

Project of E-shop Implementation for the Company Izolinvest, s.r.o.

Bc. Lucie Zlámalová

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Ústav managementu a marketingu

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Jméno a příjmení: **Bc. Lucie Zlámalová**
Osobní číslo: **M17559**
Studijní program: **N6208 Ekonomika a management**
Studijní obor: **Management a marketing**
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- Proveďte rešerši dostupných literárních zdrojů zaměřených na elektronické obchodování a implementaci e-shopu.

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Ústav managementu a marketingu

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L.S.

doc. Ing. David Tuček, Ph.D.
děkan

Ing. Jiří Bejtkovský, Ph.D.
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ABSTRAKT

Předložená diplomová práce si dává za cíl sestavit komplexní návrh projektu implementace e-shopu pro stavební a distribuční společnost Izolinvest, s.r.o. a sestává ze tří dílčích částí. První z nich se na základě literární rešerše zaměřuje na přehledné shrnutí teoretických poznatků, a to jak z oblasti internetového marketingu a reklamy, tak také e-komerce a internetového obchodu. Tyto poznatky poté dále slouží k realizaci praktické a projektové části práce. Praktická část navíc podrobně popisuje danou společnost a za využití situačních analýz a internetového průzkumu analyzuje její aktuální situaci jak z hlediska online, tak offline prostředí. Pro zjištění konkurenceshopnosti společnosti ve smyslu internetové prezentace je následně realizován konkurenční benchmarking. Projektová část se zabývá návrhem obsahového, grafického a technického řešení projektu, který je podroben také detailní nákladové, časové i rizikové analýze.

Klíčová slova: e-shop, e-komerce, prezentace na internetu, internetový marketing, SEO

ABSTRACT

The aim of the master's thesis resides in the creation of a comprehensive e-shop implementation project proposal for the construction and distribution company Izolinvest, s.r.o. The thesis is comprised of three constituent parts. Based on a literature review, the first part provides a theoretical background regarding both Internet marketing and advertising as well as e-commerce and e-shop, which represent crucial aspects for a realization of the other two parts of the thesis. The selected company is thus described and analyzed in the analytical part, both from the perspective of the online and offline environment, using situational analyses and the Internet research method. Subsequently, competitive benchmarking is conducted for the comparison of the company and its significant competitors. The project part deals with the provision of content, graphical, and technical project solutions and its detailed cost, time, and risk analyses.

Keywords: e-shop, e-commerce, Internet presentation, Internet marketing, SEO

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

“Content is king.”

Bill Gates

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INTRODUCTION

Nowadays, the Internet represents an imperative role in everyday life of more than half of the worldwide population. Even in Europe and the Czech Republic, around 80 % of people are Internet-connected. Undoubtedly, its development changed the world dramatically, providing substantial benefits for making our lives more comfortable. These benefits, however, are not related only to individuals but also to businesses. Thanks to the Internet and emerged e-commerce, national and world economics have been flourishing. Thus, its importance becomes indisputably more and more capital across the majority of industries.

The thesis is focused on a project of an e-shop implementation for the construction company Izolinvest, s.r.o. that is also specialized in insulation materials and goods distribution from its Russian partner. The e-shop might not only raise the awareness of the company on a national scale but also improve its market share and entire economic situation even more.

Three major parts are included in the thesis. In the first of them, a theoretical background related to Internet history, Internet marketing and advertising, as well as e-commerce, is delineated. The second part reveals detailed information about the researched company and its situational analysis. The company is analyzed both from the perspective of its offline and online environment. Hence, Internet research of the company and its selected competitors is realized. The focus is put chiefly on the Internet presentation and communication. Consequently, the ascertained information are compared on the grounds of the competitive benchmarking.

Based on the theoretical knowledge and the conduction of relevant analyses, the project of the e-shop implementation is consequently designed. Solutions regarding e-shop contents, graphics, exploited technology, as well as possible goods delivery, are taken into consideration. The entire project is also assessed from the cost, time, and risk perspectives. In order to eliminate potential risks associated with the project, several preventive measures are propounded within the risk analysis.

It is assumed that the company Izolinvest, s.r.o. is in an eligible market situation, and the e-shop implementation is the right option for its further business development. One of the project's aims is hence to conduct relevant analyses and to affirm or disprove the hypothesis on their basis.

AIMS AND METHODOLOGY

The primary aim of the thesis consists in the proposal of an e-shop implementation project for the company Izolinvest, s.r.o. The emphasis is put chiefly on the complexity and feasibility of the project in a real situation. Correctly realized project might lead to the increase in the company's sales and profit as well as the rise of the company's awareness throughout the Czech Republic.

For the primary aim achievement, several methods are employed. First of all, a detailed literature review is realized in the theoretical part of the thesis. Aspects corresponding with the thesis' topic are thus delineated. These are, namely, Internet and Internet marketing, as well as e-commerce with the focus on e-shop description and establishment.

The knowledge gained from the literature review is then applied in the analytical part whose aim is to assess the company's current situation both from the online and offline perspective, using various analytical tools. Thus, analyses such as STP, PESTEL, SPACE, SWOT, as well as Porter's five forces model, are conducted.

STP analysis represents the customer segmentation, targeting, and positioning leading to the implementation of an appropriate marketing mix for different types of valuable customers. PESTEL analysis, on the other hand, is a strategic management tool used for defining, analyzing, organizing, and monitoring external factors of a company that might determine its performance significantly. Political, economic, social, technological, ecological, and legal factors are hence included. Besides, SPACE analysis is a tool used for strategic and planning purposes, regarding the financial strength, competitive advantage, industry strength, and environmental stability of the company. Porter's model of five forces allows management to identify and analyze substantial forces that determine the competitive intensity in a particular industry and, therefore, its attractiveness in terms of the profitability level. Results ascertained from these analyses are reflected also in the SWOT analysis and its mathematical model concerning the discovered strengths and weaknesses, as well as opportunities and threats. For the comparison of the company and its major competitors, competitive benchmarking focused chiefly on the online environment is realized afterwards. For this purpose, detailed Internet research is also realized.

The project proceeds from the ascertained analytical results and is specialized in various aspects that would be faced by the management of the company in connection with the e-shop establishment. Notably, the content, graphical, technical as well as delivery solutions are propounded. The project is also subject to time, cost, and risk analyses.

I. THEORY

1 THE INTERNET

Several definitions of the Internet exist. Sometimes it is figuratively referred to as the network of networks. On the other hand, one of the more specific definitions describes the Internet as a global system of interconnected computer networks communicating with each other while using Internet protocols to link computers worldwide. The aim of communication resides in the data exchange (Sowmya and Roja, 2017, 358).

The invention of the Internet goes hand in hand with the term *Information society* as it enables people to gain access to an enormous amount of information (Haigh et al., 2015, 157). Some authors even argue that the invention of the Internet brought the most considerable change in communication since the letterpress printing was invented by Johann Gutenberg in 1450. Both inventions are thus perceived as significant revolutions in communication, thanks to which technologies underwent a dramatic transformation (Janouch, 2014, 13). However, Internet development was gradual and lasted for several decades, as delineated on the following pages.

1.1 Internet History

The very beginning of the Internet is usually dated as far as the late 1960s of the 20th century. More specifically, it might be imputed to a project executed by the Advanced Research Projects Agency (ARPA) covered by the US Department of Defense. At that time, the agency was tasked with the invention of telecommunication standards that could interconnect all military computers throughout the world. As early as in 1969, four university computers on the American West Coast were linked together. The interconnecting network was named right after its developing agency – ARPANET, which is nowadays considered the predecessor of today's Internet. The data transmission worked on a method called *packet switching* which is an effective electronic data transmission across a network. In the same year, the very first message was sent via the network by Charles Kline on October 29, 1969. Nevertheless, the message was comprised of only two letters "LO" instead of the entire intended word "LOGIN" since a problem occurred during the message transmission (Kleinrock, 2010, 32). Nonetheless, even this attempt was considered a considerable success, and a few years later, in 1971, e-mail service emerged thanks to Ray Tomlinson (Eger et al., 2015, 7).

In 1981, computers in institutions became interconnected, creating a local area network (LAN). Still, this network was centrally connected to ARPANET via a router. Besides, some wide area networks (WANs) came into existence then. Those were several local area networks interconnected, still being centrally connected to ARPANET. Progressively, new connections with other ARPANET networks were also established in other countries of the world. This led to the genesis of a highly sophisticated international network system, which became known as the Internet in 1973 (Kleinrock, 2010, 33-34).

The Internet underwent several significant developments in the 80s. Firstly, communication protocols on the Internet (TCP/IP – Transmission Control Protocol/Internet Protocol) were developed and standardized by Vinton Cerf and Bob Kahn. Owing to them, computers of any type were not only allowed to use the Internet worldwide. Secondly, TCP/IP protocols were incorporated into the UNIX operating system. This system was widely adopted by many universities and other institutions as it was designed for multitasking operations. These factors contributed significantly to the increase in ARPANET connected computers (Dutton, 2013, 9-10). The number of institutions and computing centres attracted by the performance and interested in connecting to the network was gradually increasing. At that time, the Internet also expanded to Europe (Eger et al., 2015, 7). That led to the necessity of the creation of an even more extensive network.

In 1990, ARPANET ceased to be upgraded, so it was deactivated. Thus, NSFNET, a newly created network, became the leader of the Internet network system (Laudon and Traver, 2016, 101). However, the Internet capacity was also expected to be surpassed in a few years. That was the reason why a new design of routers and higher-speed lines were proposed by the American companies MCI, IBM, and MERIT. Furthermore, another network, called ANSNET was created for managing the Internet system, chiefly providing more abundant capacity. Immense growth was also recorded for the World Wide Web, which was invented by Tim Berners-Lee in 1990 as well (Haigh et al., 2015, 148). Primarily due to this service, the Internet was actively popularized among the public. In the 1990s, as technologies were continually progressing, the initial intention of the Internet commenced changing. It was no longer a means of only a message exchange, but it was gradually utilized also for other purposes. For instance, searching and distributing documents and multimedia contents via the Internet became possible. Also, forums and chat rooms became very popular with people from various age categories (Sowmya and Roja, 2017, 358). Several other milestones regarding Internet development are connected to this decade. In May 1993, first

Internet commercial advertisements were offered for purchase businesses. This moment is often considered as the beginning of e-commerce. Interestingly, first banners, as well as SPAM, were created in 1994 (Eger et al., 2015, 7). The „only-read“ era, when a few subjects published Internet contents for many people, is termed Web 1.0 (Naik and Shivalingaiah, 2014, 2).

Technologies and the world itself have the tendency to change rapidly these days. On that account, new and faster possibilities in the field of virtual communication through the Internet were brought. The Internet of the first decade of the 21st century is also known as Web 2.0. Hence, the users are no more only readers, but also individual authors of Internet contents. It is a so-called read-write web (Naik and Shivalingaiah, 2014, 3). Especially blogs and social networks were developed and became very popular in the 2000s. People are enabled to share thoughts, as well as multimedia contents, or to communicate with others in a real-time. In the 1990s, the web content was created only by experienced developers, which is termed as a one-to-many approach. In contrast, today's many-to-many approach means that posts can be added by anybody with a digital device and an Internet connection (Eger et al. 2015, 91-92). Another favourite Internet feature is Cloud data storage.

However, not only interpersonal communication became enhanced and accelerated, thanks to the Internet. Hence, in 2016, a notion of Web 3.0 was applied (Naik and Shivalingaiah, 2014, 5). Sophisticated modern technologies enabled developed societies to pursue Internet payments and banking, shopping or even learning, and much more. Besides, Wi-Fi connection became a standard and is usually even free of charge in public (Sowmya and Roja, 2017, 358-359).

The Internet became a necessary strategic tool, also for companies as their business can be realized online in the form of e-business and e-commerce. However, a wide range of other opportunities is provided as well. Organizations can be presented on websites or social networks; hence communication with customers is more frequent. Some of them also have an e-shop which provides comfort for customers as well as sellers (Sowmya and Roja, 2017, 358-359). E-shops are discussed in more detail in *Chapter 3.1* of the thesis.

1.2 The Internet and the Czech Republic

After November 1989, political barriers that impeded the connection of Czechoslovakia to worldwide networks were removed. However, technological issues appeared since sufficient communication infrastructure for a computer network development was not available in our territory. First networks thus had minimal requirements and were connected to the public dial-up telephony (Chlad, ©2020).

Within the Czech Republic, networks such as EARN, FESNET or CESNET, were used as backbone networks interconnecting institutions of higher importance only. For the general public, the Internet has been available since 1995, even though it was not affordable for the majority of the Czech people. In 1996, the first Czech Internet websites came into existence. One of the most successful of them, existing even today, is *Seznam.cz*, a project of Ivo Lukačovič. The site was following the example of the American search engine Yahoo. *Seznam.cz* has been one of the most frequently used search engines in the Czech Republic (Ikaros, ©2019).

At the turn of the millennium, the Czech public Internet went through substantial development. Not only data transmission speed was increased, but also Internet connection rates and the prices of computers were lowered. Moreover, the number of non-public providers of the Internet commenced increasing. These were, for instance, TEN-34 CZ or DANTE (iHistory, ©2020).

1.2.1 Current Statistics

The following information and graphs are grounded in the official statistical data that was released by the Czech Statistical Office (©2020a) in the first quarter of 2020, 24 March. The used data refer to Internet employment by Czech households, individuals, and enterprises in 2019. All documents concerning statistical results in the form of PDF or Excel are freely available on the official web site www.czso.cz.

Households

According to the most recent data available, 81 % of households in the Czech Republic were connected to the Internet in 2019. That accounts for 3.6 million households. In contrary to 2005, when only 19 % (representing 800 thousand) households were Internet-connected, the increase represents approximately a fivefold in 14 years. The highest increase might be spotted between 2007 and 2009 when the number rose by 17 %. It means that

700 thousand households connected to the Internet during two years. The trend is almost linear, as demonstrated by the curve in the graph. That is why the number is anticipated to continue also increasing in the following years.

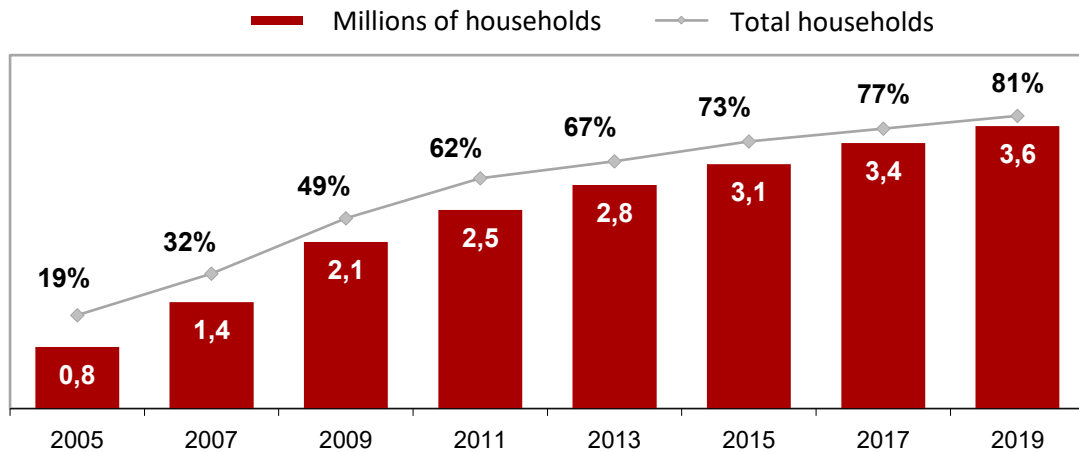


Figure 1 – The Internet employment in the Czech households (ČSÚ, ©2020a)

Individuals

The growth of the Internet connection from the perspective of different age categories, as well as gender, is compared between the years 2008 and 2019. The following bar chart is divided into three parts. The first of them displays the total amount of the population connected to the Internet. Secondly, the connection between men and women is compared, and finally, the six age categories that were observed are shown in the third part.

Interestingly, no significant difference among Czech people at the age of 16 to 64 nowadays exists. Thus, a majority of people from these five categories are already connected to the Internet. Only 38 % of the elderly over 65 were online in 2019, which is, on the other hand, a considerable difference in the contradistinction to 2008. At that time, merely 6 % of people at pensionable age were connected to the Internet. In 2008, the overall situation was completely different. As can be seen in the graph on the following page, Internet connectivity within all age categories increased sharply.

As for gender comparison, both in 2008 and 2019, more men than women were online. However, in 2019 the difference between them was only 4 %, whereas, in 2008, the difference was 8 %. Then, only 50 % of women and 58 % of men had an Internet connection. The percentages arose to 79 % for women and 83 % for men in 11 years.

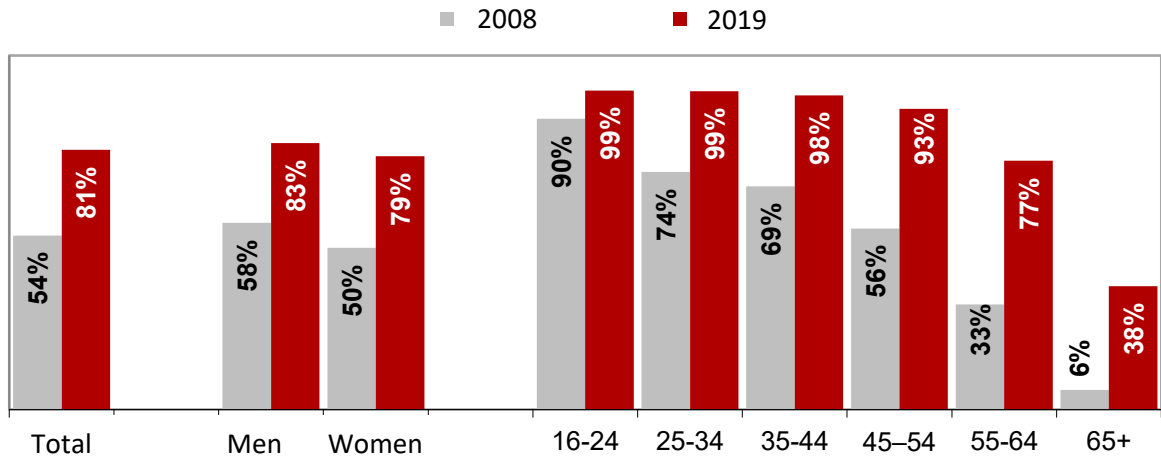


Figure 2 – The use of Internet by individuals in the Czech Republic (ČSÚ, ©2020a)

Enterprises

The increase in the number of Internet-connected companies is depicted in the bar chart below. The chart is divided into three parts, depending on the size of enterprises. The numbers were compared in three successive years - 2017, 2018, and 2019.

It might not be surprising that the majority of big companies are connected to the Internet. In 2017, their number was represented by 54 %, whereas, in 2019, the number was already 70 %. Thus, the amount rose by 16 % in three years. A slightly more considerable difference can be spotted within medium-sized companies. In 2017, 33 % of them Internet-connected, nonetheless, in 2019, the number rose to 51 %, representing an increase of 18 %. Regarding small companies, the number of Internet connectivity increased through the observed period as well. However, it is still a relatively small portion.

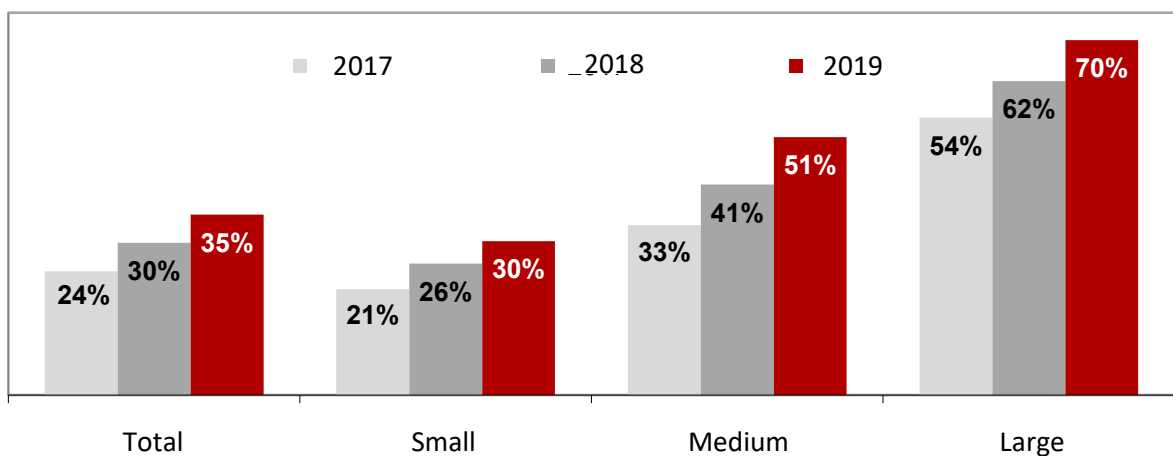


Figure 3 – The Internet employment by Czech enterprises (ČSÚ, ©2020a)

2 INTERNET MARKETING

Internet marketing is often improperly considered as a synonym to digital marketing. In fact, Internet marketing represents only a subset of digital marketing which is defined as the marketing of products and services using any digital medium (Eger et al. 2015, 15). Those might be smartphones, desktops and laptops, smart TVs, tablets, and others. Digital marketing encompasses both online and offline forms. Among its strategies belong, for instance, mobile marketing, video marketing, content marketing, TV advertising, and of course, the already-mentioned Internet marketing (Chaffey and Ellis-Chadwick, 2019, 5-6).

Whereas, Internet marketing, also referred to as Online marketing, is a means of achieving marketing objectives solely through the Internet. Hence, it poses only the online form. Similarly to traditional marketing, successful Internet marketing can increase a company's sales, raise awareness, and strengthen its market position. Contrarily to the offline form of marketing, among its significant benefits might be rated broad geographical reach, smoother audience engagement, rapidity, and relatively lower costs (Deshwal, 2016, 202).

As described by Janouch (2014, 18-19), the history of Internet marketing originated in the 1990s. As far as in 1994, first advertising on the Internet existed in the form of clickable banners. Nevertheless, online technology was not developed enough, and not many people had even access to it at that time. The potential of the Internet for marketing purposes was, however, foresaw by some marketers. At the turn of the millennium, companies commenced creating web presentations that gradually substituted printed brochures and catalogues. Other Internet marketing strategies came into existence as well.

2.1 Inbound vs. Outbound Marketing

Internet marketing might be divided into inbound and outbound:

Inbound marketing is devoted to relationship development with potential customers, aiming to make the customers satisfied and loyal. Typically, a company based on this strategy is sought by proactive customers themselves (Chaffey and Ellis-Chadwick, 2019, 515). The approach consists primarily in content marketing. Therefore, website content, blog content, or social media are great examples. On that account, it is important to realize who the target customer is and what way the message should be communicated. Marketing activities are concentrated on the customers' needs and not only sales or profit. Hence it is considered as the most efficient strategy from the long-term perspective (Dakouan, 2019, 2).

