rate
increasing in demand on travelling (winter tours)	price war between travel agencies

6 MARKETING MIX OF NEV-DAMA

This part of the bachelor thesis will be focused on analysing the marketing mix of Nev-Dama. The results will be used to identify the strengths and weaknesses of the travel agency and to make a proposal and recommendations for improving its marketing strategy and marketing activities. These results have been found after studying internal documents and web pages of Nev-Dama and after interview with their marketing manager Peter Nemeshegyi on March 12, 2012. The interview was consisted of 7 basic questions as seen in appendix 1.

6.1 Product

Nev-Dama provides winter or summer destinations mainly in Europe. All offered places are proven and familiar with the travel agency. Therefore, the main advantages of Nev-Dama are its wide offering of several thousand tours and also the high quality of the services and its rich experience gained over the years in tourism.

Winter holiday

The specialisation of Nev-Dama is ski tours to the Alps – especially in ski resorts in Italy, Austria, France and Switzerland. Among the most popular destinations include the Italian region of Val di Fiemme, Passo Tonale or Alte Valtellina, which offer excellent price in relation to quality. For customers who would like to ski off- season Nev-Dama offers them the glaciers in the ski resorts that are opened almost year-round (e.g. Austrian Kaprun, Hintertux, Stubai, Pitztal)

6.1.1 Summer holiday

The offering of summer tours has been significantly expanded; from year to year Nev-Dama expands its selection of tours to more countries, resorts and also accommodations using its own bus or air transport. The catalogue contains a wide range of residence tours to nearby seas in Italy, Croatia, Spain, France, Greece, Bulgaria and Turkey. They also offer summer holiday destinations to the alpine lakes in Austria, Italy, Switzerland and Slovenia.

6.1.2 Incentive and congressional tourism

Given the growing interest in non-standard tours, Nev-Dama has offered a wide range of tours since 2006 which are tailor made to completely satisfy the needs and even the most demanding wishes of individual clients or groups.

The specialists of Nev-Dama compile itineraries and implement corporate events on various topics (seminars, training and educational programs, teambuilding events, etc.) for significant clients such as Agrofert, Česká spořitelna, Česká pojišťovna, Generali bank, Hyundai, Seznam.cz, Shell, ŠKOFIN, Unicredit Leasing and the others. The size of the company is not important, Nev-Dama arranges tailor made events whether it be a seminar for small group or a congress with hundreds of participants. An offering consists of a wide range of European and world destinations inclusive of accommodation in absolute the highest level.

6.1.3 Transport

Nev-Dama offers most of its services in self-drive (for example winter holiday to Austria and Switzerland where transportation is not provided to the ski resorts). Before the self-drive journey, Nev-Dama will provide their customers with detailed departures instruction with information about recommended routes, possible restrictions, mandatory fees, fuel prices outside of the Czech Republic and a plan with precise descriptions of the destination. In the case of interest by the customer Nev-Dama is able to mediate ferries to Sardinia and Corsica. In addition of course, it can offer bus and air transport. Bus transportation is provided by high-capacity modern buses, Karosa Lux series 9 with air-conditioning and excursions equipment. Air transportation to Spanish Barcelona and Palma de Mallorca, Bulgarian Burgas, to Turkey and to the Greek islands Rhodos, Kos and Crete is provided in cooperation with the airline Travel Service and to Sardinia in cooperation with Smart Wings. For the vast majority of flights Boeing 737 aircraft are used. Departures are available from Prague, Brno, Ostrava and some of the tours are also offered with departures from Pardubice.

6.1.4 Accommodation

Nev-Dama offers accommodation in hotels, guest houses or in suites. The difference between a hotel and guest house is that a hotel has a reception in the same building and has its own restaurant whereas in guest houses the reception does not exist. The guest house is usually regarded as a smaller family-type premise. If the client decides to take accommodation in the guest house or hotel he will have fully equipped rooms but without cooking facilities. Accommodations in suites are accommodation in apartments or entire houses, where there is an extra bedroom or more rooms, which are separated by a wall from the kitchen. Apartments are equipped with shower, toilet and their own kitchen, which clients can use for their own cooking.

A Special offering of Nev-Dama are Premium hotels. These very carefully selected 8 hotels with a 5* category rating in Alpine destinations are beyond that of the standard catalogues offer so they are available only on request. The common features of luxury rooms in suites, apartments or premium chalets are large dressing rooms, plasma TVs, mini bars, safes, luxurious bathrooms (often with sauna and whirlpool bath), high speed Internet and balconies or terraces with panoramic views of the surrounding Alpine peaks.

Hotel cuisine often boasts Michelin star quality. These luxury hotels are located in the centres, which have renowned names and the cream of society and celebrities from around the world converging there.

6.2 Price

The price is an inseparable part of the marketing strategy of any company. Price is an important factor for both regular and potential clients. The pricing strategy is very important for Nev-Dama. Therefore Nev-Dama tries to offer a low price for all clients and benefits for those who are loyal to them or reserve in advance or book a longer stay. As Peter Nemeshegyi (marketing manager of Nev-Dama) commented, “in general, the Czech client has a great perceptiveness of the price/performance ratio compared to clients of Western Europe. Therefore Nev-Dama tries offer high season ski resorts with good skiing for affordable price, to do this it prefers less well-known resorts compared to renowned resorts which can offer the same quality of skiing but for a lower price.

If the price is too high for clients, they look to satisfy their needs elsewhere and vice versa if the price is too low, they will have feelings that the service will not be meet their demanded quality. Well set prices mean for Nev-Dama a high turnover, profit and the possibility to use price as a competitive tool. Nev-Dama had a turnover of CZK 75,301,360 in 2011.

6.3 Distribution channels

Nev-Dama uses 3 main distribution channels – online sale through its websites www.nev-dama.cz and www.ckdama.cz, through their own branches (since 1.5.2012 Nev-Dama will merge their branches with the branches of CK Fischer) and the most important distribution channel its hundreds of commission agents. These agents create more than 50% of the turnover of Nev-Dama. The most significant commission agent is probably invia.cz

6.4 Communication and promotion

Nev-Dama uses promotion tools such as TV, radio, press and media, the internet and of course publishing its catalogues, that are offered on the web page of the travel agency for download or Nev-Dama sends it on request of their clients via the post.

6.4.1 Advertising

TV

Nev-Dama has advertising on television but only as it sponsors TV reports about the weather. The travel agency also has some live broadcast coverage, for example it makes statements relating to snow conditions in the Alps.

Radio

Nev-Dama provides regularly snow reporting for radio Radiožurnál.

Press

The travel agency regularly advertises in the press with articles about skiing, including in skiing specials and in the publications Ski magazine, Snow and Nordic mag)

Catalogues

In tourism the basic promotion tools are catalogues intended for end customers. Nev-Dama publishes catalogues in a printed and electronic format. Catalogues are published twice a year namely in the fall, when the new winter catalogue is issued and at the beginning of the year, when the summer catalogue is published.

Catalogues are mainly located at the branches and at commission agents, where the potential customers browse through them and take them home. The travel agency has their catalogues available on their website for free download and send them to their regular customers directly.

Catalogues of Nev-Dama are well arranged. Photos describe the destination to clients, its natural attractions, and accommodation, catering options and amount and the distance of ski slope or beaches. Catalogues have colour-coded sheets according to the country to which the client is looking for. The client finds good descriptions of the destination, including prices, which are arranged by month in which it possible to buy tours.

Internet

This year Nev-Dama will use the Internet primarily for last minute campaigns. The internet is perceived as the most efficacious medium for advertising campaign. On the Internet there are also available for free download both catalogues.

6.4.2 Sales promotion

Nev-dama uses several types of discounts and the other special additional services especially for families with children. Types of discount which are provided include:

- First minute – 5% discount valid if the travel contract is concluded and paid at least 30% to the end of March.
- Last minute – the price for tours with last minute discount is about a quarter cheaper. These are mainly tours to sell-off the last remaining capacity therefore travel agency tries to minimize the loss by sold out tours even if the purchase price.
- Discounts for longer stay – for ordering stays of at least for 14 days or more
- Discounts for loyal customers – 5% discounts are provided to clients who have participated in some of its offered tours in the last 3 summer or winter seasons.

