

A Market Opportunity Analysis of a Music Band in Terms of the Creative Industries in the Czech Republic

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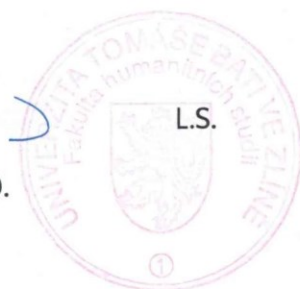
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ABSTRAKT

Hlavním cílem této bakalářské práce je provést analýzu tržních příležitostí hudební kapely v rámci kreativních a kulturních průmyslů v České republice. Práce je rozdělená na teoretickou a praktickou část. Teoretická část je zaměřena na zpracování a rešerši teoretických poznatků z oblasti kreativních a kulturních průmyslů a některých marketingových analýz. Začíná metodologií, vysvětluje a objasňuje teoretické pojmy o kulturních a kreativních průmyslech, popisuje některé strategie pro analýzu vnějšího a vnitřního prostředí, SWOT analýzu, PEST analýzu, konkurenci a finanční analýzu. Praktická část je zaměřena na analýzu ostravské hudební kapely Easy Steps a její možné příležitosti v odvětví kreativních a kulturních průmyslů. Závěr práce se skládá z doporučení pro ostravskou kapelu v oblasti kulturních a kreativních průmyslů, marketingových analýz a vyhodnocení dotazníku.

Klíčová slova: tržní příležitosti, příležitosti, kreativní průmysly, kulturní průmysly, kulturní a kreativní průmysly, SWOT analýza, PEST analýza, tržní prostředí, dotazník, hudební kapela

ABSTRACT

The main goal of this bachelor's thesis is to analyze market opportunities of a music band in terms of cultural and creative industries in the Czech Republic. It is divided into the theoretical and practical part. The theoretic one deals with the explanation of knowledge about cultural and creative industries and various marketing analyses. It clarifies methodology, theoretical concepts of cultural and creative industries, strategies for analysis of the external and internal environment, SWOT and PEST analyses, competition, and financial analysis. In the analytical part is theoretical knowledge applied to analyze a music band Easy Steps from Ostrava. It tries to identify Easy Steps' possible market opportunities in terms of cultural and creative industries. The conclusion consists of recommendations for the music band segments of cultural and creative industries based on marketing analyses and survey research's results.

Keywords: market opportunities, opportunities, creative industries, cultural industries, cultural and creative industries, SWOT analysis, PEST analysis, market environment, survey research, music band

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I hereby declare that the print version of my Bachelor's/Master's thesis and the electronic version of my thesis deposited in the IS/STAG system are identical.

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INTRODUCTION

This bachelor's thesis analyzes market opportunities of music band Easy Steps in segments of cultural and creative industries in the Czech Republic with a focus on Ostrava city and pop-rock music genre. Since there is no certain strategy for that specific analysis, the thesis tries to find an approach to deal with it through various methods. These methods are mostly based on theoretic knowledge from marketing. Once the methods are identified they are applied in the practical part of the thesis.

The theoretical part of the thesis deals with the clarification of the issue of cultural and creative industries generally and from the historical point of view. Secondly, it familiarizes a reader with methods and marketing tools for defining market opportunity analysis. These are mainly SWOT analysis and PEST analysis, basics about competition, and financial analysis. They are useful to draw a clear picture of the music band's current situation.

The analytical part begins with the introduction of music band Easy Steps, their products and services. It continues with marketing analyses of the music band focusing on the city they are performing as well as their music genre which is pop-rock. These analyses identify the music band's strengths and weaknesses as well as opportunities and threats, competition and external environment through PEST analysis. Moreover, a financial analysis gives information about the music band's earnings, financial support, and other financial data. The analytical part is supported with survey research and analysis of responses in order to determine current music trends and fans of the music band.

In the following section of the analytical part can be found a description of the industry in terms of cultural and creative industries in the Czech Republic. To put it another way, it tries to identify a position of the music band in the whole concept of cultural and creative industries which is consisting of twelve segments. Once the industry is identified, it continues with a research of opportunities in each segment of cultural and creative industries.

The last part summarizes the best recommendations that resulted from marketing analyses, competition and financial analysis, survey research and market opportunities in the segments of cultural and creative industries. Hopefully, these recommendations will help the music band to improve their position in the music industry or alter their focus on different strategies.

I. THEORY

1 METHODOLOGY

1.1 Goals of the Thesis

The thesis has more than only one goal, while first of them should be a theoretical outcome that clarifies cultural and creative industries (CCI) in historical context and tries to define its meaning. Moreover, it should give a music band, which is the central subject of the thesis, a set of recommendations that will occur as an outcome of the analysis of CCI's segments and marketing analyses. At the same time, the thesis should theoretically describe analyses that are going to be used for the market opportunity analysis. The conclusion should contain recommendations for a music band based on the knowledge from methods used in the thesis. Those recommendations could be used by the music band to enhance their economic activities. The conclusion should also contain recommendations that would result from marketing analyses defining competition, threats, opportunities in the field of a music band's music genre.

The primary goal is to find an approach to market opportunity analysis of a music band in terms of cultural and creative industries in the Czech Republic. When the approach will be defined in the methods and the theoretical part of the thesis then will arise a way how to analyze a music band in segments of CCI.

The secondary goal is to determine the internal and external environment of the music band using marketing methods in order to get a deeper perspective about a music band's current situation, its fans, competitors and financial possibilities. It also contains survey research that will help to get more information about the music band as well as to define current music trends and the music band's fans.

1.2 Methods

1.2.1 Method Number 1 (Opportunities in Cultural and Creative Industries)

The first method is based on theoretical knowledge about cultural and creative industries and defining of sectors that are included under CCI in the Czech Republic. When this knowledge is obtained, it continues with an analysis whether a music band can seek market opportunities in segments of the CCI. These market opportunities mean whether a music band can be economically active in segments of CCI or if a music band is capable of using these segments for its enrichment.

1.2.1.1 Sources

Sources come from the theoretical part of the thesis. Based on that is known which segments of cultural and creative industries exist. Data about market opportunities in terms of cultural and creative industries are mostly based on internet research and questioning of music band's members.

1.2.1.2 The Goal of the Method

The goal is to figure out what market opportunities are available for the music band in terms of cultural and creative industries in the Czech Republic.

1.2.2 Method Number 2 (Marketing Analyses)

The second method analyzes internal and external environment of the music band which is an important part of the market opportunity analysis, based on the recommendation of Robert E. Stevens (2012, 7). This method should clarify the current situation of the band in terms of finances, strengths, weaknesses and opportunities, and competition. It will be focused on the city of Ostrava where the music band performs and their music genre which is pop-rock.

1.2.2.1 Sources

Theoretical knowledge comes from books and publications about marketing, marketing planning, market opportunity analyses, music management. Also, it should be supplied by knowledge from a survey research and knowledge by members of the music band.

1.2.2.2 The Goal of the Method

The goal is to analyze the music band's internal and external environment as well as their financial situation, its strengths and weaknesses, and competition.

1.2.3 Method Number 3 (Survey Research)

The thesis is supported with survey research which is finding out basic data about the music band's fans and opinions on music band from other people in the Czech Republic that are not fans. The survey research results should help to identify current music trends among people of the Czech Republic and help the music band to maintain better communication with its fans and public.

1.2.3.1 Target Group

The target group of people is people living in the Czech Republic, listening to music (ideally pop-rock genre). Secondly, it should target the music band's fans.

1.2.3.2 Goals of the Survey Research

The aim is to get information about the music band's fans as well as to get an idea about current music trends in the Czech Republic. It should also add some information for method 1 and 2.

2 CULTURAL AND CREATIVE INDUSTRIES

According to MgA. Martin Cikánek, M.A., *cultural and creative industries* is very complex term and varies in its definitions that are described in various books which study this problematic area. So, there is not only one definition for this concept and every author who studies this issue has a different perspective. Despite the fact that the cultural and creative industries are terms that have been existing almost in today's form since the first half of the 20th century, the only one and correct version of the concept is still not existing because of its ambiguity in terms of use and understanding the whole concept (Cikánek 2013, 22–23).

2.1 Contrast with Industry

Definition introduced by the online Cambridge Dictionary (2018) explains that the term *industry* comprehends the companies and activities in the process of producing goods for sale, especially in a factory or special areas. In the Czech Republic is the industry recorded and comprehended by CZ-NACE. On the other hand, cultural and creative industries are not that clear in definition as a classic product-oriented industry is. There are many definitions in approaching cultural and creative industries, however, Radim Bačuvčík (2012, 34), as well as other authors, tries to answer a question whether cultural and artistic effort can be valued as an economical product or goods. There is no a certain answer to that question and probably will not be in the near future. Nevertheless, there are two possible approaches. On the one hand, if an artistic effort is driven by sale then it can be considered as an economical product. But on the other hand, if it is driven by non-economical efforts then it is not necessarily considered as goods. But still, if the product which is not driven by sale is being sold for a certain purpose then it can be considered as an economical product the same way as the first approach mentioned. Therefore, there is no an exact answer.

2.2 Historical background

In beginning there were two people who started a nowadays pursue to find a correct way to approach the cultural and creative industries. Those people were Theodor Adorno and Max Horkheimer, theorists who lived in the first part of the 20th century in Germany. At that time was introduced the first notion of a word which was a *culture industry*. This term was used and researched by selected part of the population that was criticizing mass entertainment, especially by people who were supporters of the Frankfurt School. Members of this School were using the concept of the culture industry to express their disagreement with the political situation in the fascist Germany that was using media and art to support their propaganda as

Adorno and Horkheimer (2009, 123-166) described in the part of their book *Dialektik der Aufklärung (Dialectic of Enlightenment)*. However, they wrote this book in exile in the USA where they had to escape from Nazi Germany. In the USA they realize that the situation of using art and culture for propaganda and mass entertainment was quite similar to its use in Germany. They described it as an empty, brutal, nearly horrific because the concept of culture and art in the USA and both in Germany was far away from the previous idea of art as a special, exceptional form of human creativity which cannot be treated the same way as, for example, as it is in other industries. According to their ideas, art and industry was something totally segregated but since modern capitalist democracy, these two terms collided – cultural industry (Cikánek 2013, 12-16; Hartley 2005, 10-11; Hesmondhalgh 2012, 23-25).

By the year 1960, the process of forming the right definition of the concept of connection industry and culture was in progress. Spheres of culture, society, and business were still in a stronger connection than ever before. Especially thanks to new technologies that were connecting people and made social interaction easier so that corporations used these opportunities and invested in films, television, and record companies. Besides this trend of taking control of culture was another issue that was observed especially by French sociologists, activists, and policymakers. They decided to convert the singular word “culture industry” into the plural term “cultural industries”. The reason was introduced by the French opposition to Adorno and Horkheimer and was based on the complaint that the singular use was not objective to its field of study and was too uniform to its complexity. Cultural industries can cover, for example, music production but also book publishing, movie industry and even much more (Hesmondhalgh 2012, 24).