Advantages

- Costs per lead are up to 62 % lower than outbound marketing. These are costs paid by the advertiser for the qualified customer's interest in the advertiser's offer.
- Customers are quality as they search for and respond to the advertiser's offer actively.
- The potential of dissemination of a company's message and sharing multimedia content by its loyal customers is higher (Weidert, ©2020).

Disadvantages

- The necessity of periodical publishing of contents (articles, videos, et cetera), so customers are reminded about the company or product on a regular basis.
- The impact of inbound marketing to the number of customers and revenues is not reflected immediately, but usually after several months.
- Control over the marketing message might be demanding. It can appear anywhere on the Internet, however, companies need customers to visit their website, preferably media (Marketingová kancelář, ©2020).

Outbound marketing, on the other hand, is strictly focused on the promotion of a product or service disregarded to the customers' needs. The strategy is based on sending out universal messages to an uninterested audience. Therefore, the aim is often to approach as many potential customers as possible (Chaffey and Ellis-Chadwick, 2019, 519). Channels used through this strategy are, for instance, Internet banners and other intrusive online advertisements, direct e-mails, et cetera (Dakouan, 2019, 4-5).

Advantages

- Return on investment (ROI) to marketing activities is relatively rapid.
- Control over the marketing message is more facile than in case of inbound marketing.
- Targeting to the intended group of customers is more precise, accurate, and rapid.

Disadvantages

- Costs on advertising are relatively high. Of course, it depends on the selected types.
- A quality database and the choice of appropriate media are of great importance (Marketingová kancelář, ©2020).

2.2 Internet Marketing Mix

The marketing mix represents a set of marketing tools that are used by a company to pursue its objectives and influence its revenues. Four aspects, also known as 4Ps, are considered – Product, Price, Placement, and Promotion. These components are easily tractable, so their ideal combination might be adjusted by a company. The concept was created by E. Jerome McCarthy, an American marketing expert, in the 1960s (Marketing Mix, ©2020). Nowadays, the basic concept is sometimes extended to 7Ps by some managers, where People, Process, and Physical evidence are incorporated in addition to the default components. The Internet invention influenced almost all fields, and marketing is among them. Therefore, the characterization of elemental 4Ps is slightly modified concerning the Internet (Chaffey and Ellis-Chadwick, 2019, 190).

2.2.1 Internet 4P Specifics

Eger et al. (2015, 19-22) delineate the specifics of the 4P concept on the Internet:

Product – Products sold on the Internet are both tangible and intangible. The tangible ones are goods that are traded – ordered by a customer and delivered to him/her afterwards. Whereas, among the intangible ones are rated products that can be provided right through the Internet. These are information, software, electronic books or newspaper, audio-visual content, websites, as well as consultancy services, et cetera. Supplementary services, such as warranty, installation, or rapidity of provision, are imperative as well. The ideal Internet product is mainly the one which is dematerialized, but personalized. In general, products are purchased to satisfy the needs and wants of a buyer.

Price – Price is a financial amount that a customer pays for obtaining a product. It is a significant component of the marketing mix since it determines revenues and generates profit for the seller. Both costs of the product's production, delivery to the buyer and a seller's margin are involved in the final price. Internet prices are characterized chiefly by a higher degree of elasticity. Prices provided on the Internet are thus usually lower than in brick-and-mortar shops chiefly due to lower distribution costs. Moreover, customers are advantaged to compare prices of a product on price comparison websites. Besides, prices might be established by customers themselves in Internet auctions. Besides standard payment bank transfers, online payments through payment gateways are becoming more and more popular as well.

Placement – It is necessary to position and distribute a product in a place that is accessible to potential customers. One of the major advantages of the Internet is its global reach. It serves both as a distribution channel and a place of purchase. In addition, it is usually exploited as an intermediary of payments for financial flow distribution. It is used as a distribution channel, especially for the above-mentioned intangible products that are distributed directly through the Internet to the customer. On the other hand, tangible products are only ordered on the Internet and then distributed by other channels. Thus, the Internet poses only a place of purchase in this case.

Promotion – Promotion on the Internet, as well as promotion in general, poses the essential aspect of the marketing mix. It involves activities connecting a seller and a buyer with the aim to raise awareness, inform and convince the buyer to make a purchase. To the most frequently used means of communication belong the world wide web, e-mail, and also social media. Marketing promotion on the Internet might have various forms. Each of them, however, differs in the tools used that are selected based on the determined objectives.

These tools are termed as a promotional mix (The Marketing Mix, ©2020):

- ***Sales promotion*** – Sales promotion helps to encourage customers to make a purchase. The aim is to increase sales volume and revenues. It has a short-term and long-term form. Purchase incentives in the form of discounts, competitions, vouchers, as well as cross-selling and up-selling are typical examples of short-term sales promotion. The long-term form is represented by loyalty and partnership programs, which induces customers to further purchases.
- ***Direct marketing*** – Direct marketing uses the Internet to target customers individually. Messages to the masses are thus personalized for every recipient. Examples are e-mailing, online newsletters, VoIP calling, or online chat.
- ***Public relations*** – Public relations mostly pose a non-paid form of communication. It is implemented through articles, news, press releases, and last but not least, communication on social media. According to Janouch (21, 2015), also viral marketing and advergaming are comprised.
- ***Events*** – Events are a specific and probably not very commonly used component of the promotional mix. These are events that have an online form - for instance, online conferences or webinars, which are broadcasted on the Internet.
- ***Internet advertising*** – See *Chapter 2.3* of the thesis.

2.3 Internet Advertising

Internet advertising belongs to the most popular means of modern marketing communication. It is a paid form which is used for the promotion of not only products and services, but also brands or companies themselves. Advertising is a useful tool used chiefly for informing, convincing, and raising the awareness of a potential customer. From a long-term perspective, it aims to remind customers of the product as well (Janouch, 2014, 77).

A gradual shift from offline to the online world occurs. Since promotion on the Internet has high potential in contemporary times, companies invest vast expenses on it (Eger et al., 2015, 55). The trend is exponential, as shown in the graph below. Therefore, a further increase might also be expected in the future.

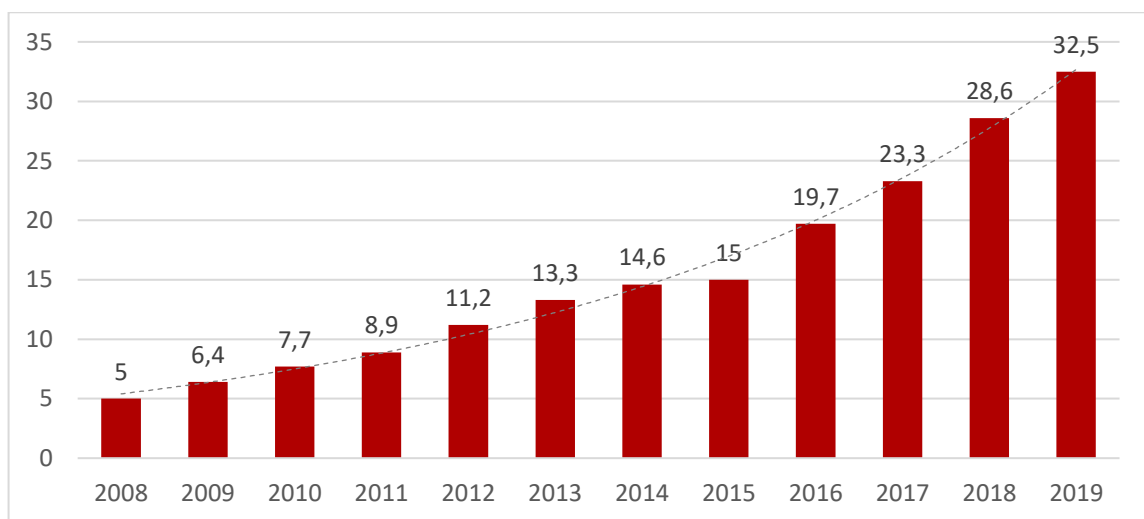


Figure 4 – Total expenses on Internet advertising in the Czech Republic (bil. CZK)
(Sdržení pro internetový rozvoj, ©2020)

According to Kotler and Keller (2016, 639), four fundamental types of advertising on the Internet exist. These are web site, display and search advertisements, and e-mails.

2.3.1 Web site

A web site is not a type of advertisement as such since visits are usually already the consequence of successful marketing. Visitors can enter the site through banners, links, or entered search expressions (Janouch, 126). However, a web site represents a substantial communication tool of a company as it expresses its image in the online world. A company's purpose, vision, history, and products are thus embodied. Moreover, communication between a visitor and a company, or realization of commercial transactions is also possible through a web site.

If a web site, and especially the landing page, is attractive enough, the chance of repeat visits is significantly increased. Nonetheless, successful web sites should also meet several other criteria. For instance, the contents should be attractive and updated on a regular basis, the web site should be easily searched, secure, and privacy-protective, the design should be consistent, as well as responsive (Charlesworth, 2014, 77). Nowadays, the trend of responsive design is widespread so that visitors are enabled to view the optimized contents clearly on various devices. Other criteria added by Eger (2015, 38) are information value and experience that should be provided to visitors.

Kotler (2016, 639) argues that two essential aspects are usually judged by web visitors:

- *Ease of use* is represented by factors such as rapidity of homepage loading and opening of other pages, navigation to other pages, or comprehension of the site.
- *Physical attractiveness* involves factors like content and graphic arrangement, readability of fonts and typefaces, choice of colours, or use of photos and figures.

Contrarily, companies might make some severe mistakes that depreciate the web site's quality and the overall image. Among the typical ones are rated, for instance, obsolete design, excessive use of graphics, animations or aggressive advertising elements, inhomogeneity of contents and graphic style, non-functioning hypertext links, et cetera.

A significant marketing benefit of web sites resides chiefly in the possibility to track the visitors' behaviour on the site and the overall web site traffic. On that account, the goals of the web site, followed by most desired actions, should be formulated. Among most desired actions are, for instance, making of an order, newsletters enrolment, or visit of a concrete page (Eger, 2015, 30-33).

2.3.2 Search ads

SEO

SEO represents an acronym for Search Engine Optimization that is closely related to content marketing and web sites. It is a subcategory of Search Engine Marketing (SEM) which is specialized in all marketing strategies for search. Thus, both paid and organic search are entailed by SEM (Hubspot, 2019, 5).

As for SEO, it is an unpaid method, so it might not be considered as advertising as such. It can be defined, however, as a process of increasing the number and quality of a web site's visitors by improving its visibility in organic results on search engines. The visibility

is improved by the optimization of the web site's content through the use of keywords and so-called long-tail expressions, giving rise to better indexing. Long-tail is an expression comprised of keywords phrases, providing the best results of optimization and convenient position of a web site on search engines (Laudon, 2016, 425). A high position might be reached in the course of several months. Nonetheless, the position is not stable nor guaranteed and can be changed often (Chaffey and Ellis-Chadwick, 2019, 406).

The higher the link to a web site is positioned, the higher the probability of acquiring visitors. Usually, only a few top-positioned web sites are viewed by Internet users. That is why the position of a web site on search engines is so essential these days. The relevance of web sites is ranked by so-called SEO bots, automated technical tools of search engines, on the grounds of on-page and off-page factors. Both types are necessary to be exploited for effective optimization (Gudivada, 2015, 46).

On-page factors include web site aspects dealing with structure and content that can be controlled by a company (Chaffey and Ellis-Chadwick, 2019, 409). Some of these are:

- *Headline tags* – Through headline tags, definitive and clear clues indicating what information is essential on the page is provided to the search engines.
- *Title tags and meta tags* – Titles should reflect the topic discussed on a page, where each page should have a proper and distinct title.
- *URL structure* – Choice of an organized URL address has a significant impact since it can influence the search engine's ability to index the concrete web site.
- *Content* – Keywords should also be present in the text or the form of hypertext links.
- *Pictures* – Each image uploaded on a web site can serve as an opportunity to interact with search engines. Therefore, it is advisable to name them with keywords as well (Eger et al., 2015, 50).

Off-page factors involve external aspects that happen out of a web site in order to garner valuable inbound links. Such a method is also referred to as the link building consisting in gaining backlinks to the web site. It might have both paid or unpaid form. The paid form represents, for instance, PR articles, or registration to paid catalogues and databases. As for the unpaid version, it is realized when a web site is somehow attractive. Then, its links are shared in discussions, on social media and other web sites (Gudivada, 2015, 49-50).

Three practices connected to these factors exist. Those are white hat, black hat, and grey hat.

White hat SEO is a fair approach conforming to the terms and conditions of search engines.

Black hat SEO, sometimes also referred to as spamdexing, is unfair tactics engaging manipulation of indexes to achieve high ranking. It is prohibited by most search engines.

Grey hat SEO is a practice between the two above-mentioned. Technically, the method is legal, however, ethically it is dubious. Such a practice might become a black hat one day (Eger et al., 2015, 52-53).

PPC

PPC is an acronym for Pay-per-Click. As the term itself indicates, it represents a paid form of Internet advertising. Advertisers pay search engines an amount of money determined by how many visitors to the web sites clicked on the advertisements. In this case, keywords for search are formulated as well. Some forms might also involve display advertising and remarketing. This type of advertising aims to provide a more advantageous position above the organic results on the search engine result page (SERP). PPC advertisement is visually slightly different than organic results. It is comprised of the headline, display URL which usually differs from the destination URL, specific extending text, description lines, contact and address, and links to particular subcategories (Gilbert et al., 2019, 6-8).

The price per click is varied depending on the industry, competition, and the specific link position, in particular. On average, however, it ranges from 5 to 25 CZK (Eger, 2015, 60). Unfortunately, this advertising method might be misused by competitors, using an automated script or computer programs to imitate real Internet users, and clicking on the advertisements without actual interest. Nevertheless, search engines like Google or Bing are secured with implemented automated systems against such abusive practices (Badhe, 2016, 29).

This type of advertising is possible through PPC systems. In the Czech Republic, especially Google Ads (formerly Google Adwords) and Sklik by *Seznam* are the most commonly used. Campaigns are usually focused on branding, increase in traffic, or achieving conversions (Janouch, 2016, 97). Some of the fundamental metrics associated with PPC advertising are:

- *The number of clicks* – The total number of times the advertisement is clicked.
- *Click-Through rate* – The ratio of clicks on the advertisement to the number of views.
- *Cost-per-Click* – The average amount of money spent per one click.
- *Conversion rate* – The percentage of visits that result in desired conversion actions.

2.3.3 Display ads

According to Kotler and Keller (2016, 640-641), display advertising is represented mainly by banners, but also interstitials.

Banners

Banners are rectangular boxes containing a short text and sometimes a multimedia object that are placed on relevant web sites. Internet users are redirected to the intended web site of the advertisement ordering party as soon as they click on the banner. It aims to impress users, as well as encourage them to click on the banner and subsequently execute the desired action. Therefore, the message provided by banners should be accurate and precise.

Furthermore, the visual aspect is equally important. Banners should be thus attractive, engaging, and appealing for clicking. Also, they might be visualized in several size formats where the so-called leaderboard (726x90), skyscraper (120x60), and a wide skyscraper (160x600) belong among the most common ones. Janouch (2015, 84) distinguishes three types of banners based on its visual content:

- *static* (with an image in JPEG or TIFF formats),
- *animated* (in the form of GIF),
- *and interactive* (represented by flash animations).

Banners have an informative, persuasive, and reminding function (Eger et al., 2015, 71), so it is imperative to provide the banner to people that fulfill the characteristics of the target segment. The targeting is possible due to advertising systems like Google Ads or Adform. The price is contingent on the size of the audience in particular. The larger the audience, the higher the advertising costs. A significant drawback is, however, connected to this type of advertising. So-called banner blindness is a tendency of Internet users to ignore banners and not click on them. However, it is often contingent on its attractiveness and proper targeting (Mikulášková and Sedlák, 2015, 220). Successfulness of banner advertisements might be ascertained with ease by several metrics. Based on their results, advertisements can be adjusted. Some of the metrics mentioned by Batra (LinkedIn, ©2019) are:

- *The number of impressions* – The total number of times a banner is displayed.
- *Click-Through rate* – The ratio of clicks on a banner to the number of its views.
- *Engagement rate* – The share of people who see a banner and interact with it.
- *Conversion rate* – The percentage of visits resulting in desired conversion actions.
- *Bounce rate* – The percentage of visits exited without any action on a web site.

Interstitials

Interstitials are full-screen advertisements that are usually displayed when a page within a web site is being loaded (Chaffey and Ellis-Chadwick, 2019, 516). However, nowadays it is a typical type of advertisement also for mobile phones connected to the Internet, appearing during a pause between game levels. When the interstitial advertisement shows, the user can either tap on it and be redirected to its intended destination, or close it and return to the default site. This type of advertisement might be distracting and intrusive for some users; that is why blocking software was invented (Kotler and Keller, 2016, 641).

2.3.4 E-mail

E-mail marketing poses the sending of commercial messages to a group of current and potential customers who are agreeable to receive them. If e-mails are timely, relevant, and well-targeted, they can be a productive tool for selling, as well as the building of relationships with customers. Again, the measurability of this form is relatively uncomplicated. The most frequently used indicators are open rate or click-through rate (Řezníček, 2019, 2-5).

Moreover, a quality database of recipients is a crucial aspect of successful e-mailing. E-mail marketing can be handled by company management itself, which is usually termed in-house E-mail marketing, or it might be outsourced to a specialized marketing agency. Nonetheless, the decision should be made deliberately after the costs and risks evaluation.

Some advantages of in-house e-mail marketing are, for instance, represented by the ability to manage and control every aspect, or establishment of a process that is the most convenient for the company. On the contrary, among the disadvantages are chiefly the costs connected to the engagement of an employee or danger of a low efficiency which might result from the inexperienced employee in the field of e-mail marketing. Similarly, outsourced e-mail marketing has advantages as well. The most significant of them is mainly an efficient and attractive outcome developed by experts. Among the disadvantages, are, however, the necessity to trust unfamiliar experts and lose a part of the control over the marketing activities. It might also be demanding for start-ups to procure the capital for outsourcing (Boundless Labs, ©2019).

Since e-mails are an exceedingly personalized and popular form of direct marketing, its effectiveness is probably three times higher than in the case of advertisements on social media, as stated by Kotler and Keller (2016, 641). On the other hand, customers might

yet be besieged and deluged by the number of e-mails received every day. Hence, anti-spam software might be used by some of them.

According to Chaffey and Ellis-Chadwick (2019, 441), several types of commercial e-mails exist. Namely, welcome e-mails, regular e-newsletters, conversion e-mails, e-mails connected to events such as anniversaries or birthdays of customers, et cetera. The great benefit of this type of marketing campaigns is its high rate of automation, price, accessibility, variability, and effect (Mikulášková and Sedlák, 2015, 242).

2.3.5 E-catalogue

Other authors like Janouch, or Mikulášková and Sedlák, also mention other types of Internet advertising. One of them is represented by Internet catalogues. Registration to general catalogues serves two purposes – to be found by customers and to obtain backlinks to the web site. Lately, its popularity has been decreasing. However, it can still be an efficient means of advertising if the right catalogue is selected.

In the Czech Republic, *Firmy.cz* by Seznam is probably the best known and most frequently used e-catalogue (Janouch, 2014, 88-89). Its registration is subject to a charge only in case when a higher position is desired by the advertiser (Seznam, ©2020). Besides, paid registration enables the advertiser to attach more pictures and provide broader information about a company and products, hence, more keywords. For achieving the ideal outcome, it is imperative to register a company to the proper category that corresponds with its scope of business, using appropriate keywords (Mikulášková and Sedlák, 2015, 133). For the control of the paid registration effectiveness, the traffic to the web site should be analyzed. Various analyses can be provided, for instance, by Google Analytics. Moreover, costs for catalogue and PPC advertising might be compared. Subsequently, a more efficient alternative should be selected for further financing.

Registration to large amounts of catalogues is possible through automated Internet tools. Such sudden registrations might be, however, appraised as SPAM by Google. Therefore, manual registration one by one is advised instead (Janouch, 2014, 89).

2.3.6 Other

Several other types of Internet advertising might also be mentioned. Those are, for instance, social media marketing, dynamic remarketing, affiliate marketing, price comparison engines, content marketing, viral marketing, instant messaging marketing, blogging marketing, or influencer marketing (Kaur and Singh, 2017, 256-257).

Social media marketing

These days, marketing goals are often achieved, using social networks whose popularity has been increasing substantially. Activities such as text, image as well as video sharing are thus executed. Companies use these channels in order to inform both potential and existing customers about the latest happenings or present special offers of provided goods or services. Specific activity related to social media marketing also resides in discussion with customers, provision of advice as well as paid social media advertising. Not only in the Czech Republic but also worldwide, platforms like Facebook or Instagram belong to the most popular social media. Paid advertising on these media is realized through the *Ads Manager* platform. The platform enables the setting of a budget as well as accurate targeting of defined target groups based on selected criteria. These are, namely, age, sex, residence, and interests. Advertisers can also choose the particular time of the advertising display and its type. Advertisements can be displayed as an organic story, regular posts, or within *Messenger*. Both Facebook and Instagram nowadays enable dynamic remarketing (Tuten and Solomon, 2018, 59).

Dynamic remarketing

Dynamic remarketing is a type of advertising based on the display of concrete products in which a web site/e-shop visitor showed interest but did not execute any desired action. Hence, existing customers are usually eliminated. These advertisements appear in the form of banners or social media advertisements, as indicated above. It is enabled on the grounds of so-called cookies that are set on web sites that have been visited. Owing to them, visitors are categorized in the list of remarketing users. Not only the viewed product but also its current price, description, or image can be displayed. This type of advertising is usually realized through the platforms Google AdWords or Sklik (Janouch, 2015, 99).

Affiliate marketing

Affiliate marketing represents a form of performance marketing. It consists in a partnership between a seller and an appropriate partner. The partner promotes products or services through banners, links, texts, or videos on his/her web site or social media. Based on such referrals, the traffic of a seller's web site or e-shop is increased. These activities are not very spread in the Czech Republic. However, it is popular chiefly among bloggers nowadays.

Partners obtain commissions for every realized and completed conversion coming from their referral. Hence, such a model is favourable and popular also with sellers since profits

are maximized. Simultaneously, partners in the form of promoters are motivated significantly. Usually, the commission fee ranks from 5 to 10 % of the sales price, based on the type of promoted products. The most substantial issue regarding this type of marketing might be spotted in the finding and selection of the right partner.

Price comparison engines

Price comparison engines, sometimes also termed as comparison shopping web sites, are web sites specializing in comparing goods from various e-shops based on price, availability, and other criteria such as brand or delivery fee. In the Czech Republic, *Heureka.cz* or *Zboží.cz* belong to the most commonly used and popular engines, as indicated in *Figure 5* on the following page. Thus, these web sites provide a broad offer of an item from more producers and also their references.