Discounts are added up to a maximum of 10% of the purchase of one tour. In addition, Nev-Dama may prepare an individual offer for groups of at least 15 people.

For this year's summer and winter season, Nev-Dama prepared for clients in the special supplementary services two new programs:

- Funtazie club – this program was taken from CK Fischer. It is the opportunity to care for children during the holiday by experienced and trained animators. The idea of this program is primarily a combination of entertainment for children and the rest of parents or grandparents. The program is designed for children from 4 to 10 years. All activity is flexibly adapted to the ability and age of the children. Programs take place five days per week. They are thematic focusing and the animation teams attend to children approximately as follows: ski sessions from 10.00 to 12.00 and from 13.30 to 15.30, then follows an afternoon and evening program in the hotel. Animators prepare for a late afternoon entertainment or sport program including swimming, table games, drawing or artistic creation, then all of them have dinner together and the day finishes by dancing, singing or other special program. The price of Funtazie club is CZK 3990 per one child per week.

- SCOL MAX – offers ski instruction with only Czech and Slovak speaking instructors with the reputable ski school SCOL MAX. SCOL MAX Ski School a.s. is the largest ski and snowboard school in the Czech Republic. Ski lessons are provided on the slopes of the Italian Val di Fiemme (due to keen prices, quality of skiing resorts, a reasonable distance from the ski slopes and a wide range of beginner slopes) in the period from 14.1. to 21.1. and from 18.2. to 25.2., when instructors with the highest licenses will be available. In other periods, the service will be provided only for larger groups of skiers or snowboarders. The following table shows prices of SCOL MAX lessons.

Tab. 2 Prices of SCOL MAX lessons

type of client (age)	number of clients	lessons	price/person
skier from 5 to 12 years	group of min. 5 children	3 days x 3,5 hours	1890 CZK
skier from 5 to 12 years	group of min. 5 children	1 day x 3,5 hours	690 CZK
skier without difference of age	1 person	1 hour	690 CZK
skier without difference of age	2 people	1 hour	445 CZK
skier from 13 years	group of min. 5 people	1 day x 3,5 hours	690 CZK
snowboardist from 8 years	1 person	1 hour	690 CZK
snowboardist from 8 years	2 people	1 hour	445 CZK

Source: Date adapted from Nev-Dama

6.4.3 Public relations

Nev-Dama pays great attention to public relations through PR articles, press and television reports as has already been mentioned in the section ‘advertising’. The travel agency also promotes cultural, sports and social events. Nev-Dama considers sponsoring as an integral part of their activities. Nev-Dama permanently and regularly supports several significant events that resonate with their philosophy. Among the events are golf, extreme sports, academic games, high-quality Czech feature film and children’s homes. These include:

- Sun to children – it is to help children, especially physically and mentally handicapped, the disabled, with serious illnesses or children who are in children’s homes or in similar institutions.
- Czech adventure race – The hardest adventurous expedition outdoor race of four-member teams have been organized in the Czech Republic. The track is 420 kilometres long. All participants have to pass through the checkpoints in the time

limit of 75 hours. The attractiveness of the competition is not only in physical preparedness, but also in teamwork.

- Feature films – O život – Nev-Dama support this Czech comedy directed by Milan Štenidler. Next Czech film that was supported by the travel agency was Bestiář directed by Irena Pavlásková.
- Golf – Nev-Dama chose a partnership in golf tournaments with the Erbia Golf Tour which takes place in the top five golf courses since 2003.
- Balet Cup - Nev-Dama permanently supported significant corporate football tournament.
- The Czech Academic Games 2007 – Nev-Dama was a major partner of the sixth year of the Czech Academic Games G2 KB 2007 in Liberec.
- David Kuf – Nev-Dama also supports David Kuf who is extra-league player of beach volleyball.

6.4.4 Personal selling

Nev-Dama has over thousand of commission agents in Czech Republic, and other contractual partners on Slovakia, Poland, and Hungary etc. Commission agents have very important role for Nev-Dama. They make up almost 50% of turnover of selling of Nev-Dama. If the travel agency depends only on its branches it would sell far fewer tours.

6.5 People

This area represents employees of the travel agency and on the other hand clients of the travel agency. The employees have an important role in the travel bureau, they carry out the sale of tours and also delegates who meet with clients at the destination.

Nev-Dama has several target customers for a product as well as various products: for example target customers of ski tours are families, ski groups and couples. Their common feature is the middle and higher income class. Conversely, target customers of summer tours are mainly families with children and with middle income class.

6.6 Packaging and programming

Nev-Dama creates packages mainly for ski tours, where it offers accommodation together with ski passes. These packages are provided with tours to Italy. But in fact that is not standard for other agencies.

6.7 Partnership

Nev-Dama cooperates with a lot of partners and is also reliant on them. These partners are primarily travel agents and commission agents, who sell their tours. Nev-Dama also cooperates with the owners of accommodation, providers of skiing lectures and with airlines in form of the lease of aircraft. Nev-Dama uses for its charters the flight services of Travel Servis and Smart Wings.

Nev-Dama has advertising uses several types of discounts and the other special additional services especially for families with children. (SCOL MAX, Funtazie club). It also permanently and regularly supports several significant events that resonate with their philosophy (e.g. for children, golf, football, Czech films etc) Nev-Dama creates packages mainly for ski tours, where it offers accommodation together with ski passes. Nev-Dama cooperates with a lot of partners and is also reliant on them. (e.g. with owners of accommodation, providers of skiing lectures, airlines, commission agents)

Summary

On the basis of results which have been found after studying internal documents and web pages of Nev-Dama and after email correspondence with their marketing manager Peter Nemeshegyi a SWOT analysis and the analysis of marketing mix of Nev-Dama was made.

Nev-Dama is the biggest travel agency that offers winter ski tours on the professional level not only in Czech Republic but also in Central and Eastern Europe. Nev-Dama has the widest offering of affordable destinations and a broad coverage of commission agents. From 1.1.2012 the travel agency has the base of a strong financial group in CK SKI TRAVEL, a.s.

Nev-Dama has offered winter, summer and the incentive and congressional tourism. The pricing strategy is very important for Nev-Dama. Therefore Nev-Dama tries to offer a low price for all clients and benefits for those who are loyal to them or reserve in advance or book a longer stay. Nev-Dama tries to set the price with perceptiveness of the price/performance ratio (ski resorts with good skiing for affordable price)

Nev-Dama uses 3 main distribution channels – online sale through its websites www.nev-dama.cz and www.ckdama.cz, through their own branches and the most

important its hundreds of commission agents. The extensive dependence on commission agents could be a weakness of Nev-Dama.

Nev-Dama uses several types of discounts and the other special additional services especially for families with children. (SCOL MAX, Funtazie club). It also permanently and regularly supports several significant events that resonate with their philosophy (e.g. for children, golf, football, Czech films etc) Nev-Dama creates packages mainly for ski tours, where it offers accommodation together with ski passes. Nev-Dama cooperates with a lot of partners and is also reliant on them (e.g. with owners of accommodation, providers of skiing lectures, airlines, commission agents)

7 MARKETING SURVEY

The quantitative online questionnaire was selected for the marketing survey. The questionnaire was conducted through the Internet via www.vyplnto.cz in the period from 20.2.2012 to 30.3.2012. The questionnaire was not restricted (by age, sex or nationality). The return of online questionnaire can not be determined.

The questionnaire consisted of sixteen compulsory questions which should primarily show whether Nev-Dama is in the awareness of clients and what experience they have with the services of Nev-Dama. The next part of questionnaire should show what are the needs and preferences of clients when purchasing tours. At the end of the questionnaire were three segmentation questions about gender, age and region where clients live.