From the 1960s to the present there were many theories which study the existence of culture and creative industries as a new part of the economy of some particular countries. Main of which were ideas of French sociologists. They based on ideas that were introduced by philosophers of the Frankfurt School but they did not agree with the pessimistic point of view that Adorno and Horkheimer presented. While the followers of the Frankfurt School were pointing out only the bad impact of a technology revolution that carried a commodification of cultural goods, French sociologists saw also the positive part with new opportunities in terms of artistic expression and more innovations in cultural production. Ideas of French sociologists are also used in nowadays terminologies by organizations such as UNESCO and these ideas represent a fundamental building block for cultural and creative industries (Cikánek 2013, 14–15).

2.3 Definitions

For better perspective are introduced some definitions of foreign authors. It is necessary since there is not only one approach as previously mentioned. Every author or team hold a different opinion on the issue.

2.3.1 Definition introduced by John Hartley

John Hartley (2005, 5) is defining creative industries in his book as something that cannot be produced the same way as it is possible in other industries. Other industries than CCIs are usually based on some specific product that has some sort of physical shape. Products such as this can be probably stored somehow if it is not an industry which is based on services. On the other hand, cultural and creative industries are usually based on the non-material part of product and services. Whereas traditional industries run their factories based on their particular products, culture and creative industries are rather a long-term idea which developed from previous complicated concepts.

He mentions that the concept of CCI (cultural and creative industries) is introduced thanks to new technologies and globalization in terms of the world economy. Without new technologies such as computers, TVs, radios, internet, and other devices it would be impossible to maintain and establish key terms of cultural and creative industries. Especially, the main impact was thanks to ICTs and new media technologies (Hartley 2015, 5).

Significantly, he describes the difference that is visible between the USA and European countries. While in the USA is the creativity formed by the needs of customers, consumers and by market, in Europe, it is more based on traditions of national culture and institutions. By this contrast, Hartley wants to demonstrate that CCI is rather based on historical sequences of events in hand with local heritage and other circumstances (Hartley 2005, 5-6).

2.3.2 John Howkins' Point of View

Only the subtitle of his book *How People Make Money from Ideas* will tell that the main vision of cultural and creative industries is based on intellectual property which is expressed especially by copyrights, patents, and trademarks. However, owning intellectual property is restricted with the same rules as owning something else. These rules are usually determined by laws and government regulations (Howkins, 2007).

Howkins (2007) describes in his book five main types of intellectual property that are crucial for the nature of the matter of particular idea. An author of an idea cannot choose which form of intellectual property he prefers but the product itself determines the category.

1. Patents (patent industries) – monopoly form of intellectual property which protects new ideas, new inventions. Most of the countries established their own offices for treating those patent issues and collect patents in their countries with regard to its nature. As a part of creative industries, Howkins is introducing a “patent industries” which are all the industries that produce or deal with patents. The most important are pharmaceuticals, electronics, information technology, industrial design, chemicals, engineering, space, and vehicles.
2. Copyright (copyright industries) – a form of a property contract. It is not guaranteed of monopoly in the same way as the patent is but it protects only a particular work, not an idea. Based on the idea of creative industries Howkins is introducing a “copyright industries”. This concept of industries consists of all industries that create copyright and related works as their primary product: advertising, computer software, design, photography, film, video, performing arts, music, publishing, radio and TV, and video games.
3. Trademark – is a mark of a particular company which makes that company unique. It does not require any artistic or creative expression as copyright does or any expert skill as a patent does.
4. Design – it is generally represented by some symbol or shape. Concerning legal terms, it is not very specified. It is often protected with copyright or trademark and in Britain sometimes with a special design right.
5. Trademark & design industries – are introduced by Howkins as well with regard to their matter of nature. They are easy to identify with their creativity involved in the creation, but it is less easy to calculate its economic value.

John Howkins (2007) is comparing also the difficulty of protecting physical goods with protecting ideas. Giving example, while owner of some property can be assured by the law which has been created for many years (also laws about properties are probably in the very best condition of assurance in the majority of democratic countries), owner of some intellectual property probably have to struggle with its market value and protection of his idea.

2.3.3 Richard Florida's Opinion

Richard Florida (2012, 38–41) is introducing the term *Creative Class* which is also included in the name of his book *The Rise of the Creative Class*. He is describing the Creative Class as a new class that is based on the creativity of human beings. Creativity is a part of every human, even people who are working manually in other industries than creative ones. However, creativity as the main form of occupancy is used only by people that are employed in those occupations that are connected with Florida's Creative Class. The core of it is defined with people that are working in science and engineering; architecture and design; education; arts; music and entertainment whose economic function is to create new ideas, new technology, and new creative content. Beyond this, Creative Class has a broader group which are *creative professionals* in business and finance; law; health care; and related fields.

The main difference between Creative Class and other industries lies in what its employers are primarily paid to do. While other industries usually consist of manual or physical work occupations, people considered as Creative Class are paid for using their minds, their cognitive and social skills (Florida 2012, 9).

2.3.4 Definition by Work Foundation

The Work Foundation (2007, 103–107) introduced a study *Staying Ahead: The Economic Performance of the UK's Creative Industries* that was demanded by British Department of Culture, Media and Sport in 2007. Their intention was to improve the quality of life and probably to map some impact of cultural and creative industries.

The definition is based on the model which is attached to this thesis below. It is consisting of concentric circles based on the level of creativity.

1. The middle one represents pure creative content. It is the most essential part of the model. Pure creativity is connected predominantly with authors, painters, filmmakers, dancers, composers, performers and software writers. They are the main source of initial ideas that are used in other parts of cultural and creative industries.
2. The circle that is right next to the core is cultural industries. This one represents those industries that focus on the commercialization of the pure creativity value (the core). As a part of this circle can be considered, for example, music, television, radio, publishing, computer games, film. When, for example, some music band creates a song, then some recording studio is there to help that band to make the song better in terms of quality of sound and also publishing. So, the recording company can be

considered in the second circle as a subject that is working with the initial value, creative product (idea).

3. The third circle out of four are creative industries. These are quite similar to cultural industries but the Work Foundation gave them a separate entity. They deliver both expressive and functional value. Creative industries tend to respond to the demands of clients. Under this category can be found, for example, architecture, design, fashion, computer software services, and advertising.
4. The last circle is considered as a bridge from the creative industries to the wider economy. It connects other sectors of industries with the creative ones. For instance, some company that is creating some electronics such as phones can use a design which is introduced by a particular designer. That design can be helpful and sometimes crucial for future incomes. Therefore, this company that can be considered as a part of the electronics industry is benefiting from the output that is given by the creative industry (Work Foundation 2007, 103–107).

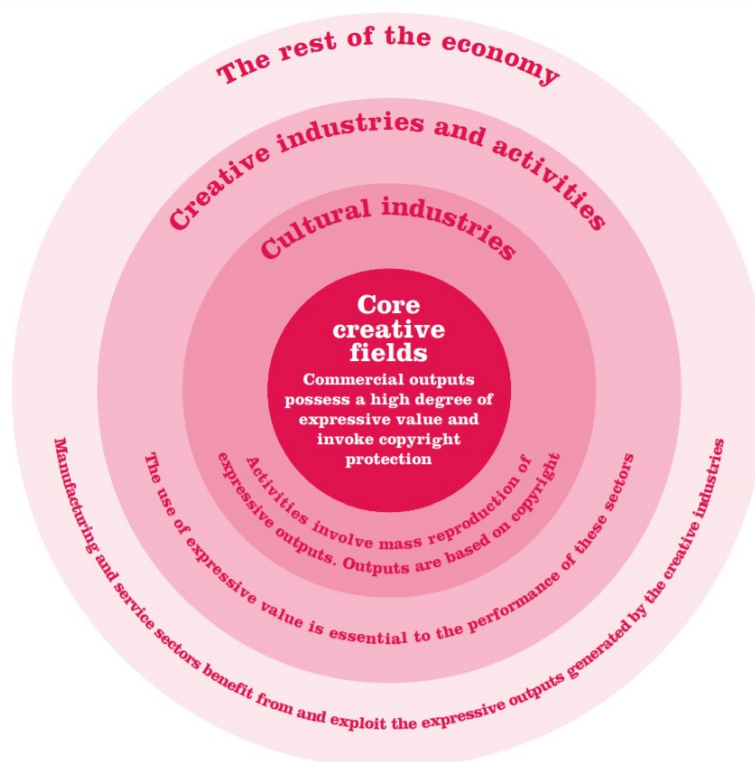


Figure 1. The model introduced by The Work Foundation (2007, 103)

2.4 Cultural and Creative Industries in the Czech Republic

Cultural and creative industries are not yet defined by any of governmental institute in the Czech Republic. The only organization which studies this problematic area in the Czech Republic is a research team under the administration of 'Institut Umění – Divadelní ústav'. The team, which started its research in 2007, decided that the best approach for implementing CCI in the country is to base the methodology on the document *The Economy of Culture* issued by European Commission in 2006 (Cikánek 2013, 71).

Besides the fact that there are no governmental studies on CCI, The Czech Statistical Office (CZSO) in cooperation with The National Information and Consulting Centre for Culture (NIPOS) created some kind of definition for cultural and creative industries named *Účet kultury* (the Account of the Culture). The aim of this document is to map all the cash flows considering culture. It provides data about incomes but also expenditures of the Ministry of Culture (Cikánek 2013, 72; NIPOS 2018).

The Account of the Culture issued by NIPOS was published for the first time in 2011 with analyzed data from the year 2009. It comprehends all the economic activities based on classification CZ-NACE by CZSO, EUROSTAT, UNESCO, and OECD. Based on this document, it is possible to analyze some macroeconomics and microeconomics data in culture in the Czech Republic. To give an example, according to *The Results of the Account of the Culture of the CR for 2015*, the share of cultural and creative industries within the total output of the CR was approximately 1.97% in 2014 (NIPOS 2017).

Following tables show the division of economic activities based on the document issued by NIPOS – *The CR Culture Account Results for 2015* which is inspired by CZSO – CZ-NACE and document *The Economy of Culture in Europe* issued by European Commission. Cultural and creative industries are divided into two parts. One of these two parts is cultural industries and the second one is creative industries. Activities in this sector are described with the appropriate number which is defined by CZ-NACE. These tables are crucial for the analysis of opportunities in the practical part of the thesis.

Cultural Industries

Cultural Heritage

91.01, 02, 03 Activities of libraries, archives, museums, cultural heritage, historical structures, other touristic activities

47.78 Other retail stores with specialized goods (retail store with photographic equipment, with souvenirs, hand-made goods, galleries, stamps, coins).

79 Activities of travel agencies

Performing Arts

90.01 Scenic arts

Production of theatre plays, concerts, operas, dancing or stage art: activities of drama group, circuses, orchestras or **music bands**; activities of individuals as actors, dancers, **musicians**, reciters or announcers, etc.; activities of a stuntman.

90.02 Support activities connected with scenic arts

Activities of producers, directors, stage designers, etc.

90.04 Operation of cultural facilities

Operation of concert halls, theatres and other structures for artists' performances.

Fine (Visual) Arts and Crafts

74.10, 20 Activities of photographers

Commercial and professional photographic production, video recording of events, editing of videos, etc.

90.03 Artworks

Activities of art individuals such as sculptor, artists, drawers, engravers, graphic designers, etc.; activities of writers, independent journalists, restoration of artworks.