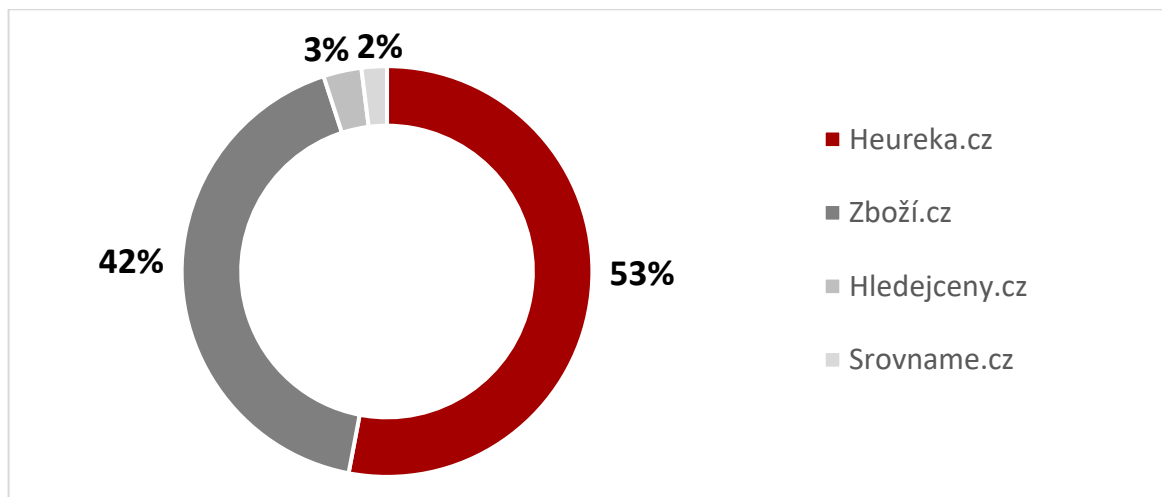


Figure 5 – Price comparison engines popularity in the Czech Republic (Česká e-commerce, ©2020)

This type of advertising is especially imperative for e-shops since it usually serves as the first channel used by Internet buyers. E-shop's products are exported to price comparison engines based on the so-called XML feed (Chaffey and Ellis-Chadwick, 2019, 98).

3 E-COMMERCE

E-commerce, often also referred to as Internet commerce, is a constituent of the so-called e-business, representing commercial transactions realized online through the Internet. These transactions involve not only the sale of products and services but also the transfer of data, money, and funds. On the other hand, e-business includes, besides e-commerce, also other activities increasing the efficiency of business processes. These are, for instance, CRM systems, intranet, or extranets, et cetera (Laudon and Traver, 2016, 50).

E-commerce might be classified into four fundamental categories:

- **C2C** e-commerce poses the selling of personal products, assets, and services from one consumer to another. Consumers are in direct contact and no business is thus involved. Typical examples of platforms specialized in this type of e-commerce are *eBay.com* or *Bazoš.cz*.
- **C2B** e-commerce resides in the sale of products or services by an individual to a business. These individuals might provide, for instance, IT services or consultancy.
- **B2C** is ranked among the most popular e-commerce models. In this case, products and services are sold directly from a business to a customer. For these purposes, platforms such as *Amazon.com* or *Alza.cz*, as well as individual e-shops of particular businesses.
- **B2B** refers to the selling of products and services by one business to another. In this case, parties like manufacturers, as well as retailers and wholesalers, are involved. Contrarily, individual customers are not involved at all. E-shops can also be used within this e-commerce model.

3.1 E-shop

E-shops, sometimes also termed as online shops, represent a form of e-commerce. Thus, goods and services are purchased from a seller through the Internet. They might be both B2C and B2B oriented, as indicated earlier. E-shops enable customers to browse products and services, view photos of the products and provide information on the product specifications, as well as prices. The popularity of e-commerce has been increasing worldwide (Eger et al., 2015, 134). Only in the Czech Republic, over 40 thousand e-shops nowadays exist, with a turnover of over 130 billion CZK per year (Peak, ©2020). According

to the estimates of experts from the platform *Česká e-commerce*, the turnover of 2020 might even reach up to 184 billion CZK. On January 31, 2020, the current turnover was already almost 15.5 billion CZK. It makes the Czech Republic one of the leaders in the field of e-commerce within the European Union (*Česká e-commerce*, ©2020). As indicated by such results, online commerce represents an enormous potential for companies and individual sellers.

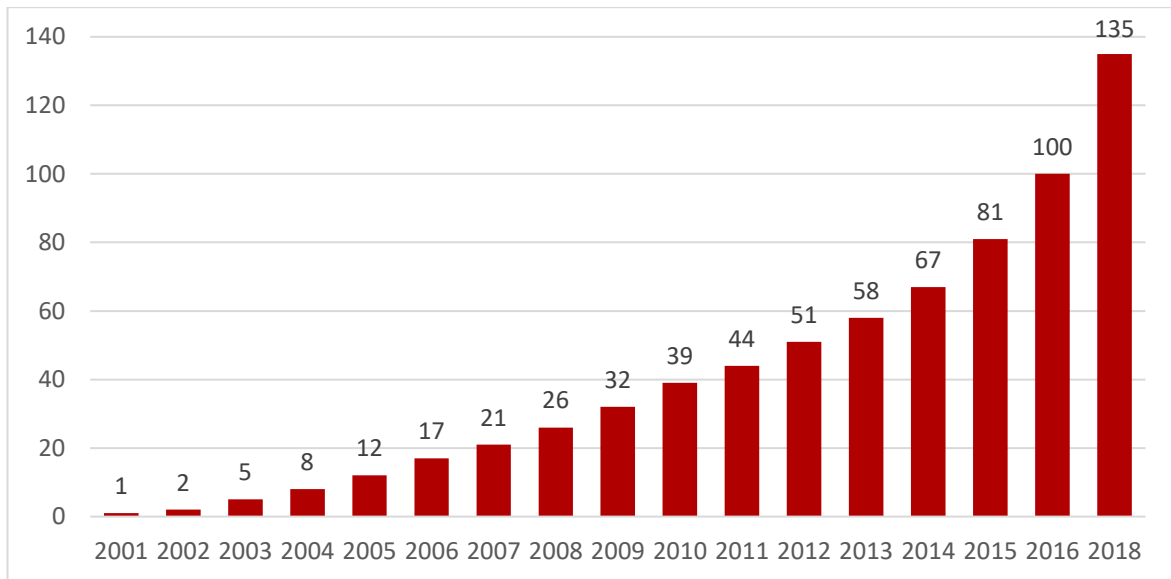


Figure 6 – E-commerce revenues in the Czech Republic (bil. CZK) (Peak, ©2020)

3.1.1 Benefits for Businesses

Thanks to e-shops and appropriate targeting, businesses are enabled to approach a broad audience of potential customers. The behaviour of customers visiting an e-shop might be analyzed in detail, providing valuable information resulting in the e-shop optimization. Besides, an e-shop is a tool for improving a company's image. Direct contact with customers, accelerated communication with them, and a prompt reaction to their demands are some other benefits (Eger et al., 2015, 134). Furthermore, especially overhead costs connected to the e-shop operation are considerably lower than in the case of brick-and-mortar shops.

3.1.2 Drawbacks for Businesses

On the other hand, several drawbacks reflecting the e-shop implementation in businesses can be found as well. Similarly to the offline environment, competition is also intense in many branches of the online world. Furthermore, owing to the open market, products can also be ordered even from abroad e-shops. Among other drawbacks, for instance, the missing

face-to-face meeting of the seller and buyer should be mentioned. Based on the physical contact absence, emotions cannot be used in order to encourage the buyer to realize a purchase. Besides, keeping a customer and making him/her loyal to the particular e-shop is often very difficult since customers are rather price-oriented. It means that decisions on purchase are made, concerning current prices on various e-shops, using price comparison engines. An effective loyalty program or a lucrative added value of order thus suggests itself. Investment in the promotion of an e-shop is necessary too. Prices vary primarily on the grounds of the selected type of advertising.

3.1.3 Benefits for Customers

Customers can make purchases anytime and anywhere where the Internet connection is available. Online shopping represents an opportunity to compare many offers and information in a short time. Hence, it is a faster and more convenient form of shopping. Moreover, repeated purchases might often lead to a personalization of an offer based on information ascertained from the already realized orders. Consumer surplus can be realized due to Internet prices that are usually lower than in physical stores. On the grounds of the number of e-shops, customers have a choice where to realize a purchase. Therefore, companies care for their customers in order to decrease the risk of their exiting (Eger et al., 2015, 135).

All these factors are displayed and proportionally expressed in the following graph, based on a survey realized among Czech consumers. As visible, the vast majority of consumers use online shopping primarily due to the possibility of the goods and price comparison among various sellers.

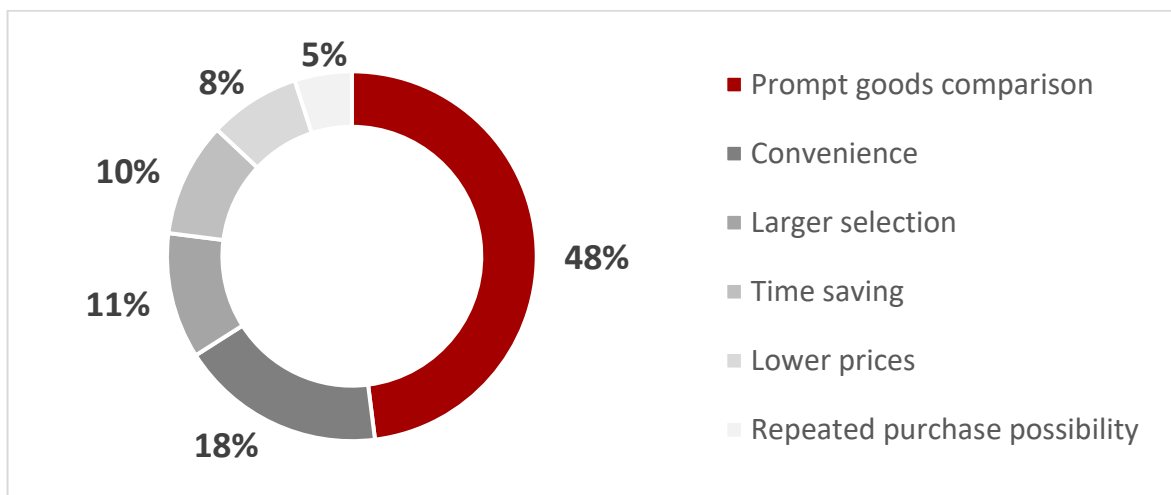


Figure 7 – Reasons for online shopping (Česká e-commerce, ©2020)

The factor of convenience is reflected in the devices used for the online shopping realization. As indicated in the following diagram, in 2015, desktops were the most commonly used devices for online purchases. The use of smartphones for this purpose was significantly lower, noted in only 25 % of cases. Since then, however, the use of both desktops and smartphones has been slightly equalized. In 2019, desktops and smartphones were thus employed almost evenly. Similarly, an increasing linear trend can be spotted regarding the employment of the smartphone over time. On the contrary, a continual decrease in desktop use might be detected. Tablets have been used in a small proportion within the entire monitored period. Nevertheless, its employment for online shopping has been gradually decreasing.

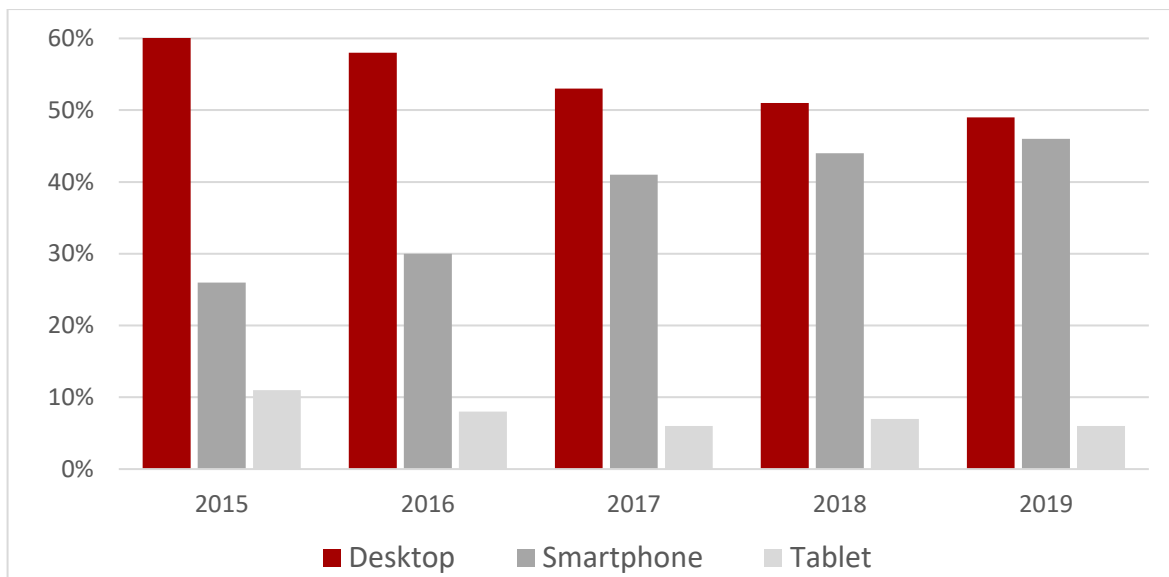


Figure 8 – Devices used for online shopping by Czechs (Česká e-commerce, ©2020)

3.1.4 Drawbacks for Customers

All the customers' benefits associated with online shopping mentioned above might be curtailed to some extent by the following drawbacks. First of them resides in mistrust and concerns with the shopping online, related to the product quality or personal data misuse. Secondly, the prices of products provided on the Internet tend to change more rapidly and flexibly than in the case of the offline environment. Moreover, some customers, even today, may be unfamiliar with this type of shopping. Another significant disadvantage is represented by the impossibility of the product examination by touch, et cetera.

3.2 E-shop Solutions

According to Dubina (E-shop rychle, ©2020), three options of e-shop solution exist, namely:

3.2.1 Open-Source Solution

The open-source solution represents an option of a freely downloadable e-shop source code, which might be even free of charge. The price and rapidity of the establishment are usually the main reasons for the selection of this type of solution. However, extra supplements might be purchased and installed to extend functions on the grounds of the e-shopper's individual needs. First of all, complete source codes are downloaded, installed, and a pre-defined graphic template is selected. Afterwards, the product portfolio can be added to the e-shop.

On the other hand, several weaknesses are associated with this solution. One of them resides in the fact that the open-source is public. Thus it might be adjusted by anyone. Often, it is a target of hackers who develop supplements for this reason. Moreover, the technical solution tends to be too complex, containing many redundant functions that may slow down the e-shop. Last but not least, the majority of open-source solutions are developed abroad, resulting in the Czech language absence or incomprehensible documentation. Such issues might be solved by a programmer, nonetheless, that implies significant financial costs (Mikulášková and Sedlák, 2015, 98).

3.2.2 Box Solution

Box solution is convenient mainly for commencing e-shoppers since it is grounded in the e-shop rental. The technical solution is thus already programmed, tested, and prepared for prompt implementation. Within the process, the e-shopper should select the supplier, design, domain address, and subsequently add the product portfolio to the e-shop. Afterwards, the e-shop is fully functional. Owing to this solution, the interconnection with the accounting system is facile. All commonly used delivery and payment methods are usually supported, and design of the e-shop may be also graphically adjusted to the client's demand to some extent. Furthermore, technical support is provided free of charge, and regular system updates are automatically downloaded. Among other advantages might also be rated aspects such as security, service reliability, as well as price. The costs are around hundreds to thousands of Czech Crowns per month. Moreover, regular monthly charges for web hosting and domain are often included in the rental fee.

3.2.3 Customized E-shop

This type of solution resides in the complete e-shop programming based on the client's individual requirements. Besides, only functions desired by the client are incorporated, thus no redundant functions burden the system. Nonetheless, this solution is not adequate for commencing e-shoppers chiefly due to the purchase price that might even amount from tens of thousands to millions of Czech Crowns, where budgets are often surpassed. Another issue is the duration of the e-shop programming and designing. Usually, e-shops based on this solution are launched in 3 – 12 months. The two aspects are, however, impacted by the e-shop extent as well as the difficulty of its realization. Hence, it is useful especially for the already well-established e-shops with the annual sales of tens of millions of Czech Crowns and hundreds of orders per day. On the other hand, the client is the only possessor of the e-shop. This solution should be also preceded by a pre-implementation analysis.

3.2.4 In-house Development

Another type of e-shop solution is related to the so-called in-house development. In such a case, the e-shop platform is developed by the company's team of programmers and developers. Hence, sufficient know-how and software are necessary. The company has a great advantage in complete control over the entire e-shop and its development. Besides, changes, adjustments, and innovations can be implemented relatively rapidly. Thus, these factors may represent a competitive advantage for the company. On the other hand, in-house e-shop development is usually financially demanding, regarding considerable costs for team recruitment and remuneration. That is why this type is used chiefly by large e-shops with the turnover amounting to hundreds of millions of Czech Crowns (Shopsys, ©2020).

3.3 E-shop Establishment

The general process of e-shop establishment can be divided into several following steps:

- As the first step, the development agency is selected on the grounds of given criteria.
- Then, a project manager is assigned to a client. Cooperation should be based on a constant mutual communication and comprehension of both contracting parties.
- A plan, budget, deadlines, as well as the specific demands of the client, are defined.
- Subsequently, a wireframe of an e-shop is created. It indicates its structure and layout. Wireframes are executed for each page of the e-shop – homepage, individual categories, product details, cart, contact page, delivery information, etc.
- In the next step, graphics are developed and designed. This aspect is typical chiefly for e-shops that do not use pre-defined template graphics (Entrepreneur, ©2020).
- Programming and coding of individual pages and functions are executed afterwards. Ideally, the e-shop should also be tested before it is launched. However, testing should be made also regularly. Favourite methods are A/B testing or user testing.
- It is highly advisable to employ web metric analytics. Google Analytics is one of the most frequently used of them, providing detailed information about customers and their behaviour on e-shops and websites (Mikulášková and Sedlák, 2015, 46-50).

3.4 Common Mistakes on E-shops

Several mistakes associated with e-shop presentation can be detected in some cases. For instance, trade terms or contact might be missing. Such anonymity of a seller decreases the e-shop's credibility significantly. Furthermore, the absence of such information represents even a law violation. Another common issue resides in improper price formulation. Hence, all displayed prices should be finite, including VAT.

Some other mistakes appearing on e-shops on an often basis are non-functional buttons or filters, disorganized navigation bar, or poor quality of photos or texts related to the presented products. Among these might be, however, rated protracted order process involving many fatiguing steps. Last but not least, insufficient customer support and communication may be a reason for not returning to the e-shop (Mikulášková and Sedlák, 2015, 78-82).

4 THEORETICAL PART SUMMARY

The theoretical part deals with the assessment of the literature review concerning several relevant topics strictly related to the subject of the thesis. Firstly, brief Internet history is provided both from the global perspective, and the perspective of the Czech Republic. The topic is then followed by current statistics of Internet employment in Czech households and enterprises. Within these statistics, the continually increasing popularity of the Internet is reflected. Thus, the Internet nowadays possesses great importance since companies are enabled to execute a broad range of business and marketing activities online. Hence, Internet marketing, inbound and outbound marketing, as well as internet marketing mix specifics, are characterized. Furthermore, several types of Internet advertising according to Kotler and Keller are also defined and described in detail. These are, namely, web site, search ads, display ads, and e-mails. In addition, other modern types such as dynamic remarketing or social media marketing are indicated as well. Another crucial topic discussed within the theoretical part is e-commerce and e-shops in particular. Their benefits and drawbacks both for customers and businesses, the establishment process, as well as possible technical solutions, are intelligibly characterized.

Each topic contained in the theoretical part of the thesis is supplemented with several relevant diagrams, graphically reflecting current statistics associated with particular topics.

Within the literature review realization, the attention was focused on the use of trustworthy sources published in recent years, in particular. Therefore, the theoretical background proceeds from valuable sources represented chiefly by books and journal articles released since 2013. The majority of such articles were acquired on research databases such as ScienceDirect, Scopus, or Researchgate. Thus, the used sources are written predominantly in the English language. Some of them are, however, of Czech origin as well. Moreover, pieces of information from several reliable Internet sources are contained in the theoretical part as well.

II. ANALYSIS

5 IZOLINVEST, S.R.O.

The analytical part of the thesis follows in the theoretical background, employing the ascertained knowledge in practice. Focus is put on a description and analyses of the company Izolinvest, s.r.o., reflecting its current situation, and benchmarking with its significant competitors.

5.1 Profile Information

Izolinvest, s.r.o. is a Czech company with its registered office in Tečovice, Zlín district. Initially, it was established as a construction company. Nowadays, however, its object of business is extended, also focusing on distribution and trading activities. The company operates both on B2C and B2B markets. As the name indicates, its legal form is a limited liability company. It was founded by three business associates, executive directors, by the record to the Czech Business Register on June 15, 2007. The registered capital for the company's establishment amounted to 200 000 CZK.



Figure 9 – Logo of the company (Izolinvest, ©2020)

5.2 Organizational Structure

The executive directors represent the top management of the company, being actively involved in its direction. Therefore, all business associates are knowledgeable about the company's development and aware of all contracts, as well as affairs. With almost 20 other employees, the company is ranked among small enterprises.

Direct subordinates of executive directors are the directors of economic, technical, and trade sections. The economic director controls the activities of the invoice clerk, as well as an accountant manager. Simultaneously, the accountant manager is responsible for the assistant and warehouse accountants. The technical director superintends project managers and the head of workers. Finally, the trade director is in charge of the warehouse manager, who is responsible for other warehouse keepers in the company. Administrative labourers are under the supervision of the executive directors themselves.

Due to the lack of manual workers in the labour market, workers from other companies, as well as self-employed people in the field of roofing, tinsmithing, or insulation, are occasionally outsourced. It is contingent on the amount of currently arranged contracts.

