

A Marketing Mix of a Selected Company

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ABSTRAKT

Bakalářská práce pojednává o analýze marketingového mixu u vybrané společnosti. Hlavním cílem této bakalářské práce je zjistit, zda jsou zákazníci vybrané společnosti spokojeni s nabízenými službami. Tato práce je rozdělena na 2 části: teoretickou a praktickou. Teoretická část je zaměřena na marketing, marketingový mix u společností, co nabízí služby, co je to wellness, ale také marketingový výzkum a SWOT analýza. Závěr teoretické části definuje hlavní cíl, dílčí cíle, výzkumné otázky a výzkumné metody. Praktická část pojednává o analýzách marketingového mixu, ze kterých jsou vyvozeny závěry a doporučení pro danou společnost.

Klíčová slova: marketing, marketingový mix, wellness, marketingový výzkum, SWOT analýza

ABSTRACT

This bachelor's thesis is focused on the analysis of a marketing mix of a selected company. The main aim of this work is to find out if customers of a selected company are satisfied with the provided services. This bachelor's is consisting of 2 parts: theoretical and practical. The theoretical part is focused on marketing, a marketing mix in the companies offering services, the definition of wellness, marketing research and also SWOT analysis. Conclusion of the theoretical part defines the main aim, partial aims, questions of research and methods of research. The practical part deals with the analyses of a marketing mix, from which conclusions and recommendations for the chosen company are derived.

Keywords: marketing, marketing mix, wellness, marketing research, SWOT analysis

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Acknowledgements, motto and a declaration of honour saying that the print version of the Bachelor's/Master's thesis and the electronic version of the thesis deposited in the IS/STAG system are identical, worded as follows:

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INTRODUCTION

This bachelor's thesis is focused on A Marketing Mix of a Selected Company. This company is called Bai Mai, and its products portfolio consists of services, specifically speaking about Thai massages of different kinds. Bai Mai had more branches in the past but now operates only in Zlín.

The main aim of this bachelor's thesis is to analyse the current marketing mix of this selected company. This analysis should demonstrate whether the elements of a marketing mix are designed sufficiently and to suggest possible changes to improve marketing in order to make a company more profitable.

This bachelor's thesis consists of two parts: theoretical and practical.

The theoretical part of this thesis deals with professional literature concerning the setting of a marketing mix for companies providing services. The practical part is focused on marketing and a marketing mix so – called a marketing mix of 7Ps'. After a marketing mix is a chapter in which are described wellness services, its development and also differences between wellness and fitness and wellness tourism. The end of the practical part is dedicated to the formulation of aims of this bachelor's thesis, methods and research questions.

In the practical part of this bachelor's thesis is presented a selected company, which will be analysed and also an analysis of a current marketing mix. The practical part contains the analysis of the competition, and this analysis is followed by the analysis of a marketing mix based on the results of semi – structured interviews. These interviews will be focused on regular customers of Bai Mai. Based on these two analyses will be created a SWOT analysis which will include aspects and results of the previous ones.

At the end of this bachelor's thesis are recommendations and suggestions for a selected company. Aspects of regular customers will be taken into consideration and also suggestions directly from a student will be included.

I. THEORY

1 MARKETING

Marketing, in general, is a tool for satisfying the wants and needs of the customer. Nevertheless, marketing is not only about advertising and selling, but it is a small piece of information on the top of the glacier. Marketing is a part of people's everyday life without even noticing that fact. For example, TV commercials, catalogues, journals or even people we know the best influence decision when someone wants to purchase certain things (Kotler, Armstrong, and Opresnik 2017, 32–33).

Furthermore, according to Drucker “The aim of the marketing is to make selling unnecessary” (Kotler, Amrstrong, and Opresnik 2017, 33). From a general point of view, marketing can be thought as the process when companies are trying to attract the customers, try to create a strong bond with the customer and to build a customer worth when a company is working on making a profit (Kotler, Armstrong, and Opresnik 2017, 33).

1.1 Significance of marketing

This chapter is focused on the significance of marketing and why it is so important in this century.

According to AMA (American Marketing Association) “Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large” (AMA, 2019).

Marketing is an auxiliary component in the transport of goods and exchange of these products. Nevertheless, certain types of goods become more available to a broader range of customers. Thus, marketing is beneficial not only to producers but also to consumers (Karlíček 2018, 19–20). The field of marketing is also responsible for revenues and incomes. Every marketing action is connected to make a profit or create a certain amount of income. Marketing offers many occasions to earn profits during the process of purchasing and selling goods. Moreover, individuals should not give marketing the highest significance because the existence of the company depends on the efficiency of its function of marketing (Karlíček 2018, 20).

The next chapter is dealing with the explanation of 7Ps' of a services marketing mix and also the explanation of 4Cs'. It is necessary to include 4Cs' because in services marketing mix a perception from the customer is an important aspect that makes a company successful.

2 SERVICES MARKETING MIX

Marketing mix has its beginnings in the 20th century. Back then, James Culliton presented marketing mix as ‘a mix of individual features.’

The services marketing mix is different from the regular 4Ps’ because this marketing mix is created from 7Ps’. Regular marketing mix has four letters which stand for Product, Price, Place, and Promotion. Nevertheless, the services marketing mix has all these four aspects, and it is necessary to add another three Ps’ that are associated with the delivery of services—Process, Physical environment, and People (Wirtz and Lovelock 2016, 28). Moreover, with these three elements is created services marketing mix called 7Ps’.

In a marketing mix of services is vital to bear in mind that there is a little difference between 7Ps’ and 4Cs’. Marketing mix of 7Ps’ is understood from the perspective of goals that are set from the firm. 4Cs’ are targeted at a customer, where an opinion of the customer plays an important role. Furthermore, a marketing mix of 4Cs’—first P of the marketing mix (*Product*) is transformed into *Customer value*. *Prices* are changed into *Cost to the Customer*. The *Place* is replaced with *Convenience* and *Promotion* is in other words *Communication*. Another three aspects of a services marketing mix are not included in 4Cs’. From this point of view is easy to figure it out that customer usually demands proper value and relatively low price, a specific type of comfort and communication on an individual level and not an only promotion in general (Urbánek 2010, 41–42).

In the following chapters are discussed aspects of a services marketing mix in detail.

2.1 Product

Services products are essential in order to create a good marketing strategy (Wirtz and Lovelock 2016, 29) and it is hard to explain what service is (Grönroos 2000, 45). Definition of services since 1990s is: “A service is a process consisting of series of more or less intangible activities that normally, but not necessarily always, take place in interactions between the customer and service employees and/or physical resources of goods and/or systems of the service provider, which are provided as solutions to customer problems” (Grönroos 2000, 46).

The process of creating a strategic marketing mix starts with finding a service product that customers find attractive, and needs of the customers will be satisfied enough that customer would not find another competitive alternative (Wirtz and Lovelock 2016, 29). Service products are composed of a first product that satisfies the needs of the customers and another form of secondary features that are added to the original product in order to

use this product more efficiently. Secondary service contains information, consultation or hospitality (Wirtz and Lovelock 2016, 29).

A lifetime of service is limited, so it is necessary to adapt services to changing demands of the customer concerning product life cycle (Ryglová 2009, 102). This kind of situation is the same as with products. Moreover, service comes through different stages, for example, an entry on the market, growth, service is on the top, and suddenly there is a fall. This is a demonstration that some levels of the product life cycle are shorter or these levels can be dropped out. It is crucial to develop new services and recognize the needs of customers (Vašítková 2014, 87). For a firm, which offers services, the prestige of a brand plays an important role. It creates a particular image of how people are looking at the firm. Brand these days is mainly connected with the firm and not with offered services (Vašítková 2014, 87–88).

2.2 Price

In different corners of the world is a phenomenon, that people are offering good or services for a specific price and buyers can negotiate a price that a lot different. Negotiation is considered to be some sport. Firms like Tiffany, John Wanamaker, stood behind a strict politics of one price because companies like these had a vast range of goods and a lot more employees (Kotler and Keller 2007, 470–471).

Every single product or service has its price and a specific value. Prices are all around us and in our daily life. People need to pay for their rent, education. Buses and trains are no exception. Price is the only feature of the marketing mix which brings companies revenues. Price is also a very flexible element on a marketing mix and price can be changed very quickly (Majaro 1996, 119). Value of the service is not determined by the price, but by the benefit which brings to the customer (Staňková, Vorlová, and Vlčková 2007, 98). There are factors which influence the prices of services. It can contain expenses connected with time. These are alternative expenses which the customer spends on looking for a specific firm, and he could spend his time a lot differently. Physical effort is demanded when a service needs to be done by hands or repairment of electronics. The last form is that expenses are related to mental effort. These types of services are explicitly focused on the person. A person needs to understand the service because he wants to get rid of specific psychological or social issues. Different attributes of services have a particular influence on setting prices of services (Vašítková 2014, 96–97).

2.3 Place - Distribution

The strategy of distribution is an essential aspect of generating a worth and has a direct influence on pricing, promotion, packaging, sales force logistics, and delivery. This process is about to make something (for example service or particular product accessible to people) (West, Ford, and Ibrahim 2015, 339). There three types of distribution channels when coming to services.

The first option is that the customer goes to the provider of services (Vašítková 2014, 113). This option contains proper placement of the firm. In this case, firms are at the most frequent parts of the city like a square, train or bus station (Staňková, Vorlová, and Vlčková 2007, 104).

The second option is that a provider comes to the customer (Vašítková 2014, 113–114). The place of the branch office is not so important. Branch offices are placed at the edges of the city where there is no such significant demand. The most crucial role here is playing attitude of the provider. Service is being provided at customer apartment or house. These kinds of services contain correction of the electricity, cleaning, or gardener services (Staňková, Vorlová, and Vlčková 2007, 107).

The third type of distribution is done in a completely different place. The place is not so important here. A vital aspect here is to have the right communication tools like call centers and web hosting (Staňková, Vorlová, and Vlčková 2007, 107).