7.1 Respondents

From 67 random respondents 50 women and 17 men answered

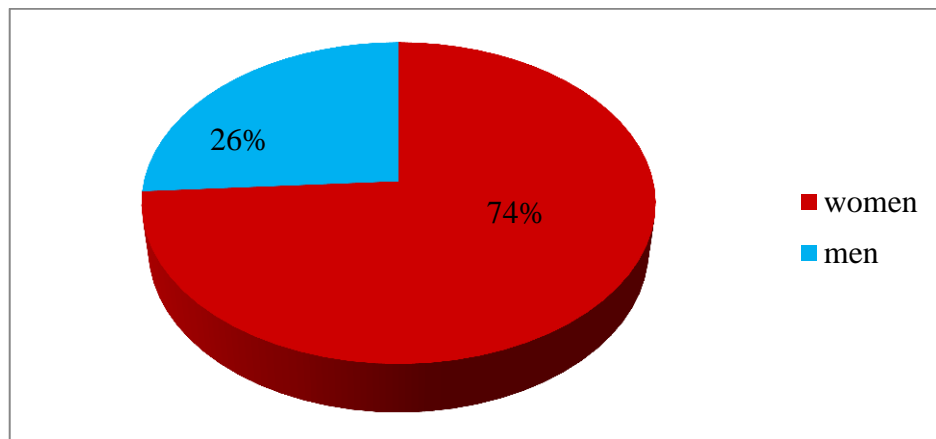


Fig. 5 The gender of respondents

The most of them were in age to 25 years.

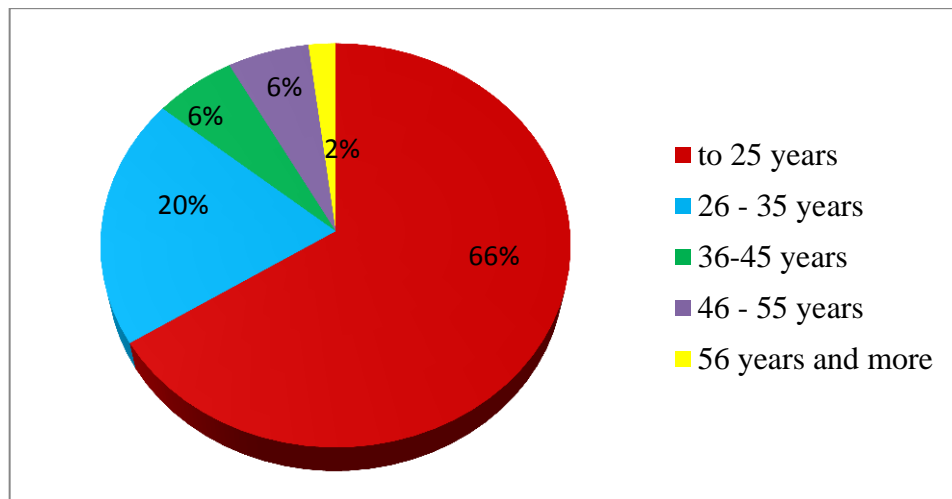


Fig. 6 The age of respondents

Most respondents are from Pardubice region (20), 10 from South Bohemian region, 8 from Zlín region, 7 from the capital city Prague, 6 from Moravian-Silesia region, 4 from Olomouc region, 3 from Central Bohemian region, 3 from Hradec Králové region, 2 from Plzeň region, 2 from Ústí nad Labem region and 1 from Vysočina and 1 from South Moravian region.

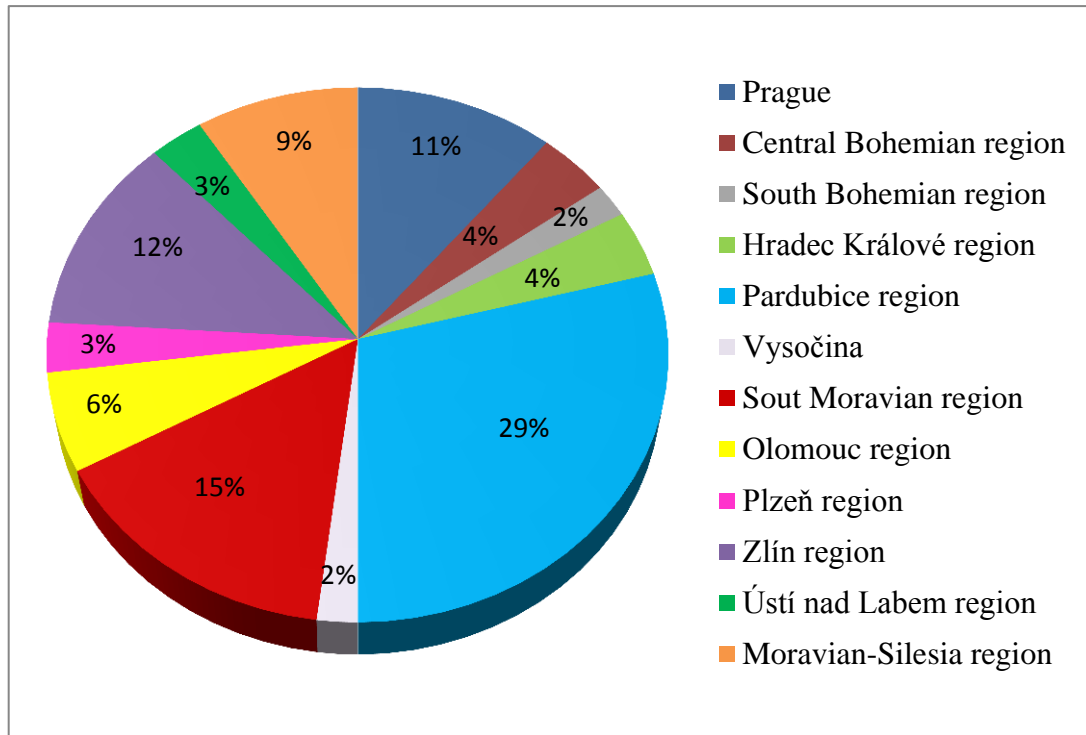


Fig. 7 The region of respondent living

7.2 Results

The results of the questionnaire are framed in graphs in hierarchy of questions in the questionnaire, which is enclosed in appendix 2.

Do you know or have you ever heard about travel agency Nev Dama?

According to the results Nev-Dama is known or heard about by only 32 of 67 respondents which is representing 48% of total amount of respondents. 35 respondents, 52% of them had never heard about Nev-Dama. The respondents who answered no, they then skipped to question number 6, those respondents who answered yes were answering the others question as follows:

Where did you learn about Nev-Dama?

The most frequent answer was that respondents knew about Nev-Dama from their friends or family (13), 7 respondents knew about ck thanks to mass media, 4 of them through

promotional material. Only 3 respondents knew about travel agency from the Internet and through press and 1 of them from branch.

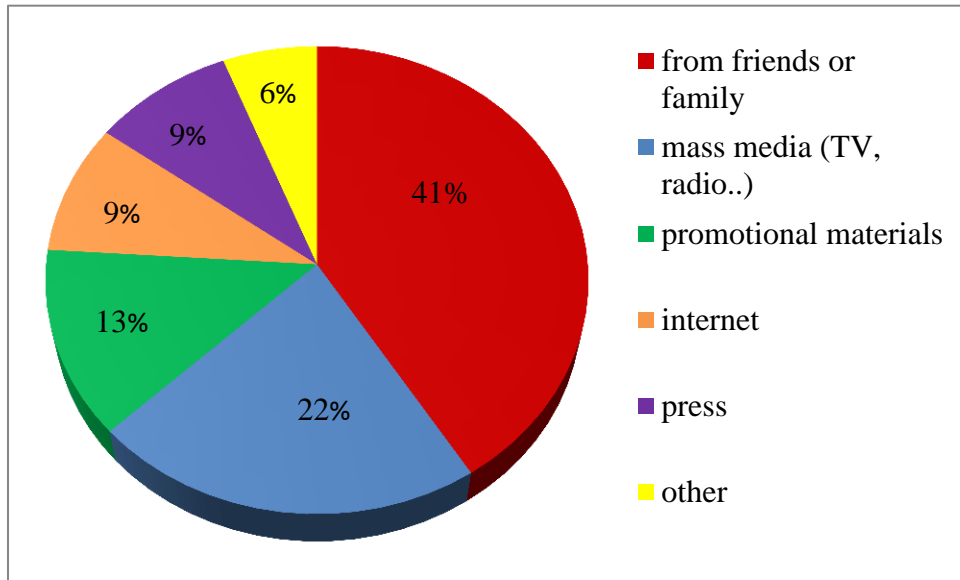


Fig. 8 Respondents knowing about Nev-Dama

Have you ever used the services of Nev Dama?

12 respondents who know Nev-Dama used the services only once. The same number of respondents (12) has never used the services, 6 of them used the services twice and only 2 respondents used services more times.