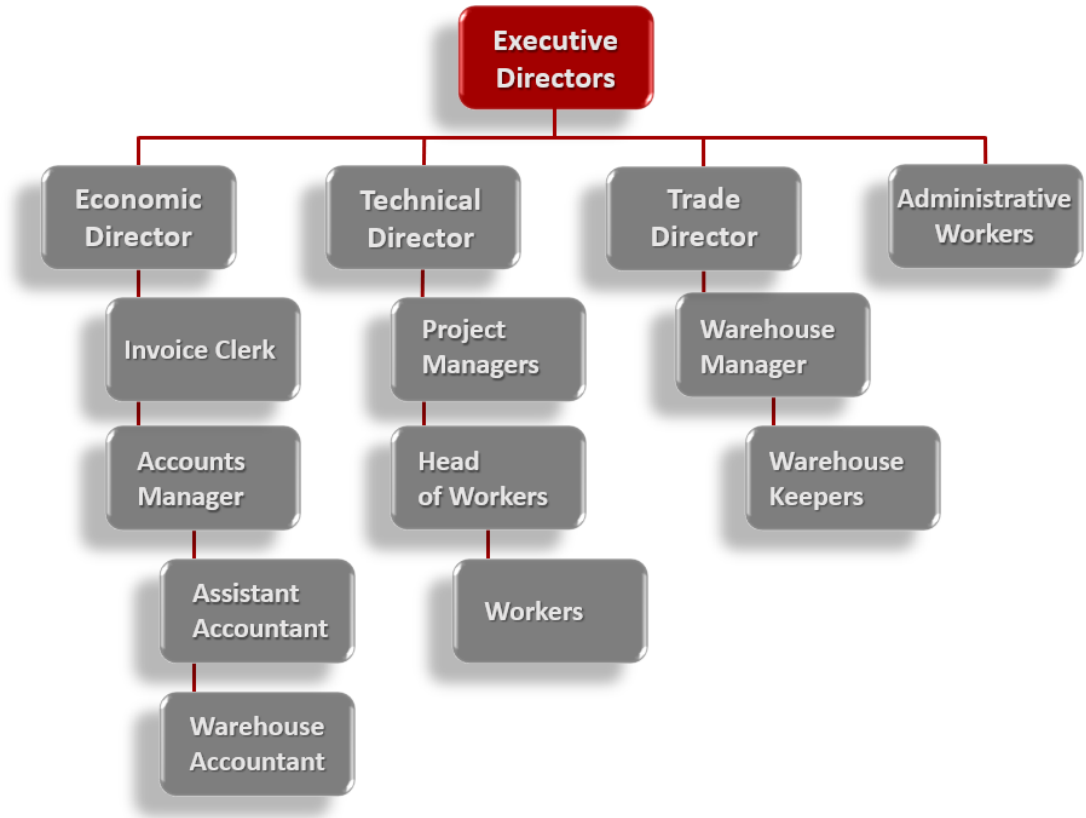


Figure 10 – Organizational structure diagram

5.3 Services

The company's predominant scope of activity in the area of the construction industry is the provision of insulation services for flat and slightly slanting roofs, terraces, balconies, pools and garden lakes, as well as anti-radon, thermal, and ground hydro insulations of constructions. Insulations are realized, using PVC, TPO, EPDM membranes, or bitumen felts. Moreover, green roofs and plasterboards installations, as well as lightning conductor inspections are nowadays also realized by the company.

A few years ago, its business activity was further extended. Thus, building demolitions, interior-, exterior-, and safety- door installations, or laying of vinyl-, wood-, linoleum-, laminate- floorings and carpets also belong to the wide range of services currently rendered.

Provision of consultancy services in the field of hydro insulations, plasterboards, and insulation injections are also possible. In addition, one of the executive directors is a certified expert in the area of the construction industry, focusing chiefly on insulation

materials. Expert opinions can be thus provided, which represents a substantial competitive advantage. The provision of all the services mentioned above is, theoretically, feasible within the entire territory of the Czech Republic.

Furthermore, the company trades both on the national and international levels. Cooperation with the Czech company *Topwet, s.r.o.*, as well as Czech branches of abroad companies like *Copernit SpA* or *Ergis S.A.*, was established. What is more, a partnership with the Russian company *Technicol*, insulation membranes producer, was entered several years ago. Hence, *Izolinvest, s.r.o.* became an exclusive distributor of their products for the Czech market. Selling of waterproofing membranes, as well as complementary roofing materials, accessories and sheet metals, are counted among the company's other activities. Contrarily, the export of PVC granulates to the Russian partner is mediated by *Izolinvest, s.r.o.* as well.

5.4 Products

Many types of products related to insulations are distributed by the company. All of them are, however, offered to customers only in the case when the insulation services are realized on their constructions, or based on their specific requests. It is caused chiefly due to the current sales representative absence and nonexistence of an e-shop in the company. Moreover, trading activities are not considered the company's core business. Support in trade, on the other hand, could mean a unique opportunity for increasing sales and strengthening the company's position on the Czech market.

The company distributes products chiefly from the Russian partner. All of the products meet standards EN 13956:2012 and EN 13957:2012. The list of such products is the following:

- (roof-, ground-, pool-) PVC hydro insulation membranes,
- drain and separation membranes,
- nonwoven geotextile fabrics,
- bitumen roofing felts,
- grouting materials,
- sealants and adhesives,
- insulation accessories,
- sheet metals,
- anchoring elements,
- and tinsmith elements.

6 INTERNET PRESENTATION

The company Izolinvest, s.r.o. is presented on the Internet, using three major online communication channels. Those are, namely, the web site, social media, and e-catalogues.

6.1 Web Site

The company is endowed with a web site, found on the domain *www.izolinvest.cz*. A fundamental prerequisite for a successful web site is met chiefly by its attractive and engaging visualization of the homepage with an interactive feature in the form of two interchanging photos. The design is modern, minimalistic, and last but not least also responsive. Therefore, the content is displayed diversely and in an organized way on various electronic devices with the Internet connection. On the basis of the *PageSpeed Insights* (©2020), an Internet analytical tool developed by Google, the loading speed of the web site achieved, in case of a desktop, the score 98 out of 100. It poses an excellent result, meaning that the loading is truly rapid. Nevertheless, in case of mobile devices, the score is only 63.

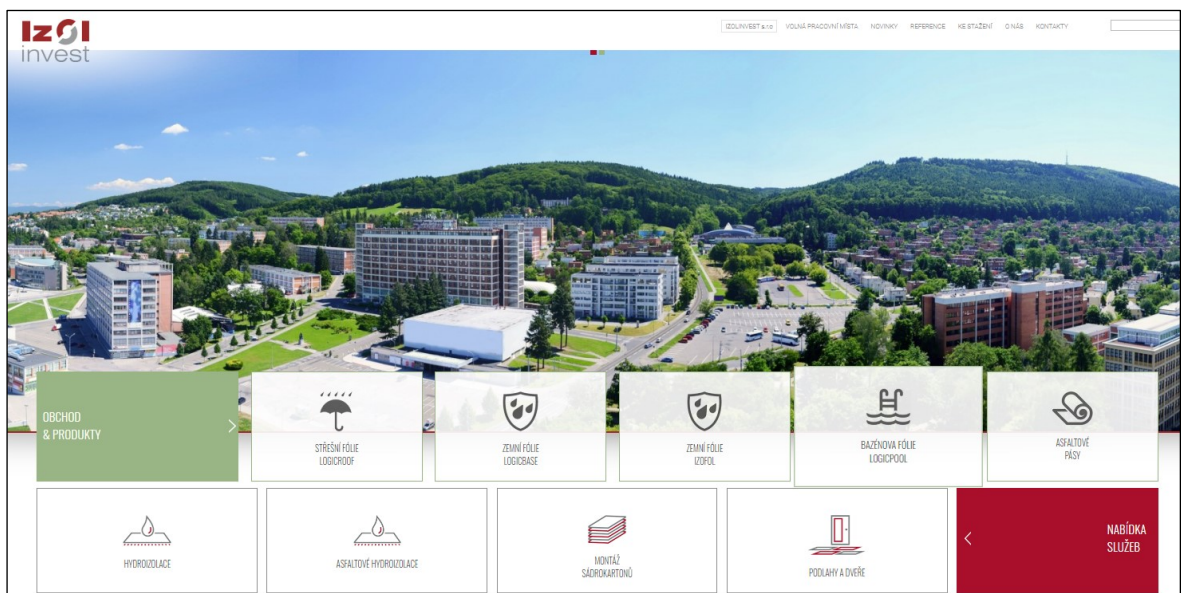


Figure 11 – Homepage of the company’s web site (Izolinvest, ©2020)

According to the company’s management, its current design was established by *Evropská Databanka*, using the editorial system *Eliška*, approximately five years ago. Nevertheless, the content has not been updated much since then as none of the employees is accountable for the web site administration, nor Internet marketing. In fact, no marketer as such is employed in the company at all. Marketing activities are usually executed merely by one of the executive directors, who is even not educated or officially qualified in this field.

The web site content is divided into two major parts. In the header, sections like *Vacancies*, *News*, *References*, *Downloads*, *About Us*, and *Contact* are included. Moreover, the navigation bar below is further divided into two sections. The first of them deals with products that are distributed by the company. Each type of product can be clicked, so visitors are able to find out detailed information about them. For instance, product specifications and characteristics are thus detectable. The second section informs visitors about the complete enumeration of the services that are provided by the company. The overall functionality of the web site is correct, and all pages, except one, work properly. Only the page, <https://www.izolinvest.cz/zateplovaci-systemy>, reports the so-called 404 error – Page not found.

As indicated above, the web site is not updated regularly. The *News* section, for example, includes only four brief articles in total. Two of them were published in April 2016, whereas in 2017, no article was added at all. In addition, both in 2018 and 2019 only one article was published per year.

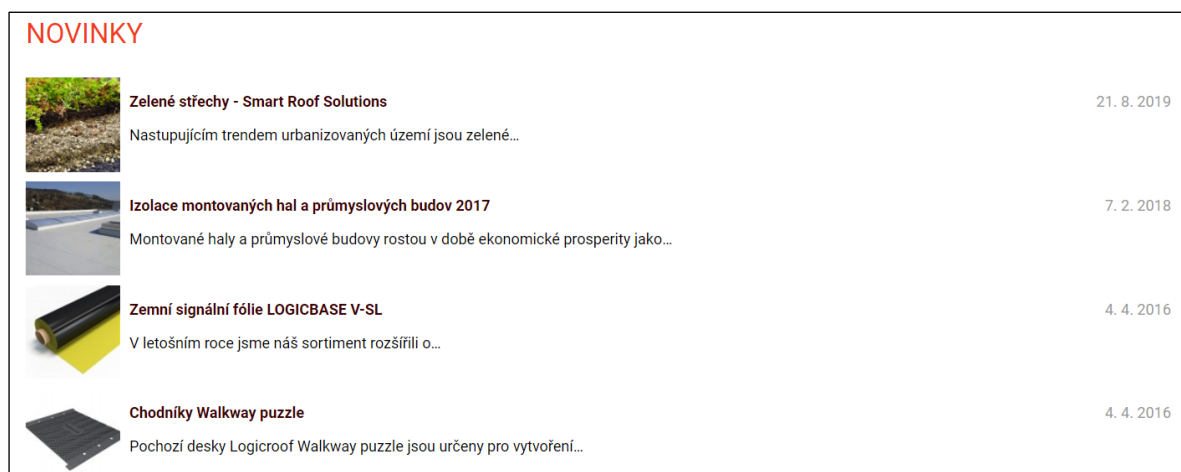


Figure 12 – News section (Izolinvest, ©2020)

On the other hand, more attention should be possibly paid to the *References* section as it reflects the actual results of the company's activities and exploited materials. This section is, however, not updated either, containing merely six referential constructions. Furthermore, no original photos of the company's contracts are used. Instead, photos of the Russian partner Technonicol, supplying the company Izolinvest, s.r.o. with insulation products, are displayed. Thus, abroad constructions from Russia or Latvia that were probably insulated with the Technonicol materials are shown. The company ought to present their own contracts where potential customers could see the work that was executed on particular constructions by the company's labourers.



Figure 13 – References section (Izolinvest, ©2020)

6.1.1 SEO

Even though not much time is invested in marketing activities by management and no Internet advertisements are paid, the results of organic search are considerably favourable both for the services and distributed products of the company on search engines like Google and Seznam. As of February 14, 2020, links to the company's web site appear on the first search engine result page when the following keywords were typed. Those were, for instance:

- *“izolace Zlín,”*
- *“hydroizolace Zlín,”*
- *“izolace střech Zlín,”*
- *“izolace balkonu Zlín“,*
- *“izolační práce Zlín,”*
- *“izolační fólie Zlín,”*
- *“izolační materiály Zlín,”*
- or *“PVC fólie Zlín.”*

When the region/town is not specified in the inquiry, links to the company's web site might be discovered on further search engine result pages. Nevertheless, more than the first two or three result pages are usually not gone through by Internet users. It is supposed, however, that potential customers specify the location in their search inquiry in most cases in order to be charged as little costs for transport or delivery as possible.



Figure 14 – Display of the link to the company's website on SERP (Google, ©2020)

The placing of the web site on the search engine result page is not influenced by its meta description, however, it can impact the CTR of potential customers substantially. As for the company's meta description, it is not complete since a part of the third sentence is missing. Nevertheless, the number of keywords used in the description is sufficient. SEO can be also influenced by backlinks to the web site. Those are placed merely on e-catalogues, business registers, and job advertising portals in particular.

6.2 Social Media

Until recently, the company was not present on any social medium platform. In February 2018, however, the Facebook account was established by one of the executive directors and is further managed by one of the administrative workers. Since its establishment, 13 posts have been published at various time intervals till April 2020. The latest of them is dated July 19, 2019. Moreover, the majority of posts are concerned with actual photo references of realized construction contracts, reflecting the work of the company's employees. Potential customers are thus indicated at what quality level the insulation jobs are executed by the company.

The profile picture is substituted by a modern and attractive logo of the company, while the cover photo shows a realization of roof insulation, representing the company's core scope of business. Opening hours, as well as the company's fundamental information about the address, services, and contacts are properly provided in the *About* section.

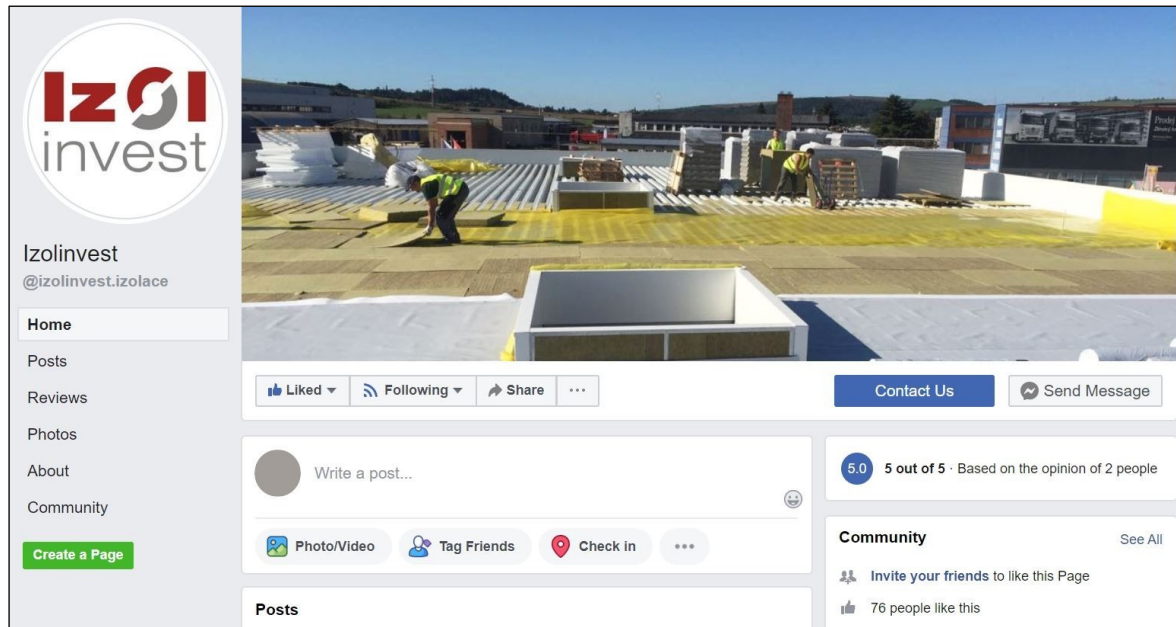


Figure 15 – Facebook profile of the company (Facebook, ©2020)

The total number of *Likes* of all posts is 117. Thus, the average number of them per post equals 9. The resulting number is considerably decreased by a specific post with the only one like which was shared in March 2019. It was a video, initially posted by *Hospodářské noviny*, showing dancing people, paying tribute to the victims of a terrorist attack in Christchurch, Australia. The question is whether it was an intended action by the page administrator, or it was shared by mistake. Such post has nothing in common with the company's activities. At least, a short text should have been written to the shared video. Showing regrets about the situation, for instance, could give a good account of the company. As of April 28, 2020, the company's Facebook page was liked by 76 people, which is a relatively low score for two years of the page existence. Hence, it is necessary to raise awareness of the company on the Internet. On the other hand, two customers rated the company with 5 stars and a positive verbal evaluation.

6.3 E-catalogues

Even though the popularity of online catalogues is on a slight decline, the company Izolinvest, s.r.o. is registered in a few of them. The most familiar one in the Czech Republic is probably the e-catalogue *Firmy.cz* managed by Seznam.

According to the search results within this platform, up to 105 companies from the Zlín Region are registered in the category *Hydro insulation and thermal insulation jobs*. In this case, the profile of the company Izolinvest, s.r.o. is displayed on the fourth result

page. Throughout the entire Czech Republic, however, up to 1 860 companies are included in the category.

Figure 16 – Record of the company among other results on firmy.cz (©2020)

The company's profile in the e-catalogue contains all necessary information, comprising the address, e-mail and phone contact, web site link, as well as the fundamental enumeration of provided services. Unfortunately, an inappropriate photo is used as a profile picture. A more presentable photo or the company's logo should be used instead. Moreover, potential customers can approach the company through a simple electronic form, which is embodied in the catalogue profile of each company. Thus, inquiries or demands might be sent through the form, so phone calls or e-mails are not necessary. Regrettably, no ratings or evaluations of the company have been granted on its profile so far.

Izolinvest, s.r.o.		
Tečovice 349, 76302		
Naplánovat trasu		
Web	www.izolinvest.cz	Poslat poptávku
Hodnocení	Ohodnoťte firmu jako první	Zobrazit pobočky
Mobil	+420 774 772 306	Přidat do oblíbených
E-mail	info@izolinvest.cz	Navrhnout úpravu
		Sdílet detail

Figure 17 – Profile of the company on firmy.cz (©2020)

The company is further registered in online catalogues such as *české-firmy.com*, *živéfirmy.cz*, *abc.cz*, or *edb.cz*. The structure and functionality of these catalogues are almost identical. Basic information about the company, its contacts, and services is correctly filled in all profiles of the mentioned e-catalogues. On the other hand, their number of visits is probably not of great importance in comparison to the above-mentioned platform *firmy.cz*.

7 SITUATIONAL ANALYSIS

The following pages are concentrated on other marketing analyses of the company Izolinvest, s.r.o. Hence, analyses like STP, PESTEL, SPACE as well as Porter's Five-Forces model and SWOT analysis will be executed.

7.1 STP Analysis

As mentioned at the beginning of the analytical part, the company Izolinvest, s.r.o. is active on B2C as well as B2B markets, both in the field of construction, installation, and trading. The most noticeable difference between these markets resides in the amount of revenues in particular, which is caused primarily by the size of realized contracts.

Based on STP analysis, market segmentation, segment targeting, and company positioning are described. As a result, marketing effectiveness and performance might be optimized.

7.1.1 Segmentation and Targeting on B2C Market

Customers from the B2C market are represented by natural persons. The company is thus commissioned to offer goods and realize services mostly on objects such as family houses, blocks of flats, or other private buildings, which are in possession of individuals. These customers are segmented mainly on the grounds of geographical and demographical aspects.

Geographical Aspect

Geographical segmentation consists, in this case, in the division of customers into segments based on regions in which their place of residence or the specific contracting object is located. Since the company is, theoretically, able to provide its services throughout the entire territory of the Czech Republic, all Czech regions are contained in the potential segments. These segments are:

- Central Bohemian Region,
- Hradec Králové Region,
- Karlovy Vary Region,
- Liberec Region,
- Moravian-Silesian Region,
- Olomouc Region,
- Pardubice Region,
- Plzeň Region,
- Prague,
- South Bohemian Region,
- South Moravian Region,
- Ústí and Labem Region,
- Vysočina Region,
- and Zlín Region.

From a point of view of the company's seat in Tečovice, mainly customers from the Zlín and its neighbouring regions are, however, targeted in particular. These are South Moravian, Olomouc, and Moravian-Silesian Regions. The reason is a relatively close distance from the company's seat, and therefore, a shorter time and lower costs for commuting to the contracted objects. Furthermore, the total revenues from individual contracts on the B2C market are significantly lower than in the case of the B2B market due to the size of contracts. Small contracts in distant regions would not be financially advantageous for the company, nor for the customers who would be charged the travel expenses of workers and the delivery of insulation materials.

In the case of an e-shop establishment, the geographical aspect of the targeting would not be taken into consideration, as consignment delivery realized by haulage companies is possible throughout the entire Czech republic.

Demographical Aspect

Demographical segmentation is executed chiefly on the basis of customers' age. So, only adult customers at the minimum age of 18, possessing the legal capacity, are targeted. Law relations such as contract conclusions can be thus entered by them. Specifically, contracts for work are concluded between the company and its customers.

In addition, a socio-economic situation of customers might represent an imperative aspect as well. The ability to pay for the executed services and purchased materials and products is an assumption for the contract order. As for the e-shop establishment, chiefly men with an interest in do-it-yourself activities would be targeted.

7.1.2 Segmentation and Targeting on B2B Market

Contrarily, customers from the B2B market are represented by legal persons. B2B correlations pose a substantial aspect of the company Izolinvest, s.r.o. as the company is often outsourced by other construction firms in order to execute certain services and supply the contract with insulation materials. Hence, higher revenues than in the case of B2C are achieved not only for the services but also for the sales of products.

Firmographic Aspect

Firmographic segmentation by the company Izolinvest, s.r.o. resides in the classification of its B2B customers mainly on the grounds of their geographical location, size, and industry.

Location

Segmentation based upon the location of customers is the same as in the case of B2C customers. Therefore, all regions of the Czech Republic are incorporated. The targeting is also very similar as the majority of customers are predominantly situated in the Zlín, South Moravian, Olomouc, and Moravian-Silesian Regions. However, contracts from other and more distant regions of the Czech Republic are also accepted in case of its considerable attractiveness and profitability for the company. For instance, contracts in Prague or Central-Bohemian Region are often realized.

Size

The size of B2B customers is another aspect that is taken into consideration by the company through segmentation. Therefore, four fundamental types of enterprises based on their size are distinguished. These are:

- micro-enterprises (fewer than 10 employees, including self-employed people),
- small enterprises (10-49 employees),
- medium-sized enterprises (50-249 employees),
- and large enterprises (250 and more employees).

According to statistics by the Ministry of Industry and Trade (©2020a), the majority of construction companies in the Czech Republic in 2018 were represented by micro-enterprises (97 %). Nevertheless, self-employed people are involved in this group as well, representing a large proportion of the number. Contracts assigned by micro-enterprises are not frequent for the company Izolinvest, s.r.o. More often, self-employed people are outsourced by the company due to the lack of employees in the labour market.

On the other hand, large enterprises are primarily targeted neither. The first reason is the number of such enterprises in the Czech Republic. Interestingly, in comparison with the number of micro-enterprises, the proportion of large enterprises is infinitesimal (only 0.03 %). Besides, the insufficient capacity of the labour force for large contracts could be a considerable limitation for the company Izolinvest, s.r.o. That is also the reason why small and medium-sized enterprises are considered the ideal, target B2B customers.