2.4 Marketing communication

Marketing communication is an inherent part of the marketing mix which is the reason why it is necessary to include information about marketing communication in this bachelor thesis in more detail.

The main goal of marketing communication is to inform but most importantly to achieve higher satisfaction of customer and creation of long – term relationships with manufacturers and distributors. Nevertheless, another important goal is to support the marketing strategy of the company (Staňková, Vorlová, and Vlčková 2007, 107).

The next chapters are dealing with individual aspects of marketing communication.

2.4.1 Advertising

Definition of advertising can be following “paid form of non – personal promotion transmitted through a mass medium” (Brassington and Pettitt 2007, 370).

Role of advertising is to lift the knowledge of a specific brand to a suitable class that is needed (Percy 2018, 72).

When the organization deciding about the type of advertising, it is necessary to include 5Ms' of advertising (Kotler and Keller 2006, 544–545):

Mission

The mission is an integral part of advertising, and it is the main objective of the organization—it is the aim what company wants to achieve. Advertisements can be in different forms for example only to inform, or persuade the customer to buy the sure thing (Jauhari and Dutta 2017, 282).

Money

After a mission is selected, it is necessary to include money that a company is willing to pay for a particular advertisement (Jauhari and Dutta 2017, 282).

Message

The message needs to be clear to every customer, and the message is highly connected with the positioning strategy. Companies work hard on the final message they want to show to the customers (Jauhari and Dutta 2017, 282).

Measurement

Measurement is the final step of these five Ms, and it is used when a company wants to measure the success of the advertisement, whether it was successful, or total failure and it can be done by the impact on the sales or communication (Jauhari and Dutta 2017, 282).

Media

When a company is choosing the right medium, the target audience and the costs need to be involved. There are listed options for advertising that every company can choose from depending on how much money a company wants to invest in the advertisement (Jauhari and Dutta 2017, 282).

Tools of advertising

- TV – is considered to be the most expensive tool for advertising but TV has a massive reach to attract the target audience. Advertisement on TV belongs to the new form of advertising which is called long-form ad. (Smith and Zook 2016, 351).
- Radio – advertising on the radio is now accessible on many radio stations mainly on a local or geographical base.
- Digital – high development of the internet is now providing many new occasions for advertising. People can see many advertisements when they are browsing their favourite websites that almost everywhere are banners.

2.4.2 Direct marketing

What exactly is a definition of direct marketing? According to the Direct Marketing Association, it is: “An *accountable* system of marketing which uses one or more communications media to *effect a response*. It is an *interactive process* where responses from or about buyers are recorded in a *database* for building profiles of potential customers and providing valuable marketing information for *more efficient targeting* (Percy 2018, 142).

Direct marketing is also describing a relationship between a provider and a recipient. The main goal of direct marketing is to remove an anonymous customer approach and create offerings most suitable for target customers through a process of personalization. This type of marketing communication includes tools like direct addressing, telemarketing or phone calls. Direct marketing has advantages like the possibility of control, target segment, and measurable response to the offer (Nash 2003, 3).

2.4.3 Public relations and publicity

Jobber defines public relations as “The management of communication and relationships, to establish goodwill and mutual understanding between the organization and its public” (Jauhari and Dutta 2017, 300).

Public Relations aim is to create and maintain good relationships with employees, owners, shareholders, suppliers, media, and customers (Staňková, Vorlová, and Vlčková 2007, 108). Public relations are a considerably cheap and efficient way of communicating a statement to a large number of people. Is it also a subject that takes care of the reputation of the company to affect opinion and manners of people. PR is not good only in someone wants to say his or her opinion, it is also good a there is a crisis or a situation that needs to be solved (Bax and Woodhouse 2013, 34).

Forms of PR:

- Publicity (printed news, firm newspaper)
- Lobbying, sponsoring
- Crisis communication (situation of crisis or difficulty)
- Organization of events (Staňková, Vorlová, and Vlčková 2007, 108).
- Blogs
- Social media (Bax and Woodhouse 2013, 38).

All customers, distributors, manufacturers, investors or employees can have a substantial effect on how people from the outside see a company. These people can see

company beliefs and culture from different perspectives. Opinions can be good or bad, and the company will change in the eyes of the public very quick (Bax and Woodhouse 2013, 38).

2.4.4 Personal selling

It is the most critical part of services marketing communication. Personal selling is a high paid an active face – to – face communication. It is a situation in which a salesman tries to persuade the customer to buy products, services or goods. The job of the salesman is to tell the customer about the specific features of the product or maybe give the customer a free sample. Free sample is a small amount of product given to customers and encourages them to try it (Jauhari and Dutta 2017, 292).

Personal selling can operate on two channels, and it is through a retail and direct-to-consumer channel. Retail operations are created when a person goes to buy something to drugstore or supermarket. The drugstore is targeted at cosmetics if someone wants to buy shampoo from a specific brand or products for cleaning. In the supermarket are all kinds of sound from vegetables to chocolates and rolls. Direct – to – the consumer is a kind of marketing which is done face – to – face or door – to – door (Bax and Woodhouse 2013, 43).

2.4.5 Sales promotion

Sales promotion is considered as one of the most effective tools for promotion. It is vital to understand that sales promotion is only about one thing: instant action. (Percy, Larry, and Elliott 2016, 362). There is a limited amount of time in which for example supermarket needs to sell particular goods of products or increase demand for chosen products. Sales promotion has the power to communicate with a customer in a form that advertising fights to imitate. It is necessary to understand that promotion is not the same as advertising (Percy, Larry, and Elliott 2016, 362). Advertising will tell people that a new product appeared on the market and what specific features this product has. It is nice to hear about something like that, but people instead prefer personal experience. Sales promotion can place a sample of a product into the customer's hands which have more power, and it is a lot more persuasive (Bax and Woodhouse 2013, 40–41).

2.4.6 Social media marketing

This type of marketing is used in order to involve customers or prospect directly or indirectly. It is necessary to hoist up the awareness about the product, to enhance a better image or obtain sales of services and products (Kotler and Keller 2016, 582).

Social media marketing is done mainly through the involvement of websites, and news sent by e-mails or company uses a blog. Platforms like Facebook and Instagram cannot be missing because these platforms are an inevitable part of today's world and almost everyone is 'online' (Kotler and Keller 2016, 583).

2.5 Process

Processes are undeniable parts of all activities, mechanism, and procedures which make and deliver a service to the customer. Moreover, processes are critical key factors in a services marketing mix (Cetlová 2007, 58). The significance of processes underlines the characteristics of inseparability when it comes to the production and consumption of services (Jauhari and Dutta 2017, 385). It is the basis of interaction between the employee and the customer. The employees secure processes, and if a process does not work well, no excuse, smile, and apology of employees cannot change that fact (Mateides and Ďad'o 2002, 241).

2.6 Physical environment

The physical environment is an essential aspect of every company (Jauhari and Dutta 2017, 333). It can be said that it is a part of 'company culture' and how it affects the customer visually and emotionally.

If a customer needs to perform a specific activity, like entering the place where services are provided, the owner of the company needs to think about the design of the place, physical environment or services cape (Wirtz and Lovelock 2016, 33). The aspect of buildings, interior furnishing, equipment, uniforms of the members' stuff, printed materials or other perceivable things offer the customer an insight into the firm's service quality. The services cape also simplifies the delivery of services and leads customers through the process of services making. Companies providing services need to take care of services cape cautiously because these aspects can have a significant impact on the satisfaction of customer and service productivity (Wirtz and Lovelock 2016, 33).

2.7 People

Despite advances in technology, many kinds of services will always require straight interaction between customers and employees in the facility of provided services (Wirtz and Lovelock 2016, 33). Every customer surely noticed differences when services are provided with cooperation with the human factor (Jauhari and Dutta 2017, 350). Skills and attitude of a person play an essential role in what makes the customer feel comfortable and what is not. Firms which are providing services need to cooperate closely with Human Resources departments. Human Resources department dedicate special care in selection, training and motivating service employees (Wirtz and Lovelock 2016, 33).

Managers, who work in the field of Human Resources department, need to acknowledge that the company has loyal, skilled and motivated employees. Having employees who can work independently but also cooperate with other members of the team is the key competitive advantage (Wirtz and Lovelock 2016, 33).

The following chapters are dealing with the definition of wellness, differences between wellness and fitness and also chapter focusing on wellness tourism. These chapters are necessary to involve because a selected company offers services connected to wellness. There are descriptions of why wellness services are so crucial for people's health and what rules are necessary to follow in order to lead a balanced lifestyle.

3 DEFINITION OF WELLNESS

Wellness—this term is a phenomenon of today's world. Furthermore, wellness services belong to the essential aspect of every hotel, spas or relaxing centres. Wellness can be understood as a synonym to a healthy lifestyle. It is a new, modern way of living that sees wellness as a culture of the body, spirit, and soul (Sonnková 2017, 61). Besides, wellness has its roots in Greece and understanding of wellness is based on Greek ideal called *Kalogathia*—the harmony of a beautiful body from Greek 'kalos' and good spirits also Greek 'agathos' (Schwartzhoffová 2016, 53). Word wellness developed from the connection of two English words: WELL – being and fit – NESS (Sonnková 2017, 61) and its non-official translation mean 'to feel good and fit.' Health is a complex term, and people think about it in terms of physical, social and emotional peace of mind and not only as an absence of illness. Based on this definition, wellness is divided into partial components, which are the critical assumption of a wellness lifestyle (Poděbradský 2008, 7–8).

Between these components belong:

- The beauty of the body and a physical strength
- Positive attitude to life
- Healthy lifestyle
- Personal habits
- Emotional balance (Sonnková 2017, 61).

However, wellness in these terms means not only to be healthy but feel that way for as much as possible. The goal is to improve the quality of life. If a person wants to achieve wellness, a physical, emotional, mental, spiritual and social condition of a person needs to be improved. These elements are connected, and if a person wants to achieve the highest quality of life, it is necessary to understand these elements as one complex (Poděbradský 2008, 8–9).