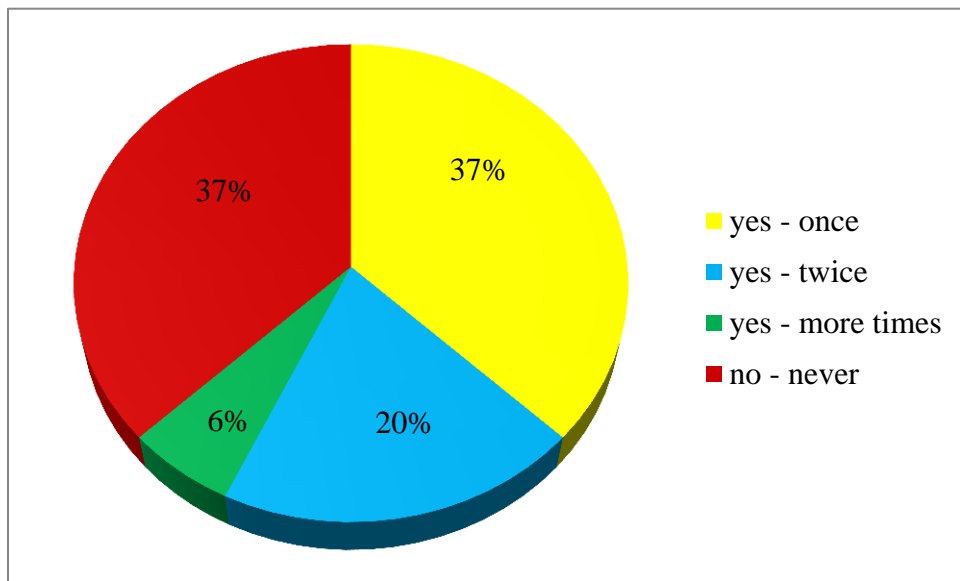


Fig. 9 The amount of times using services

Were you satisfied with services?

Respondents (16), who have ever used the service of Nev-Dama at least once, were satisfied with its services, and 4 clients were very satisfied. 1 respondent was less dissatisfied but 3 of them were completely dissatisfied.

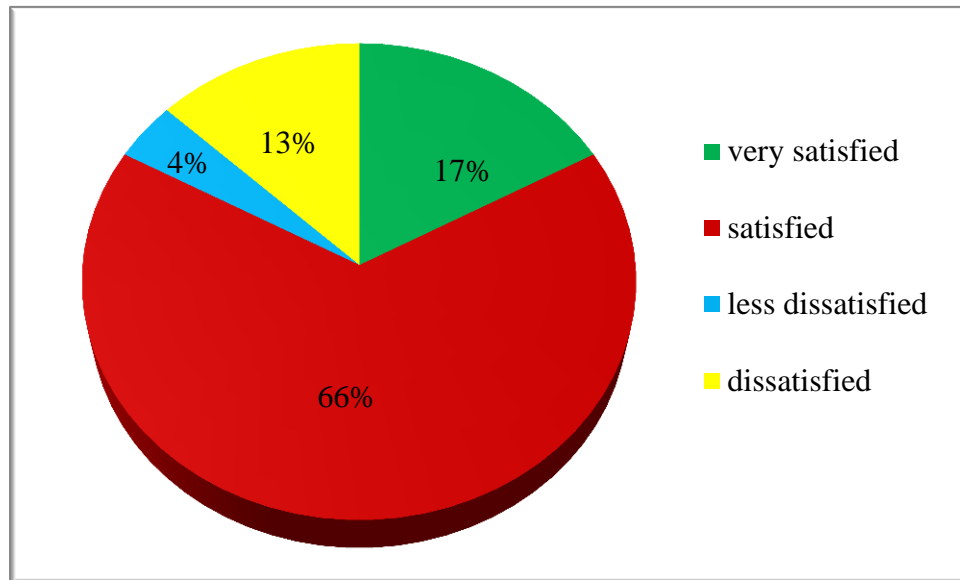


Fig. 10 The satisfaction with services

Those who were dissatisfied with the services were asked why. They should write their answer in their own words. The reasons why they were not satisfied were around the bad work of delegates. Delegates did not care about them, they were arrogant and unwilling. Some of the clients did not even see the delegates during their stay.

The next part of questionnaire was a survey of needs and preferences of the customers during their choice and purchasing of their tours. The questions were as follows:

Where do you prefer buying your holiday?

In this question, respondents had to choose at least one answer and the maximum was 3 options.

Respondents prefer purchasing through other web sites than the home web sites of the travel agency (e.g. invia.cz, zajezdy.cz). They chose that they arrange all services by themselves without any travel agencies. Quite high numbers of respondents visit and buy their holidays in the branches and almost the same number of respondents buys their tours through commission agents.

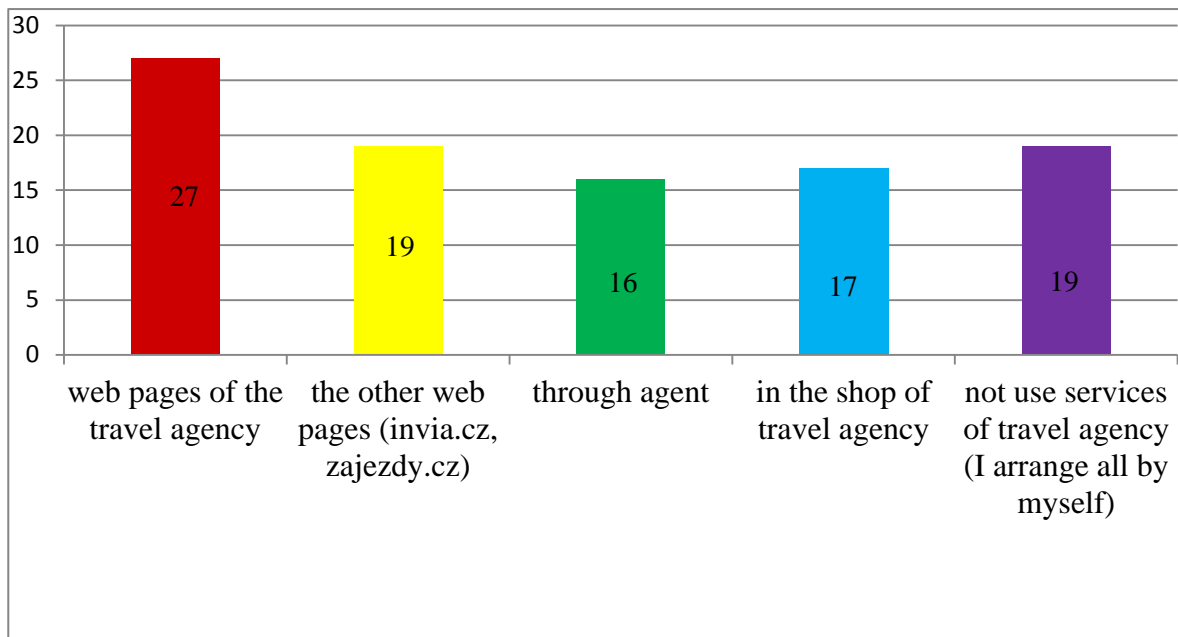


Fig. 11 Respondents preferred purchase

Do you have a favourite travel agency where you buy regularly?

45 respondents do not have a favourite travel agency where they buy regularly. They decide on the basis of wide offerings and price. 22 respondents picked, that they do have a favourite agency – those of them who answered yes chose which of travel agency is their most favourite. The most favourite travel agency was selected Exim Tour with 6 votes, by 4 votes was selected ČEDOK and Firo Tour. The others travel agency such as CK Kudrna, CK Kalousek, Mile, Adrialand etc were selected by only 1 vote.

Which factors influence you during your selection of a travel agency?

In this question, the respondent determined the unique order of priority depending on how much the items influences the purchase or choice of a travel agency. Respondents should arrange in order of priority from 1 to 8, when 1 means that they are the most influenced and 8 means that they are less influenced by the concrete factor.

The graph shows approximately the order of the factors where the price (approximately placing 2,4) has the biggest affects to customers, after the price customers are the most influenced by previous experience with the travel agency and after that the breadth of offerings. Almost at the same level the prestige of the travel agency and references from friends. Among the latest factors that influenced costumers is the

willingness of employees, the advertising and at the least influential is the design of web pages.