In the case of the e-shop establishment, also micro-enterprises and self-employed people, represented by craftsmen, in particular, would be targeted.

Industry

Another aspect regarding segmentation and targeting can be also mentioned. Naturally, many industries, representing various segments, exist. They are classified into three fundamental types concerning agriculture, manufacturing, and services. Agriculture is further divided into, for instance, fishing or timber industries. Whereas, under manufacturing are included, besides others, automotive, textile, pharmaceutical, or chemical industries. Finally, services are represented by industries such as information, insurance, or financial services (OECD, ©2020).

Naturally, companies from the construction industry are primarily targeted by the company Izolinvest, s.r.o. nowadays. The situation would be identical also in the case of the e-shop implementation.

7.1.3 Positioning

The company Izolinvest, s.r.o. endeavours to provide high-quality services to all customers, following the motto: *“Success is achieved only on the condition that our customer is satisfied”*. According to the management, the company is particular about values such as respect, trust, and good interpersonal relations, both on internal and external levels – with employees, as well as suppliers, partners, and customers. The trust of customers is achieved, besides the company’s good reputation, by the qualification of workers. All of them are relevantly qualified, skilled, and trained in the field of their specialization on a regular basis.

The individual approach is another essential value defining the company. Each customer is assigned a concrete project manager who is in touch with the customer from the contract formation until the construction jobs are completed, and the construction is handed over.

Additionally, the company is distinctive with several competitive advantages. The first of them is represented by price quotations that are drawn up by executive directors themselves within a few days, completely free of charge. Initial consultations and the construction inspections are gratis as well. Besides, the possibility to supply the customer’s construction with materials and products that are distributed by the company is another beneficial aspect. What is more, the most appropriate products are recommended and offered at a reduced price. Hence, the customer is not burdened with purchasing the products anywhere else, resulting in time and money saved.

Competitive advantages represent substantial elements in improving the company’s image. Therefore, they should be stated in the marketing communication with the target customers.

7.2 PESTEL Analysis

PESTEL analysis represents the analysis of the external environment, focusing on macroeconomic factors that might influence the company's performance. These are political, economic, social, technological, environmental, and legal factors that cannot be influenced by companies. However, they can be monitored by the company's management so that companies can accommodate to particular changes in advance. In such a case, a considerable competitive advantage is ascertained. The following factors are commented on both from offline and online environment perspectives.

7.2.1 Political and Legal Factors

Political and legal factors that may influence all companies in the territory of the Czech Republic considerably are represented chiefly by the laws and government regulations. Nevertheless, among other deciding factors are also counted a particular political party that is currently in power as well as the overall political situation and stability. The political situation in the country is nowadays relatively stable. Hence, the most imperative documents connected to the factors that the company Izolinvest, s.r.o. must follow are, for instance, the Civil Code, Commercial Code, Labour Code, Value-Added Tax Act, Income Tax Act, Act on Road Tax, Accounting Law and Czech Accounting Standards, Customs Law, Construction Act, et cetera.

As for the tax legislation, the corporate income tax for 2020 is, similarly to the previous years, set to 19 %. In the past, however, the rate was much higher. After the Czech Republic was established in 1993, the rate reached 35 %. Since then, however, it decreased several times. In 2007, for example, it was set to 24 %. The actual 19% rate has been set since 2010. The decrease in the corporate income tax reflects the endeavor of the government to support the entrepreneurship of small and middle-sized firms in the country (AZ data, ©2019).

The value-added tax is also considered important by the company Izolinvest, s.r.o. As of 2020, the standard tax is charged 21 %. Besides, the tax has two other rates. The first reduced rate is 15 %, whereas the second reduced rate is charged 10 % (Czech Invest, ©2020). The company, however, operates only with the standard rate.

On January 1, 2020, the Building Energy Efficiency Regulation came into force based on the decision of the European Commission. It led to slight changes in the Construction Act of the Czech Republic. Due to the regulation, the energy consumption of newly constructed

houses must be one-fifth lower than that of already existing buildings. Two solutions are thus provided, residing in the quality thermal insulation and the means of heating. In addition, environment-friendly and renewable resources are preferred. The purchase costs of such measures are slightly higher, on the other hand, these investments are returnable from the long-term perspective (České stavby, ©2020). Hence, the decline in the number of newly constructed houses based on this regulation is not assumed by the company Izolinvest, s.r.o.

Another issue from the field of legal factors is the Electronic record of sales (also referred to as e-sales). The system was introduced by the contemporary Czech Prime Minister Andrej Babiš in 2016. The first two phases of the system implementation took place already in 2016 and 2017. The other two phases were implemented on April 1, 2020. It ought to be mentioned, that the system of e-sales is not applied to the company Izolinvest, s.r.o. since all payments received by the company are realized solely through bank transfers. Thus, only enterprises receiving payments in cash, through check or credit card, or another similar form, are obliged to implement the system (Poradna EET, ©2017).

Besides, the online environment of companies is also regulated by legislation. The sources of law are, in this case, for instance, represented by the Civil Code as well as the Business Corporations Act. Based on these sources, companies' web sites are amended. In contrary to joint-stock companies, limited liability companies are not obliged to establish a web site. If the web site is established, however, particular information must be provided, as stated in the Business Corporation Act (Zákony pro lidi, ©2020a). This information is identical to that provided on invoices or other business documents of each company. These are, chiefly, name and seat of the company, company registration number, and business register data, including the file number. If the mandatory data are not published, sanctions against the company might be imposed by the Registration Court. The financial penalty may reach up to 100,000 CZK (Spoladore, ©2020).

The use of social media is also associated with particular terms and policies that must be abided. The only social medium, however, employed by the company Izolinvest, s.r.o. is Facebook. Within Facebook pages, aspects such as content, data collection, as well as promotions, are strictly regulated. Some of the prohibited practices are, besides others, misleading or deceptive practices, discrimination, or illegal products and services promotion. Furthermore, page names must follow specific rules as well. For instance, profanity, misused capitalization, or excessively incorrect punctuation and grammar

are forbidden. Simultaneously, general terms and policies like intellectual property rights and safety need to be observed as well (Facebook, ©2020).

Specific legislation is also related to e-shops. Such legislation should be taken into consideration for future purposes of the company since the e-shop implementation represents the crucial subject of the thesis. One of the most important sources of law is, in this case, the Civil Code of the Czech Republic. The information duty of sellers, withdraw from the contract, returning goods, or complaints procedure are covered. Apart from the Civil Code, however, each e-shop must be in conformity also with other acts. These are namely, the Consumer Protection Act, the Electronic Communications Act, as well as the General Data Protection Regulation issued by the European Union. The GDPR, in fact, substituted the Czech Personal Data Protection Act (Matějčíček, ©2020).

7.2.2 Economic Factors

Another substantial part of the analysis is represented by economic factors. These are, primarily, GDP, inflation, unemployment, and wage development. The overall economic situation predestines the demand for construction services, both by natural and legal persons. Besides, trading activities are derived from the country's and world economic system as well. Before the coronavirus crisis, the situation in the field of economics was prospering.

According to the preliminary estimate of the Czech Statistical Office (©2020b), the gross domestic product increased by 2.4 % in 2019 as distinct from 2018. The growth was supported by the expenses of households as well as abroad demands and investments. Sectors such as trade, transport, hospitality, communication, industry, and construction were considerably contributory to economic growth. The increase in demand for companies' products and services leads to an increase in production volume, resulting in an increase in revenues as well as profit.

The overall construction production continued growing in 2019. This sector has been constantly flourishing since 2016. Production of building construction increased by 2.0 %, year-on-year. In 2019, 86 283 building permits were issued by the Czech Building Authority, which poses an increase of 6.3 % in contrary to 2018 (Český statistický úřad, ©2020c). Most of the permits were issued in the Central Bohemian and Moravian-Silesian Regions. Besides, up to 38 % more constructions were completed than in 2018 (Kurzy, ©2020a).

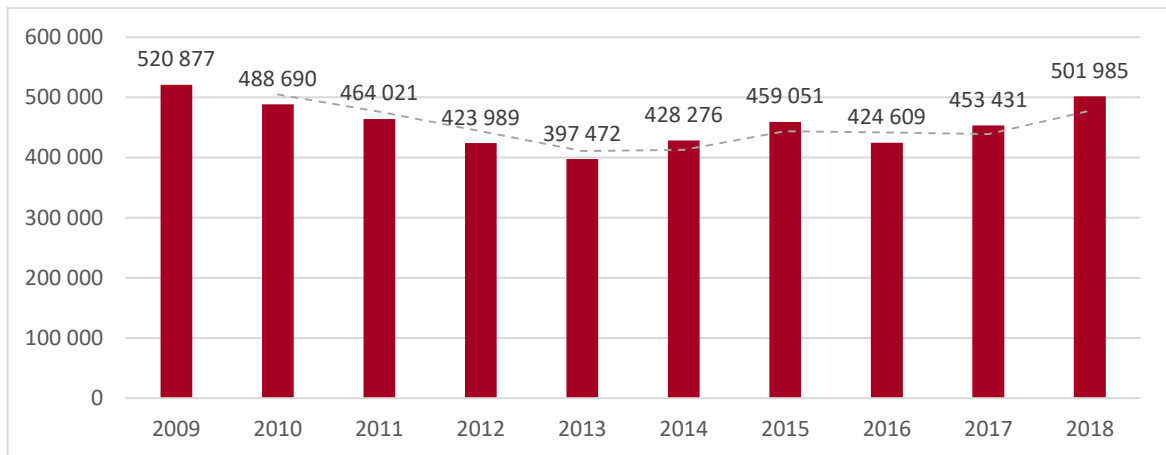


Figure 18 - Construction production in the Czech Republic (mil. CZK) (MPO, ©2020)

Foreign commerce was on the upswing in 2019 as well. The value of exported and imported goods exceeded by 41.7 %, representing the increase in 1 753 billion CZK. More specifically, export increased by 4.7 % to 895 billion CZK, whereas import increased by 0.2 %, up to 860 billion CZK. Hence, the trade balance evinced the surplus of 33.8 billion CZK, which is 38 billion CZK more than in 2018.

As for inflation, its average rate reached 2.8 % in 2019. Compared to 2017 and 2018, when the rates were 2.1 and 2.5 %, the last year's rate proceeded with a slight increase. In May 2020, the rate was 3.1 % (Český statistický úřad, ©2020d). Nonetheless, the level is still relatively satisfactory in consideration of the current situation.

The unemployment rate poses another strong economic indicator. Its level can impact the purchasing power of the population and the demand for (not only) construction services and products. The general rate of unemployment, regarding the age group 15-64 years, was 2 % in the fourth quarter of 2019. In the Zlín region, the level was 2.1 %. In the secondary sector, represented by industry and construction, the employment decreased by 23.4 thousand, year-on-year. The company Izolinvest, s.r.o., as well as other enterprises in the branch, contends with a lack of manual workers on a long-term basis. Due to the insufficient number of qualified employees, the average gross nominal wage in the construction sector increased in the third quarter of 2019 by 5.1 %, thus to 29 479 CZK. The 2.2% growth of real wages leads to an increase in income costs per unit. The overall average gross nominal wage increased even more, by 6.9 %, thus up to 33 697 CZK. However, approximately two-thirds of Czech employees do not achieve it. Based on the inflation level, the real wages increased by 4 % (Ministerstvo průmyslu a obchodu, ©2020b).

At the beginning of 2020, the Czech currency appreciated its value against the Euro significantly for the first time since January 2013. Due to the interventions, the Czech Crown achieved a value of 25,10 CZK/EUR (Kurzy, ©2020b). For companies operating on international markets, it represents a great opportunity and the company Izolinvest, s.r.o. is one of them. For instance, more goods can be imported for the same amount of money. On the other hand, the demand for products exportation might drop.

Owing to the coronavirus crisis that emerged in the Czech Republic in March 2020, the highly positive economic predictions for the upcoming period changed to some extent. The Czech government, however, has implemented several measures leading to the minimization of its negative impact. Fortunately, the construction industry has not been affected by the crisis much so far. Hence, the demand for insulation services and materials is also estimated to persist. The current predictions of the mentioned macroeconomic indicators are reflected in the following table. As detectable, the results are likely to drop this year. Nevertheless, according to the estimates by the Czech Ministry of Finance, the situation might commence improving again in 2021.

Table 1 – Predictions of macroeconomic indicators (Ministerstvo financí, ©2020)

		2019	2020	2021	2019	2020	2021
		Current predictions			Previous predictions		
Nominal gross domestic product	<i>bil. CZK</i>	5 653	5 530	5 781	5 652	5 913	6 168
	%	3,7	5,9	5,5	6,2	-2,2	4,5
Real gross domestic product	%	2,6	-5,6	3,1	2,5	2	2,2
Consumer price inflation rate	<i>on average, %</i>	2,8	3,2	1,6	2,8	2,8	2,2
Unemployment	<i>on average, %</i>	2	3,3	3,5	2	2,2	2,4
Exchange rate	<i>CZK/EUR</i>	25,7	26,5	26,2	25,7	25,4	25,1

7.2.3 Social Factors

Social factors are chiefly represented by demographical aspects like the number of inhabitants as well as education and occupation. According to the Czech Statistical Office (©2020d), 10 626 430 people lived in the Czech Republic in 2018. Besides, the so-called *ageing population* is a commonly used term nowadays. It is caused by decreasing natality and simultaneous prolongation of a life span. Currently, this situation does not pose a threat

to the construction industry, nevertheless, due to the lower portion of the economically active population, a decrease in demand for houses construction ought to be expected in the future.

On the other hand, an increasing proportion of the ageing population is also getting accustomed to modern technologies such as computers and the Internet. Thus, the elderly become associated with the online environment. According to the information provided by the Czech Statistical Office (©2020a), 39 % of people over 65 are connected to the Internet nowadays. It represents a three-fold increase in contrary to 2010 when the proportion was represented by only 13 %.

Another trend detectable in the Czech Republic is an increasing level of education. On one hand, it can be considered an advantage, as educated people are usually paid higher salaries, resulting in more significant purchasing power. But on the other, disinterest in craft schools and professions has emerged, representing its momentous negative side. As the Czech Ministry of Labour and Social Affairs (©2020) informs, vacancies for 69 349 craftsmen and 79 541 unskilled labourers are currently provided by employment offices throughout the Czech Republic. The majority of currently active workers belong to the older age categories. Thus, a severe lack of labour force in this field will be detectable in the future. Probably, this will be reflected in the price as well as the quality of the executed services.

7.2.4 Technological Factors

It is imperative to take technological factors into consideration for the construction industry in particular. Especially new trends and techniques regarding insulations are thus monitored by the company Izolinvest, s.r.o. The development of a brand new insulation technique might, however, pose a decrease in demand for those techniques and insulation materials that are used currently by the company. In that case, the company would probably have to decide whether to adapt to the emerged situation or to withdraw from the market. In the case of remaining on the market, cooperation with the Russian partner Technicol might be terminated. Moreover, all manual workers would be obliged to participate in specialized retraining courses to be capable of execution of new insulation techniques. This alternative would, most likely, bring considerable financial costs. Nonetheless, the development of new techniques is not supposed in the near future by the company.

Like the majority of other companies these days, technologies in the form of digital devices, such as cell phones, computers, as well as other office devices, are used by the company Izolinvest, s.r.o. The Internet is another significant technological representative. It is used

for communication, receipt of demands and inquiries, and the company's presentation on the web site and social media, as described in detail in *Chapter 6* of the thesis.

7.2.5 Environmental Factors

An environmental way of thinking is a specific feature of the current modern society. Hence, the emphasis is put on environment-friendly products and services in particular. Furthermore, the government attempts to support the environment both directly by regulations and environmental laws, and indirectly by the imposition of taxes such as road tax, fuel tax, solid fuel tax, electricity tax, et cetera.

The company Izolinvest, s.r.o. is aware of the environmental trend. Even though waterproofing membranes made of PVC are applied by the company, all membranes distributed from the Russian partner Technicol are recyclable and meet several criteria for quality as well as ISO norms. Moreover, ground membranes distributed by the company excel in protection against radioactive radon that might be loosened during the realization of construction services. Unfortunately, these favourable aspects are not communicated by the company.

7.3 Porter's Five-Forces Model

Porter's model of five forces poses an analysis of the industry in which the company is classified. Since the company Izolinvest, s.r.o. operates in the field of construction as well as trade a little, both industries will be taken into consideration.

7.3.1 Competitive Rivalry

The construction industry is an attractive sector these days, thus the competition is an imperative aspect that should be considered. According to one of the executive directors of the company Izolinvest, s.r.o., however, probably none of the competitors provides the completely identical extensive portfolio of services and products in the Zlín Region market. That is why competitors from the two fundamental areas, insulation services providers and insulation products sellers, are introduced separately.

Competition in the Field of Services

Based on the data available on the platform *firmy.cz*, around one hundred subjects providing hydro insulations can be found in the Zlín Region. However, it still might not be the final number since not all of them are probably registered in the e-catalogue. Furthermore, not only enterprises but also tens of self-employed craftsmen are included in the enumeration. Hence, the competition is not negligible and both types are considered competitors.

As indicated by the executive director, during the 13 years of existence, the company Izolinvest, s.r.o. became a relatively strong representative in the field of insulation services providers in the Zlín Region market. On the other hand, several currently significant direct competitors can be also mentioned. All of these competitors also distribute competing insulation membranes and complementary products. These competitors are, namely:

Izokrat, spol. s r. o.

The company Izokrat, spol. s r.o. with a seat in Brno, South Moravian Region was founded as far back as in 1990 and is active both in the South Moravian and Zlín Regions. Hydro insulation and tinsmith services, consultancy, as well as inspections of lightning conductors are provided. Moreover, the company sells waterproofing membranes of the German producer *Polyfin AG* with the designation OC-PLAN. (Izokrat, ©2011). No e-shop is, however, held by the company. Thus, the products are probably sold on request or offered to customers within the realization of individual contracts.

The company has an obsolete, but simply-structured web site, providing solely crucial information about the provided scope of activities. Hence, little content is available. Even though the web site design appears outdated, an element of responsivity works relatively well on mobile devices. On the other hand, the content might not give a professional impression as some of the texts do not include diacritics at all. Furthermore, it is not updated adequately. Documents in the form of Data Sheet and Declaration of Conformity shared in the *Certificates* section are not available since a 404 error occurs. Another issue is associated with the *References* section that is empty, containing no images or verbal list of realized contracts. According to Google's *PageSpeed Insights* tool, the web site's load time achieves 100 (for desktops) and 87 points (for mobile devices) out of 100, representing a very good result. Most likely, the score is achieved due to the minimum images employed.



Figure 19 – Web site of the company Izokrat, spol. s r.o. (©2020)

The company has no Facebook page, nor is present on any other social medium platform. However, it is registered in several e-catalogues such as *firmy.cz*, *živéfirmy.cz*, *ekatalog.cz*, *abc.cz*, and some others. As for the company's searchability, it is displayed on the third result page on the *firmy.cz* when the region and *Hydro insulation and thermal insulation jobs* category are specified. The SEO of the company's web site is on a low level since the overall searchability on the Internet is poor. It appears on the seventh SERP on Google

even when the keyword *Izolace plochých střech Brno* specifies the location of the company. The meta description might be evaluated as average or rather slightly below-average. It is not complete as a part of the sentence is missing. Moreover, diacritics is not used again.



Figure 20 – Meta description of the company Izokrat, spol. s r.o. (Google, ©2020)

Izolace Malina s. r. o.

The company Izolace Malina s.r.o. is based in Kunovice and was established in 2003. Apart from the roof-, ground-, and pool hydro insulation services, selling of modified bitumen felts as well as HDPE and LDPE membranes such as Fatrafol, Dekplan, and Sikaplan is provided. Owing to the company's references, contracts are realized throughout the entire Zlín and South Moravian Regions (Izolace Malina, ©2020). Furthermore, neither this company is endowed with an e-shop.

Nevertheless, the company's web site in the form of a microsite is fresh, minimalistic, and modern. All pages work correctly and no content is missing in neither of the sections. The page load time, however, is insufficient, as only 31 points (in case of mobile devices) and 85 points (in case of the desktop) are achieved. It might be caused by the number of high-resolution photos displayed on the web site's photo gallery.

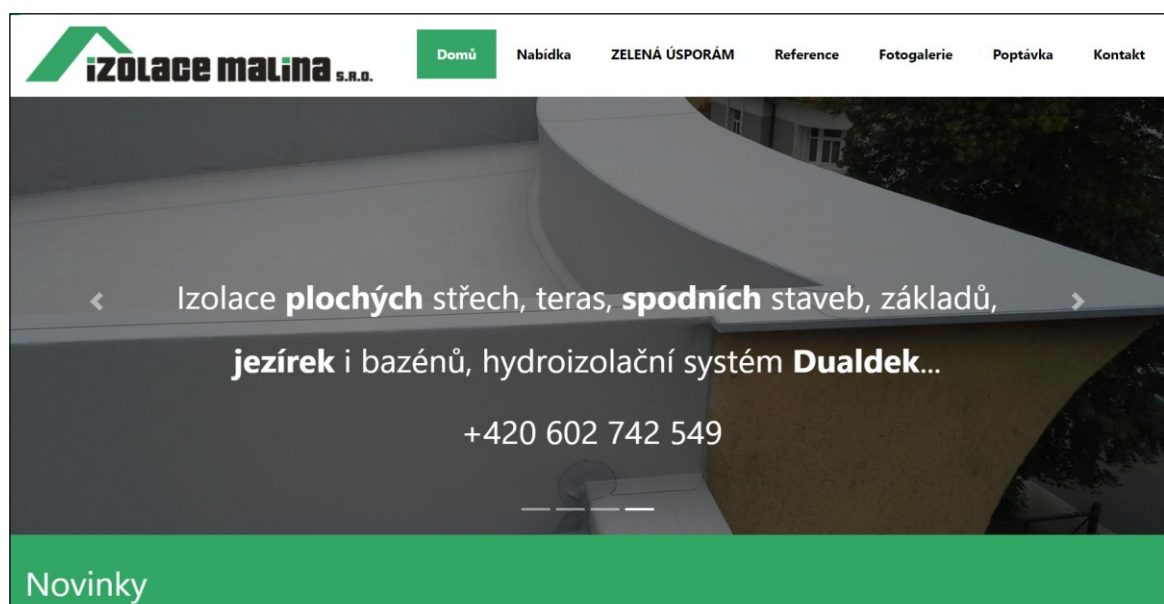


Figure 21 – Web site of the company Izolace Malina s.r.o. (©2020)

E-catalogues such as *firmy.cz*, *živéfirmy.cz*, *ifirmy.cz*, or *českéstavby.cz* are used as a source of the company's Internet presentation. On the platform *firmy.cz*, the company can be also found on the seventh result page when exploring the *Hydro insulation and thermal insulation jobs* category. Searchability on Google is, on the other hand, much more advantageous for the company, as the first place on the first SERP is occupied. The meta description includes two lines, providing an adequate number of information and keywords, even though the second sentence is not displayed entirely. The information value of the meta description is relatively high.