Now a student would like to move the division of wellness and in which areas wellness services can be found:

- Wellness centre

These centres usually contain fitness, beauty salon and a spa centre offering massages, baths or whirlpools, and a swimming pool.

- Hotel wellness
Wellness services are either an ancillary service to the accommodation, or they are the hotels' overall strategy based on the wellness philosophy. Furthermore, wellness hotels are equipped with a relaxation centre, swimming pool, beauty salon or a fitness centre (Schwartzhoffová 2016, 58).
- Spa wellness
Spa facilities offer, besides, to the standard healing procedures also wellness procedures. This trend is currently on the rise (Poděbradský 2008, 9).

3.1 Development of wellness services

There are many theories, how the concept called 'wellness' actually began. Beginnings of wellness have its roots in the field of balneology because these principles are used since prehistoric times (Sonnková 2017, 62). From the perspective of history, these areas have developed together. There is a difference between words 'wellness,' and 'balneology' and people started to think about these differences from the 20th century when wellness services were offered in different places than spa resorts (Poděbradský 2008, 9).

3.2 Fitness vs. Wellness

In this chapter, the student would like to focus on the main differences between fitness and wellness because in many cases people think that fitness and wellness are the same things and this chapter should help with the better understanding of these terms.

Fitness

Fitness is understood, as the ability to perform physical activities. Moreover, fitness tends to focus on a person physical health which is only a part of wellness. It tends to the strength of muscles, joints and ligaments, the state of endurance and the power in which a persons' body is capable of doing something. The word fitness does not mean the person is 'healthy.' A person can be active, participate in sports, change the shape of the body, but that does not mean that a person is in good health. 'Health' deals with a wide area of elements which are usually covered under the word 'wellness' (Sweeney 2019).

Wellness

Wellness covers all areas of health: emotional, mental, physical, spiritual, social and relationship health and all these components influence each other and affect the complete sense of well-being (Sonnková 2017, 61). Wellness is about raising self-confidence and helping to find inner motivation. Wellness programs help to improve the potential of a

person which in return supports the significance of being physically, mentally and emotionally fit.

It is not so easy to define borders in the wellness business, but wellness can be understood from two perspectives—as a support of a healthy lifestyle with the help of active movement or as relaxing rest, take care of emotions and a spirit (Sweeney 2019).

In following points is showed in which direction wellness will continue. Mental health is priority number one.

These trends are predicted to take place in the year 2019:

- **Lifestyle**

This year, sleep has been considered as an essential aspect of wellness. It is well – known that a person needs about 7 – 8 hours of sleep a day if he wants to be mentally and physically okay. Length can differ depending on if an individual is an adult or little kid (Sweeney 2019).

Wellness is now the new ‘in’ thing and people can anticipate a rise in workplace wellness. Employers are trying to take care of their employees better and reduce poor mental health and sedentary lifestyles. Nevertheless, lunchtime yoga and mid – afternoon meditation is thought of as an excellent way to start (Cairns 2018).

- **Travel**

It is proven that travellers are looking for experiences that will change them physically, mentally, and emotionally. Travelling is giving travellers more than just a couple of cute photos and souvenirs. Wellness procedures with amazing locations, cultural activities or exciting programmes will benefit as much as travellers who visit these places. Besides, it will give them a new outlook about what people can find on the other side of the world (Cairns 2018).

- **Nutrition**

People started to care more about emotional, physical health. It is highly recommended to take probiotics, which are helping to promote a well – functioning system. Probiotics are based on different areas with what people want to help with—whether it is a weight gain, fatigue or skin conditions (Sweeney 2019).

3.3 Wellness tourism

Wellness tourism, as well as spa tourism, belongs under the health tourism. There are differences between spa tourism and wellness especially with preventive effects on the human body (Sonnková 2017, 75). Wellness tourism is often connected with other forms

of tourism. Businesspeople are often looking after hotels with wellness services where they have the opportunity to forget about stressful days and firms often choose wellness hotels as places for teambuilding programs, meeting with clients or some benefit for successful employees (Poděbradský 2008, 56).

Another chapter is dealing with marketing research and terms connected to it. The marketing research is an important aspect that is needed to be taken into consideration when a marketing mix for a particular company is created. There are also described forms of data gathering for the research: quantitative and qualitative data.

4 MARKETING RESEARCH

The main goal of marketing research is to provide valuable information about the situation on the market and also about the customer. It is needed not only to have basic information, but it is necessary to know who is a target customer, what is his education, place of stay, age or economic activity. It is also essential to know where the customer is going to shop, what kind of stuff he is buying if he is satisfied or dissatisfied with certain goods or services. If someone wants to go somewhere, primarily, a person needs to do some research (Foret 2003, 71–72).

Moreover, there are two types of marketing research. First, one is called *field research* and falls under the *primary research*. Primary research is done by the researcher when data are collected for a particular problem for the first time. Primary research is expensive, but it is mostly done after the *secondary research*—if it is needed to gather more specific data (Foret 2003, 72–73). Secondary research is the standard solution because of the possibility to buy existing data from research agencies. Research agencies gathered this data in the past concerning similar research assignments (Karlíček 2018, 89).

Primary data are collected from surveys:

- Mail surveys
- Telephone interviews
- Personal interviews
- Online surveys (Email surveys) (Tahal 2017, 46).

Secondary research uses secondary data which were previously collected for a particular reason. Data are gathered from:

- Academic databases
- Published studies, books
- Government documents (Tahal 2017, 42).

4.1 Quantitative research

Quantitative research tries to find an answer to the question: how much? (Tahal 2017, 31). This type of research is performed in order to measure opinions, attitudes, and other variables that can be defined. Quantitative research uses measurable data that define facts and expose patterns in research. The results of the quantitative research show measurable information for example number of customers who buys journal Blesk or characteristics of

a group who would buy a specific product. Mathematics and measurable data are used in order to derive the final result (Karlíček 2018, 92).

4.2 Qualitative research

Qualitative research is answering the question: why? (Tahal 2017, 31). Qualitative research serves to a better understanding of underlying reasons, motivations, and opinions. Nevertheless, qualitative research works with a small number of responders (usually about 5 – 15). The aim of this research is to derive the more profound understanding about a particular issue and sometimes it is used in a situation if a researcher wants to give people insight into some of the answers from quantitative research for example: what someone likes or dislikes, personal experiences or preferences about different products (Karlíček 2018, 92).

The most common form of qualitative research is a survey form. This survey is composed mainly of several closed questions (Karlíček 2018, 94).

5 SWOT ANALYSIS

This chapter is focused on describing individual elements from which a SWOT analysis is composed of. This analysis would be the final analysis of this bachelor thesis, so this is the reason why there is a chapter dedicated to it and describing individual elements in more detail.

SWOT analysis is one of the most used analytical methods in order to evaluate the specified company. A SWOT analysis does not have to be used only for the analyses on a strategic level of management. Usage of SWOT is much more extensive and is connected to analyses focused on problems of tactical and operative management. (Hanzelková, Keřkovský, and Vykypěl 2017, 138).

A SWOT analysis consists of internal and external factors.

Internal factors

Evaluation of internal factors is done through an analysis of internal documents (financial analyses). It is necessary to focus on all available factors which can be used for analysis.

- Strengths

This area is mainly about the skills and advantages that a company or an individual has and which can be used in order to achieve goals that have been set. It is necessary to think about the main advantage and what makes a particular company better than the others.

- Weaknesses

Weaknesses are about the identification of the problems that currently exist and which may endanger the achievement of particular objectives. It is crucial to evaluate the company's current activity or the current state of an individual and try to eliminate the negatives and transform the disadvantages into advantages (Hanzelková, Keřkovský, and Vykypěl 2017, 138–139).

External factors

In particular, the evaluation of external incentives should be done primarily through external sources (publicly available information). It can be challenging to obtain these kinds of information, so it is necessary to expend more effort in order to get this information for evaluation.

- Opportunities

Areas of development and improvement are involved in order to them as an advantage. Opportunities are used in order to achieve the goals of the company.

- Threats

This area is the overview of potential threats that may cause danger risks. These threats can endanger the achievement of a goal.

These four factors are evaluated in the four quadrants of the picture (Hanzelková, Keřkovský, and Vykypěl 2017, 137).



Figure 1: SWOT analysis (Google 2019)

The results of a SWOT analysis should be an assessment of the current state of things, identification of possible developments with the usage of current forces and resources or through the usage of individual opportunities.

6 METHODOLOGY

In this chapter is written the main aim of this bachelor thesis. The reader can also find here two partial aims that are complementing the intent of the main aim. There are also described questions of research and methods of research that will help the reader with understanding the aim of this work.

In the theoretical part of this bachelor thesis is characterized description of wellness, wellness services and a marketing mix applied at companies which offer a specific type of services. The practical part will be focused on introducing of marketing mix of a selected company and description of offered services. In the practical part will also be processed, collected data, which will be gained from the questionnaires with regular customers of a selected company. The questionnaire will take place in March and April 2019.

6.1 The aim of the work

The main aim of this bachelor thesis is to find out if a present marketing mix of a selected company is suitable for current customers.

Two partial aims will help with finding the right answers for the main aim:

The first partial aim is focused on describing, what kind of ideas customers have on a marketing mix.

The second partial aim is devoted to whether the owners of a selected company setting the marketing mix adequately according to the opinions of present customers.

6.2 Research questions

Based on the partial research aims have been identified these questions of research:

1. What suggestions customers have on a present marketing mix?
2. Are strategies selected by owners chosen adequately according to opinions of present customers?

Based on the set of questions of research were identified indicators characterizing these questions. The questions for the questionnaire were devised according to the mentioned indicators.

6.3 Research methods

In order to answer the questions of research, it was decided to realize qualitative research. The primary method of data collection is to fulfil a questionnaire which was constructed mainly for regular customers of a selected company. In the situation when not such a vast

number of customers would be willing to fulfil the questionnaire, another option is a realization of semi – structured interviews.