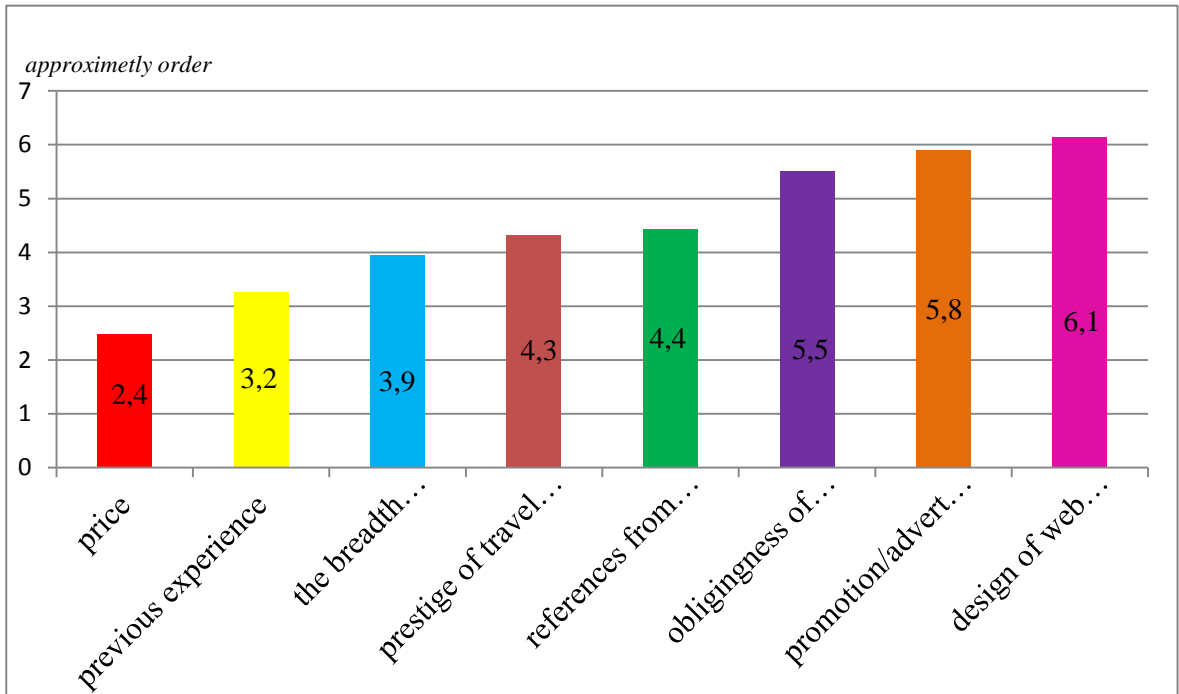


Fig. 12 Approximately order of tools depending on its influence

Where would you most welcome an offering?

Respondents were asked to choose at least 1 item from the offered selections with a maximum of 3.

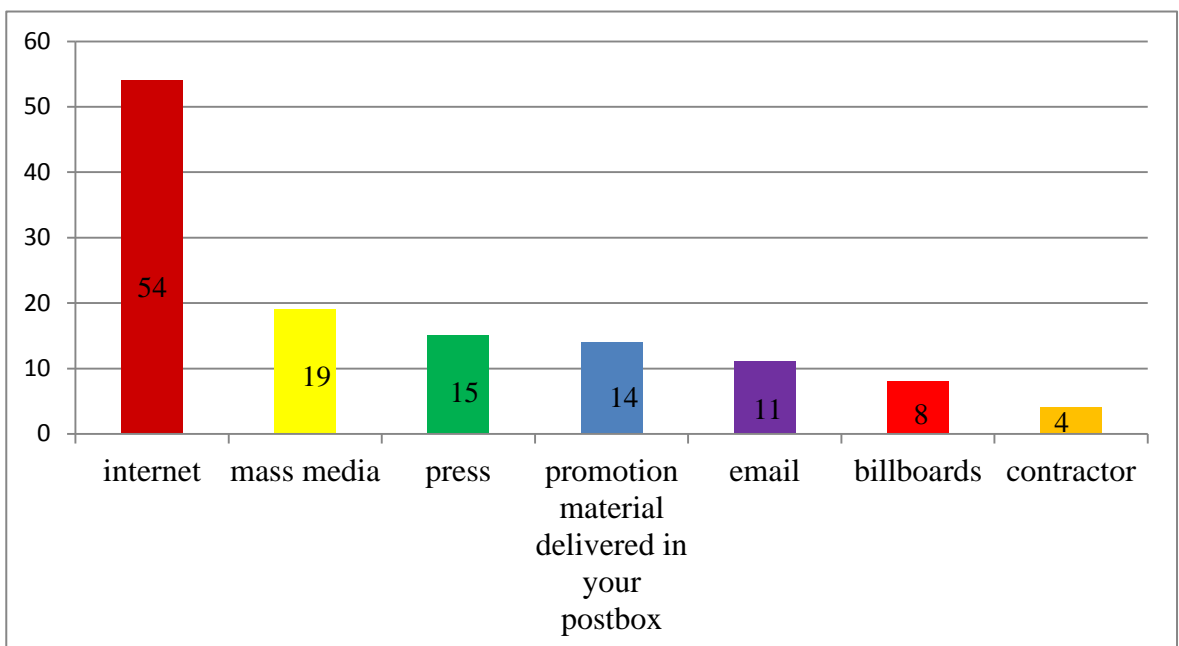


Fig. 13 Welcomed offerings

Most of the respondents would welcome the offering through the Internet (54 votes), then the respondent would like to see the offering or promotion in the media (19 votes), in the press (15 votes) and through promotional material delivered to the post box (14 votes), through email (11 votes) and the offering on billboards (8 votes). The lowest reaction was an offering through the commission agents (only 4 votes).

Where the tour is offered with a discount how would you prefer it?

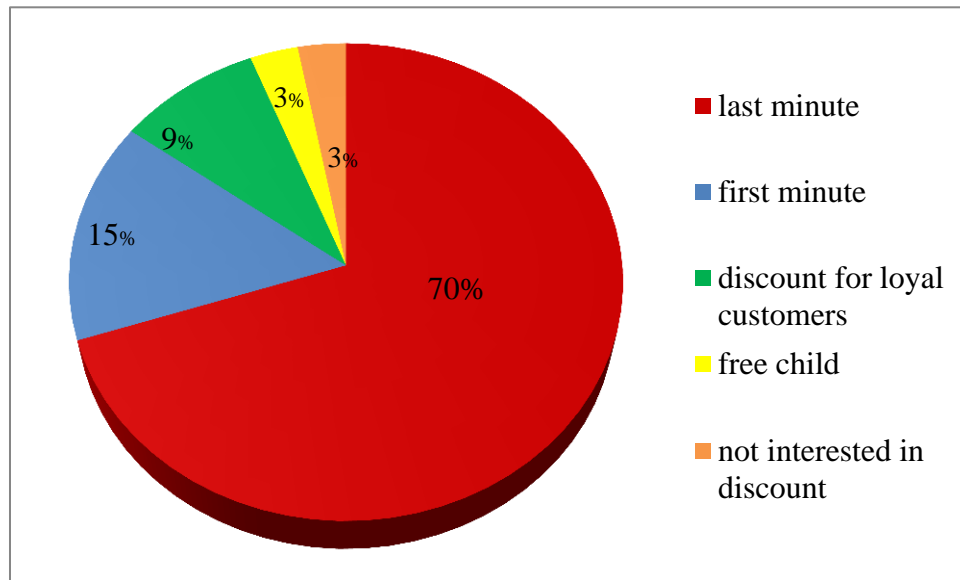


Fig. 14 Type of discount

The most favourite discount is last minute. People go round to the travel agencies, they check offering of tours and through the Internet they observe how the prices of tours are falling.

To fulfil the accommodation, planes and buses capacities the travel agency reduces the price of tours just in time before the departure to the bare minimum of overhead costs, which means very substantial discount for customer. 47 respondents chose the last minute. The discount of first minute picked up 10 respondents and 6 respondents chose discount for a loyal customers. 2 of them selected a discount for a free child free and 2 of them are not interested in discounts at all.

What type of holiday are you looking up?

Again respondents chose at least one type of holiday but a maximum of 3 options were allowed.