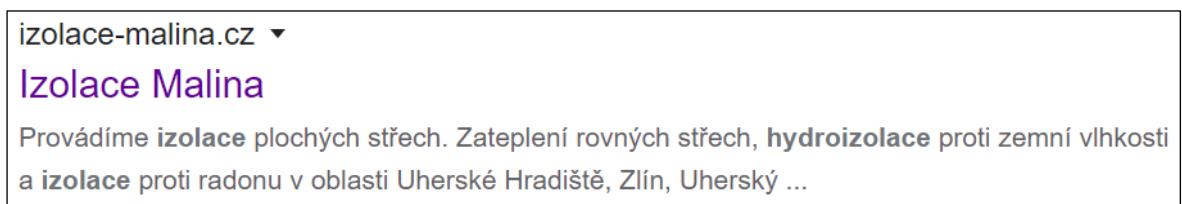


Figure 22 – Meta description of the company Izolace Malina s.r.o. (Google, ©2020)

The company possesses a Facebook page that was established yet in 2013. However, it has not been very active since then as the total number of posts equals three. Moreover, all the posts were published on the same day. The number of followers is also poor as the page is liked by only 23 Facebook users.

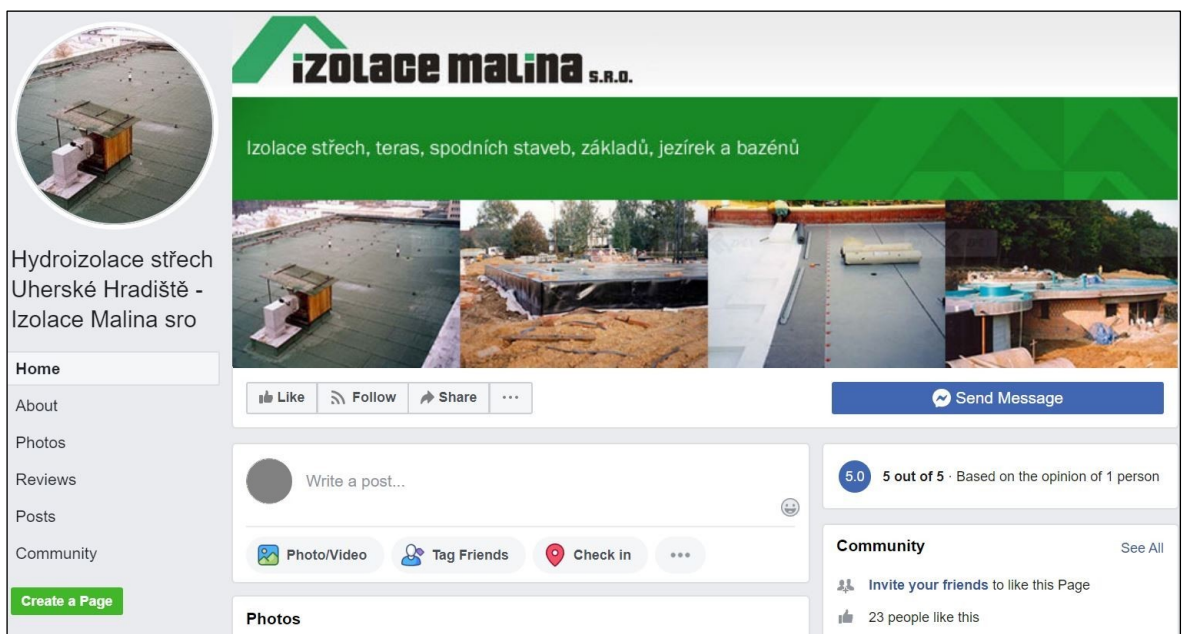


Figure 23 – Facebook page of the company Izolace Malina s.r.o. (©2020)

Izolplast - Zlín, spol. s r. o.

The company Izolplast - Zlín, spol. s r.o., which was founded in 1991, also has a relatively broad portfolio of services. Among them belong hydro insulations, green roofs, thermal foam insulations, and selling of PVC waterproofing membranes of brands Sikaplan and Fatrafol. The majority of constructions have been realized in the Zlín Region (Izolplast, ©2007).

The web site looks outdated, mainly due to the use of fade colours and unattractive logo of the company. The web site is neither responsive, nor updated and all the contents are original. Nevertheless, the structure is well organized into five average sections, providing all necessary information. The *Contact* section, however, is not displayed properly as it is hidden below the *Introduction*, being merged into the white background of the web site. The company achieved the best score among the monitored competitors regarding the page load time since 100 points were reached both in the case of the desktop and mobile devices. It might be caused by low graphic level and small images of below-average quality.



Figure 24 – Web site of the company Izolplast – Zlín spol. s r.o. (©2020)

The overall web site presentation of the company is poor, so is the social media presence. The company has no profile on Facebook or any other social platform. Nonetheless, its Internet searchability is much better. The link to the company's web site is displayed on the first SERP on Google. Its meta description is average, however, a part of the first sentence is missing. The information value and a number of keywords are rather satisfactory.

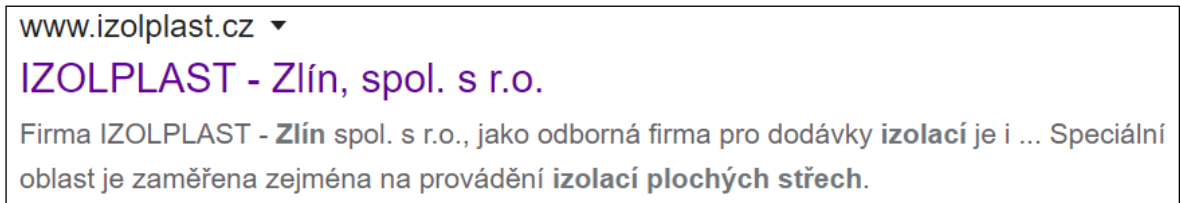


Figure 25 – Meta description of the company Izolplast – Zlín spol. s r.o. (Google, ©2020)

The company is also registered in e-catalogues such as *živéfirmy.cz*, *ekatalog.cz* as well as *izolace.cz* or *abc.cz*. Surprisingly, the company is not present on the platform *firmy.cz*, which is probably the most commonly used and known e-catalogue in the Czech Republic.

Pragconstruct s. r. o.

The company Pragconstruct s.r.o. is located in Březůvky, Zlín Region, with a subsidiary in Prague and is specialized solely in insulation services of roofs, basements, balconies and terraces, green roofs, and plasterboards installations. Insulations are realized, using both PVC membranes or bitumen felts (Pragconstruct, ©2013). E-shop is not available by the company Pragconstruct s.r.o. either.

The design of the company's web site is austere and plain, nevertheless, the structure is relatively well arranged. Interestingly, some fragments (names of sections in particular) are written in English. The content quality and quantity is rather low. Besides, no new content is published on a regular basis. On the other hand, a suitable number of contracts' realistic photo references are available on the web site. The page load rapidity is considered medium as points of 76 (for the desktop) and 66 (for mobile devices) are achieved. A significant drawback of the web site might be also spotted in the non-responsive design.

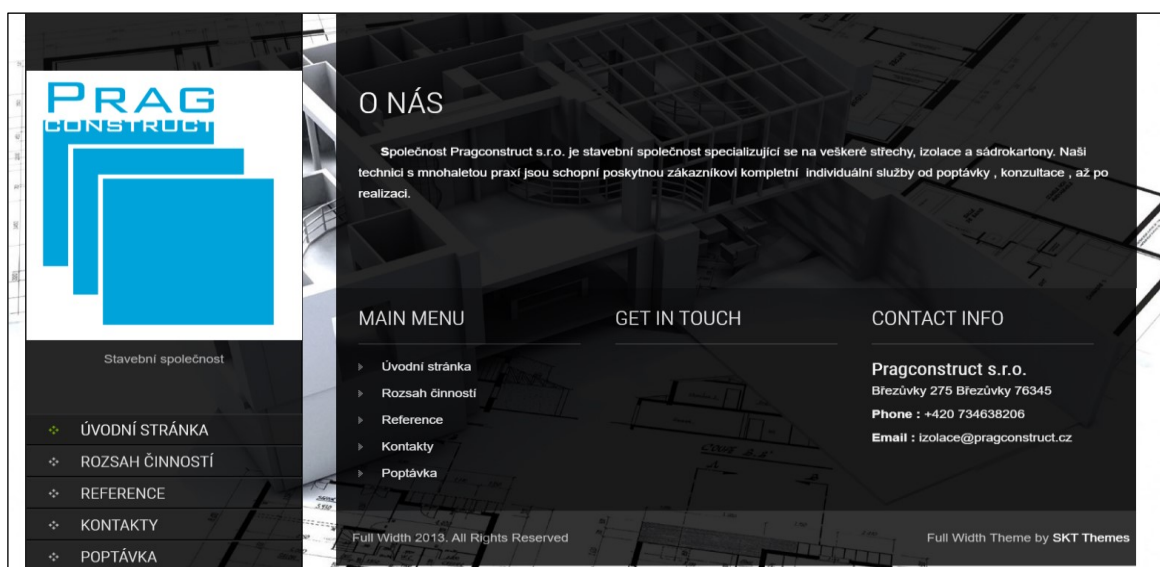


Figure 26 – Web site of the company Pragconstruct s.r.o. (©2020)

The company is not presented on the Internet much. For instance, no accounts on social media are established. Furthermore, the company is not even registered in the e-catalogue *firmy.cz* or any other common e-catalogues. That might be also one of the reasons why the searchability of the company is at a low level. The necessary information can be thus ascertained from public registers and databases such as *justice.cz*. The meta description of the web site's link is rather average, also missing a part of a sentence. Nevertheless, the fundamental information is communicated.



Figure 27 – Meta description of the company Pragconstruct s.r.o. (Google, ©2020)

As discovered, none of the competitors has an e-shop. Hence, the e-shop implementation might represent another significant competitive advantage for the company Izolinvest, s.r.o.

Competition in the Field of Insulation Products

As far as trade with waterproofing membranes is concerned, producers and building supply stores might be considered indirect competitors of the company Izolinvest, s.r.o. Even though the company's primary focus is not brought on the selling of insulation products, for the future e-shop establishment it is advisable to monitor a potential competition also from this perspective. Competitors from the field of trade can be located anywhere. Hence, to the most significant competitors belong the following companies in particular:

Coleman S.I., a. s.

The company Coleman S.I., a.s. was established in 1996 in Vsetín and belongs to the most significant sellers of facade and insulation systems in the Czech Republic. A wide range of waterproofing membranes is thus offered. Branches can be found in several Czech towns like Brno, Ostrava, or Olomouc. Waterproofing membranes such as Monarplan, Thermofol, Izofol, and Merx as well as many other construction products are distributed and sold by the company through its e-shop *www.e.coleman.cz* (Coleman SI, ©2020).

Coleman SI, a.s. has a web site where many types of information might be found. Furthermore, the company excels in text publications. Thus, not only a wide range of articles, news, and catalogues but also e-books that are free of charge are available for downloading

on the web site. The texts are of good quality with a sufficient publishing frequency. As for the web site's structure, the homepage is clearly arranged. However, the content or sections arrangement on some pages is relatively disorganized. A chat bar is available on the web site which might be considered a great advantage. Nevertheless, the status displayed is still *offline* whenever the web site is visited. The web site's load time is 75 points (for desktops) and 45 (for mobile devices). The load time of the e-shop is even worse, that is 74 points (for desktops) and only 27 (for mobile devices). Another drawback is represented by the design responsivity. The web site itself has no responsive design, on the other hand, at least the e-shop is responsive, providing a sufficient arrangement of the contents. Regarding the images, the majority of them displayed on the web site is of slightly above-average quality, nonetheless, some products on the e-shop are equipped with no image at all.

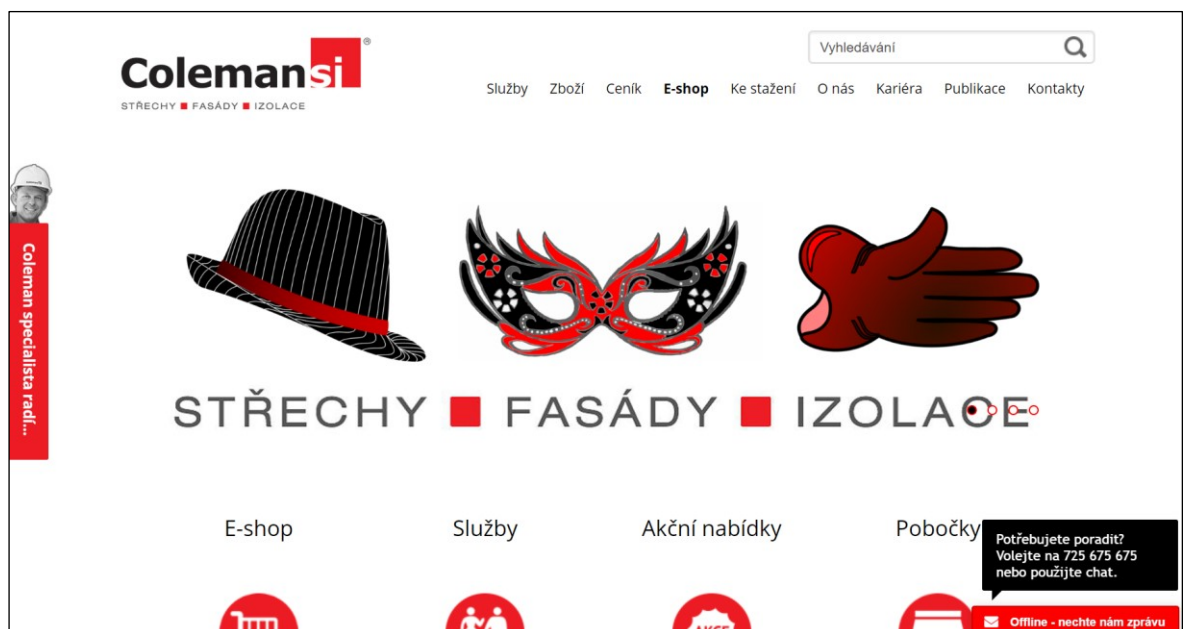


Figure 28 – Web site of the company Coleman S.I., a.s. (©2020)

The e-shop is designed in the same manner, following the united corporate identity design. Hence, the company's logo and colours are used also on the e-shop. The products can be sorted based on the name, code, or price. Moreover, they might be also filtered on the grounds of special offers, tips, or novelties. The shopping process consists of four steps. Firstly, the shopping cart content is summarized. Secondly, the customer's address is required. Within this step, a registration option is proffered to the unregistered customer. Thirdly, a means of delivery should be selected. Three basic types of delivery are propounded. The order might be picked up by the customer in the company's or partner subsidiary, it may be delivered by the company's own drivers, or the delivery might

be mediated by a courier. Within the third step, also a payment method is selected. Finally, the entire order is summarized and sent.

The screenshot shows the e-shop interface for Coleman S.I. The main navigation bar includes 'NÁŠ SORTIMENT', 'KONFIGURÁTOR STŘECH', 'RADY A TIPY', 'SLUŽBY', 'O NÁKUPU', and 'KONTAKT'. The breadcrumb trail is 'Domů > Sortiment > HYDROIZOLACE > PVC fólie > MERX > MERX PVC folie'. The left sidebar contains filters for 'FILTRY' (Novinka, Tip, Výprodej - poslední kusy) and 'ZNAČKY A VÝROBCI' (Všechny značky, MERX). The main content area displays three product cards for MERX PVC foil:

Product Name	Current Price (Kč)	Original Price (Kč)	Discount
MERX - MERX PVC folie MERX MK 15 š.1,6 d.20m	160,08	228,69	-30%
MERX - MERX PVC folie MERX MK 18 š.1,6 d.15m	192,27	274,67	-30%
MERX - MERX PVC folie MERX MK 20 š.1,6 d.15m	182,95	304,92	-40%

Figure 29 – E-shop of the company Coleman S.I., a.s. (©2020)

The searchability on the Internet is propitious due to a working SEO since many keywords might be found on the company's web site and e-shop. The link to the web site is provided on the first SERP when keywords such as *Střešní fólie* or *Hydroizolační fólie* are searched. The meta description is not complete, however, the crucial information is at least indicated.

The screenshot shows the meta description for Coleman S.I. on Google search results:

www.coleman.cz ▾
Coleman S.I. - střechy, fasády, izolace
 Přední prodejce střešních krytin a materiálů na střechy, fasády a izolace. (střešní krytiny, střešní okna, hydroizolace, tepelné izolace, okapy, klempířina a mnoho ...

Figure 30 – Meta description of the company Coleman S.I., a.s. (Google, ©2020)

The company is presented also on Facebook. The account was founded in 2015 and tens of posts have been published since then. The content of particular posts is oriented to news, publications, trade fair photos, et cetera. Besides, some sports events are shared on the page as well. Unfortunately, the total number of all *Likes* amounts to only 88. The vast majority of posts is not liked by any follower even though the page is followed by 126 people.

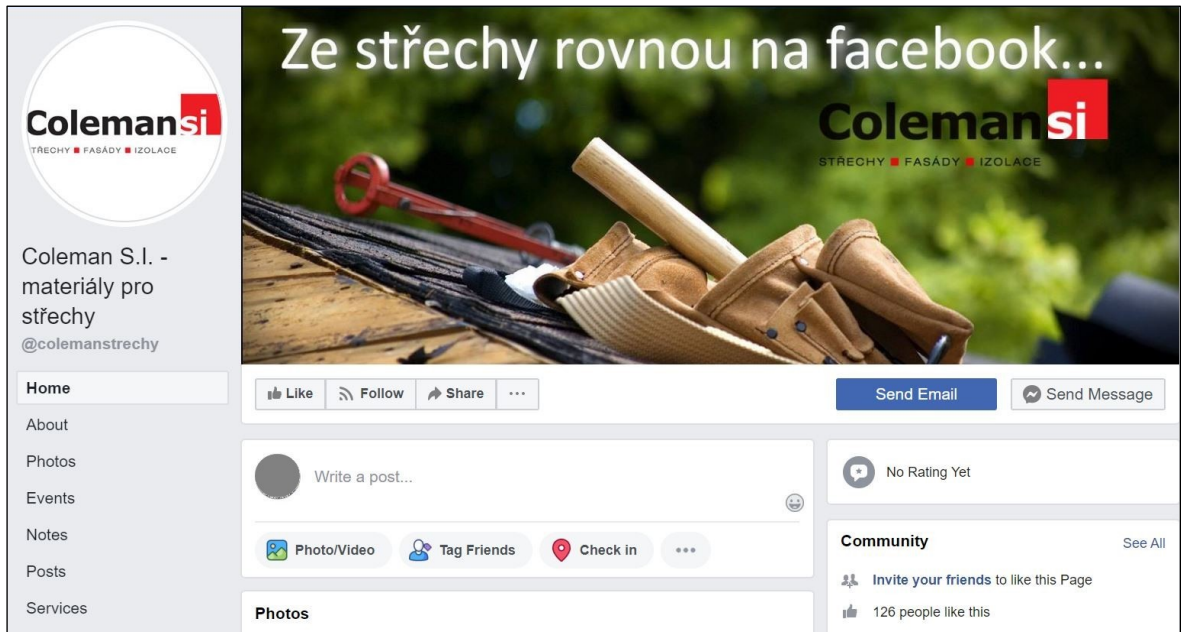


Figure 31 – Facebook page of the company Coleman S.I., a.s. (Facebook, ©2020)

DEK, a. s.

DEK, a.s. is one of the most prominent building supply stores in the Czech Republic that came into existence in 1993. The entire Czech market is strategically covered with its network of 83 stores throughout the country. The portfolio of products is diverse, providing a broad range of construction materials as well as insulation membranes and accessories from various producers. As for waterproofing membranes, those of brands like DEKplan, Sikaplan, or Alkorplan are provided on the e-shop www.dek.cz (DEK, ©2020).

The web site may be evaluated as attractive and simply-structured. Also the graphics and logo are austere. Furthermore, sections, categories as well as subcategories are clearly organized. The design is fully responsive, and all pages work properly. DEK, a.s. is another company providing e-handbooks, catalogues and other publications on the web site that are free for download. Plenty of quality photos are associated with products, resulting in a slow page loading. Thus, the page load time reaches 79 points for desktops and only 37 points for mobile devices. Both sides of the main content column are endowed with clickable banners. Products in particular categories can be sorted only by price or recommendations. The shopping process is comprising of four steps that are similar to those of the company Coleman S.I., a.s.. Within the first step, the overview information on the products added to the cart is provided. Then, delivery and payment methods are selected, being followed by the consignee address form. Delivery is possible solely

by the company itself or based on a personal pickup. Lastly, the order summary is subsequently provided for checking.

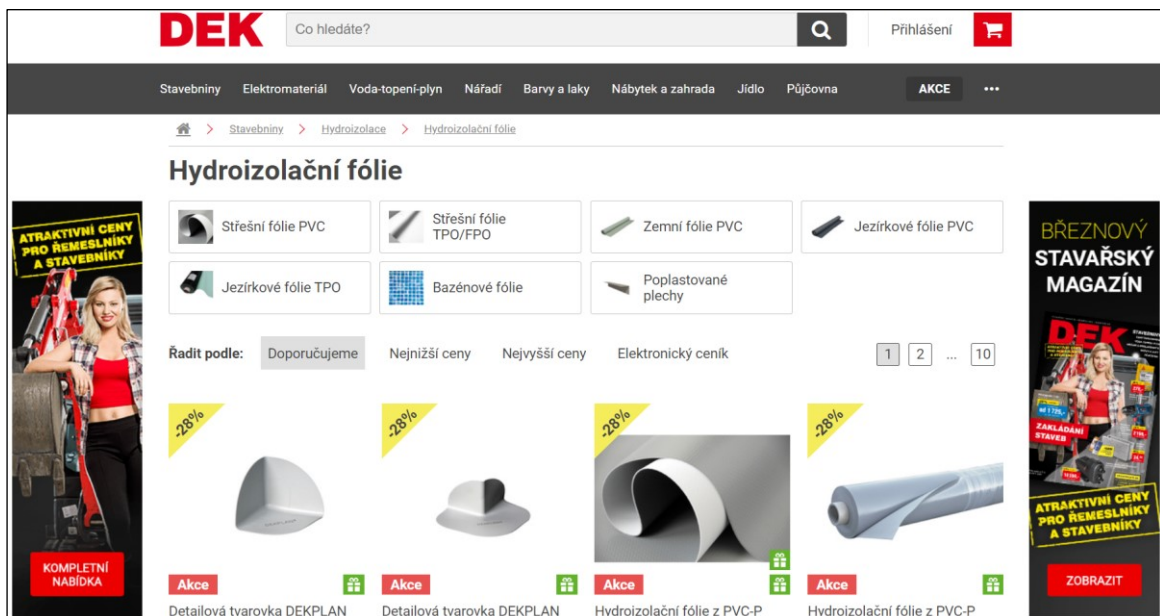


Figure 32 – E-shop of the company DEK, a.s. (©2020)

Similarly to the company Coleman S.I., a.s., also DEK, a.s. is very well searchable on the Internet. It is positioned in the first places of SERP when various crucial keywords regarding waterproofing membranes are searched. The meta description is fully covered in one apposite sentence.