6.3.1 Questionnaire

The questionnaire is constructed from 19 questions. There are 16 close-ended questions and three open-ended questions. The aim is to collect at least 50 questionnaires. A student has chosen only customers who visit a selected company regularly. These people visit a selected company every two days, once a week or even once a month.

6.3.2 Semi – structured interview

Another option that was chosen in a situation in which customers would not be willing to fulfil a questionnaire is a form of semi – structured interviews. The process of the semi – structured interview is intended to follow questions from the questionnaire, and a student is planning to ask some additional questions in order to make answers to respondents more specific. These interviews would be done in the form of a personal meeting with respondents without any recording of the answers.

II. ANALYSIS

7 INTRODUCING THE BAI MAI COMPANY

Information provided about Bai Mai was consulted with the owner, and the author of this thesis is a current employee of this company.

Bai Mai Company was established in Zlín since 2007. Bai Mai is a massage salon which provides all kinds of Thai massages and is operated only in Zlín. The name of the salon means 'leaf from a tree' and in the logo of the company is a leaf from Ginkgo biloba tree. This tree is a symbol of good health, wisdom, and longevity. The main goal of this company is to provide excellent services to customers and to help them with their health issues.

Back in 2007, Bai Mai was the first in Moravia who provided Thai massages with original employees from Thailand and now belongs to the elite in the Czech Republic. During its beginnings, there were several branches of Bai Mai and masseurs of Bai Mai travelled to spa town Luhačovice to massage customers who were on a relaxing vacation there. Masseurs were tired, and after a few months, this way of providing massages was shut down. There are four masseuses which born in Thailand and have a long experience from Thai massage shops and rehabilitation centres all over Thailand and hospitals. Masseuses adjust massages to personal needs and dispositions of every customer. Bai Mai Company employs three part-time workers and is owned by two employers, husband, and wife.

8 MARKETING MIX

8.1 Product

Bai Mai Company offers its customers certain types of Thai massages. These massages are from forty to two hours long, and they are divided into relaxing massages and massages that can help for example with health issues. In this chapter, a student will discuss four massages that are chosen by customers most regularly.

8.1.1 Tok – Sen

Tok – Sen is a traditional Thai technique with tapping with wood sticks on parts of the body which a customer has a problem. This technique is focused on pressure points, and energy pathways in the body of every customer and masseuse will help the customer with the entire release of the stiff body. This technique is used in Thailand to reduce issues with back, shoulders, hands, feet, headaches and many others. There is a possibility to tap on a particular problem in the body for five or ten minutes, and the problems are gone. If a customer has a long-term problem with the body, it is necessary to go to Thai massage more often to resolve this problem permanently. It is highly recommended not to exercise after Thai massage because the body can react to these changes about three days.

8.1.2 Thai Massage for Pregnant

This massage is similar to the Tok – Sen one, but no wooden sticks are used here. Massage for pregnant women needs to be soft in order to help the woman with the problem with the back or with swollen feet and to make her feel more comfortable during her pregnancy. It affects the mother and the unborn child. It is necessary for women to understand that this massage can be done after five months of pregnancy. Distinct types of massages are not suitable for pregnant women because it can hurt the baby and the woman can miscarry the child.

8.1.3 Thai Herbal Massage

It is a traditional regenerative procedure for the whole body with the usage of hot small herbal bags. This type of massage uses the same technique as traditional Thai massage mentioned above, but there is a difference that masseuse uses hot bangs which are submerged into hot water. The temperature of the bag depends on each person. Some people are more sensitive, and the temperature can be easily changed. Bags are filled with a mixture of authentic Thai herbs with anti-inflammatory and revitalizing effects. The

mixture of bags is more often the same, but it depends on the producer and his recipe. Thai Herbal Massage is suitable for a tired body and most importantly in cold weather because this massage has a perfect relaxing effect.

8.1.4 Thai Oil Massage

This kind of massage is relaxing, and natural oils are used in order to make the massage the most beneficial for customer body. In Bai Mai, coconut oil is used because of its features to absorb people skin the most effectively. This oil is also 100% natural and is not thermally or chemically treated. Thanks to these features, the oil contains the active ingredients that prevent aging of skin and hydration of dry skin. This massage is helping to calm the stressed mind and find peace. Coconut oil supports the strength of bones, tendons, and joints—it is essential especially at small children, it supports proper development and structure of children body. Thai Oil Massage is conducted in energy pathways (also known as meridians) which promotes the right flow of energy in the body. Furthermore, the correct function of the lymphatic system and the blood circulation is supported and leads to the elimination of body impurities.

These massages are the most favourite ones among customers, but Bai Mai also offers the only massage of back, head, hands or feet. Sometimes customers have big problems with certain parts like back or head, and it is because of stress they need to face daily.

8.2 Price

Bai Mai has updated its price list several times since the beginning of entrepreneurship. It is necessary to understand that prices of massages include not only work of masseuses but also the price of tools that are needed to perform massage, rent paid for the place, electricity and water because during the eleven hours long shift, all lights are turned on and washing machine is working without a pause.

In the following table are written all kinds of massages that Bai Mai offers and their prices. Prices can change depending on how long a particular massage is. The lowest price for the massage is 490 CZK for the forty minutes long massage. Prices steeply change, and the higher price for the massage is 1490 CZK, and this massage is two hours long.

Because prices of oils used for massages, bills for electricity and price of rent are going up, it is planned that during the year 2019 prices of massages will change and this number is about 100 CZK.

	40 min.	60 min.	75 min.	90 min.	120 min.
Thai Massage	-	790	990	1190	1490
Oil Massage	-	990	-	1190	1490
Herbal Massage	-	-	-	1190	1490
Back Massage	490	790	-	-	-
Hands Massage	490	-	-	-	-
Head Massage	490	-	-	-	-
Foot massage	-	790	990	1190	1490
Massage for pregnant	-	790	990	1190	1490

Table 1: Price table at Bai Mai (author's creation)

Table 1 is showing what kinds of massages are provided by Bai Mai and also the specific prices. There can be seen eight types of massages from which only three are 40 minutes long. The prices are slightly changing according to the length of massages. The longest ones are 120 minutes long and obviously, these prices are the highest ones. Moreover, customer can choose from this table according to his wishes and money preferences.

8.3 Place

Bai Mai is situated on Zarámí 428 Street in the centre of Zlín city. Firstly, the location of the salon was on Míru square but because of the high price on the rent salon changed the location to Zarámí six years ago.

The location of the salon is crucial in order to meet the best customers for the company. Because of the location in the centre of the city, it is not so hard for people to find it there. Bai Mai Zlín has only one branch office, and it is a reason why services are provided with a high level of quality because owners concentrate its energy to this particular place.

8.4 Marketing communication

Marketing communication is used in order to catch the attention of the customer for example by services that are offered. Marketing communication, in other words, promotion, needs to be appealing in order to attract people and to give a better awareness about the products or company itself. Bai Mai is operating in Zlín about 12 years, and during that time a massive number of customers became loyal ones. Bai Mai has a good

reputation not only because of this salon was the first one in Moravian district but because of the massages and masseuses that help people with problems they have with their body better than any doctor himself.

8.4.1 Advertising

Bai Mai as many other companies needs to be visible for the customers and in order to do that it is necessary to offer customers the product or some introducing of the company. Bai Mai uses advertising only on internet platforms in order to make the company visible. Bai Mai uses paid advertisement on Facebook and Instagram, and more of its tools is discussed in the section focused on Social media marketing.

8.4.2 Direct marketing

Tools of direct marketing are used in Bai Mai Company only on special occasions. These occasions are for example Zlín Film Festival or Zlín design week when a famous people (actors or singers) come to Zlín. These people are addressed directly by the owners of the company in order to promote services of the Bai Mai. It is also important to point out that these actors and singers have massages for free in order to do a specific type of promotion to the salon.

Owners use communication through the internet with the customers (Facebook, Instagram or email) and direct communication when people come to buy a voucher or enjoy massage and company does plan to use the tools of direct marketing in the future, the only exception is people mentioned above.

8.4.3 Public relations

Public relations are mainly the techniques and tools which help the company to build relationships with customers and a broad public. Nevertheless, public relations are not only about relationships with the customer but also about the relationship with employees of the company and among them. If a company wants to be successful, it needs to have a great team to stand behind that success.

At Bai Mai, owners have good relationships not only among part time workers but most importantly with masseuses. Part time workers work at the reception, so it is necessary to smile at the customer and to create a good feeling in every person who comes through that door. It can be said, that Bai Mai works positively with a friendly and pleasant environment.

8.4.4 Personal selling

Tools of personal selling are not used so often in Bai Mai. People come to the salon because of the recommendation of friends or they saw some famous football players to visit that place. Orders done by phone or personal visits are the only way how the customer can attend massage. Ordering by email, Facebook page or Instagram is not possible.

Process of personal selling is created only when a customer comes to the salon in order to buy a voucher. In many cases, customers want to help with the purchase of a special voucher because customers are not sure what procedures are involved in every massage. Customers do not have direct contact with the owners, but on special occasion it is possible to contact them in order to negotiate a special price for a large purchase for example for employees of a specific firm.

8.4.5 Sales promotion

Sales promotion is an element that is necessary for the existence of the company. Tools of sales promotion were used during a period of Christmas in 2017. People got these discounts when they came to buy vouchers as Christmas gifts and as a special gift these people get 20% discount and 30 minutes free for massage which is longer than one hour. This type of promotion was not so successful because people did not notice an expiration date which was only three months from the purchase. Owners had problems with angry people, and that is the reason why it was chosen not to prepare this kind of promotion again.

In Bai Mai are used tools of sales promotion in the form of voucher or bonus cards which can be given to the customer after a purchase.

1. Bonus Card – this type of bonus is offered to loyal customers or to the people who want to visit Bai Mai regularly. This card is given to customers if a receptionist sees that people are visiting the salon more often or customers can request this bonus itself.