Cultural and Artistic Education

85.52 Art education

Providing of education in the field of fine art, drama, music and dance arts ("schools", "studies", "courses"), aimed for satisfying of hobbies without any professional final examination (final exams, university title); drama schools, acting schools, art schools...

Film and Video

59.11, 12, 13, 14 Production, postproduction, distribution and projection of movies, videotapes, TV programmes

77.22 Lease of movies

| |
|--|
| 47.63 Retail trade with audio- and videotapes |
| Music |
| 59.20 Recording of audio and activities of music publishers |
| 47.63 Retail trade with audio- and videotapes |
| Television |
| 60.20 Producing of TV channels and TV broadcasts |
| Radio |
| 60.10 Radio broadcasting |
| Books and Press |
| 58.11, 13, 14 Publishing of books, newspapers, magazines, tabloids and other periodicals |
| 63.91 Activities of journal and press offices and agencies |
| 74.30 Translation and interpreting activities |
| 47.61, 62 Retail trade with books, newspapers, magazines, tabloids, paper goods |
| Videogames |
| 58.21 Publishing of computer games |

Table 1. Detailed division of creative industries based on CZSO, NIPOS

Creative Industries

| |
|--|
| Architecture |
| 71.11 Architectonical activities |
| Advertising |
| 73.11 Activities of advertising agencies |
| Design |
| 74.10 Specialized design activities |
| Unknown domain (administrative activities) |
| 84.11 Culture management incl. support (a part) |
| It covers, among other parts: the administrative activities of executive and legislative central, regional and local authorities |
| 84.12 Regulation of healthcare, education, culture and social care, besides social security (a part) |
| 94.99.2 Activities of organizations supporting cultural activities |
| For example: copyright management organization |

Table 2. Described sectors of Cultural Industries

3 ANALYZING MARKET OPPORTUNITIES

There is no uniform way of analyzing market opportunities of a music band in terms of cultural and creative industries. However, with the aid of some marketing books and authors, who dealing with issues of market opportunities, it is possible to form a way to cover the topic.

The first point which is necessary to explain is that a music band has usually different management, point of interest, intention or purpose in opposition to classical product-oriented companies. Therefore, there is a different approach in seeking a market opportunity. To show contrast on the example: An automobile manufacturer manufactures cars, trucks, components, etc. in order to accumulate a profit. Their goal is to seek opportunities in the form of sales based on the consumer interest in a particular region, country or continent. While a music band is not that product-oriented as it is the case of the automobile company. When a music band seeks the market opportunity it means that they try to approach as many potential fans as possible because a piece of music (product) usually does not accumulate a profit through direct sale but through concerts, live performances, etc. Music that is produced by a band is more promotional than profitable. Therefore, the analysis of seeking market opportunities should help the music band in maintaining a more likable product in order to get a better promotion, responses, larger fanbase. This all will eventually lead to higher attendance on their concerts which means higher income. For these purposes is useful to apply some marketing techniques in order to get information about a music band situation and then figure out the best opportunities that are available for a music band in terms of cultural and creative industries as well as music genre and location.

Robert E. Stevens (2012, 7) clarifies that opportunity analysis is the process of defining the opportunities available in an organization's operating environment in terms of external, financial, and internal considerations. The issue is that a music band is not the same as an organization operating environment. However, the steps included by Stevens can be used in order to gain as many information as possible in order to obtain the best opportunity solutions even for a music band.

The analysis should contain a study of the environment in which the proposed business would operate. This includes legal, political, economic, social, and technological environment. For this analysis would be the best decision using a PEST analysis. But it also should cover current trends, consumers' attitude, behaviour (survey research, internet research) as well as competition and financial analysis (Stevens 2012, 7). For the internal

and external environment is suitable to use a SWOT method as Paul Allen (2015, 172) mentions in his book. With the help of these marketing analyses, the music band can be analyzed in terms of cultural and creative industries in the Czech Republic.

3.1 PEST Analysis

External environment which is necessary for market opportunity analysis can be identified by using PEST analysis. It is an acronym for an evaluation of the marketing environment – looking at political (including legal and regulatory issues), economic, social and technological developments (Dibb, and Simkin, 2013, 115). These factors are crucial to know because their impacts cannot be really controlled. They can provide the company with valuable information about opportunities and threats on the market that can be used in order to take advantage of it. When a company is familiar with the external environment, they can manage their plan for their own goals (Moudrý 2008, 48).

External factors can be also assessed by PESTLE analysis which is pretty much the same as PEST but it is enhanced with L and E – legal and environmental issues. However, this thesis sticks with PEST because of its simplicity in order to analyze the music band where environmental issues are not that necessary to analyze (Dibb, and Simkin 2013, 115).

3.1.1 Political and Legal Factors

A company (same for a music band) must obey laws and regulations enacted by the state in which the company operates. The state regulates how communication between suppliers and consumers is orchestrated, for example, that a manufacturer must provide his products with product labels (i.e. nutrition facts concerning food). There are also commitments with company's employees, customers, society and natural environment (Horáková 1992, 47).

The political environment is commonly known as largely uncontrollable. However, there are circumstances in which an organization can affect legislation in their own favour or respond more flexibly to changes in legislation than their competitors. Additionally, a company can form a collaboration with other organizations in order to influence the government in order to create a sustainable competitive advantage (Baines, Fill, and Page 2013, 37).

3.1.2 Economic Factors

The economic environment analysis is necessary to identify purchasing power depends on consumer's income, savings, debt as well as the price level. Fluctuating purchasing power can strongly affect business especially for products geared to high-income and price-sensitive consumers. It is recommended to understand the psychology of targeted consumers in order to alter prices of company's products (Kotler, and Keller 2016, 99). Marketers should track changes of economic factors such as wages, price inflation, costs of living, unemployment rate, economic cycle, taxes, Gross Domestic Product (GDP) and many others. These factors are crucial for understanding the purchasing power of the population and determination of possible demand in future years (Horáková 1992, 47).

3.1.3 Social Factors

Based on the fact that the point of interest in marketing is the consumer (individual, households, groups of people), it is important to get information through demographic studies. The important data about population are, for example, gender, age, education, trends concerning natality and fatality, migration, changes in family values, lifestyle, etc. These characteristics are useful for identification of a target market on which a company can focus (Horáková 1992, 47).

According to Phillip Kotler (2016, 100-101), people almost unconsciously absorb ideas from their sociocultural environment. This creates the worldview that defines their relationships to themselves, other people, organizations, society, nature, and the universe. It is recommended to adjust a marketing plan according to the worldview that is acquired by the majority of people in the particular state. There are some beliefs that are commonly acquired such as core beliefs that are passed from parents to children. It can be, for example, believing in the institution of marriage or that people should marry early.

3.1.4 Technological Factors

Innovation in technology is something which must be recognized by every company in order to avoid their own liquidation. When some company ignores new technologies that could use in order to keep with trends, they decline. Kotler (2016, 104) defines it on the examples: "transistors hurt the vacuum-tube industry; autos hurt the railroads; television hurt newspapers; the Internet hurt both TV and newspapers."

Concerning the music industry, it is pretty much the same concerning the quality of recordings and platforms. When a music band does not want to use platforms such as iTunes, Spotify for their propagation they usually decline in terms of their listeners. They are losing

opportunities in that way. Also, people got used to music videos instead of music only. They usually prefer music supported with a video which is called a music video. Moreover, there are different technologies to record music. When a music band refuses (or does not have enough money for it) to record their music in a high-quality recording studio, their music will not sound that good as the majority might consider.

3.2 SWOT Analysis

Probably the most famous persona in marketing, Philip Kotler (2016, 71) states that SWOT analysis is a way of monitoring external and internal marketing environment. It is an overall evaluation of a company's strengths, weaknesses, opportunities and threats. While Kotler describes it more company-oriented way, Paul Allen (2014, 172) gives ideas on how to implement in an evaluation of the artist.

The SWOT analysis can be divided into two parts – SW and OT (strengths and weaknesses, opportunities and threats). While SW is oriented for analysis of the internal environment, OT is used for the description of the external environment. According to Horáková, who is more company-oriented than artistic, the SW analysis has a goal to evaluate the internal situation of a company in order to oppose potential threats and embrace opportunities. OT analysis is used for considering the external environment. It allows choosing among various attractive opportunities that are available on the market. These opportunities might aid a company with advantages over the competition. At the same time, it forces a company to think twice about decisions with a rendering of possible threats that might appear in the future (Horáková 1992, 48 – 51).

Paul Allen defines SW analysis more artistic-oriented. He states that strengths and weaknesses defined in the analysis should be within the control of an artist. He gives examples such as “the artist has charisma in both their stage performance and in personal interviews” (defined as strength) and “the group has had frequent personnel changes” (stated as weakness). OT analysis defines circumstances that affect the career of an artist externally, meaning that they exist but are out of control of the artist. Opportunities might be, for example, “the musical genre of the artist is seeing a significant growth” and the threat might be “there are too many artists with a similar performing style.” The challenge for the artist is to keep ahead of the threats that are brought about by the evolving music industry and the continuous changes in technology (Allen 2014, 172 – 172).

3.3 Competition

The market is consistently changing and evolving. The company can influence not only their customers but also competition. Competition is understood as a company that offers the same or similar product (Moudrý 2008, 40). When music is concerned, it can be, for example, a music band with the same or similar music genre that tries to target the same audience. Considering customers, competition is an advantage because a customer can choose between a variety of companies. On the other hand, companies see competition as a constant threat. Recommended rule by Moudrý is to keep up with competition and analyze it. The company then can choose the right strategy to be one step ahead of the competition (Moudrý 2008, 40).

It is recommended to answer five key questions that are offered in *Essentials of Marketing* (Baines, Fill, and Page 2019, 136):

- Who are our competitors?
- What are their strengths and weaknesses?
- What are their strategic goals?
- Which strategies are they following?
- How are they likely to respond?

3.4 Financial Analysis

The financial analysis contributes to information about the internal environment of a company. It should summarize a company's current financial situation, all potential finances that might be used for any marketing plan or finances that were previously used for company's projects (Horáková 1992, 49).

The analysis should contain of at least three types of analysis such as revenue analysis, cost analysis, and analysis of return on investment (ROI). However, these analyses are used after a specific opportunity is defined. When the company has not yet chosen an opportunity to seek the financial analysis can simply consists of overall financial situation (Stevens 2006, 67). Considering a music band, it can be, for example, overview of a music band's revenues for their concerts, products, merchandise, etc.

II. ANALYSIS

4 INTRODUCTION OF THE SELECTED MUSIC BAND



Figure 2. Easy Steps' logo

4.1 General Information

For sake of the research was chosen a pop-rock music band named Easy Steps. The band has its core in the city centre Ostrava, Czech Republic and was formed in 2013 in a group of four musicians. Since the year 2013, there were many shifts in terms of members and their music style as well. In today's form, they perform in a group of three main members together with one external guitarist support. Core members in the year 2018 are Vašek Vidlička, the drummer and one of the founders in 2013; Josef Kutý, the bassist and supportive vocalist who completed the group in 2014; Vladimír Blahož, the singer, guitarist and violinist as well, joined the music band in 2015.