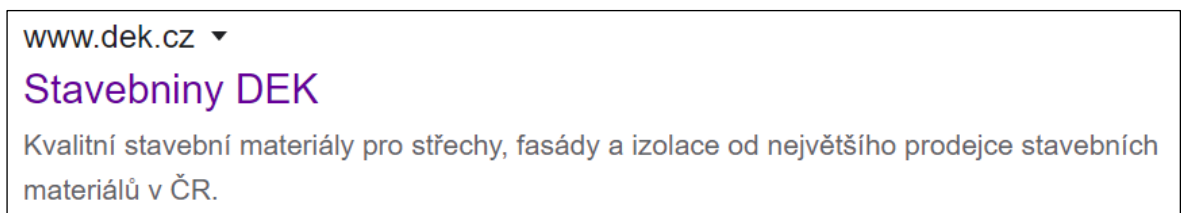


Figure 33 – Meta description of the company DEK, a.s. (Google, ©2020)

DEK, a.s. is another user of social media. Its profiles might be found not only on Facebook but also on Instagram platforms. The company is chiefly popular with Facebook users since the account is followed by more than 7,200 people. Moreover, it is liked merely by 6,000 of them. The company's activity on Facebook is very vivid since several posts are published each week, reflecting new offers, imperative information, videos, interesting interviews with employees, et cetera. Due to the frequency of posts publishing, their total number is difficult to assess. The number of likes ranges from 13 to 295, depending on the post topic and attractiveness. Besides, discussions are held below the majority of posts.

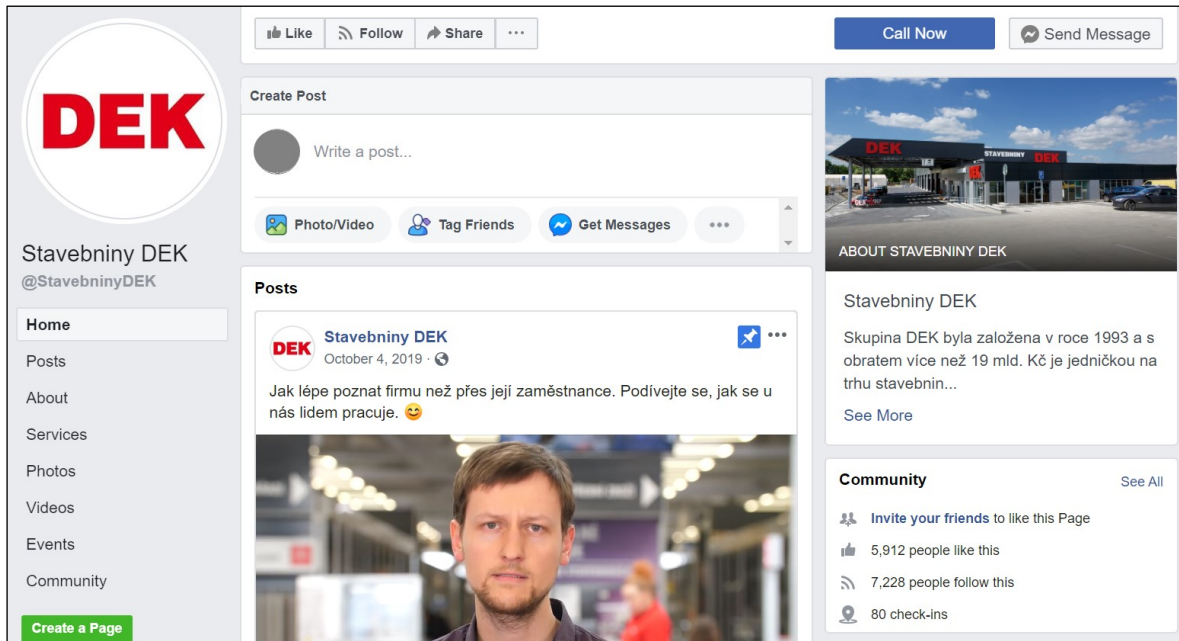


Figure 34 – Facebook page of the company DEK, a.s. (Facebook, ©2020)

As for Instagram, the company is also very active on this medium. The account was established in April 2018, and since then, more than 100 posts have been published so far. Moreover, almost 2,000 followers were reached. As of March 17, 2020, the overall number of likes on Instagram equals 4,486. Thus, individual posts are liked by 42 people on average.

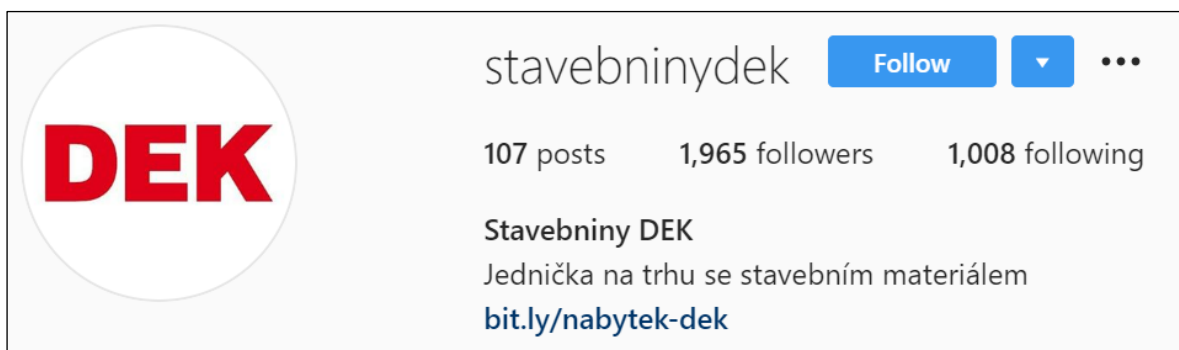


Figure 35 – Instagram account of the company DEK, a.s. (Instagram, ©2020)

Fatra, a. s.

Fatra, a.s. is the Czech greatest and world-renowned producer and seller of insulation membranes as well as plastic products in general. The company was founded as far back as in 1935 in Napajedla and 2000, it became a part of the Agrofert Holding, a.s. With its 1,300 employees, the company achieved revenues of 3.99 billion CZK in 2018. Besides, certificates such as ČSN EN ISO 9001 and ČSN EN ISO 14001 are in possession of the company. Its production is exported to more than 50 countries of the world (Fatra, ©2020).

The company's web site *www.fatra.cz* is segmented into eleven groups, each focusing on a different type of manufactured product. Waterproofing membranes can be found in the section *Fatrafol* which represents a designation of membranes produced by Fatra, a.s. The web site meets the requirement of current customers since the design is fully responsive and relatively well organized. The company is active in the field of publication activities. Among publications belonging to the company's portfolio are product and reference catalogues as well as instructional videos. The majority of articles and publications are of high quality both from the language and visual perspective. Moreover, the content on the web site is published on a relatively frequent basis. The web site *www.fatrafol.cz* follows the overall design of the default page *Fatra.cz*, using a variation of blue and grey colours. The rapidity of page load time is 87 points for desktops and 48 points for mobile devices. Even though the company is a great producer, no e-shop for waterproofing membranes is established. Only e-shop with plastic toys and other products is available on *www.efatra.cz*. Hence, customers must contact the company with a demand via an electronic form displayed on the web site or directly via an e-mail or phone call.

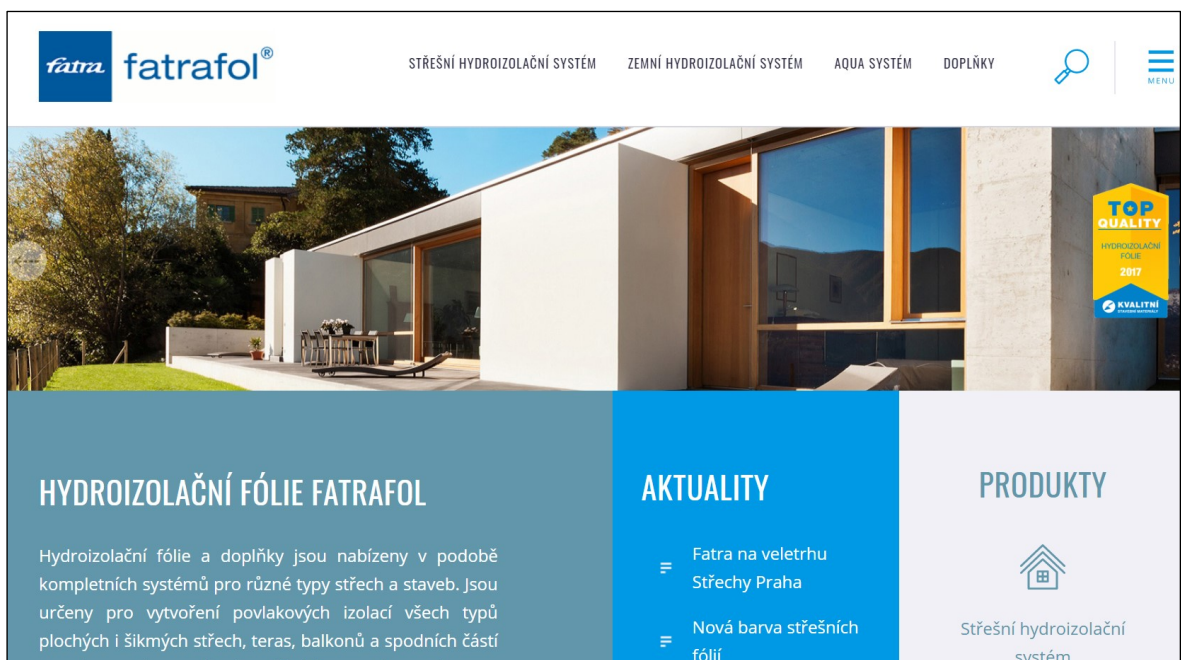


Figure 36 – Web site of the company Fatra, a.s. (©2020)

Being one of the greatest producers of plastics and insulation materials in the Czech Republic, the company has a significant advantage as it is well known among Czech inhabitants. Due to the company's brand awareness as well as its sophisticated SEO, the link to the company is displayed on the first SERP. The Google meta description is complete, consisting of a comprehensive sentence delineating the membranes product portfolio.

www.fatrafol.cz ▾

Střešní, zemní a vodní izolace | Hydroizolace Fatrafol

PVC fólie pro izolace plochých a šikmých střech, balkonů a teras, základů staveb, izolace proti radonu a úniku chemických látek. Izolaci vodních ploch.

Figure 37 – Meta description of the company Fatra, a.s. (Google, ©2020)

Fatra, a.s., as a world giant in its field, is represented on social media as well, being active both on Facebook, Instagram, and Youtube. Regarding Facebook, the company is liked by more than 8,000 Facebook users. New posts are published on a relatively frequent basis. In the majority of cases nowadays, the posts are associated with the Czech TV show project *Jak se staví sen* in which the company participates. Many other posts, on the other hand, are related to current information or sports events such as runs or bicycle challenges.

The image shows a screenshot of the Facebook page for Fatra, a.s. The page layout includes a profile picture with the 'fatra' logo, the name 'Fatra - Plasty pro život' and handle '@fatracr'. A navigation menu on the left lists options like Home, Shop, Reviews, Posts, Photos, Videos, Events, Community, and YouTube. The main content area features a video player with a woman in a kitchen, a 'Create Post' section with a 'Write a post...' prompt and options for 'Photo/Video', 'Tag Friends', and 'Get Messages', and a 'Shop' section. On the right, there are engagement metrics: '4.2 out of 5 - Based on the opinion of 10 people', 'Very responsive to messages', and '8,037 people like this'.

Figure 38 – Facebook page of the company Fatra, a.s. (Facebook, ©2020)

With 2,251 followers, the company is also relatively popular on Instagram. Since the account establishment in August 2017, almost 130 posts have been shared as of March 17, 2020. The posts are mostly identical to those shared on Facebook. Up to 4,496 likes have been ascertained in total, resulting in the average number of likes 35 per post. Interestingly, such a result is worse than in the case of the competing company DEK, a.s.



Figure 39 – Instagram account of the company Fatra, a.s. (Instagram, ©2020)

The company also has a Youtube channel with more than 1,470 subscribers. The channel was established at the beginning of 2012, and 69 videos have been published since then. Videos contain processes, events, and last but not least, video manuals and references.

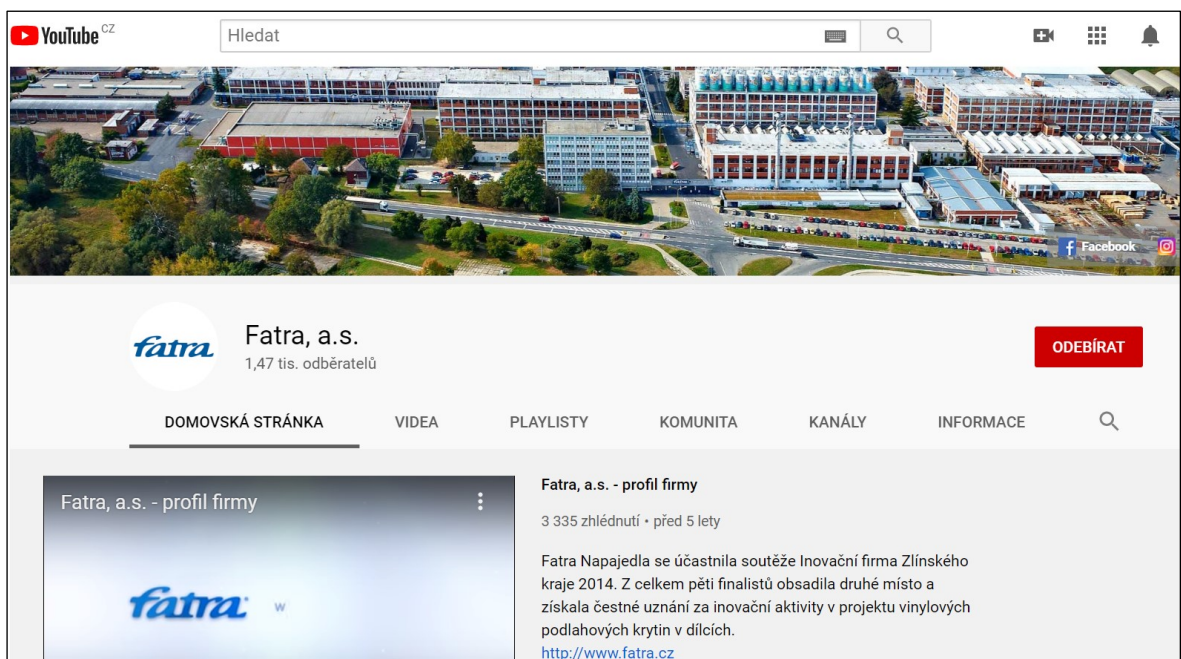


Figure 40 – Youtube channel of the company Fatra, a.s. (Youtube, ©2020)

Lithoplast, s. r. o.

Lithoplast, s.r.o. is another Czech producer as well as a distributor of insulation membranes and accessories. The produced PVC membranes are known as Penefol and Lithoplast. Moreover, blown plastic products are also in the company's product portfolio. The company is a bearer of certificates EN ISO 9001 and was founded in 1996. It is seated in Brno, however, also subsidiaries in several Czech towns might be found too (Lithoplast, ©2020).

The web site's design, combining the colours of dark blue with a few yellow elements, may give the impression of dreariness. Nonetheless, its structure is relatively well organized and clear. Furthermore, the design is adequately responsive to mobile devices.

As for the page load speed both of the web site and e-shop, it achieves 95 points for desktops but only 61 for mobile devices. The web site also includes an advisory section where articles on various topics related to insulations are published. On the other hand, the publishing of new articles is not very frequent since the last article was added in 2018. Besides, product catalogues are also available for free on the web site. Quality and high-resolution images are used both on the web site and the company's related e-shop.



Figure 41 – Web site of the company Lithoplast, s.r.o. (©2020)

The e-shop can be found on the domain address *www.svetplastu.cz*. Its completely different name might, however, represent an issue since customers may not associate it with a brand of the company Lithoplast, s.r.o. immediately. The e-shop categories arrangement is sufficient, nevertheless, the graphical aspect is not much attractive either. Products in particular categories can be sorted solely on the grounds of price and alphabetic order. Unfortunately, some of them are not supplemented with illustrative or realistic photos. The shopping process can be executed in three steps. Firstly, the overview of products in the cart is displayed. Subsequently, delivery and payment methods are selected, and eventually, customer's personal data are required. Delivery is realized in only two means. One of them is either a personal pickup in subsidiaries in Brno or Žďár nad Sázavou, or a courier delivery by the Geis company.

KATEGORIE PRODUKTŮ >
Hydroizolační fólie

Hydroizolační fólie

FILTROVAT

NEJLEVNĚJŠÍ / NEJDRAŽŠÍ / ABECDNĚ

VÝROBCE

- FATRA, a. s. (1)
- LITHOPLAST, s. r. o. (6)

DOSTUPNOSTI

- Obvykle skladem (6)
- U dodavatele (1)
- Na objednávku (1)

CENY

45,00 Kč bez DPH 320,00 Kč bez DPH

HODNOCENÍ

(7) (0) (0) (0) (0) (0)

PENEFOL® 500 (LDPE)
od 55,10 Kč od 45,50 Kč bez DPH

PENEFOL® 650 (LDPE)
od 57,60 Kč od 47,60 Kč bez DPH

PENEFOL® 750 (LDPE)
od 61,70 Kč od 51,00 Kč bez DPH

Figure 42 – E-shop of the company Lithoplast, s.r.o. (©2020)

The company is relatively easily searchable on the Internet as well. Similarly to the other formerly analyzed competitors, it is displayed on the first SERP. The complete representative text is covered within the meta description.

www.lithoplast.cz ▾

LITHOPLAST - izolace, nopové fólie, PE desky, výseky, plasty ...

Český výrobce hydroizolačních a nopových fólií PENEFOL® a LITHOPLAST®, PE podložek, těsnění, výztuh a vyfukovaných plastů.

Figure 43 – Meta description of the company Lithoplast, s.r.o. (Google, ©2020)

Social media are not used much by the company. The only account is on Facebook, which was founded at the end of 2017. Among the published posts belong videos providing information about the manufactured waterproofing membranes and a few photo references of realized contracts. The account is not spread among Facebook users since only 13 people follow the page. Furthermore, only 17 likes in total have been gained for the five posts that have been already published.

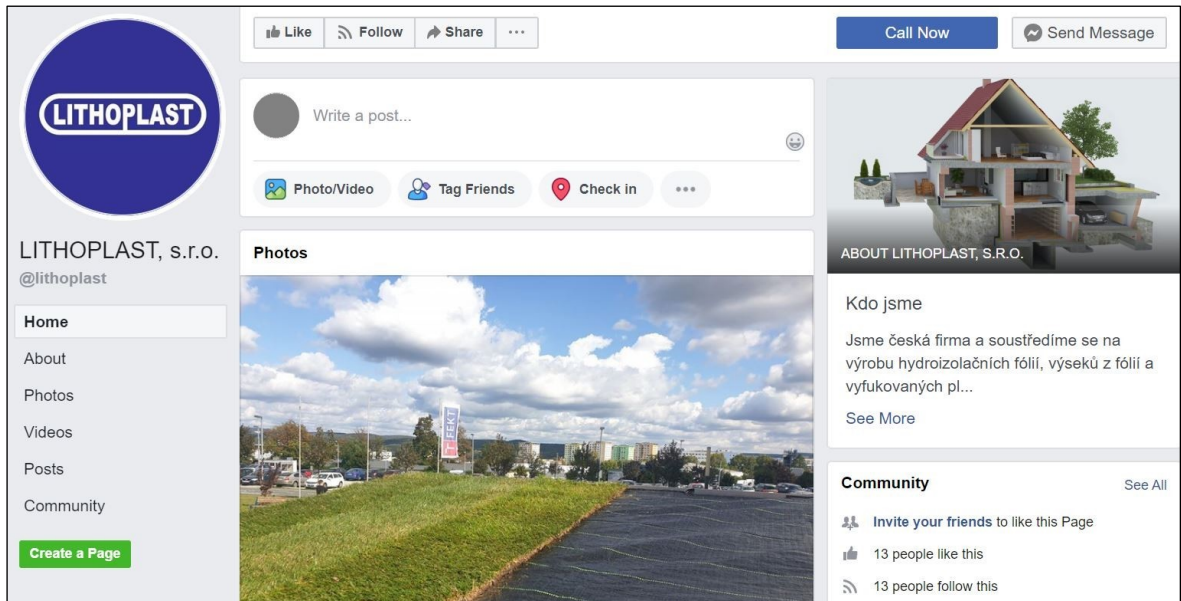


Figure 44 – Facebook page of the company Lithoplast, s.r.o. (Facebook, ©2020)

The competition analysis of the company Izolinvest, s.r.o. revealed that none of the construction companies is specialized solely into one service. In order to stay competitive, companies need to be focused on more related activities. However, none of the companies provide such an extensive range of services like the company Izolinvest, s.r.o. It can be perceived as a competitive advantage over others. Thus, the statement of the company's executive director is affirmed. Interestingly, all of the analyzed competitors are also distributors or sellers of waterproofing materials.

The mentioned competitors, represented by building supply stores and producers of insulation materials, and their e-shops can provide valuable inspiration for the company Izolinvest, s.r.o. during the e-shop establishment.

7.3.2 Bargaining Power of Suppliers

The company Izolinvest, s.r.o. is not focused on manufacturing, so it is contingent on the supplies of its supplier. The most significant supplier of waterproofing membranes and insulation accessories is the already-mentioned partner Technicol Corporation.

Technicol Corporation

Being established in 1992, Technicol is a European giant producer of insulation materials and accessories that is based in Ryazan, Russia. Nowadays, with the exportation to more than 95 countries of the world, the corporation is rated among the five largest European manufacturers of waterproofing materials. All types of PVC membranes, such as roof-

ground-, pool-, or radon, are produced. More than 6,500 people in 38 plants within 14 divisions are employed by the corporation, and its annual turnover amounts to 1.2 billion EUR. Interestingly, the corporation supplied constructions like the Olympic stadium in Sochi, sports facilities of Football World Championship 2018, et cetera (Technicol, ©2020).

Due to the ten-year partnership, mutual trust, respect as well as tight correlations between the companies have been developed. Besides, good relations are reflected by quantity discounts, lucrative prices, and PVC membrane role samples. The partnership is based on an agreement, so it follows that both parties must abide by specific rules. In case of their violation, sanctions or even termination of partnership could be imposed by the Technicol Corporation. Nevertheless, such a scenario is undesirable by none of the parties. Not only the company Izolinvest, s.r.o. would lose an insulation materials supplier, but also the Technicol Corporation would suffer a loss since the company Izolinvest, s.r.o. mediates the exportation of PVC granulate to Russia.