The type of holiday that is the most popular is stay tours (53 votes), 23 votes were gained for active holiday (skiing, cycling etc) and excursion tours. The long weekends were selected in 11 votes and wellness tours by 6 votes.

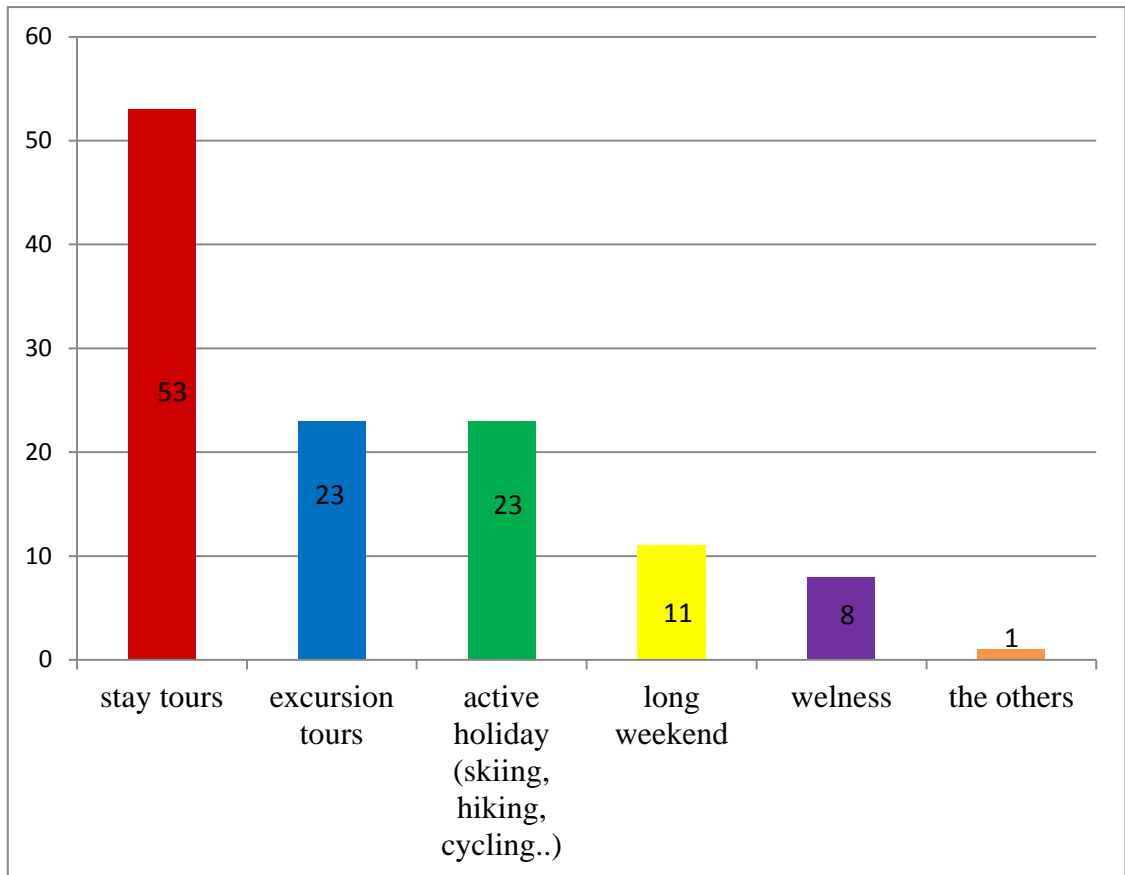


Fig. 15 Type of holiday

You prefer:

41 respondents prefer a summer holiday, 22 of them go on both winter and summer holiday. Only 4 of them look up winter holiday.

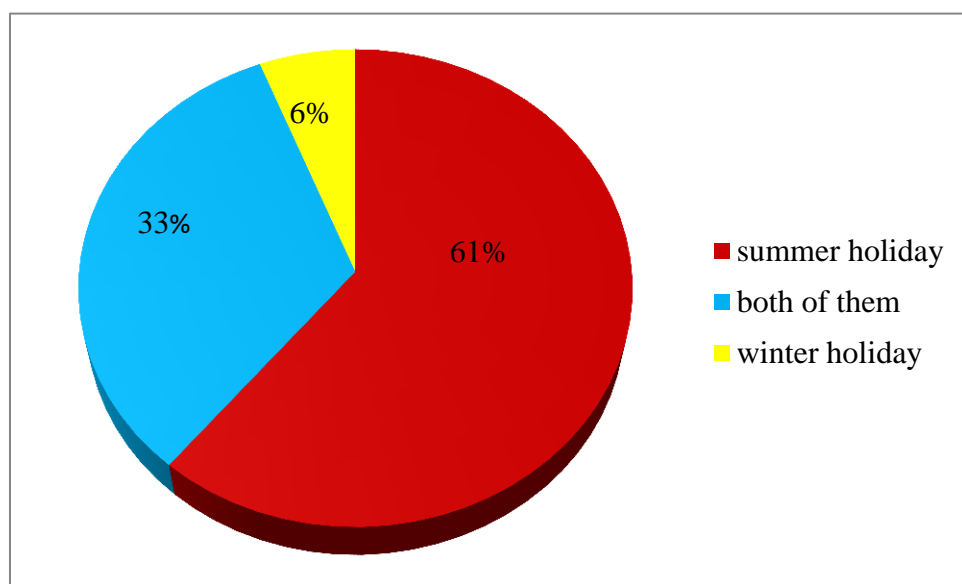


Fig.16 Preferred holiday

7.3 Summary

The questionnaire consisted of sixteen compulsory questions which is designed to primarily show whether Nev-Dama is aware of what its clients experience is with the services of Nev-Dama. The second part of the questionnaire is to show what were the needs and preferences of clients when purchasing tours.

According to the results of first part of the questionnaire Nev-Dama is known by only 48% of the total amount of respondents. 52% of them had never heard of Nev-Dama. Most of these respondents knew about Nev-Dama from their friends or family. Only 3 respondents knew about travel agency from the Internet. It follows that Nev-Dama has a very low awareness by clients and obviously it uses little promotion through the Internet. 37% of respondents who know Nev-Dama had used its services only once, the same number of respondents (37%) have never used the services. Most respondents who have ever used the service of the travel agency were satisfied. But 12% of them were completely dissatisfied. The reasons why they were not satisfied were around the poor quality work of its delegates. Delegates did not appear to care about them, they were arrogant and unwilling. Some of the clients did not even see the delegates during their stay. Nev-Dama should certainly improve upon the services of its delegates, which are very important for clients. The threat is the loss of regular customers.

The results of the second part of the questionnaire showed what were many needs and preferences of clients. Respondents mostly prefer purchasing through other web sites than the home web sites of the travel agency. The biggest affect to a customer's decision is price, after the price customers are the most influenced by previous experience with the travel agency and after that the breadth of offerings. Following these are the prestige of the travel agency and references from friends. Most of the respondents would welcome the offering through the Internet and they would like to see any offerings or promotions in the media. Nev-Dama should use the Internet and mass media as a main tool for its offerings and promotions. The favourite discount type is last minute. The type of holiday that is the most popular is stay tours (53 votes), 23 votes were gained for active holidays (skiing, cycling, etc.) 41 respondents prefer a summer holiday. Only 4 of them look up winter holidays. It could be also a threat for Nev-Dama, if the customers prefer stay tours and do not look up winter holiday.

8 SUGGESTION TO IMPROVE MARKETING STRATEGY

More than half of the respondents had never heard about Nev-Dama. Those who knew Nev-Dama, learned about it from their friends or family, or from television, radio and to a lesser extent via the Internet. Although Nev-Dama is a big travel agency with a large breadth of offerings, its winter holidays have insufficient advertising, so this part will be focused on the recommendations of how to increase the awareness of clients to the travel agency.

Internet

Although Nev-Dama has a well-established web site, the web site is not known to most people. Therefore the first suggestion is to use banner advertising on selected sites with good placement on the page to draw attention to the travel agency.