Since the time they created the band, they wanted to share their production with other people, to share their creativity and emotions in the form of music. In co-operation with other musicians and producers, they have created albums and music videos which are available at social platforms such as YouTube, Facebook or audio streaming platforms Spotify, and Apple iTunes. The first album they recorded was *Take It Easy* which was released at the beginning of the year 2016. Together with the new album they were given many opportunities to play at various concerts and summer festivals such as Majáles Ostrava 2016, Michalfest 2016 or as a support band with Olympic.

In 2017 Easy Steps released the newest album *Zvukoprázdno* which was created at recording studio Taurus Records with the assistance of a music producer and guitarist of a Czech music band Kryštof, Evžen Hofmann. He helped with many adjustments in each single of the album and Easy Steps has accepted cooperation with him. At the same time was recorded a music video with assistance of Radim Věžník – Video Production for a single *Nekonečná* which was shared on YouTube. The new album was performed by Easy Steps at festivals and concerts such as Pendl, IES Fest 2017, Karvisnký Majáles 2017 and for instance

Oktoober fest 2017. In April 2017 the music band managed to organize their own concert in Ostrava's club Cooltour, which was their most successful concert throughout their recent career.

4.2 Product and Services

The music band is oriented both on products and services. While the main aim of the band is to create products (songs, intellectual property), the main income is generated through services. However, services could not be provided without products.

4.2.1 Products

The music band's main product which is actually on the market is music (songs). Members create their own lyrics and their own instrumental music. It is created with acoustic-electric instruments such as drums, guitars, bass guitar, violin, and microphones. The final music outcome produced by the band is usually recorded in a music studio for a particular price and then the product is ready to be sold as a single song (collection of songs – album, EP).



Figure 3. Easy Steps' covers of the album *Take It Easy* and EP *Zvukoprázdnno*

A music genre of the band is not easy to determine. Easy Steps currently produces music which is defined mostly as a pop-rock as the main aim of their economic activity. However, they are sometimes defined more as a rock or hard-rock than pop based on the feedback of their listeners.

The additional product which is required by a nowadays demands is a music video. Therefore, a band creates music videos of various types. They have usually four variations:

1. A lyrics music video – is usually a low-cost type of clip which a music band produces. It is consisting of a produced music at a music studio together with motional lyrics which are put into a music video. A quality of a lyrics video is determined by the way it is processed.
2. A performance-based music video – this type of music video is based on the visual part that is consisting of members of the band as actors. A music video contains music recorded at a music studio which is simultaneously merged with video. A video is usually created at a particular location with members of the band playing on their instruments. It should create a feeling of a live concert.
3. A narrative music video – is used to reflect lyrics of a song in a video. Again, recorded audio is merged with the video resulting in a narrative music video. It is often consisting of members of the band or hired actors.
4. Combination of narrative and performance-based music video

A finished music video is then released on social platforms such as YouTube and Facebook while its purpose is more promotional than profitable.

Easy Steps also creates songs that are demanded by companies for their purposes. For example, music for companies' promo videos or other creative videos. It is not the main activity of the band but it generates a great income for the band.

4.2.2 Services

The main income of the band is rather based on services than products. While products such as music video clips and CDs are more promotional than profitable, concerts, events, festivals create a great amount of income.

It is not very advantageous to do music these days. The main revenues that a band with not that great impact can have is through their live performances. Therefore, Easy Steps is providing services in terms of live performances. Usually, some organization invites the band at particular occasion (festival, event, party, concert) where they are performing their live music at a stage based upon an agreement which is signed between an organization and a representative member of the band.

Another type of service is a live concert which is provided by the band only. It is not based on any agreement but it is made as an intention of the band to entertain people and to generate income. Duration of the performance is usually about one to two hours where the band presents and perform their music.

5 MARKETING ANALYSES OF EASY STEPS

5.1 SWOT Analysis

For the analysis of the music band's additional external and internal environment is beneficial to use a SWOT analysis to recognise their strength, weaknesses but mainly opportunities and threats.

5.1.1 Strengths

As the following figure implies, Easy Steps has six major strengths compared to their competitors. The first one is considering the language in which are songs written. When the band was founded, songs were initially written in English. However, with the help of professionals' advices and after considering the language as an important factor which can influence people whether to listen to the music or not, members decided to alter to the Czech language. Since that time, the fan base was widened much more than ever, the trend was growing and members of the band were satisfied with the outcome as well.

The second one is the advantage of cooperation that is significant for any progress which Easy Steps achieved. Since the cooperation with Evžen Hofmann, the band noted a great step forward in terms of song writing, sound quality, members' personal development, music production, and know-how. Creating strong bonds with such people creates other connections with media, culture and gives additional opportunities.

Another strength is the music band's website. Concerning design, content, and creativity it is very convenient and easy to orientate through the pages. There is all necessary information for a particular customer or fan that might be in his interest. Concerning section of future events but also events that have already happened. Merchandising is part of the website as well and potential customer can order any product which is currently available. There are sections about members of the music band and contact information for anyone who would like to have any question or would like to cooperate with the band.

Strengths that contribute are also the logo, brand, and design. The logo was created in 2015 by a designer Nelly Kuta and since that time it is a representative symbol of the band. It is getting stronger as the band is reaching new goals and accomplishing various tasks. Above that, the design was something that was properly discussed and analyzed from the perspective of customers. As an outcome was created the visual design that is used on the website and social platforms. Fans had also a possibility to contribute and to choose a design for one of the albums' cover.

One of the last things is visual appearance and show. Easy Steps consists of three young people who try to look as representative as possible. The main thing is that the music is not everything when the overall performance of such a band is considered. The way how the music is delivered and how every single concert is performed is something in which Easy Steps has a significant advantage compared to most music bands in city Ostrava.

The last advantage is a combination of a music instrument violin in the music genre of the band. It is not very typical and reactions of fans are usually very positive about this musical instrument in the repertoire.

5.1.2 Weaknesses

As strengths were defined, it is necessary to clarify weaknesses of the band. The first disadvantage is the band's slow progress in terms of song writing and new innovations. As it was calculated for the past years of the band's existence, the average number of new songs written per year is about 3-5. It might not be a big issue concerning music bands with more experience but Easy Steps cannot make a progress with only three songs in one year.

The second one is an issue with the insufficient funds. The band as an economically active subject has some incomes resulting from concerts, events and festivals so usually the amount of money is enough to cover their fixed and some variable costs. The music band have to arrange finances by themselves if they want to spend more on their investments. Basically, main investors of the band are the members.

Another one is the problem with frequent personnel changes. In 2015 was the main singer changed, in 2016 a keyboard player decided to leave and in 2017 the main guitarist decided to abandon his position in the band. It is a serious problem for the band and needs to be solved in the near future. The music band with unstable members cannot perform properly.

Since members of the band are incapable of paying every cost through the band's income, they decided for a great investment based upon an agreement with themselves. They agreed on a sum which amount was 100,000 CZK. The amount was distributed for recording, propagation, concerts, and equipment. The investment was not very beneficial and weakens band's budget so the incomes from events go to members' pockets in order to repay it.

A serious problem of the music band is to determine some direction or goals. Members have their own main life goals and careers while the band is for some of the members like a hobby rather than a job. For some, it is more a job than a hobby.

| Internal analysis | |
|--------------------------|---|
| Strengths | <ul style="list-style-type: none"> - The repertoire in the Czech language - Cooperation - Web page - Brand, design - Visual appearance, show - Violin, involvement of non-typical instruments in pop-rock |
| Weaknesses | <ul style="list-style-type: none"> - Slow progress in terms of song writing and innovations - Insufficient funds - Frequent personnel changes - Investment failure in the past - Members' dedication |

5.1.3 Opportunities and Threats

The most important opportunities were already described in the previous chapters considering cultural and creative industries. In the following figure are described other opportunities that the band might take advantage of as well as summarized advantages from CCI. Some threats are described below as well

Grants are probably the best option for the music band to try. As it is described in the chapter about financing and in the chapter about opportunities in cultural industries, grants might help the band with some investment projects and holding of concerts.

Crowdfunding was not included in the analysis of opportunities in cultural industries, and therefore it is mentioned here. It might be a good opportunity for Easy Steps to raise some money for their concerts, projects or other activities through some sort of crowdfunding platforms such as foreign Kickstarter or Czech Hithit.

The music band attended few contests through the Czech Republic. Some of the contests were beneficial and helped the band to get more attention. However, some of the contests were rather a waste of time because competitors at some of the contests were more successful than Easy Steps.

5.1.4 Opportunities

All the opportunities are mentioned in the following figure. There is no need to describe them since the detailed description of opportunities is provided in the chapter 8 of this thesis (Easy Steps' Market Opportunities in Cultural and Creative Industries).

5.1.5 Threats

Considering threats there are only five main threats that could possibly threaten the music band. The band should know them in order to continue with their activities and perform at least with their current progress.

One of a serious threat is a danger that the band could breakdown. One-half of the members are students and have their own duties and goals. While the other half is already employed and the band is rather a hobby for them. There might be also some disagreements concerning the genre of a music style.

Another threat which endangers Easy Steps could be a low attendance of visitors at their concerts. It might result in disappointment of members and in a great loss of investments. This situation might lead to a gradual depression of the band on the music market.

A threat that probably every music band has fought these days is online music piracy. Almost everyone seems to have illegally downloaded a song over the last twenty years. It has become the daily practice of many young people in modern culture which makes it something totally acceptable in today's society. However, it is still a serious crime like any other which should be punished with serious consequences. But since it is easier to download a song illegally, almost nobody is willing to pay for it. Hopefully, these days it is getting better through audio streaming platforms such as Spotify and iTunes.

The last threat is massive media overload problem. It is getting harder for new artists to get noticed by anyone on social media or by music industry with every single day. People are massively overwhelmed by music, digital games, videos, all of which makes it extremely difficult to get the attention of future fans. Music bands must be therefore more creative to get fans attention not only with music but with their marketing and strategies to target customers.

Audio streaming platform is an invention which changes the whole idea of listening to music. On the one hand, it is easier for a listener to listen his favourite tracks whenever he wants even without connection to internet. It is not so expensive, for example, Apple company offers a monthly subscription for 5 dollars to students. But on the other hand, music bands that use these platforms are paid through royalties which are not very profitable.

Mainly for new music bands that are not yet very popular. All the attention is drawn to current trend music making new bands forgotten.

| External Analysis | |
|--------------------------|---|
| Opportunities | <ul style="list-style-type: none"> - Grants - Crowdfunding - Economic activities in new industries - Cooperation with sponsors - Festivals - Contests |
| Threats | <ul style="list-style-type: none"> - A danger of a band breakdown - Low attendance of visitors at band's concerts - Online music piracy - Massive media overload - Audio streaming platforms |

5.2 Competition Analysis

Competition analysis consists only of crucial competitors in Ostrava city and the music band's surroundings. Moreover, it would be a very difficult task to analyze all the competitors that exist in every market opportunity in the sector of cultural and creative industries in the Czech Republic.