The principle of this bonus is simple. It is a card where all massages are written, and the amount of money customer paid for the service. After overlapping the limit of 5000 CZK, the customer gets a discount for next massage five hundred CZK, or there is a possibility of getting a voucher for the same amount of money which can be given as a gift to friends or relatives to birthday.

2. Voucher – as previously mentioned, a voucher can be given to the customers as bonuses or customers can buy them as a gift. There are vouchers for specific prices

or given to the exact type of massages. The cheapest ones are for 500 hundred CZK, and the highest price for the voucher is 1580 CZK. A voucher is exposed directly to the customer with a date of exposure. Duration of the voucher is one year, and after the consultation with the owner, it is possible the extension of the voucher for a maximum period of two months.

The owners of the company currently do not plan to include any additional sales promotion elements into the existing offerings.

8.4.6 Social media marketing

Bai Mai uses three tools of social media marketing: Facebook, Instagram and official web site of the company. It is necessary for Bai Mai to involve tools of social media marketing because in this way customers can be informed about specific discounts and what changed from their last visit.

- **Facebook**

Before there was Instagram, Bai Mai mainly used as the communication channel the Facebook page, and it is considered as the primary communication channel of this company. At this page are available photos of famous people who visited Bai Mai and customers can also see the opening hours of Bai Mai.

For people in today's world is important to read reviews from people who visited that place. Facebook is beneficial in this manner because the customer can rate a level of satisfaction and quality with provided services or the attitude of employees of the company.

Facebook page of the Bai Mai has 2 293 followers, and it is because of that fact that Bai Mai uses Facebook page since the beginnings which is the reason why this page is so successful (Facebook, Thajské masáže Zlín – bai mai 2019).

- **Instagram**

Instagram is considered as the secondary communication channel of the Bai Mai. Instagram is based on the principle of photos, and comments and so – called 'stories.' These stories are available on Instagram for 24 hours and at that stories Bai Mai show for example photos of famous football or hockey players which visited Bai Mai a few hours ago. This kind of marketing communication has a significant influence on people. It is because they want to be more like their idol.

Bai Mai has its Instagram from 2017, and since then it has earned 243 followers (Instagram, Bai Mai 2019). Photos are published by the owners of the company and

owners still try to work on to reach and influence a more significant number of people to visit the salon.

- **Website**

At the official web page of Bai Mai are the most essential information what customer needs to know. There is a list of provided massages and its prices. Customer can choose from several types of massages based on its wants and needs. There are also descriptions from the owners of Bai Mai which tells customer info about massages in more detail.

Customers can also find a mobile number on the reception if they want to order a massage. The appearance of the website is related to the appearance of the salon. Everything is harmonized into the orange colour (Bai Mai 2019).

Potential customers can also find there an e-mail contact which is used as a direct communication channel with the owner himself. Customers can write there if they have problems with vouchers or if they want to ask about something the owner himself. Website of Bai Mai is www.baimai.cz.

8.5 Process

Bai Mai offers the only way how to deliver services. Nevertheless, Bai Mai operates exclusively in Zlín that is the reason why it is essential for the customer to come to the salon in order to get the massage.

Customer calls on the reception in advance, for example at this time of the season it is better to schedule customers' massage about three weeks in advance in order to find the best date for the customer. After this scheduling, a customer can come to the salon where a receptionist has a book of orders. Books of orders consist of the last name of the customer, type of massage what customer wants, time, and a mobile number. When it is a first—time massage, the customer is told by receptionist on which bed a massage take place and what to wear. It is the responsibility of the receptionist to ask the customer about any types of operation or problems that a masseuse should know about. After this process a receptionist tells masseuse what to do and if a massage needs to be soft, medium or with strong power. After the massage is complete, it is required of a receptionist to ask if everything was without the problem and if the customer liked the massage.

8.6 Physical environment

The physical environment is an essential part in order to make the customer feel good. The environment is mainly about the place where a service is provided and also other physical attributes like clothes of the employees, visiting cards or the appearance of the website.

Bai Mai provides its service at one place – at Zarámí Street where is the only location in Zlín. There is extensive usage of an orange colour which is a symbol of optimism, gold health, and joy. It should eliminate pessimism and depressions. There are also elements typical of Thailand culture like the main symbol: elephant. A Buddha statue cannot be missing. Furniture is tuned into the brown colour, and the lightning needs to evoke a feeling of relaxation and well – being.

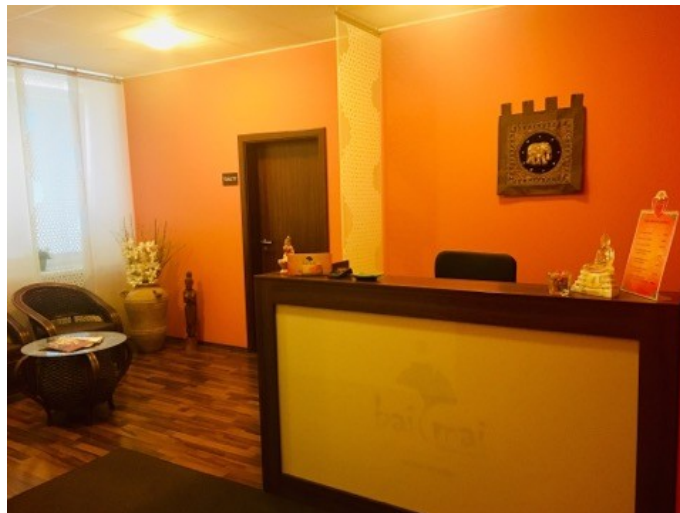


Figure 2: Interior of Bai Mai (Bai Mai 2019)

8.7 People

People are the most crucial factor in the services marketing mix. It is necessary to include the human factor in order to create and deliver a specific type of services. Employees are a particular part of the company's strategy. The company which employs incompetent people has no chance to succeed in today's world.

The attitude of the employee can change the whole perception of how the customer thinks about the company. That is the reason why Bai Mai hires people with a positive attitude to life and which can make somebody else's a better day. Not only by the provided services but a simple smile and smooth performance of the part-time worker can cause that customer visit salon more regularly because of that fact.

Masseuses are chosen from Thailand in order to deliver that best quality services possible. As mentioned in the chapter above, Bai Mai employs four masseuses. These

masseuses have precise instructions on how to communicate with the customer and how to make a massage the most comfortable.

9 ANALYSES

9.1 Competition analysis

Development of marketing has the primary influence on the analytics and planning procedures of firms, and there is a considerable need for getting new information about external factors. These factors are considered as critical factors for the company to work well. Nevertheless, external factors are information about the competition and the development of the market (Příbová 1998, 7).

In the following chapter are listed companies that are considered as the main competitors of Bai Mai in the market. These factors were considered in this analysis: place, prices, products, people and promotion (social media marketing). A student is not aware of the situation connected with the physical environment and process. This is the reason why only these five aspects of a marketing mix were chosen.

9.1.1 Khmer SPA

Khmer SPA is located at Míru square in Zlín, and this salon was chosen because of this location that is nearly five minutes away from Bai Mai.

Khmer SPA offers massages from 30 to 90 minutes long, and prices are slight changes according to the lengths of massages. Bai Mai has its advantage because it offers even massage 120 minutes long. Massages at Khmer SPA are divided into three sections: traditional, oil and unique ones. Traditional and oil massages are performed at Bai Mai as well, but unique massages are considered to be the most attractive ones because include massage of a butt and peeling (body scrub) and no other salon in Zlín can offer these services (Khmer SPA 2019).

Amount of prices paid for massages is from 450 CZK to 1350 CZK. Prices are more attractive than at Bai Mai since its prices begin at 490 CZK for the shortest massage. The longest one is cost 1490 CZK which is even more. Khmer SPA can attract those who want to try something new and higher prices at this point can be a disadvantage for Bai Mai.

A significant advantage of Bai Mai is that salon has native Thai masseuses who have proper knowledge of how to do Thai massages. Nevertheless, Khmer SPA offers Cambodian massages performed by natives from Thailand, Bali, and the Philippines (Khmer SPA 2019).

Khmer SPA has an excellent internet base. They perform and show their services on Facebook, Instagram, website, and there is a possibility to check TripAdvisor which is considered as an excellent tool to share reviews. Facebook has 1098 followers, and 161 people follow the Instagram account. Relevant information can also be found on the official website of Khmer SPA. Bai Mai has a higher influence considerably on the social media since Facebook of Bai Mai is followed by 2294 people (Facebook, Khmer SPA 2019) and Instagram account is counting 241 followers (Instagram, Khmer SPA 2019) which is not that much. A disadvantage would be considered that Bai Mai is not available on TripAdvisor.

9.1.2 Masáže Nibiru

Nibiru massages are located in the area near the city centre of Zlín— more specifically in building 22 opposite the building Max 32. This is an aspect that can be a disadvantage because the salon is not located in the centre of the city and Bai Mai and Khmer SPA are right in the city centre.

Masáže Nibiru offers a considerable amount of massages that cannot be found in Bai Mai or even Khmer SPA. There are Hot Stones massages—massages with the lava stones, Hawaiian massage Lomi Lomi, Indonesian Bali massage, energetic Chinese massage, Indian massage, Ayurvedic and even massage with the usage of the honey. These massages are different, and it can be an aspect that people may prefer to visit this place because of its vast offerings (Masáže Nibiru 2019).

Prices of offered services are also delightful. The lowest price of a massage is 350 CZK for the performance which takes 40 minutes. There are massages from 40 to 120 minutes long. The price can change according to the technique and also the length is an important aspect. Moreover, the cheapest massage is for 350 CZK, and the most expensive is for 800 CZK (120 minutes massage). Masáže Nibiru, is in this case, a considerable competition because of its offerings and attractive prices which are much lower than at Bai Mai (Masáže Nibiru 2019).

It is also necessary to point out that native Chinese, Hawaiians do not perform massages at Masáže Nibiru or even people from Bali. The person from the Czech Republic performs massages. It can be considered as a disadvantage because this person may not have a good knowledge and techniques of massages as the native one.