The production of the banners is possible by many companies. Prices are determined by size of banner and difficulty of its production. Mostly it costs from 300 CZK. It is suggested using banners on web pages such as seznam.cz, atlas.cz and centrum.cz of the size 468 x 60 pixels with animation and hyper linking to Nev-Dama's website. At the beginning the agency could buy a set of 2000 projections on the selected web pages. The total price would be ca. 6000 CZK. The advertising is suggested to be placed at set times, for example before the production of a new catalogue which means in the fall and then during any last minute campaigns

Competition

The support to get the brand of Nev-Dama into the awareness of the clients could help a radio competition with tours as prizes. Because Nev-Dama has already an agreement with the radio station Radiožurnál, the competition would take place through this station, which has 1,389,000 listeners a week. The competition would last one month. Every day on air a question about Nev-Dama would be asked (e.g. when it was established, what news it offers etc, how many destinations it offers, what events it sponsors.) The listeners would have to look for the answer via the web pages of Nev-Dama thereby it could easily get the brand into awareness of customers or in the best case could interest the clients in some offering on the web site. The answers would be sent in by SMS. All correct answers would go into a draw for 3 gift vouchers worth 20000 CZK towards purchasing a tour from

Nev-Dama. At the end of the event 3 names would be drawn from the correct entries who have won this voucher.

TV

The sponsoring of weather updates or just commenting on disasters in the Alps is insufficient. TV viewers usually listen to the content of the message and do not see who the sponsor is or from what company is the person from who has just spoken. Nev-Dama proposed the extension of advertising on TV. The weakness of television advertising is that it is very expensive, but if Nev-Dama willing to invest in its brand recognition it is a very effective medium. Prices of commercial spots are diverse. For example the cheapest commercial spot in TV NOVA in the range of ten seconds on the show Snídaně s Novou costs around 15000CZK. If it is about a half a minute spot the price is double at 30000CZK. The most watched programs such as Sportovní noviny will cost for a half minute advertisement from 300 thousands to 400 thousands CZK. The spot which would be the best at the beginning of Nev-Dama's campaign would be in the range of ten seconds on the show Snídaně s Novou, which would be shown every weekday. The total amount would be 75000 CZK per week.

In all advertisements, Nev-Dama should emphasise that it is professional in winter holidays and the other travel agencies cannot match in this field.

The level of delegates services at the destination

More than half of respondents who have ever used the service of Nev-Dama were satisfied however 12% of them were completely dissatisfied. The reasons why they were not satisfied were around the quality of delegates. The delegate should be reachable every day and available to clients. The approach of delegates lacks in Nev-Dama currently and this weakness may cause loss of sales to new customers and a decrease in repeat clients. In particular, clients who can not speak foreign language and need to rely on delegate services.

The proposed solution is for greater control over the delegates services. An appropriate tool might be a short questionnaire for clients who would evaluate the delegates they used when the client returns home – what they appreciate, what it was insufficient etc. On the basis of these evaluations it would be possible to employ performance related benefits for

the delegates, for example through variable wage components – bonuses. Poor rating delegates would not receive a bonus, which would motivate delegates to do a job well.

Below is a summary of all proposed costs that could Nev-Dama will occur in order to raise awareness of its brand and gain new clients.

Tab. 3 Total costs

Advertising banners	6000 CZK /2000 projections
Competition	60000 CZK/1 month
TV advertising	75000 CZK/ 1 week
Total	141000 CZK

Source: Data adapted from Radiožurnál and TV Nova

The proposed recommendations are enumerated in these costs that are necessary for their creation. At this time it is not able to calculate the benefits. The results of the proposed solutions can only be calculated after the introduction of each recommendation. To quantify these benefits the results must be undergo continuous monitoring, recording and evaluation.

CONCLUSION

The field of tourism marketing is extensive and offers a wide practical use. The marketing strategy contributes to travel agencies to ensure their existence in the rough competitive environment, also to achieve long-term financial success and to strengthening their marketing position.

The aim of bachelor thesis was to make, on the basis of the characteristics of marketing in tourism services, an analysis of marketing strategy and a marketing mix of the travel agency Nev-Dama and using marketing surveys to suggest solutions and recommendations to improve their marketing strategies.

The theoretical section of the thesis concerns the theoretical knowledge of the marketing of tourism. The first part included marketing in tourism and the characteristics of services in tourism. The next part describes the marketing mix of tourism services. The last chapter of theoretical part is devoted to the marketing strategy.

The practical part introduced Nev-Dama and its elements of the marketing mix. On the basis of a SWOT analysis and the analysis of its current marketing mix it is obvious that Nev-Dama is the biggest travel agency offering winter ski tours on the professional level. Nev-Dama tries to set the price with perceptiveness of the price/performance ratio. The travel agency implements new additional services – SCOL MAX, Funtazia club. Nev-Dama also pays attention to PR through its sponsoring activities.

The most important part of the bachelor thesis was to suggest recommendations to improving the marketing strategy of the travel agency. Therefore is prepared a SWOT analysis on the basis of internal materials and interviews and also utilising the results of a marketing survey compiled through an online questionnaire. The results showed that Nev-Dama has a very low the awareness by clients and obviously uses a little promotion through the Internet. Therefore it was suggested that website banner advertisements could be situated on selected servers. The other suggestion was advertising on television, which could interest a lot of potential customers and improve the awareness about the brand of Nev-Dama, but television advertising is very expensive. The next important suggestion was improving delegate's services, because according to results of survey these services were not of a high enough standard.

An additional recommendation was a competition for tours to be run through radio. It could be interesting for the potential clients and also it could help to get into awareness of clients.

The analysis of Nev-Dama should be beneficial to it. On the basis of results and recommendations the travel agency could find out which elements of communication mix would be suitable to invest funds therefore effectively improving its situation.

I conclude that the aim of the bachelor thesis was met. I hope that the evaluation of the marketing survey and proposed recommendations will be useful and helpful in improving the market situation of Nev-Dama.

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APPENDICES

P I Interview

P II Questionnaire in English

P III Questionnaire in Czech

APPENDIX P I: INTERVIEW

The list of questions in interview

1. What do you consider your greatest competitive advantage?
2. What makes you different from the other travel agency?
3. Who is your the biggest competitor and why?
4. What is your target group of clients?
5. Could you outline your marketing strategy?
6. Could you describe your marketing mix of services?
7. Can you provide me your annual report to get information about your turnover, number of registered clients etc?

APPENDIX P II: QUESTIONNAIRE IN ENGLISH

Dear madam, dear sir

I am a student of Tomas Bata University in Zlín. This questionnaire will be used for my bachelor thesis on an analysis of travel agency marketing strategy Nev Dama. This questionnaire does not have any restrictions (age, gender, nationality)

Thank you for your time

Aneta Paulusová

1. Do you know or have you ever heard about travel agency Nev Dama?

- yes no

If not continue with question number 6.

2. Where did you learn about Nev-Dama?

- internet
 mass media (TV, radio..)
 press
 from friends and families
 promotional materials (billboards, leaflet)
 the other answer:

3. Have you ever used the services of Nev Dama?

- yes - once
 yes – twice
 yes – more times
 no

4. Were you satisfied with services?

- very satisfied
 satisfied
 rather dissatisfied
 dissatisfied

5. Why not?

(text)

6. Where do you prefer buying your holiday?

Please choose at least 1 option, maximum is 3 options.