Easy Steps does not have many competitors among youth student pop-rock music bands in Ostrava. There are many talented musicians who try to do the music of various genres. For example, music bands like: Dolls in the Factory, February, FiHa. However, February cannot be described as a pop-rock style music band. Therefore, the only competitors might be FiHa and Dolls in the Factory. Members of this band try to target the same music listeners as Easy Steps does and they are successful in it considering Ostrava city. But listeners of all these bands usually stick with only one music group and are generally loyal. The same thing goes for Easy Steps. It means that fans of FiHa and Dolls in the Factory are not at the same time the fans of Easy Steps.

Another music band that becoming very strong in recent time is Divine Attraction. Members of this band are originally coming from Los Angeles, CA but currently living in the Czech Republic. They have a great fan base among young people. In comparison with

Easy Steps, they hold their concerts at schools. It is a great idea to get as many fans as possible. Young people are usually more enthusiastic about pop-rock music bands. Nevertheless, they create their songs in the English language which is not the aim of Easy Steps.

5.3 PEST Analysis

The music band Easy Steps is performing mainly in the Moravian-Silesian region and in the city Ostrava mainly because it is the place where the band performs and where their fan base is. That is the reason why PEST analysis of the external environment will be concentrated mostly to the city of Ostrava and its surroundings. For the analysis were used data obtained from CZSO's analyses and data from the questionnaire that was conducted by the author of this thesis.

5.3.1 Political and Legal Factors

Considering cultural and creative industries in the Czech Republic, there are no special restrictions for a music band to enter to the music sector of the industry. Law system in the country where the band performs does not enforce almost any conditions under which the band can exist.

The only restriction that might possibly affect the band is a law against the noise pollution in the night. However, the location, where the band has their rehearsal room, is located in a non-residential area which is adapted for rehearsing and music performance.

5.3.2 Economic Factors

Concerning economic factors that have some impact on the music band Easy Steps might be an unemployment rate, prices of music equipment, inflation. However, there might be also opportunities concerning these factors.

Unemployment has a significant impact on the existence of the music band. If people would lose their jobs, they would have to rely on a small income in the form of unemployment benefits. This would lead to a situation in which people would not be interested in visiting concerts and buying any music products in order to save as much money as possible. The unemployment rate in Ostrava on April 4th, 2018 is 3.8%. In comparison with the previous year, it is lower about 2.1%. (CZSO 2019)

Inflation is closely connected with the existence of the music band. If there would be an increase in the general level of prices it would have a negative impact on an overall economy. People would not be able to buy so many goods and services as before, and therefore they

could not afford to visit music band's concerts and to buy the music band's products. Average inflation rate for the year 2018 is 2.1%. (CZSO 2019)

5.3.3 Social Factors

Social factors are important for the analysis of potential customers and target customers of the music band. For the purpose of this analysis were analyzed data from CSZO statistics and a questionnaire. Data are specified only for the district of Ostrava city.

In 31. 12. 2017 was the number of population in Ostrava-město 322,419 out of which 156,492 were men and 165,927 were women. More data in the table:

| Name of the district | Population | According to gender | | According to age | | | | Average age of inhabitants | | |
|----------------------|------------|---------------------|---------|------------------|--------|--------|----------------|----------------------------|------|-------|
| | | Men | Women | 0-14 | 15-24 | 25-44 | 45 – and older | Total | Men | Women |
| Ostrava-město | 322,419 | 156,492 | 165,927 | 48,428 | 30,314 | 94,796 | 148,881 | 41.9 | 40.8 | 43.1 |

Table 3. Self-made table with demographic data based on the document issued by CZSO

Age

Every music band has a different type of listeners (customers) based on their age. Some music bands' target segment is younger people, some music bands target rather older people. It is based on a music genre that a music band plays but it also depends on the age of performers. According to the questionnaire, where 67 respondents answered that they do listen to Easy Steps' music, is the dominant age of listeners 16–18 and 19–25. However, sometimes older people come to the band's concert because their repertoire sometimes interests even a different group of people than their targeted segment.

| Age of Easy Steps' listeners | Number of listeners |
|------------------------------|---------------------|
| 16–18 | 15 |
| 19–25 | 35 |
| 26–32 | 7 |
| 33–45 | 3 |
| 46 and older | 7 |

Table 4. Age of Easy Steps' listeners based on the questionnaire

Residences

A questionnaire covered also questions concerning the residence of respondents. The greatest number of listeners are from Ostrava and minorities are from Prague, Brno and other cities.

| Residences of listeners | Number of listeners |
|--------------------------|---------------------|
| Ostrava and surroundings | 48 |
| Brno | 4 |
| Prague | 2 |
| Other cities | 11 |

Table 5. Residences of Easy Steps' listeners based on the questionnaire

Occupation

Thanks to the survey were determined also occupations of respondents. Listeners are mostly student of high schools and universities. This factor is closely connected with the age of listeners.

| Listeners' Occupations | Number of listeners |
|-------------------------|---------------------|
| Student of university | 26 |
| High school student | 20 |
| Employed, self-employed | 17 |
| Other occupations | 2 |

Table 6. Occupations of Easy Steps' listeners based on the questionnaire

Gender

Considering gender of listeners, most of them are women (44). Men count up to 23 listeners only. The reason might be that women are more interested in the listening to music bands that consists of men artist – ‘boy bands.’

5.3.4 Technological Factors

Technological factors are not crucial for the music band. The band already has enough technological devices for performing live shows and recording in music studios. If a music band performs live concerts with special lights and other equipment, then analysis of technological factors would be important.

Members of Easy Steps have their own instruments and equipment for live performing and recording. They don't need any special upgrade of devices or equipment. The only thing that is required during live concerts is electricity to plug in their devices and to turn their speakers on. The band cannot ensure that sound at some particular events and concerts is sufficient. However, clubs and other places where the band performs usually lend some sort of necessary equipment to music bands.

5.4 Financial Analysis

Easy Steps cannot perform properly without some sort of financial support and earnings. Incomes of the band are usually used for paying their debts and costs. This chapter consists of basic information about the music group's incomes resulting from their economic activity as well as data about financial support.

5.4.1 Earnings

The band predominantly earns money through their services, not products. They provide services such as live performing, song-writing, etc. Whenever any organization or company demand Easy Steps' services, they arrange an agreement. An agreement consists of demands, regulations but mainly consists of financial reward which creates the main income for the band. Average income from concerts which is organized based upon an agreement is about 7,000–15,000 CZK. Costs during these concerts based upon an agreement are mostly paid by organizers.

Other earnings are generated from band's own concerts. These concerts are not very often. But, whenever they manage to do such a concert, revenues are mostly enough to cover all fixed, variable costs and to generate a profit. Average revenue from a single concert is around 15,000–40,000 CZK. A profit ranges from 5,000 to 15,000 CZK after paying all

costs, sometimes even more. It depends on costs that are connected with a particular concert and attendance of visitors.

The income of the band is generated also from contracts with various companies such as NetDirect. This company demanded a song for their promotional videoclip. Both sides signed the contract and decided for long-term cooperation for one year. Based on this contract the band generated 35,000 CZK for the year 2018.

Easy Steps produces t-shirts, picks and buttons (badges) as promotional items plus albums in the form of CDs. Merchandise is partly creating an income for the band but just a very little. Variable costs of merchandise are usually the same as its revenues. The band tries to sell all their merch in a specific time but the profit is usually zero or almost ignorable. The same things go for their albums in the form of CDs. Discs are rather promotional than profitable.

5.4.2 Financial Support

Easy Steps has never asked for any financial or investment support in terms of sponsoring. Mainly because of the reason that they did not know about this opportunity. Since some info about investment support granted by the Statutory City of Ostrava is described in the chapter about opportunities in cultural industries, they might try to apply for it. Another similar variant might be some form of start-up project but the band did not consider it yet.

The music band does not even have any partners or stable cooperation with any sponsors. All other necessary financial supports come from members' own investments. In case that the band does not have enough money to pay their expenses, members put some cash together.

6 SURVEY RESEARCH

Survey research is very important for the whole analysis because it gives Easy Steps some information about music trends of Czech music listeners as well as listeners of Easy Steps. The survey was distributed on the social platform Facebook in a specialized group which consisting mostly of people who are interested in music and the Easy Steps' Facebook page. The number of answers counts up to 121.

Survey research was divided into two parts. The first part targets all the respondents while the second one targets only the listeners. The trend identification part is designed to find out knowledge about respondents' favourite music bands, festivals, songs, etc. while the second part targets fans and their opinions about the music band.

6.1 Trends

Music trends usually differ from generation to generation. It depends on many factors such as location, country, language, residence and other factors that are crucial for the determination of music trends. The most popular music genre is obviously pop music as a mainstream. The aim of the first part of survey research was designed to determine trends among people in the Czech Republic and listeners of the music band as well. For a trend analysis was besides survey research used internet research as well.

1. What Czech music band is currently your favourite? (besides Easy Steps)

The first question of the survey was intended to find out what Czech music artists people listen. According to their answers, their most favourite Czech artists are Kryštof (11 answers), Mirai (9 answers), Chinaski (6 answers), Kabát (7 answers). However, these answers cannot be very convenient because the answers depend on social and demographical criteria.

2. What foreign music band is currently your favourite?

The second question was defined to get information about the respondents' favourite foreign music band. Many of them stated that their favourite music bands are Imagine Dragons, Linkin Park, and Iron Maiden. This information is important for members of Easy Steps because they might get inspired by these bands in order to widen their fan base and popularity.

3. What Czech song is your favourite? (besides Easy Steps' repertoire)

The question which intention was to get the information about respondents' favourite Czech songs was not very convenient. Usually, every respondent had an identical song which is his favourite. However, the top three songs were by Mirai, Rybičky 48 and Chinaski. This question was not very helpful for identification of music trends among Czech inhabitants.

3. What Czech music video is your favourite?

The topic of the favourite Czech music video was not very successful as well. People usually do not have any favourite music video. Nevertheless, one of the top answers were music videos by Leoš Mareš. This information does not very well identify current music trends in the Czech Republic.

4. Which Czech festivals do you like the best?

The topic of Czech favourite music festivals is very useful for Easy Steps to identify on which festivals they should focus on. Top three answers were Colours of Ostrava, Majálesy, and Masters of Rock. The music band could try to cooperate with one of these festivals or they could try to contact managers of these festivals in order to perform there.

5. How do you listen to music?

Based on the survey, people usually listen to music on Youtube, Spotify and then follows DVD, CD disks. This information helps the music band to identify on which music platform they should focus or how to produce their albums, EPs and songs. The digital form is definitely getting stronger position than ever before and might be the only future for music. According to ČTK (2018), digital trade with music increased by 36% compared to the year 2016 while market share is 51%.