Masáže Nibiru has its website and also the Facebook page. 259 people follow Facebook page, and it is obvious they not use its page since the last post is from Christmas

2018 (Facebook, Masáže Nibiru 2019). Masáže Nibiru even does not have an Instagram page, and there is no possibility of reviews on TripAdvisor. The aspect of promotion on the internet can be considered as the main disadvantage in addition to Bai Mai and Khmer SPA.

9.1.3 Studio Shanti

Studio Shanti is located on the Tomas Garrigue Masaryk square which is located near the building U13. This salon offers massages that may be the same as at Masáže Nibiru. Indian massage, massage with the usage of Hot Stones, or massage with the honey. The new technique is the flask massage with the elements of Shiatsu involved and also the lymphatic one. This technique is not performed in Bai Mai, Khmer SPA and even Masáže Nibiru which makes Studio Shanti a unique one and this is also a good advantage (Studio Shanti 2019).

Prices of massages can change according to the length and the technique that is used. The lowest price for the massage is 160 CZK, and the highest one is for 1050 CZK. The length of the first one is 15 minutes, and the longest one 115 minutes. As mentioned earlier, prices change when a particular technique is used. Massage with the usage of hot stones is from 300 CZK for 25 minutes and 450 CZK for 40 minutes. It is considered as the Golden mean in offerings. Bai Mai has the highest prices, and the Khmer SPA has prices slightly different. Masáže Nibiru has lower prices, and Studio Shanti offers an excellent compromise among them. This is a good advantage—offerings of new massages and even attractive prices.

Studio Shanti has the same problem as the Masáže Nibiru. Even though there are Indian massages, these massages are performed by a person from the Czech Republic. It can also be a disadvantage because good knowledge can be missing (Studio Shanti 2019). Studio Shanti is operating on Facebook, and they have their website. Facebook page is followed by 1080 (Facebook, Studio Shanti 2019) which is a lot more than Masáže Nibiru. On the other hand, the last post is from January 2019, so Studio Shanti is not so active in the field of social media. They also have website where are listed offerings and prices of massages. Design of the website is not so attractive either. Instagram page is also missing and also the TripAdvisor. Aspects of being active on social media is a significant disadvantage for Studio Shanti.

	Khmer SPA	Masáže Nibiru	Studio Shanti
Location near Bai Mai	✓	✗	✗
Wide range of massages	✗	✓	✓
Pleasant prices	✗	✓	✓
Masseuses from the countries of performed services	✗	✓	✓

Table 2: Competition Bai Mai – Comparison (author's creation)

	Khmer SPA	Masáže Nibiru	Studio Shanti
Facebook	✓	✓	✓
Instagram	✓	✗	✗
Website	✓	✓	✓
Trip Advisor	✓	✗	✗

Table 3: Internet platforms used by competition (author's creation)

9.1.4 Summary of competition analysis

Based on the analysis of competition, Bai Mai offers unique services that no one in Zlín can offer. Nevertheless, prices of massages are higher according to the competition. Masáže Nibiru has the lowest price for offered services, but a disadvantage for other salons of competition is that a person from the Czech Republic performs massages. Khmer SPA has masseuses from Bali, Cambodia or Philippines but a student is not aware of the quality of the performed services. Services in Bai Mai are on the other hand performed by masseuses who have good knowledge, and these masseuses always learn some new information about a human body. People at Bai Mai are its biggest asset. In conclusion, Bai

Mai offers services of good quality, performed by native Thai, and disadvantage in the form of higher prices.

9.2 Semi – structured interviews analysis

9.2.1 Analysis of a marketing mix

In this chapter is discussed the analysis of a marketing mix. Every aspect of a marketing mix is divided according to 7Ps'. Firstly, it was intended to make an analysis based on the results of the questionnaire but because customers were unwilling to fulfil questions that were on the paper form. The method that was chosen based on this inconvenience was a semi-structured interview.

Analysis of a present marketing mix was done as mentioned by way of semi-structured interviews. A student was asking questions which were in the paper form, and the aim was to find answers in the shortest amount of time. These semi-structured interviews were answered by fifteen people—customers who visit the salon regularly. The qualitative research took place at the end of March till the beginning of April 2019 and this research was constructed from nineteen questions. Seventeen questions were intended to measure customer satisfaction with every aspect of a marketing mix. There were also open questions which were focused on the place of stay of each person, its profession and question if there is something that customer thinks it could be improved.

The most significant representation of respondents was in the region Zlín more specifically in Zlín itself and Uherské Hradiště. The number of respondents from this district is represented as number twelve. There were also three respondents who commute to massages from the South Moravian region, specifically from city Brno.

The age of respondents was from 25 to 64 years old. As mentioned earlier, there were fifteen respondents, and nine of them were men and the remaining six were women. All of the respondents are in very high positions in the company, or they own a specific company. Five respondents from full participation are business owners or managers. Even a lawyer and two doctors were not missing. Thai massages are also very popular among athletes, especially football players and hockey players, of which one participant is in a high football position. Another six respondents either carry out financial advising (3 participants), or responders are bankers (2 participants) or do business with coffee from different countries (1 participant). Marital status was not detected as well as the level of education.

These respondents were not chosen randomly—since they are regular customers of a company, it is essential to know its opinion on this matter. The student offered each participant the opportunity to fill in a questionnaire in person with a 20% discount for the next purchase, but it was probably not enough since only fifteen people completed the questionnaire. As mentioned, it is the reason why a student has chosen the method of semi-structured interviews.

The semi-structured interview was constructed from nineteen questions. These questions were designed in order to cover all 7Ps' of a services marketing mix. First one was connected with the satisfaction of offered products and the second one was focused on the price. Another question was about the place of the company. By these three questions were covered 3Ps' of the services marketing mix. The process, physical environment, and people were included in questions from four to nine—asking if a customer is satisfied with the staff providing massages, the performance of the receptionist or even if lighting during a massage is pleasant or if a person feels kind and warm during Thai massage. Questions ten to twelve were asking about promotion—especially social media marketing. Respondents were also asked about the interior and how often they visit Bai Mai. Last four questions were open-ended questions, and these were dedicated to the gender of each person, age, profession, place of stay or what could be improved.

- **Product**

First of all, the first question was dedicated to satisfaction with provided services. The massages are the service which is taken into consideration. Ten respondents from fifteen answered that they are highly satisfied and the remaining five are satisfied good enough, but something is missing. The additional question of the student was what could be improved in order to make these customers highly satisfied. These answers were not much different, but all of them said almost the same thing. That some new ones could enrich the list of massages that are offered and also there could be massages that are longer than two hours, these factors could be taken into consideration, but it would require new training of massages and masseuses would be tired after the more extended massage than two hours. It is necessary for them to rest after the massage at least thirty minutes in order to give the massage a good quality. If new massages would be added in the offerings, it is possible that the whole concept of Thai massages would be ruined.

Customers that are highly satisfied visiting salon several times a month and they are used to them because it helped them with health issues that no doctor could solve.

- **Price**

Question two was asking what opinion customers have on a specific price of offered massages. Eight respondents were highly satisfied with the price, and the remaining seven thought that there is something that could be improved. Since these customers are in high positions in companies or perform their own business, it is understandable that prices are chosen adequately according to their opinion. These customers also said that the price reflects the quality of performed services and that in Bai Mai are masseuses exactly from Thailand and have much experience in that field. Respondents who were not so highly satisfied also said that this is because of that fact, that they were not satisfied with masseuses. As can be seen, people are different, and everyone has their preferences. Is it possible that the technique that was used was not suitable for them and in that case, there is a possibility of professional advice from the receptionists. The receptionists in Bai Mai had in their training to go through all the massages and to try different masseuses in order to be able to recommend certain masseuse to a customer. Another student asked was that if the customer knows the prices of massages are involved not only services of masseuses but also the receptionists, electricity, rent and water supply. Customer did not consider these factors, and they agreed that prices are chosen adequately. Moreover, no customer suggested what could be improved in the field of price.

- **Place**

Bai Mai is located at Zarámí Street. This street is in the centre of the city of Zlín and salon operates on this address for the 6th year in a row. The third question of the semi-structured interview was asking people if the location of the salon is good enough for them. It is necessary to point out that ten people are satisfied but not for 100% and the remaining five said that this salon is close to their work so they can walk by foot. The reason why people are not so satisfied is simple. The salon is in the centre of the city so after three p.m. there are not parking places available to customers. There is a rush hour in the city, and it can be hard to get to the salon since customers are travelling from Brno, Uherské Hradiště or the other side of Zlín and when they arrive there is no place to park. This is also the reason why people come late to massages. There is no possibility to park a car in front of the building because these places are taken by someone else and or customer needs to pay for a parking spot. Another aspect connected with place is that there are repairments of sewers and houses especially in the summer months and because windows are open, it can be annoying for people on a massage. It can be said that the place is not so right and

respondents said that it would be better in a salon would not be in the centre of the city because there would be a more peaceful atmosphere.

- **Marketing communication**

Three questions were dedicated to the marketing communication of Bai Mai. These questions were about social media marketing because as mentioned at the beginning of the practical part, Bai Mai does not use tools of the marketing communication regularly. Sales promotion is used only when a customer visit Bai Mai by himself to buy a voucher or order date for massage. Nevertheless, social media marketing is used on various platforms.

- **Social media marketing**

Questions ten to twelve were asking people if they are looking for news on internet platforms. The research showed that people are not so aware of these social media and it is probably a reason for the age of the respondents because none of the respondents was younger than twenty – five.

Facebook

The research showed that people visiting Bai Mai are not so aware of the internet platforms that Bai Mai has. Only four people in the interview answered that they are looking at the Facebook page regularly. It is a deficient number even though over 2000 people follow the Facebook page. When a student was asking why people are not looking at Facebook, it was because they did not even know. As mentioned, respondents were not than 25 years old, and there were respondents mostly about 35 to 55 years old, so it is understandable that they are not spending so much time on the internet. These people have families, and they answered that when they have free time, they want to spend it with their families and not sitting next to the computer to watch what is new.