- web pages of travel agency
- the other web pages (invia.cz, zajezdy.cz etc.)
- in the shop of travel agency
- through agent
- not use services of travel agency (I arrange all by myself)

7. Do you have a favourite travel agency where you buy regularly?

- yes
- no

If not continue with question number 9

8. Which one?

- Firo Tour
- ČEDOK
- Exim Tour
- Blue style
- Alexandria
- Nev-Dama
- the others travel agency

9. Which factors influence you during your selection your travel agency?

Please select an answer for each (unique) order (1 means you are the most influenced by the tools – 8 means you are less influenced by the tools)

promotion/advertise	1. <input type="radio"/>	2. <input type="radio"/>	3. <input type="radio"/>	4. <input type="radio"/>	5. <input type="radio"/>	6. <input type="radio"/>	7. <input type="radio"/>	8. <input type="radio"/>
price	1. <input type="radio"/>	2. <input type="radio"/>	3. <input type="radio"/>	4. <input type="radio"/>	5. <input type="radio"/>	6. <input type="radio"/>	7. <input type="radio"/>	8. <input type="radio"/>
wide offerings	1. <input type="radio"/>	2. <input type="radio"/>	3. <input type="radio"/>	4. <input type="radio"/>	5. <input type="radio"/>	6. <input type="radio"/>	7. <input type="radio"/>	8. <input type="radio"/>
design of web page	1. <input type="radio"/>	2. <input type="radio"/>	3. <input type="radio"/>	4. <input type="radio"/>	5. <input type="radio"/>	6. <input type="radio"/>	7. <input type="radio"/>	8. <input type="radio"/>
prestige of travel agency	1. <input type="radio"/>	2. <input type="radio"/>	3. <input type="radio"/>	4. <input type="radio"/>	5. <input type="radio"/>	6. <input type="radio"/>	7. <input type="radio"/>	8. <input type="radio"/>
previous experience	1. <input type="radio"/>	2. <input type="radio"/>	3. <input type="radio"/>	4. <input type="radio"/>	5. <input type="radio"/>	6. <input type="radio"/>	7. <input type="radio"/>	8. <input type="radio"/>
references from friend or family	1. <input type="radio"/>	2. <input type="radio"/>	3. <input type="radio"/>	4. <input type="radio"/>	5. <input type="radio"/>	6. <input type="radio"/>	7. <input type="radio"/>	8. <input type="radio"/>
obligingness of staff	1. <input type="radio"/>	2. <input type="radio"/>	3. <input type="radio"/>	4. <input type="radio"/>	5. <input type="radio"/>	6. <input type="radio"/>	7. <input type="radio"/>	8. <input type="radio"/>

10. Where would you most welcome an offering?

Please choose at least 1 option, maximum is 3 options.

- press
- billboard

- mass media (TV, radio, etc)
- promotion material (leaflet) delivered via post
- internet
- email
- contractor

11. Where the tour is offered with a discount how would you prefer it?

- last minute
- first minute
- discount for loyal customers
- child free
- not interested in discount
- the other answer

12. What type of holiday are you looking up?

Please choose at least one option, maximum is 3 options

- stay tours
- excursion tours
- long weekend
- wellness
- active holiday (skiing, hiking, cycling..)
- the others

13. You prefer:

- summer holiday
- winter holiday
- the both (winter and summer)

14. You are:

- women
- men

15. How old are you?

- to 25
- 26-35
- 36-45
- 46-55
- 56 and more

16. Where are you from?

- Prague
- Central Bohemian region
- South Bohemian region
- Plzeň region
- Karlovary Vary Region
- Ústí nad Labem Region
- Liberec Region
- Hradec Králové Region
- Pardubice Region
- Vysočina
- South Moravian Region
- Olomouc Region
- Zlín Region
- Moravian-Silesia Region

APPENDIX P III: QUESTIONNAIRE IN CZECH

Dobrý den,

jsem studentka Univerzity Tomáše Bati ve Zlíně. Tento dotazník bude sloužit k vypracování mé bakalářské práce na téma Analýza marketingové strategie cestovní kanceláře Nev Dama. Tento dotazník nemá žádné omezení (věk, pohlaví, národnost)

Děkuji za Váš čas

Aneta Paulusová

1. Znáte nebo slyšeli jste někdy o cestovní kanceláři Nev Dama?

- ano
- ne

Pokud ne pokračujte otázkou číslo 6.

2. Odkud jste se dozvěděli o cestovní kanceláři Nev Dama?

- internet
- média (TV, rádio, atd.)
- tisk
- od známých nebo od rodiny
- propagační materiály (bilboardy, letáky)

3. Využili jste někdy služby cestovní kanceláře Nev Dama?

- ano 1krát
- ano 2krát
- ano vícekrát
- ne

4. Byli jste se službami spokojeni?

- velmi spokojen
- spokojen
- spíše nespokojen
- nespokojen

5. Proč ne?

(text)

6. Kde nejraději nakupujete svou dovolenou?

Zvolte alespoň jednu možnost, maximálně 3 možnosti.

- webové stránky cestovní kanceláře
- jiné webové stránky (invia.cz, zajezdy.cz)
- kamenný obchod cestovní kanceláře
- přes cestovní agenturu (zprostředkovatel)
- nevyužívám služeb CK (vše si zajistím sám)

7. Máte svoji oblíbenou cestovní kancelář, u které nakupujete pravidelně?

- ano
- ne

Pokud ne pokračujte otázkou číslo 9.

8. Jakou?

- Firo Tour
- ČEDOK
- Exim Tour
- Blue style
- Alexandria
- Nev Dama
- Jiná odpověď:

9. Co vás nejvíce ovlivňuje při výběru cestovní kanceláře?

Zvolte (seřad'te) prosím u každé odpovědi jedinečné pořadí (1 znamená, že vás tato věc nejvíce ovlivňuje při výběru a 8 znamená, že vás tato věc ovlivňuje nejméně)

propagace/reklama:	1. <input type="radio"/>	2. <input type="radio"/>	3. <input type="radio"/>	4. <input type="radio"/>	5. <input type="radio"/>	6. <input type="radio"/>	7. <input type="radio"/>	8. <input type="radio"/>
cena:	1. <input type="radio"/>	2. <input type="radio"/>	3. <input type="radio"/>	4. <input type="radio"/>	5. <input type="radio"/>	6. <input type="radio"/>	7. <input type="radio"/>	8. <input type="radio"/>
pestrost nabídky:	1. <input type="radio"/>	2. <input type="radio"/>	3. <input type="radio"/>	4. <input type="radio"/>	5. <input type="radio"/>	6. <input type="radio"/>	7. <input type="radio"/>	8. <input type="radio"/>
vzhled internetových stránek:	1. <input type="radio"/>	2. <input type="radio"/>	3. <input type="radio"/>	4. <input type="radio"/>	5. <input type="radio"/>	6. <input type="radio"/>	7. <input type="radio"/>	8. <input type="radio"/>
prestiž cestovní kanceláře:	1. <input type="radio"/>	2. <input type="radio"/>	3. <input type="radio"/>	4. <input type="radio"/>	5. <input type="radio"/>	6. <input type="radio"/>	7. <input type="radio"/>	8. <input type="radio"/>
předchozí zkušenost:	1. <input type="radio"/>	2. <input type="radio"/>	3. <input type="radio"/>	4. <input type="radio"/>	5. <input type="radio"/>	6. <input type="radio"/>	7. <input type="radio"/>	8. <input type="radio"/>
doporučení od přátel, rodiny:	1. <input type="radio"/>	2. <input type="radio"/>	3. <input type="radio"/>	4. <input type="radio"/>	5. <input type="radio"/>	6. <input type="radio"/>	7. <input type="radio"/>	8. <input type="radio"/>
vstřícnost personálu:	1. <input type="radio"/>	2. <input type="radio"/>	3. <input type="radio"/>	4. <input type="radio"/>	5. <input type="radio"/>	6. <input type="radio"/>	7. <input type="radio"/>	8. <input type="radio"/>

10. Nejvíce by vás zaujala nabídka produktů v:

Zvolte alespoň jednu možnost, maximálně 3 možnosti.

- v tisku
- billboardy
- média (TV, rádio)
- letáky do vašich schránek

- internet
- emailová sdělení
- smluvní prodejci

11. V případě, že je zájezd nabízen se slevou upřednostňujete:

- last minute (na poslední chvíli)
- first minute (v předstihu)
- slevy stálým zákazníkům
- dítě zdarma
- nevyhledávám slevy (je mi to jedno)
- Jiná odpověď:

12. Jaký typ dovolené vyhledáváte?

Zvolte alespoň jednu možnost, maximálně 3 možnosti.

- pobytové zájezdy
- poznávací zájezdy
- prodloužené víkendy
- wellness pobyty
- aktivní dovolenou (lyžování, cykloturistika, turistika)
- jiná

13. Preferujete spíše:

- letní dovolenou
- zimní dovolenou
- jezdím na zimní i na letní

14. Jste:

- žena
- muž

15. Kolik je Vám let?

- do 25
- 26-35
- 36-45

- 46-55
- 56 a více

16. V jakém kraji žijete?

- Hl.město Praha
- Středočeský
- Jihočeský
- Plzeňský
- Karlovarský
- Ústecký
- Liberecký
- Královéhradecký
- Pardubický
- Vysočina
- Jihomoravský
- Olomoucký
- Zlínský
- Moravskoslezský