6. Are there any special forms of songs you like?

Considering a special type of music, people like original products which bands produce. Many of them also appreciate live songs and unplugged variations. Example of song variation: A band produces an original song which is then recorded as an unplugged or live variation.

| Topics of questions | Top 3 answers |
|--|--|
| Favourite Czech music bands | Kryštof Mirai Kabát |
| Favourite foreign music bands | Imagine Dragons Linkin Park Iron Maiden |
| Favourite Czech songs | Mirai – Pojď zapomenem Rybičky 48 – Slibuju, že nebudu pít Chinaski – Potkal jsem tě po letech |
| Favourite Czech music video | None Leoš Mareš – Svalnatec Others |
| Favourite Czech music festivals | Colours of Ostrava Majálesy Masters of Rock |
| Devices or platforms through which people listen music | Youtube Spotify DVD, CD discs |
| Special form of songs | Any Live music Unplugged, acoustic |

Table 7. TOP answers of trend survey research

In the Czech Republic exist many opinions and specifications of trends. For example, Vodrážka (2016) states in his interview with Šimon Šafránek that the Czech Republic could carry a label “A Country of Revivals”. Music clubs and festivals in the country attract their customers to many revival bands of Queens or artist imitators of Michal David. He concludes that it is cheaper to visit a concert of revival band or imitator than to go to an authentic concert. This information might give Easy Steps an idea about their specialization. They might start to play cover songs of some famous bands. They could, for instance, play at their

concerts songs by Imagine Dragons to entertain their fans because they filled into the questionnaire that it is one of their most favourite foreign music artists.

6.2 Customers (Fans)

Social factors in the analysis of the external environment in previous chapters already showed some information about fans of the music band Easy Steps. A typical customer of Easy Steps is between 16–25 years old, studying high school or at a university, living in Ostrava city. His ‘music taste’ is not very specified based on the questionnaire because the answers were consisting of various types of other music bands that respondent likes. However, his favourite genre might be a pop-rock since he listens to Easy Steps.

In order to improve Easy Steps’ activities was conducted a second part of the questionnaire. If anyone who was filling the survey has chosen answer “Yes” or “Occasionally” for a question “Do you listen to Easy Steps’ music?” the survey continued with a part which was focused on fans’ perspective (listeners’ perspective). The following charts show basic information about fans of the band.

1. Which Easy Steps’ song is your favourite?

The first question in the fans analysing part was conducted the way to analyze which Easy Steps’ songs are the most popular. 28.4% respondents vote for the most recent song which is Bod Zlomu. Then goes Nekonečná, Zakázané plody, and Zvukoprázdno. This information tells the band which songs were probably the best so they might take inspiration in future song writing and try to create similar songs.

Which Easy Steps' song is your favourite?

67 replies

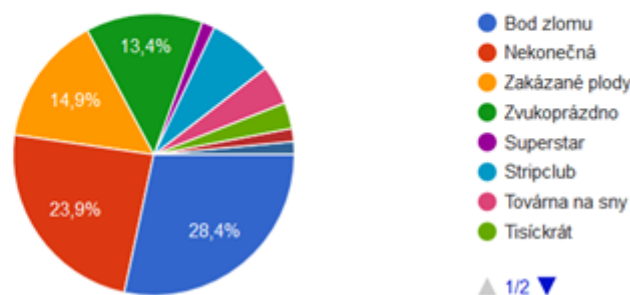


Figure 4. The most favourite Easy Steps’ song

2. Why do you listen to Easy Steps?

“Why do you listen to Easy Steps?” was the second question in the survey. This question was multi-choice in order to get an overall evaluation. The most important for fans is that they like the band’s music genre (pop-rock), members’ style and concerts. This knowledge could help Easy Steps for their future decisions.

Why do you listen to Easy Steps? Because I like their:

67 replies

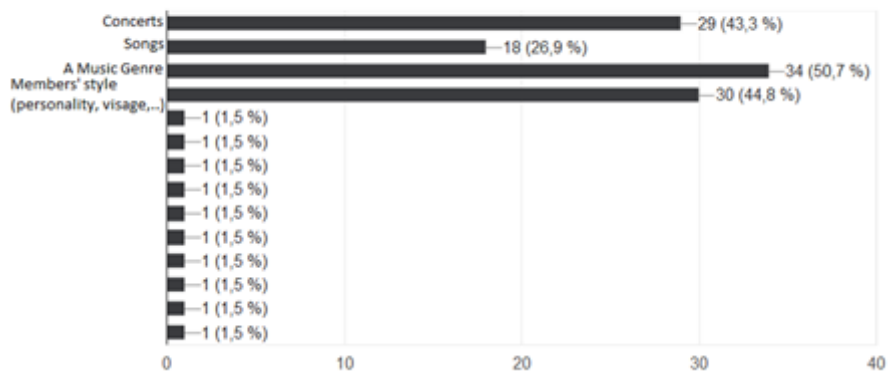


Figure 5. Respondents’ motives for listening Easy Steps

3. What Easy Steps’ song do you like more? Bod Zlomu or Nekonečná?

The next chart shows that fans like a little more a music video for song Bod Zlomu than Nekonečná. While the winning music video was way cheaper than music video for Nekonečná, the fans like Bod Zlomu more. It tells the band that not only price determines a quality concerning music videos.

What Easy Steps' song do you like more? BOD ZLOMU or NEKONEČNÁ?

67 replies

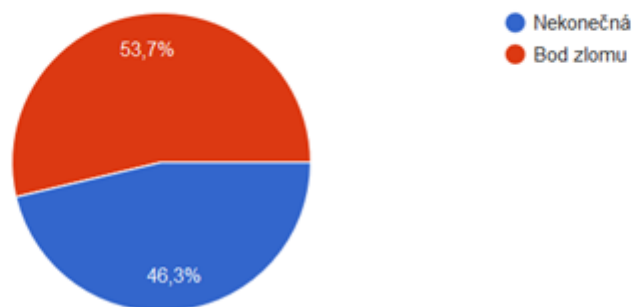


Figure 6. Music videos preferences

4. What type of music videos do you prefer?

The following chart shows that fans like rather narrative music videos or a mix of narrative and instrumental parts. This might also help a band to focus more on narrative music videos.

What type of music videos do you prefer?
67 replies



Figure 7. Types of music video preferences

5. Do you follow Easy Steps' fan page on Facebook?

According to another question, the most of fans of the music band visit Easy Steps' Facebook fan page frequently. About 20% of 67 respondents do visit the Facebook page from time to time while 13.4% do not.

Do you follow Easy Steps' fan page on Facebook?
67 replies

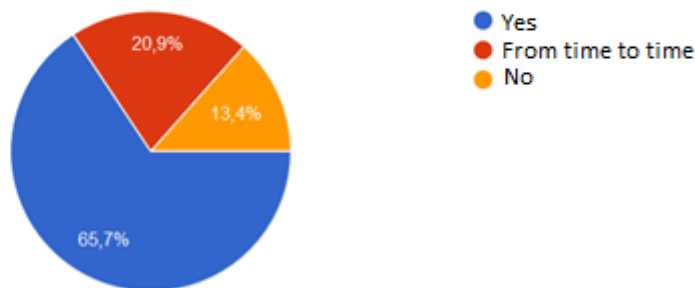


Figure 8. Followers of Facebook fan page

6. What content would you like to see on Facebook fan page more frequently?

Fans were asked what content they would like to see on the Facebook page. They answered that the most demanded are notifications about upcoming events and some videos and photos from concerts, rehearsal room and events.

What content would you like to see on Facebook fan page more frequently?

67 replies

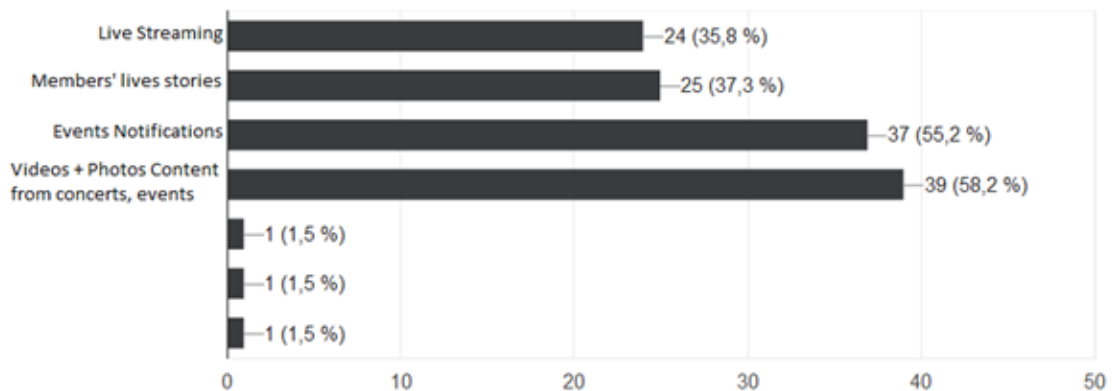


Figure 9. What should be improved on Easy Steps' Facebook fan page

7. How much are you willing to pay for a concert?

The last question was oriented to prices for events which fans are willing to pay. This information might Easy Steps use in order to designate a price for their next performances. According to the chart below, almost half of them are willing to pay from 100–150 CZK while another half would pay 150 CZK or 200 CZK and more.

How much are you willing to pay for a concert?

67 replies

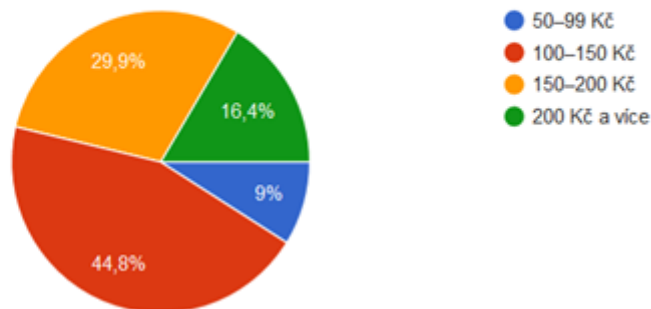


Figure 10. How much would fans pay for a concert

7 DESCRIPTION OF THE INDUSTRY

Based on the theoretic knowledge about cultural and creative industries which was described in the theory at the beginning, it is necessary to define a market. Since the bachelor thesis is specified for CCI, the main goal is to describe this type of industry and analyze market opportunities in this field.

A document *The Economy of Culture in Europe*, which was issued by the European Commission (2006), shows that music and performing arts are elements of cultural industry. The study was released as a suggestion for European countries to analyze and enrich their culture system. Since the Czech Republic does have only limited sources about cultural and creative industries which are defined mostly in CZ-NACE by ČSÚ, the document issued by the European Commission is taken into consideration mainly.

Cultural and creative industries are not common in the Czech Republic yet, therefore the analysis is mainly specified to two sectors of CCI which is a music industry and performing arts. The reason is that culture industries comprise also film and video, television and radio, video games, books and press which are rather peripheral. Based on this knowledge, an analysis of opportunities for a music band in the whole field of cultural and creative industries is almost impossible. To somehow find any opportunities in the books and press sector for a music band is probably out of the question. The same thing refers to, for example, design, architecture which are parts of creative industries.

Similar to the model that was introduced by The Work Foundation was created a model below that shows the position of a music band in the hierarchy of cultural and creative industries. It is inspired by the classification that is introduced by the European Commission, ČSÚ, David Hesmondhalgh and other authors who are writing about CCI.