Website

Website of Bai Mai offers a basic description of offered massages, prices, opening hours and even email contact if people have questions about anything and they want to ask specifically a manager. Despite these facts, respondents answered that they are not looking at the website at all. It was said, that they rather grab their phone and call the receptionist if they have any questions. Website of Bai Mai has an outstanding looking design compared to the competition. Website is the oldest internet platform in the world of the internet and people instead ask if they have any question rather than look at the official website where are all necessary descriptions.

Instagram

Instagram is the phenomenon of today's world, and when someone is not on Instagram, it is like he never existed. Nonetheless is also no so well-known among the respondents. In the beginning, Bai Mai posted on their Instagram account photos with some quotes related to massages. After this era, photos of famous people who visited Bai Mai started to appear. Even though people want to be like celebrities, Instagram is the platform at which account respondents said, that they even not knew that Bai Mai has an Instagram account and answered that they do not have an Instagram account at all. This is the reason why Instagram is not so well – known; most people who are visiting Bai Mai do not have an Instagram account.

Bai Mai posted its first photograph on the Instagram 1st April 2017. Since then Bai Mai achieved 242 followers, and the number is slowly growing.

- **People**

Questions four and five were dedicated to the personnel of a salon Bai Mai. Firstly, masseuses and receptionists play essential elements in order to make customer satisfied or not. Twelve respondents from fifteen were highly satisfied, and the remaining three are also satisfied but not for 100%. Another additional question related to personnel providing massages was why customers are so satisfied. Each was pleased by the professional approach given by masseuse. These customers have one significant advantage—they visit the salon regularly, and they have chosen masseuse which is the best for them. This is the reason why they are so satisfied. Customers know that masseuses remember customers who come regularly and when they see the person, they know where the problem is, on which part of the body should focus more. Customers are something like projects for masseuses on which they can work on, and this is the thing that customers love the most about Bai Mai.

Another aspect connected with people is receptionists. Question five was asking customers if services of receptionists are good enough and eleven respondents like the approach of the receptionists. There was also one additional question and student was asking people what is the critical objective what makes them satisfied. Most responses were discussing the attitude of the receptionist. It is necessary to understand that receptionist is the first person customers see when they visit the salon. If the approach of a receptionist is unpleasant, it can ruin the job of visiting that place. The respondents said that they like a smile and a tone of the voice of the receptionist when they open the door and enter. That smiling and happy face is the key to satisfaction of customer in the first

place. Customers who answered negatively said that receptionist was rude and looked bored when they opened the door. It is understandable that a person is not in an excellent mood, but this aspect needs to be considered disadvantaged, and the approach of a particular receptionist should be better.

- **Process**

The questionnaire had three questions dealing with the process of massages focused on customer's feelings. These questions were asked respondents if they feel warmth during the massage, if the lighting is good enough from them or if noise from the street is bothering the customers. Question connected to warmth can be seen as irrelevant, but it is not. This is one of the most important aspects connected with the satisfaction of the customer. It is necessary to take into consideration that these massages are performed when a person is only in underwear and by his choice can be naked as well. Respondents said that they did not feel cold and no sign of wind. One respondent had the negative experience. It was a winter month, probably December, and one receptionist forgot to close the window. This customer had two hours deep massage and even masseuse did not register that the window was open. At this time of the year is a temperature few degrees below zero so it is understandable it was not so pleasant experience for the customer. Otherwise, this accident did not happen again, and customers are with the temperature in the room satisfied enough.

The lighting is another important aspect which was taken into consideration. A student was also asking respondents if they think that lighting is too intimate. Almost one – half of the respondents is satisfied with the lighting, and they do not consider the lighting to intimate at all. Another half had a different opinion. The lighting considered as an intimate one and after the changing of the curtains instead of orange ones is brown ones. The brown colour influences the light in the room in a darker way. These customers would welcome if a brightening of the room were brighter and not so dark. A student was also asking if customers think that the darker lighting makes the customer more relaxed than the brighter one and this half of respondents said that, the brighter lighting would be more comfortable. Noise is another important aspect which can make massage pleasant or a total nightmare. There are many repairments of pipes and houses, and the noise is starting at about eight a.m. It can be annoying when a person comes to the salon to relax and hear these noises because the windows are open. Eight respondents did not even hear a thing from the street when they were on massage. Another seven said that they heard voices from the reception, steps right behind the door or noises from the outside. Noises from the reception are

reduced as much as possible, but still, a receptionist needs to take the phone calls and talk to people. Noises from the street could be removed only if every room had its private air condition, but it would cost owners much money. This is the main disadvantage of Bai Mai—location in the centre of the city where will always be many noises from the streets.

- **Physical environment**

The physical environment is an essential aspect in order to attract the customer. If a customer does not feel good in a specific environment, he will not come again. As mentioned in the previous chapters, the interior of the Bai Mai is tuned into orange and brown colour. Orange colour should evoke a feeling of peace and wellbeing that is probably the reason why eleven people said that interior of Bai Mai is very positive. A student also asked why customers feel the positivity if certain aspects make them feel the peace of the place. Some answers were mentioned music. The music can change the emotions of people. It can change the whole perception. Bai Mai Company is providing Thai massages so it is evident that there is played music which should evoke a feeling of total relaxation. Another aspect which was said by customers was the orange colour. As mentioned earlier, this colour represents peace and wellbeing, and this is the reason why people feel so good at Bai Mai.

9.2.2 Summary of semi – structured interviews

As mentioned at the beginning of this chapter, semi-structured interviews were chosen because customers were unwilling to fulfil questionnaires in the paper form, so student just followed questions which were on the paper and asked specific questions.

A student was following an exact structure of the services marketing mix—from the product to the physical environment. The qualitative research showed that customers are satisfied with services that are offered and mostly because they think these services are in high quality and a professional attitude of masseuses and also receptionists. This is also the reason why students asked if they think that prices are chosen adequately. Services are performed from native Thai which is the reason why prices are so high. Prices for rent, electricity, water supply, and wages of masseuses and receptionist need to be taken into consideration. Customers said that they had no idea how many things are connected to that price, and they acknowledged that prices are created adequately. Place of the salon was considered as a weakness also in a SWOT analysis. With the place of the salon are also connected noises from the street and availability. The location in the centre of the city is not as good as may be seen—there are no parking lots for customers primarily in the late

afternoon hours. The noise from the street is also annoying especially in summer months when windows are open during the massage. Another aspect which was taken into consideration was the comfort ability during the massage and also the lighting. Responses of respondents were positive, but some of them consider the lighting in the room to intimate. There was also one case when the customer felt extremely cold because receptionist forgot to close the window in December. Otherwise, respondents are satisfied with the lighting, and it may be taken into consideration to make the room sunnier, and the temperature in the room was acceptable. Respondents, as mentioned, were highly satisfied with the masseuses and also with the receptionists. There were some issues mentioned that some of the receptionists were not decent to the customer and this is something that needs to be work on in the future. The research showed that even though Bai Mai has its own Facebook page, Instagram and website, people are not aware of these possibilities and almost no customer who answered these questions have an Instagram account. This is another aspect which was taken into consideration in a SWOT analysis—to attract younger customers in order to make these platforms more visible and to reach a higher number of followers. The last aspect of the research was connected to the physical environment. Respondents rated the interior of Bai Mai positive and that in this field are not improvements necessary.

Based on the results of the analysis of the semi – structured interviews—answers for the research questions were derived. The first research question was asking what suggestions customers have on a present marketing mix. These opinions slightly change according to the place of stay—which could be somewhere else than in the centre of the city or offerings of services—the list of offered services should be extended. Therefore, the second question of the research was if strategies selected by owners of the company are chosen adequately according to the opinions of regular customers. The salon has employees of good quality, and also services of high quality. Prices which are slightly higher than at the competition (which customers agreed it is not such a big problem after all) and the most importantly—the salon have good leaders which worked on the positive perception of a brand significantly hard. By that statement was answered the second research question.

10 SWOT ANALYSIS

SWOT analysis is the final analysis of this bachelor's thesis. In this analysis are taken into consideration features from the competition analysis as well as answers from the semi-structured interviews.

10.1 Strengths

- Employees of good quality
- Good relationships among employees
- Good customer base
- Individual approach to the customer
- Positive perception of the brand
- Interior
- Long – term relationships with customers
- Positive results of the business
- Good leading of the company

The most significant advantage of the Bai Mai Company is that people perceive Bai Mai in a profoundly positive way because of the long tradition and employees which play an essential aspect in every business. If a company wants to be successful, it is necessary to involve a great team of people to make the experience even more enjoyable. Based on the results of the competition analysis and answers from the interviews are customers highly satisfied with the employees even though prices of massages are quite high.

Bai Mai Company is based on a friendly relationship with customers. Every customer who is visiting Bai Mai regularly loves the friendly and pleasant environment, and that is the reason why Bai Mai has such a large number of regular customers, and after 11 years since the establishment of the salon, the salon has created an excellent customer base.

Another aspect which was considerate as the crucial is the positive perception of a brand. Interior of Bai Mai was considered as highly positive and a peaceful one. This aspect is also connected to long – term relationships with customers. These people love this place and visit it because of the positive interior, positive approach of the receptionists and quality services performed by native Thai. This is also the reason why Bai Mai has positive results in this business. They focus only on Thai massages, and they are good at what they do. The owners of the company also lead their employees and their business in a good way in order to make the company more successful and to make higher profits.

10.2 Weaknesses

- Dependence on suppliers
- High personnel costs
- Price
- Place
- Portfolio of products that does not change
- Internet platforms
- Noise from the street
- Too intimate lighting

Firstly, a student would like to start with the main weakness that Bai Mai Company has. It is its dependence on suppliers because without suppliers it would not be possible to provide massages at all. The crucial element for the Bai Mai Company is that for their existence is necessary to have unlimited access to water, electricity, and internet connection. Bai Mai does all the laundry procedures by itself, so the washing machine is working all day long. Dependence on suppliers is also done by providing oils and menthol ointments. These oils and menthol ointments are ordered specially from Thailand to have the most beneficial impacts on customer's health. Prices of these oils have increased, so it is necessary for a Bai Mai to change the prices for massages a little bit. Problem with prices is also connected with higher personnel cost and because at Bai Mai are provided services of good quality.

If a salon has a period when no one wants to come to enjoy massages, owners need to pay money for rent, the wage of masseuses and receptionists, and also for their living. This is the reason why prices are so high, and people sometimes complain about that fact. It is necessary to understand that this kind of business is not so easy to have.

The biggest weakness of Bai Mai is that the portfolio of products does not change. Thai massages, oil massages, and herbal massages are offered since the beginning of the salon, and this portfolio will remain the same for the following years. The competition has an advantage in this field because they offer not only one kind of massages but also from Bali, Cambodia or India. Prices of these massages are also more pleasant than in Bai Mai which is the weakness as well.

Another weakness that is considered is that customers said that they are not following the Facebook page, Instagram or even website of the company. It is because these people are older and they do not spend their time in front of the computer. These customers also

said that they even not operate on the Instagram platform and this is the reason why Instagram is not so popular among these respondents. In the semi-structured interviews was also mentioned fact that people are interrupted by noises from the street and that the lighting in the room is too intimate for them.

10.3 Opportunities

- Increase in demand for offered services
- The emergence of the new segments of customers
- Cooperation with new suppliers
- Possibility of creating new branch office
- Modernization
- Establishment of cooperation with new partners
- Raise awareness of the company in relation to customers

Bai Mai Company has its tradition since the establishment of the company as mentioned in the previous chapters. This is the reason why the increase in demand is included in opportunities. There is a vast number of regular customers who visit the salon and recommend offered massages to their friends or relatives. Thai massages are considered as a tool for helping people with health issues more than doctors—by this note are meant problems with back, legs, headaches not health issues like cancer and things that need the help of the professional.

The emergence of the new segments of customers is on the rise. People in today's world are more focused on their health more than ever. It is the consequence of stressful jobs and the fact that time does not wait for anyone. It could also be better for Bai Mai to attract customers who are younger and are 'online' on Internet platforms. It could have a good influence on the advertisement in the, for example, Instagram which is used mostly by the younger generation.

The other opportunity could be in cooperation with new suppliers. New suppliers can appear on the market with better prices—lower prices for the same amount of quality. It would be beneficial for Bai Mai because there would be a massive possibility to higher the company's profit. The emergence of the new distribution channels is on the rise. Now Bai Mai Company operates only in Zlín, but in the future, there is a considerable possibility that new subsidiaries of the Bai Mai may appear in the Czech Republic. Another opportunity could be creation of new branch office in other cities in order to make higher profits. There is also a possibility of modernization of salon in order to make the

surroundings pleasant even more. The establishment of cooperation with new partners could save the salon a certain amount of money which could be used on Internet promotion of Bai Mai.

10.4 Threats

- Increase in prices of energy
- Entry of new competition to the market
- Threat of losing a supplier
- Seasonality
- Loss of the customer due to high competition
- Frequent change of employees
- Loss of the good name of the company

Another part of SWOT analysis is Threats. These are the things that a company cannot change and needs to adapt. The first threat for Bai Mai is that an increase in prices of energy can appear. Higher prices for energy may endanger salon because of that fact that there would not be such a good profit. The entry of new competition on the market is on the rise because it is so – called ‘good business’ if a person has some good knowledge about the field of wellness services and it could cause a loss of the customer.

The threat of losing a supplier would cost Bai Mai a vast amount of money and stress. The salon has stocks of oil and menthol ointments that are necessary for performing massages but if Bai Mai lost its supplier it would not be so easy to find another one with the same portfolio of products or the same quality.

The aspect of seasonality plays an important role if a company wants to achieve sure profit. The winter months are considered as the most suitable for massages – people are cold, and their muscles need to relax. Nevertheless, the summer holiday is the month when people are on vacation and spend time with their kids. During this season profits of the company may not be so high because of that fact. The good relationships among employees are the crucial element of Bai Mai in order to be successful so the frequent changes of employees could the whole concept and even a good name of the company could be damaged.

10.4.1 Summary of SWOT analysis

This analysis was focused on Strengths, Weaknesses, Opportunities as well as Threats. A SWOT analysis was constructed based on the results of the competition analysis and

analysis of semi-structured interviews. A student also included aspects connected with suppliers and seasonality and the emergence of new segments of customers. If a Bai Mai Company lost its supplier, there would be no possibility to perform this kind of business. Suppliers provide electricity, water supply as well as a tool necessary for massage like coconut oils.

11 RECOMMENDATIONS AND SUGGESTIONS

Currently, a marketing mix of a selected company is designed well still there are possibilities for specific changes. Based on the analysis of the competition and the semi-structured interviews, customers who visit Bai Mai regularly had some suggestions about what could be improved.

Analysis of competition showed that competition has a lot more massages than Bai Mai and also for a more pleasant amount of money. It could be taken into consideration that masseuses could learn some new techniques. In the beginning, it would cost the salon probably a tremendous amount of money because all masseuses should learn new techniques in their native Thailand so salon must be closed for a while. There is a possibility that a more significant portfolio of products could attract new customers.

According to the analysis, there is an issue of not having enough parking places in front of the salon. Bai Main salon is located in the centre of the city, and during the city traffic, it is almost impossible to find a proper parking place at the right time. A student's recommendation is to reserve five parking places in front of the building only for the customers of Bai Mai. There would also be a certain amount of money a penalty fee which would be paid by people who are not visiting Bai Mai at the moment. This solution would probably cost Bai Mai a tremendous amount of money which would be paid off by the satisfaction of customers and their need to come again because they were highly satisfied with that service.

Bai Mai Company should also take into consideration the extension of the opening hours. It can be for example from eight a.m. to eight p.m. for the probated time to see whether people use this option or not. This little change can have a significant impact on the profits of the company. It should not be longer because it could affect the quality of the provided massages if masseuses would not be rest enough.

A student's recommendation for the owners would be to focus more on social media marketing. Based on the results of the research, people do not see advertisements related to Bai Mai at all. It is also necessary to attract younger people to visit the salon. People at today's time take care of their emotions such as physical health, and Thai massage can help with those issues. This is the reason why Bai Mai should work more on social media marketing to attract younger people. It is necessary to create a younger base of customer who would come to the salon for the following ten years and even more.

CONCLUSION

The main aim of this bachelor's thesis was to find out if a present marketing mix in a Bai Mai Company is designed in order to meet the expectations of regular customers. The first partial aim was to find out what recommendations and suggestions customers have in order to make a present marketing mix even better. The second partial aim was devoted to the question of whether the owners of the company set a marketing mix adequately according to the opinions of regular customers. In order to find the answers for these questions was used qualitative research which was done through paper form and took place at the end of March and the beginning of April 2019.

The theoretical part of this bachelor's thesis provides necessary information about marketing, services marketing mix, wellness, development of wellness, differences between fitness and wellness and also wellness tourism. These aspects are followed by marketing research and explanation of individual elements of SWOT analysis in more detail. The practical is finished by the methodology and main aims of this bachelor thesis. In part focused on methodology are included research question and research method.

The practical part started with the introducing of a Bai Mai company and analysis of a current state of a marketing mix. After a marketing mix, there is included an analysis of competition where are listed companies which are considered as the biggest threat for the Bai Mai. An analysis of competition is followed by the semi-structured interviews and SWOT which is the final analysis of this bachelor's thesis and is constructed based on the results of the competition analysis and analysis of semi – structured interviews.

At the end of the practical part are recommendation and suggestions and what could be improved in order to make a marketing mix more effective.

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LIST OF ABBREVIATIONS

SWOT	Strengths, Weaknesses, Opportunities, Threats
4Cs'	Customer Value, Communication, Convenience, Cost
7Ps'	Product, Place, Price, Promotion, People, Process, Physical environment
5Ms'	Mission, Money, Message, Media, Measurement
PR	Public Relations
CZK	Czech crowns

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APPENDIX

1. Questionnaire

Vážení zákazníci, ☺

jelikož si vážíme Vaší důvěry, chtěli bychom Vás tímto poprosit o vyplnění tohoto dotazníčku v rámci zkvalitnění stávajících služeb, aby pro Vás vše bylo ještě pohodlnější.

☺ Za vyplnění dotazníku předem děkujeme a nebojte, dotazník je zcela anonymní. ☺

Zvolenou odpověď prosím zaznačte křížkem do daného pole	Rozhodně ano	Spíše ano	Spíše ne	Rozhodně ne
1. Jste spokojen/a s nabízenými službami?				
2. Je podle Vás cena služeb adekvátní?				
3. Je pro Vás lokace salonu vyhovující?				
4. Jste spokojen/a s personálem provádějícím masáže?				
5. Jste spokojen/a se službami recepce?				
6. Je Vám při masáži teplo?				
7. Je pro Vás osvětlení místnosti dostatečné?				
8. Ruší Vás při masáži hluk z ulice?				
9. Uvítali byste více slev pro stálé zákazníky?				
10. Sledujete Facebook Bai Mai				
11. Sledujete webové stránky Bai Mai?				
12. Sledujete Instagram Bai Mai?				

13. Jak hodnotíte vzhled a vybavení salonu?

- a) velice pozitivně
- b) spíše pozitivně
- c) spíše negativně
- d) velice negativně

14. Jak často navštěvujete Bai Mai?

- a) několikrát týdně
- b) několikrát měsíčně
- c) jednou do měsíce
- d) párkrát do roka

15. Jste muž/žena

16. Věk

- a) 15-24 b) 25-34 c) 35-44 d) 45-54 e) 55-64 f) 65 a více

17. Povolání

18. Odkud jste do našeho salonu přicestovali? ☺

19. Existuje něco, co by se podle Vás dalo zlepšit?