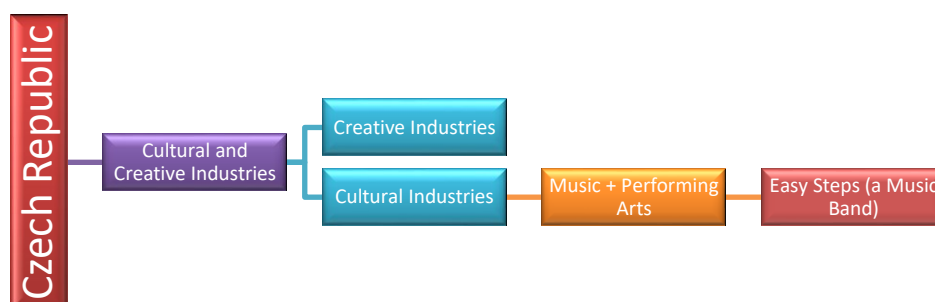


Figure 11. Position of a music band in a hierarchy of Cultural and Creative industries in the Czech Republic

The last element on the right is symbolizing a minimal part of the hierarchy which is a music band. For the sake of this thesis was chosen a music band Easy Steps which is analyzed in the next chapter. However, not only a music band can be a part of this circle, but also other entities such as music producers or other authors whose economic activity is based on performing and creating musical art.

The other element is a music industry and performing arts where the band belongs because of their creative activities which are song production, song writing, performance, etc. Music industry and performing arts were put together because the music band is on the one hand producing new ideas, their own songs, performing on stages, creating a content, but on the other hand they also sell their music via electronic streaming platforms such as iTunes, Spotify or through a physical form such as compact disks (EPs, albums) through direct sale.

The following element which is connected with the music and performing arts is 'cultural industries' which is a sector of culture that was defined by European Commission as a sector that consists of: visual arts, performing arts, heritage, film and video, TV and radio, video games, music, books and press.

A segment which is on the same level of hierarchy with cultural industries is creative industries which contain sectors of design, architecture, and advertising. With creative sector is also related a *related industries* consisting of PC manufacturers, MP3 players manufacturers, mobile industry, etc... However, this is a division that was introduced by the European Commission and which is adapted by the Czech Ministry of Culture. It is also defined as it is in CZ-NACE. For example, Charles David Throsby and John Howkins are defining the distinction between cultural and creative industries way more different.

All segments that are described in the paragraphs before are a part of a superior sector which is the 'Cultural and Creative Industries'. This part comprehends both the cultural sector and creative sector.

All segments described in the previous paragraphs are subordinate to the superior one which is a country Czech Republic that is a boundary for analysis of market opportunities in this thesis.

8 EASY STEPS' MARKET OPPORTUNITIES IN CULTURAL AND CREATIVE INDUSTRIES

This chapter identifies Easy Steps' market opportunities in the field of cultural and creative industries. The question is whether the band can be economically active in subordinate fields of CCIs, whether the band can contribute with their products and services to any of those fields in the Czech Republic or whether the music band can take advantage of any of those industries in order to seek an opportunity.

8.1 Opportunities in Creative Industries

Based on the classification of creative industries which is implemented by CZSO, NIPOS, there are not many market opportunities to be found in this sector. The division of sectors in creative industries is structured in the table below:

| Creative Industries |
|--|
| Architecture |
| Advertising |
| Design |
| Unknown domain (administrative activities) |

Table 8. Division of creative industries based on CZSO

8.1.1 Architecture and Design

The music band Easy Steps with considering their economic activities cannot relate to architecture and design in any form. Since the music band specialization is music, song writing, producing, etc.

8.1.2 Advertising

Concerning advertising and activities of advertising agencies, there are some possibilities for a music band to find an opportunity. A music band cannot be economically active as an advertising company however they might cooperate with some advertising agencies/companies in order to get both side deal.

The music band Easy Steps signed an agreement with NetDirect s.r.o. in 2017. It is a company which creates websites for their customers. Their marketing team created a promotional videoclip but the clip was missing a soundtrack. In order to get an original soundtrack track for their promotional video, they decided to contact the music band Easy Steps. Members of the band recorded a music track with the help of their electro-acoustic

instruments and electronic devices and delivered the final product to NetDirect based on the agreement. The cooperation between the company and the band is long-term so the company can use band's services till the end of the year 2018.

In the Czech Republic is a plethora of advertising agencies and numbers of companies who might benefit from the activities of the music band. These agencies or companies might use the band's services for their own promotion similar to the example in the previous paragraph. Easy Steps can create music or a music video with promotional intention based upon an agreement.

8.1.3 Unknown Domain (Public Administration)

Easy Steps cannot do business in terms of public administration since the band does not administer any public goods and land. However, the music band can benefit from grants and subsidies that are issued by the government and public administration of the city Ostrava for the development of a culture in the city.

The Statutory City of Ostrava currently offers a grant program called *Program podpory kultury a zachování kulturního dědictví na území statutárního města Ostrava v letech 2017 – 2020*. The aim of the program is to promote culture and heritage conservation and the related development of public cultural services in the territory of the Statutory City of Ostrava or in any relation with the Concept of Development of the Culture of the Statutory City of Ostrava. The intention is to contribute to the maintenance, consolidation and development of a wide range of cultural activities in the city (Statutární mesto Ostrava 2018).

The grant can be given to any form entity (legal, individual). The same conditions are for any legal entity regardless of their residence or nationality. However, a particular project which is granted must be implemented on the territory of the Statutory City of Ostrava or outside. If the project is done outside, outcomes of a project must be used in the statutory territory of Ostrava (must be focused on the Ostrava city or the way to promote the city) (Statutární mesto Ostrava 2018).

Investment support granted to an entity whose project is connected with a music production can cover only 70% of the project's costs. It is investment support, not financial support (Statutární mesto Ostrava 2018).

Easy Steps could possibly take advantage of this idea and apply for this grant which could be given to almost anybody. The only thing the band needs to do is to apply for the grant and deliver a project personally or through mail services to the address given. It might be a great opportunity for the band in terms of promotion and profit. They could, for

example, hold a concert in the city Ostrava and ask for this type of grant. Most of their costs would be covered by the investment support and other costs might be covered from an income which could result from an event.

8.1.3.1 Activities of organizations supporting cultural activities

Besides the investment support that might be granted to the music band by the Statutory City of Ostrava, Easy Steps can contact more organizations in the Czech Republic whose specialization is to help or to support entities who create music. It is, for instance, *Nadace Český hudební fond*, *Hudební nadace OSA* or *Ministerstvo kultury ČR*. (Česká kancelář Culture 2000 2001)

Foundation *Český hudební fond* is specialized fond which supports the development of Czech music culture. They provide grants through publicly announced grant programs. The foundation also distributes contributions from the Foundation Investment Fund. Similar programmes are provided by *Hudební nadace OSA* and *Ministerstvo kultury ČR*.

Easy Steps could take advantage of these programmes in order to get some financial or investment support. It is a great opportunity for a music band to contact one of these funds organization in order to expand their scope of activities.

8.2 Opportunities in Cultural Industries

| Cultural Industries |
|---------------------------------|
| Cultural Heritage |
| Performing Arts |
| Fine (Visual) Arts and Crafts |
| Cultural and Artistic Education |
| Film and Video |
| Music |
| Television |
| Radio |
| Books and Press |
| Videogames |

Table 9. Summarized sectors of Cultural Industries

8.2.1 Cultural Heritage

Considering a Cultural Heritage, there are no possible market opportunities for the music band Easy Steps. Similar to design and architecture in the creative industries, music band's activities are specialized for song writing, performing, music production, etc. that are hardly beneficial for any purposes in this field.

8.2.2 Performing Arts

The sector of performing arts is the one where Easy Steps belongs based on their economic activities. The sector is divided into three sections. However, opportunities will be considered only in the first sector, where the band belongs – Scenic arts.

The music band has many opportunities since performing arts is the sector where it belongs. Members of the band can create their own music, hold concerts and festivals, produce songs, be creative.

One of the main market opportunities in this field is to communicate with managers and organizers of various Czech festivals and events in order to cooperate. Members of the band could contact someone who is responsible for festivals such as Colours of Ostrava, Ostrava's Majáles and other festivals in the Czech Republic or Ostrava city. These festivals and events could be a great source of income as well as a great opportunity for a band to become more visible. Also, coming from the questionnaire that was distributed on social platforms, the most preferable Czech festival among the Easy Steps' fans and non-fans is Colours of Ostrava with 34 votes out of 121. However, the decision, whether the band is suitable for the festivals' programmes, depends on management and they usually choose which music bands do they want.

Furthermore, Easy Steps usually holds their own concerts in the city Ostrava. They also decided to hold a tour throughout some Czech greater cities such as Brno, Zlín, and Ostrava in Autumn of 2016. This tour was successful for Easy Steps and profitable as well. The band could try to do the same thing more regularly or even every year.

One of the activities that the music band does is a song writing. Band members are currently producing texts for their own songs. However, they might try to sell lyrics to other interprets or music bands. For example, Czech musician and songwriter Xindl X writes lyrics for a music band Slza and he wrote also lyrics for a singer Sebastian. Easy Steps could try to take this opportunity and reach some Czech bands or musicians and offer them this kind of services (iDNES.cz 2015).

8.2.3 Fine (Visual) Arts and Crafts

Opportunities in this field might be, for instance, music production for videos of commercial or professional photographers and videographers. Considering all the activities which photographers or videographers do, the music band can offer songs or create any demanded song for their purposes. It might be, for example, music for short wedding videos, videos from events, promotional video spots, etc.

One of the possibilities might be a Hlavka Videography which is a team of videographers whose job is a creation of original wedding videos for newlyweds. They usually use some commercial music to support their video production and Easy Steps could possibly contact a company like this in order to maintain any cooperation. (Hlavka Videography 2018)

In the Czech Republic are a lot of independent or commercial photographers and videographers who create short movies, spots, videos, etc. Opportunities in this field are rather based on the photographers' demands. They might not like the music band's genre or their songs.

8.2.4 Cultural and Artistic Education

Artistic education might be a possibility for the music band. There are not many specialized music schools in the Czech Republic that would teach people how to perform as a music band. Some examples might be just some types of elementary art school that are designated mainly for youth.

Easy Steps could establish their own private school of music with the intention of teaching people how to perform as a music band or how to play an instrument. It might be difficult in terms of initial costs and promotion. However, if the band could find some possible customers who would like to participate in this particular school it might be a great opportunity for the music band. Moreover, the band can ask for a grant in order to reduce costs of this possible project.

A second idea might be a music education through e-learning. Easy Steps can establish their own website where they would post some inspiration or training videos about i.e. how to play an electronic guitar, how to manage a concert, how to work with special music software, etc. This e-service might be initially for free but later on, it could work on subscribe principle. It also depends on the demand from a perspective of customers.

8.2.5 Film and Video

Possibilities for a music band are almost infinite. Concerning film and video, Easy Steps could reach some film or movie producers in the Czech Republic and offer them their services. Movies usually consist of some music such as soundtracks that are produced by some music artists (usually music bands or composers).

For example, Dan Bárta created a soundtrack 'On My Head' for a movie 'Snowboardáci' which was a hit of the year 2005. He won two music awards for that song which was required by movie producers of the movie. Easy Steps could try to find an opportunity the same way as Dan Bárta did. (Vlasák 2006)

8.2.6 Music

Considering music from the cultural industries' point of view, there is mainly one economic activity which is the recording of audio and activities of music publishers.

Easy Steps usually records their songs in specialized recording studios such as Taurus Records or Bomb Jack Studio. The music band uses this type of studios in order to produce high-quality songs that will be tradable on the Czech music market. However, the band could create their own music studio considering market opportunity. Members of the band could use a studio for their own music recording as well as for business with other musicians. Easy Steps could provide services of music production for some music bands, singers or other music artists.

8.2.6.1 Music Publishers (Corporations)

Music publishers can help a music band to reach their goals and to help their music to be more commercial. The most popular publishers in the Czech Republic are Universal Music, Warner Music, Supraphon, Sony Music, and Česká muzika (ČTK 2016).

Easy Steps might contact one of the Czech music publishers in order to increase a sale of their music through a contract with one of the publishing companies. For example, Universal Music tries to help young talented musicians and bands in reaching their goals. They cooperate with music artists such as Ewa Farna, Lenny, Xindl X or music bands such as Mandrage, Mirai and Kryštof. These bands and artists have achieved great success in the Czech music industry. Their songs are usually the most famous and most played in the Czech Republic (Deník.cz 2013).

Nevertheless, to sign a contract with a music publisher means that a music band must obey some restrictions and rules. There are usually some conditions limiting a music band's production of songs and lyrics. It might be, for instance, a condition under which members

of a band must wear some type clothes or they must create only the type of music which is defined in a contract. If a music band decides for a music publisher in order to find any market opportunity, it usually means that a band would have to give up on their own creativity and adjust their music according to a contract. This is a process of a music band becoming ‘a product’.

8.2.7 Television

Cooperation with the Czech music television Óčko, which is the only music television that is mostly presenting a pop or pop-rock music in the Czech Republic, is advisable. Based on monitoring of Czech TV stations, there are also other televisions such as Rebel or Šlágr but these stations probably target a different audience than Óčko does.

It might not be really a market opportunity but definitely an opportunity for promotion of the band. Easy Steps could try to arrange some contract with Óčko TV in order to promote their music videos that are currently only on the YouTube platform.

8.2.8 Books and Press

This sector of cultural industry is specified mainly for the publishing of various books and magazines. The music band cannot cover this area with their musical activities. However, Easy Steps might try to publish some of their songs and lyrics in the form of song-books. They have already tried it but the song-book they produced was created with the intention of merchandise for their fans. Nevertheless, the investment was profitable and they have sold out all the song-books they produced.

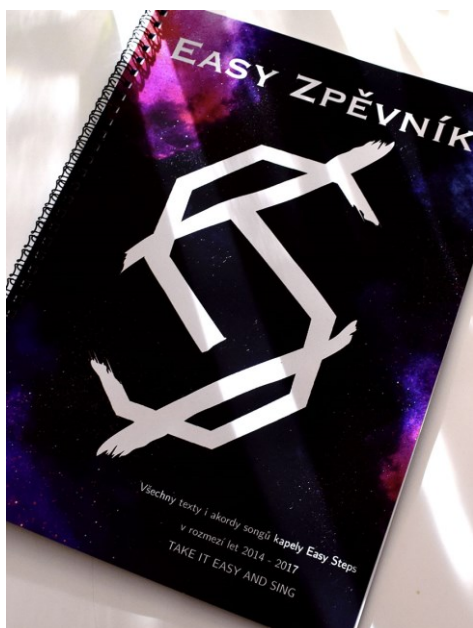


Figure 12. Easy Steps' songbook (merchandise)

Another idea is to create some book about the band which would consist of all information about the band, their history, stories, concerts, etc. However, target customers would be probably again only fans of Easy Steps and revenues would be probably limited by the number of fans. But still, it is a form of the market opportunity in this specific sector of cultural industries.

The last idea concerning books and press is to create some sort of “how-to books” which could consist of some knowledge that the band earned throughout the time. It might be divided into sections about every member’s instrument and consisted of some know-how, ideas, tips and tricks, etc. It could be written the way that every regular person that is interested in music and music bands could possibly buy it. So, the target customer will not be only a fan.

8.2.9 Videogames

There are some possibilities for a music band to become a part of some videogame project in terms of soundtracks. Almost every videogame contains some sort of music. For example, a video game series FIFA includes plenty of famous tracks of foreign artists such as Oasis, Imagine Dragons, MGMT, etc. However, a Czech video game industry is not very advanced compared to other countries so there are not many opportunities for a music band in this field.

Easy Steps might try to do a business in this sector but there is only a limited amount of opportunities apparently. There is, for example, a Czech company Warhorse which created a world-wide famous PC game Kingdom Come: Deliverance or a former company 2K Czech which developed an also very famous game Mafia. These games have usually some unique settings and plots so a chosen music for a game is usually specified for a particular setting (Warhorsestudios.cz 2018).

9 RECOMMENDATIONS

This chapter comprehends all the practical knowledge which was introduced in the preceding chapters about market opportunities. The first part will consider the best possible opportunities for the band in terms of cultural and creative industries. The second part will consider some other opportunities which resulted from the analysis of the questionnaire, PEST analysis, and SWOT analysis.

9.1 Recommended Opportunities in Cultural and Creative Industries

Below are the four most recommended opportunities that exist in terms of cultural and creative industries for music band Easy Steps. The bachelor's thesis concludes more than these four major opportunities. These can be found in the practical part of this bachelor thesis.

An Investment Support Granted by the Statutory City of Ostrava

The music band can benefit from a grant that can be issued by the government and public administration of a city Ostrava for cultural development in the city. The aim of the program is to promote culture and heritage conservation and the related development of public cultural services on the territory of the Statutory City of Ostrava. The grant can be given to any form of entity (legal, individual), thus Easy Steps is a suitable candidate.

Easy Steps could possibly take advantage of this idea and apply for this grant which can be given to almost anybody. Only one thing the band needs to do is to apply for the grant and deliver a project personally or through mail services to the address given in instructions. It might be a great opportunity for the band in terms of promotion and profit. They could, for example, hold a concert in the city Ostrava and take advantage of the grant in order to cover their costs.

A Contract with Music Publishers

Music publishers can help a music band to reach their goals and to help their music to be more commercial. The most popular publishers in the Czech Republic are Universal Music, Warner Music, Supraphon, Sony Music and Česká muzika.

Easy Steps might contact one of the Czech music publishers in order to increase sales of their music through a contract with one of the publishing companies. For example, Universal Music tries to help young talented musicians and bands in reaching their goals.

Nevertheless, to sign a contract with a music publisher means that a music band must obey some restrictions and rules. It might be, for instance, a condition under which members of a band must wear some type clothes or they must create only a type of music which is

defined in a contract. If a music band decides for a music publisher in order to find any market opportunity, it usually means that a band would have to give up on their own creativity and adjust their music according to a contract.

A Cooperation with Companies and Organisations

The analysis of opportunities in terms of cultural and creative industries gives the music band many recommendations concerning opportunities. Easy Steps has already signed a contract with NetDirect. The band creates music for company's promotional videos. The music band receives a great amount of earning through this opportunity. Easy Steps might try to contact some other companies such as Hlavka Videography which is a company producing wedding videos. The band might create music for company's videos.

Song Writing

One of the non-traditional ideas is to create and sell lyrics to other musicians or music bands. It is not a specialized activity which Easy Steps would like to do but since it resulted from analysis of CCI, it might be profitable. For example, Czech artist Xindl X creates lyrics for music artist like Slza and Sebastian.

9.2 Market Opportunities resulted from Marketing Analyses

In the chapters below are concluded other three major opportunities resulted from SWOT, PEST analysis and questionnaire which was divided into two parts. The first part was mentioned for both fans and non-fans while the second was designated just for the fans.

Contests

Members of the band have already participated in some of the contests in the past. These contests were already beneficial for them. Through these contests, they have earned popularity, reputation and experience. It was also profitable because they won some prizes which were mostly in a financial form.

Currently, there is the contest Skutečná Liga where the band can sign until 15th of July. Easy Steps once tried to participate in this national contest but they were not successful. They only got through the first three rounds. However, they might try it this year again.

Crowdfunding Projects

On the internet is nowadays plenty of crowdfunding platforms that are available for people, organizations, music bands or companies to help them raise some money. There are, for example, Kickstarter, Startovač, Hithit, etc. Easy Steps might try to use some of these platforms in order to fund their projects.

Maintain a Better Communication with Fans

Through the survey research the music band received some information about their fan base. Members of the band might implement some suggestions resulted from the questionnaire. For instance, they could share more notices about upcoming events of the band or they could share more pictures and videos from their concerts.

Furthermore, they could consider some trends which are currently among their fans and adjust their future songs. For example, the questionnaire showed that the most favourite band among their fans is Imagine Dragons. Easy Steps might inspire by this music band in order to satisfy needs of their listeners.

CONCLUSION

Thanks to analyses made in this thesis were identified some of the opportunities for a music band in terms of cultural and creative industries. Every sector of these industries was analyzed in order to find some opportunities. Even though the music band Easy Steps is specialized mainly for the sector of performing arts, there are other sectors where opportunities were discovered. However, the main aim of the music band is still the same – production of songs and live performances.

The bachelor's thesis fulfilled its goal. The main aim of the analysis was to determine some market opportunities for music band Easy Steps. This task was accomplished through strategies which were described in the theoretic part of the thesis. Main strategies implemented for this thesis were SWOT analysis and PEST analysis. Based on these analyses was determined the external and internal environment of the music band. SWOT analysis helped to identify current strengths, weaknesses, opportunities, and threats while PEST analysis described the external situation of the band.

In addition to the analyses for the internal and external environment was conducted survey research that was completed by 121 people online. The questionnaire was useful in order to analyze Easy Steps' fans, their demands, and opinions. It also helped to analyze current music trends among people in the Czech Republic as well as among the band's fans. The results of the questionnaire were then reflected in recommendations.

The music band is currently struggling due to frequent personnel changes. Although they are trying to manage the music band the best way they can, members of the band have different opinions on the music genre, style, and have different goals. It goes hand in hand with their dedication and production. They lack motivation for writing new songs since there is not optimal stability. They write approximately 3-5 songs per year which is not a very satisfying number considering the band situation. This is a problem that cannot be solved easily and requires team-building. Another problem is the financial situation of the band. The band invested a great sum of money in previous years into music videos and other stuff. However, the thesis consists of some recommendations to deal with their financial situation. One of them could be cooperation with music producers or taking advantage of the grant which is offered by the statutory city of Ostrava.

There are many recommendations for market opportunities concerning cultural and creative industries. At this moment it is important for Easy Steps to keep their progress and take advantage of some of the recommendations which are introduced in the analysis.

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LIST OF ABBREVIATIONS

| | |
|-------|--|
| CA | California |
| CCI | Cultural and Creative Industries – Relatively new types of industries which comprehend creativity and other economic activities. |
| CD | Compact Disc |
| CZSO | The Czech Statistical Office |
| DVD | Digital Video Disc |
| EP | Extended Play – Denoting a record that plays longer than most singles. |
| GDP | Gross Domestic Product |
| NIPOS | The National Information and Consulting Centre for Culture |
| OT | An analysis of opportunities and threats |
| ROI | Return on Investment |
| SWOT | An analysis of strengths, weaknesses, opportunities and threats |
| SW | An analysis of strengths and weaknesses |

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