Besides, minority suppliers such as Orlibit, s.r.o., supplying bitumen felts branded as *Velbit*, or Ergis S.A., supplying the *Izofol* waterproofing membranes should be mentioned. The amount of supplies provided by these parties is, however, nearly negligible.

Among other suppliers might be also counted, for instance, the lessor of the building where the company and its warehouse are located or the energy supplier. However, the bargaining power is not as strong as in the case of the supplier of materials.

7.3.3 Bargaining Power of Buyers

Buyers are represented by the company's customers. Owing to the extensive portfolio of executed activities, also a broad range of customers exists. They can be divided into three groups – private subjects (individual customers, or households), public subjects (municipalities) as well as other enterprises.

Since the construction sector is a highly competitive environment, buyer power is also strong and of great importance. That is why the company endeavours to be forthcoming and satisfy as many demands of customers as possible.

As for individual customers, insulation jobs and material supplies to family houses are realized in most cases. Contracts of municipalities are represented, for instance, by insulations of schools, community centres, and other buildings owned by public subjects.

In this case, these contracts are a subject to the Act on public procurements that needs to be followed. On the other hand, among the several most significant B2B customers are:

3V&H, s. r. o.

3V&H, s.r.o. is a construction and trade company from Uherský Brod that was founded in 1992. Services like constructions and reconstructions of houses and industrial objects, as well as procuring of sub supplies are proffered. Furthermore, the company possesses two building supply stores, in Uherský Brod and Brno-Modřice. More than 115 people are employed by the company (3V&H, ©2015).

HT Steel, a. s.

HT Steel, a.s. is a member of HT Group, having two sister companies – HT Floor and HT Road. The seat of the company is located in Brno. HT Steel, a.s. is concerned with the building of kit halls, steel constructions, and sheating of buildings. The company is a bearer of several ISO certificates (namely, ISO 15608, ČSN EN ISO 9001:2001, and ČSN EN ISO 3834-2). Besides, the company was awarded a prize for the *Top Construction of the Vysočina Region* in 2015 (HT Steel, ©2019).

Pozemní stavitelství Zlín, a. s.

The company Pozemní stavitelství Zlín, a.s. is a continuing company of the state enterprise. Its origin is rooted in 1949, however, its today's form came into existence in 1992. Thanks to its long tradition and substantial references, the company is annually included in the *Top 100 Czech Construction Companies* ranking. The company is focused on the complete constructions of technical, residential as well as industrial buildings. Management and quality certificates such as ČSN EN ISO 9001, ČSN EN ISO 14001, or ČSN OHSAS 18001 are possessed by the company (Pozemní stavitelství Zlín, ©2019).

The bargaining power of customers is also strong within the online environment. Nowadays, comparison shopping engines, also known as price comparison websites, are employed chiefly by B2C customers on a large scale. The particular product that is searched by a customer is usually provided by various retailers and displayed on the result page. Based on the results, customers can make a decision about the purchase due to the product price, delivery price and method, as well as other aspects that are preferred individually. Among the most popular engines in the Czech Republic belong, for instance, *zbozi.cz*, *heureka.cz*, or *Google Shopping*. Furthermore, references and opinions on companies expressed by the existing customers on the Internet have a significant impact also on potential

customers. For construction services, Internet references represent one of the most imperative criteria of the contractor choice.

7.3.4 Threat of New Entrants

Both potential entrants in the form of small and medium-sized enterprises and self-employed people and craftsmen should be taken into consideration. Nowadays, the economic situation in the Czech Republic is favourable, as indicated earlier. After several years of moderate decline, the construction industry commenced flourishing. Thus, the industry is profitable and also attractive. Nevertheless, many companies in the industry exist. Trade is also relatively attractive these days.

Every new competitor brings a certain level of potential risk for the already existing companies. On the other hand, the company Izolinvest, s.r.o. can take advantage of its loyal customers, ascertained contacts, and long tradition on the market. The length of existence on the market is often an imperative aspect for the choice of the service provider as companies become reliable, verified, and experienced in the course of time. Therefore, the entrance of a new competitor in the Zlín Region might not pose a considerable threat to the company Izolinvest, s.r.o.

Barriers for the entry are not high. Except for particular business permissions, record to particular business register and necessity of initial registered capital and a seat, no specific requirements need to be met. In the case of a construction company, facilities and specialized initial training of unskilled workers ought to be procured. In addition, trade companies need to acquire a reliable supplier an appropriate warehouse for the traded goods.

7.3.5 Threat of New Substitutes

Waterproofing membranes pose the most common technology regarding roof insulations. However, their substitutes might be represented, for instance, by bitumen felts. As for basement insulation, no substitute technology has been developed so far. Thus only insulation membranes are used for this type of insulation. On the other hand, waterproofing membranes are manufactured not only by many abroad but also by domestic producers. Membranes with the same or similar parameters and characteristics from various producers are considered direct substitutes to the materials distributed by the company Izolinvest, s.r.o. from the Russian partner Technonicol. It means that customers have many options to choose from, therefore, it is imperative to promote the products properly.

The development of a new insulation technology or material could mean a considerable threat to the company Izolinvest, s.r.o. as it should adapt, re-train workers, and find a new supplier. Such a time-demanding process would also be related to substantial financial expenses.

7.4 SPACE Analysis

SPACE analysis endeavours to proffer an appropriate business strategy for the company. Four fundamental factors are considered, namely: Competitive advantage (CA), Industry Strength (IS), Financial strength (FS), and Environment stability (ES). Each factor contains several subfactors that are subsequently evaluated. Furthermore, each subfactor of Financial strength and Industry attractiveness criteria is assigned a value from 0 to 6 (where 0 is the worst and 6 is the best), whereas, subfactors of Competitive advantage and Environmental stability criteria are valued -6 to 0 (where -6 is the worst and 0 is the best). Afterwards, weighted averages of individual subfactors are calculated, and the result scores are plotted in a diagram.

Table 2 – SPACE analysis of the company

INTERNAL STRATEGIC POSITION		EXTERNAL STRATEGIC POSITION	
Competitive Advantage (CA)		Industry Strength (IS)	
Subfactor	Score	Subfactor	Score
Customer loyalty	-1	Construction production	5
Product quality	-3	Ease to entry	2
Market share	-1	Growth potential	4
Company's image	-2	Technological know-how	3
Average Score CA	-1.75	Average Score IS	3.50
Financial Strength (FS)		Environmental Stability (ES)	
Subfactor	Score	Subfactor	Score
Financial leverage	3	Inflation rate	-3
Liquidity	5	Barriers to entry	-2
Working capital	4	Competitive pressure	-4
Turnover	3	Price elasticity of demand	-3
Average Score FS	3.75	Average Score ES	-3.00

The plotted values are then connected. The longest connecting line in the diagram reflects the position of the company and simultaneously its strategy is suggested. The company's position might be ascertained also through a graphical indication of a vectorial direction.

The vector is calculated, using the following formulae:

$$\mathbf{x\text{-axis:}} \quad \varnothing CA + \varnothing IS = -1.75 + 3.50 = 1.75$$

$$\mathbf{y\text{-axis:}} \quad \varnothing FS + \varnothing ES = 3.75 + 3.00 = 0.75$$

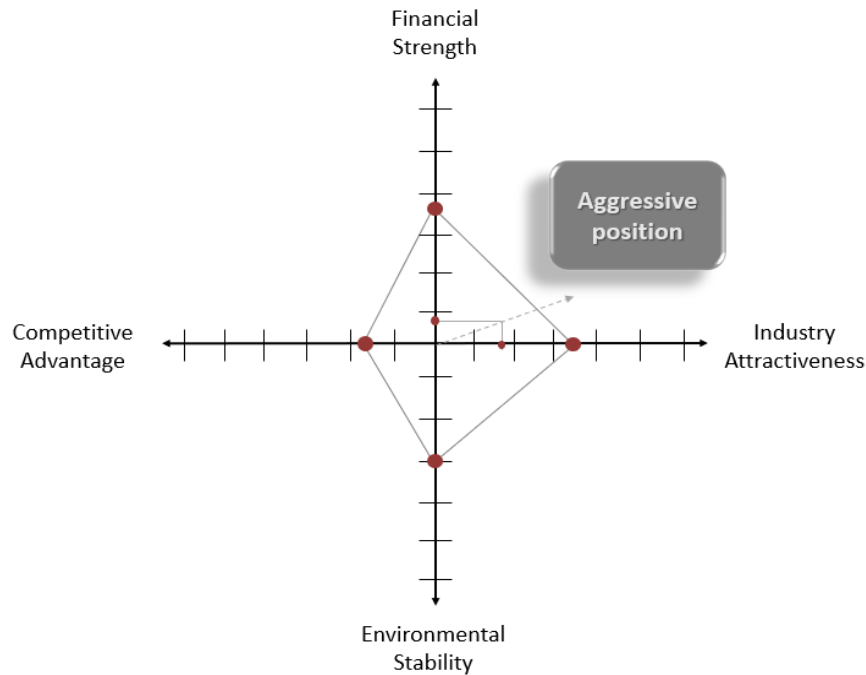


Figure 45 – SPACE matrix of the company

SPACE analysis of the company Izolinvest, s.r.o. revealed that the company is located in the second sector of the matrix, representing an aggressive position. Hence, some of the recommendations that should be realized by the company are, for instance, maintaining and further development of the already ascertained competitive advantages, vertical integration or diversification. Diversification might be represented also by the planned e-shop establishment.

7.5 SWOT Analysis

On the grounds of the preceding analyses, SWOT analysis evaluating the internal and external environment of the company Izolinvest, s.r.o. can be conducted. Thus, the company's strengths and weaknesses, reflecting the internal environment, as well as opportunities and threats, reflecting the external environment, will be revealed.

Furthermore, aspects regarding both offline and online environments associated with the future e-shop implementation are taken into consideration.

7.5.1 Strengths

S1: Stability

Being established in 2007, the company Izolinvest, s.r.o. has a long tradition on the Czech market. During the 13 years, the company ascertained valuable contacts and became a reliable contractor. Stability might be an important factor for some potential customers.

S2: Exclusive distributor

The company has a competitive advantage over other Czech companies especially in the exclusive right to distribute insulation products from the Russian partner. Owing to their long cooperation, friendly relations have been developed between the two parties.

S3: Broad range of distributed materials and goods

The goods distributed by the company are diverse both in product lines and their depth. Ground-, roof-, and pool membranes with various characteristics and specifications (e.g. thicknesses) are thus imported. The portfolio is wide also because of the extensive range of provided services.

S4: Repeated customers

During its years of existence, the company ascertained a good reputation among current customers both from the B2B and B2C markets. Thus, several of them became loyal and the company Izolinvest, s.r.o. endeavours to keep them also in the future.

S5: Warehouse

A spacious warehouse is located in the same building as the company's seat. Thus, management has an overview of the number of goods in stock. Besides, transportation costs are saved as traveling between two distant objects is not necessary.

S6: Fast communication between administrative workers and warehouse

The company is ranked among small enterprises where around 20 employees are hired. Besides, the management and administrative workers and the warehouse are located in the same building. Hence, information are spread rapidly within the entire company.

S7: Attractive web site

The web site of the company represents another significant benefit. The design is modern, minimalistic, as well as responsive which is an imperative feature these days.

Information about the company's activities, products, references, contacts as well as vacancies are included and clearly displayed on the web site.

S8: *Searchability on the Internet*

Using various combinations of keywords stated in *Chapter 8.1.1*, links to the company's web site can be found on the first search engine result pages of organic search both on Google and Seznam in most cases. Thus, the chance of finding and contacting the company by potential customers is substantially increased.

S9: *E-catalogues registrations*

Another strength might be seen in the number of registrations to various Czech e-catalogues which represent one of the few types of the company's promotion.

7.5.2 Weaknesses

W1: *Poor promotion*

The company Izolinvest, s.r.o. focuses insufficient attention on promotion. It is realized solely through its web site, Facebook, e-catalogues, and occasional sponsorship. In fact, construction services probably do not need much promotion, on the other hand, at least the distributed products could be promoted which might increase the company's revenues. Definitely, appropriate promotion would be necessary in case of the e-shop implementation.

W2: *Absence of a marketing specialist or a sales representative*

Insufficient promotion is connected also to the fact that no marketer, sales representative or even social media or web site administrator is employed in the company, nor outsourced. Hence, these activities are performed only by one of the executive directors who is engaged with his managerial responsibilities. Thus, not much time is available for marketing.

W3: *Seat*

The company's seat is located in Tečovice, a village near Zlín, which is not as optimal as the centre of Zlín, for instance. The time of traveling from the centre of Zlín is around 15 minutes. However, in a rush hour, it can be much longer due to the everyday situation on tř. Tomáše Bati. Some customers might evaluate it negatively in case of a business appointment in the company's seat or a personal goods pickup in the warehouse.

W4: Information update

The company's web site and Facebook account are not updated on a regular basis. The last update of the web site was realized in August 2019, whereas, the last post on the Facebook account was published in July 2019.

W5: Contract references absence

Nowadays, decisions on purchase actions are often made on the grounds of references. However, references of executed constructions displayed on the web site of the company Izolinvest, s.r.o. contain only a few photos that were taken by the Russian partner Technonicol. Thus, the company possesses no copyright to use them. Furthermore, such references do not give the impression of credibility which can influence potential customers.

W6: Social media exploitation and insufficient online communication

An account on Facebook is founded by the company Izolinvest, s.r.o., nevertheless, it is used only on a sporadic basis. Regular contact and communication with customers as well as targeted promotion on this platform might also reach a new audience.

7.5.3 Opportunities**O1: Positive references of the company, services, and materials**

References, especially those shared on the Internet by customers and their word-of-mouth, may represent a significant role in the decision-making processes of other potential customers. Therefore, it is necessary to provide quality services and products as well as keep good interpersonal relations with the existing customers. Then, a chance of positive references increases.

O2: Withdrawal of competitors

Naturally, a decrease in the number of competitors would pose another opportunity. Nowadays, the market is almost saturated with construction companies and individual insulation services providers. Moreover, a broad range of waterproofing materials is sold on the market. Some customers of the withdrawn competitors could come to the company Izolinvest, s.r.o.

O3: Persisting propitious economic situation

Prospering economics is directly reflected, besides others, also in the construction industry. It is related to indicators such as low inflation, interest and unemployment rates, as well as advantageous CZK/EUR exchange rate which is imperative for foreign trade transactions.

O4: Increase in demand

When the economy is flourishing, the willingness to build and reconstruct houses and other buildings arises. Subsequently, it is connected with the increase in demand for insulation services as well as waterproofing membranes. An increase in demand might be caused also by the price reduction of estates, favourable mortgages, or moving of people from towns to the country.

O5: E-shop establishment

An e-shop and its appropriate promotion on the Internet could attract the attention of potential customers which might result in an increase in the company's sales and revenues.

O6: Continuing popularity of online shopping

As indicated in the theoretical part describing e-shops, the popularity of shopping through the Internet has been rising. It represents one of the most essential prerequisites for a successful e-shop implementation.

7.5.4 Threats**T1: Number of competitors**

The competition represents a threat to every company. Nowadays, the construction industry is almost saturated, so companies compete against each other. Owing to the propitious economic situation and the industry attractiveness, the number of potential competitors is presumptive to grow. The situation is also identical to the trade.

T2: Innovative insulation technology and materials

Invention and development of new insulation materials and technologies may cause a decrease in demand for the existing means of insulating. In such a case, the company Izolinvest, s.r.o. would have two options – either to adapt to the innovative technology (i.e. to re-school all manual workers and find suppliers of the innovative materials) or to withdraw the market.

T3: Foreign trade restrictions

Due to the trade with Russia, a third country, several laws, acts, and regulations need to be followed by the company. Besides, a substantial threat resides in toughening of terms of foreign trade and its severe restrictions which could endanger the existing cooperation between the companies.

T4: *Negative references of the company, services or materials*

As indicated in the *Opportunities* section, references are an imperative aspect influencing the decision-making process of potential customers. Furthermore, negative references and experiences spread more rapidly among people than the positive ones. That is one of the reasons why companies should endeavour to provide services and products of high quality.

T5: *Scepticism towards Russian goods*

Some customers, chiefly the older ones, might prefer products made in Western or Central Europe to those that are imported from Russia even if the quality level, as well as specifications of materials, are on the same or very similar level. It is caused by negative historical aspects. On the other hand, younger generations do not take such aspects into consideration and rather make decisions based on different criteria.

T6: *Unfavourable exchange rate*

Exchange rate monitoring is imperative for all companies operating on the international level and distributing large quantities of goods. As for the company Izolinvest, s.r.o., CZK/EUR rate is taken into consideration. If the value of the Czech Crown weakens dramatically against the Euro, the imported products might become significantly overpriced.

T7: *Unfavourable economic situation*

Such an issue is associated with economic instability, depression, or even crisis. Thus, it is necessary to monitor the current situation in the field of economics in order to be capable of making preparations and taking measures in advance. Additionally, such actions can prevent the company from possible financial difficulties or even bankruptcy.

T8: *Decrease in demand*

A decrease in demand for insulation services and waterproofing products, as well as a demand for construction services in general, might be connected, for instance, with increasing prices of estates or mortgages.

T9: *Hacker attack*

The online environment has been incurred a threat of hackers who might attack both web sites, social media profiles, bank accounts, or customers' personal information. In such cases, the company's credibility could be significantly decreased.

7.5.5 Mathematical Model of SWOT Analysis

SWOT analysis might be also conducted in a so-called mathematical plus/minus model where a mutual significance of strengths, weaknesses, opportunities and threats are assessed.

For this reason, the following signs are used in the mathematical matrix, representing:

- + (+1): positive correlation, ++ (+2): strong positive correlation,
 - (-1): negative correlation, -- (-2): strong negative correlation,
 0: neutral correlation.

Table 3 – Mathematical model of SWOT analysis

	O1	O2	O3	O4	O5	O6	T1	T2	T3	T4	T5	T6	T7	T8	T9	Σ
S1	+	++	+	0	+	0	0	--	0	-	0	0	0	--	0	0
S2	+	+	0	+	++	++	0	-	-	0	-	-	0	0	0	3
S3	++	++	+	+	++	0	0	-	-	0	-	-	-	0	0	3
S4	++	0	+	++	++	+	-	0	0	-	0	0	-	-	0	4
S5	+	0	++	++	++	0	0	-	-	0	0	0	-	-	0	3
S6	0	0	0	+	+	+	0	0	0	-	0	0	0	0	-	1
S7	+	+	0	0	++	+	0	0	0	-	0	0	0	0	--	2
S8	++	+	0	+	+	++	-	0	0	-	0	0	0	0	-	4
S9	+	+	0	0	+	+	0	0	0	-	0	-	0	0	--	0
W1	0	0	0	-	-	-	--	0	0	--	0	0	-	--	0	-10
W2	0	0	0	0	--	-	--	0	0	--	0	0	0	-	0	-8
W3	0	0	-	0	0	0	-	0	0	0	0	0	--	0	0	-4
W4	-	0	0	-	0	-	0	0	0	--	0	0	-	-	-	-7
W5	0	-	0	-	-	0	--	-	0	-	-	0	0	--	0	-10
W6	0	0	0	0	-	0	--	0	0	-	0	0	-	--	-	-8
Σ	10	7	4	5	9	5	-11	-6	-3	-14	-3	-3	-5	-12	-8	

Based on the results of the mathematical matrix model of SWOT analysis, the company's strengths are represented especially by loyalty, repeated customers and good searchability on the Internet. Moreover, among the most substantial opportunities are rated establishment of an e-shop and positive references of the company. On the other hand, as the most significant weaknesses are considered aspects such as poor promotion and the absence of a marketer in the company. The most crucial threats are represented by a decrease in demand caused by various reasons and negative references by the company's customers.

7.6 IFE Matrix

IFE matrix proceeds from SWOT analysis. On the grounds of its mathematical model, the five most crucial strengths and weaknesses are exploited in order to evaluate the internal factors of the company Izolinvest, s.r.o.

Each of the aspects is assigned a weight ranging from 0.0 to 1.0., while their total sum must equal to 1.0. The factors are then assigned also a point rating. Major weaknesses are rated 1, minor weakness 2, whereas minor strengths 3, and major strengths 4. Both values are subsequently multiplied, resulting in individual scores. Finally, these scores are added, ascertaining the total score of the internal factors.

Table 4 – IFE matrix

S/W	Description	Weight	Points	Score
S2	Exclusive distributor	0.07	3	0.21
S3	Broad range of distributed materials	0.09	3	0.27
S4	Repeated customers	0.11	4	0.44
S5	Warehouse	0.10	4	0.40
S8	Searchability on the Internet	0.15	4	0.60
W1	Poor promotion	0.12	1	0.12
W2	Absence of a marketer or a salesman	0.11	1	0.11
W4	Information update	0.08	2	0.16
W5	Absence of contract references	0.05	2	0.12
W6	Social media exploitation	0.12	1	0.12
Σ		1		2.55

The result of the IFE matrix represents a weighted average of the company's strengths and weaknesses. In this case, the result equals 2.55, which indicates a slightly above-average internal position of the company.

7.7 EFE Matrix

Similarly to the IFE matrix, the five most significant opportunities and threats gained within SWOT analysis are considered. Ratings of the external factors demonstrate how effective the company's strategies respond to the factor.

The calculation method is the same as in the case of the IFE matrix. The poor response represents 1, 2 stands for the average response, 3 above average response, and 4 poses the superior response. The ratings are based on a company's strategies. As a result, the external factors of the company are evaluated, and its external position is revealed.

Table 5 – EFE matrix

O/T	Description	Weight	Points	Score
O1	Positive references	0.15	4	0.60
O2	Withdrawal of competitors	0.07	4	0.28
O4	Increase in demand	0.11	4	0.44
O5	E-shop establishment	0.10	3	0.30
O6	Popularity of online shopping	0.09	3	0.27
T1	Number of competitors	0.10	1	0.10
T2	Innovative technology and materials	0.09	2	0.18
T4	Negative references	0.13	1	0.13
T8	Decrease in demand	0.09	1	0.09
T9	Hacker attack	0.07	2	0.14
Σ		1		2.53

The EFE matrix applied to the company Izolinvest, s.r.o. achieved the score of 2.53 which is also very slightly above the average value. Since the company operates in a highly competitive environment, the ascertained result is indeed favourable.

7.8 IE Matrix

As soon as the scores of IFE and EFE matrices are calculated, the IE matrix might be conducted. The model aims to provide information about a company’s position in a nine-cell matrix where each cell represents a specific strategy that a company should follow.

The IFE score of 2.55 is plotted on the x-axis, whereas the EFE score of 2.53 is displayed on the y-axis. The company’s position in one of the quadrants is then revealed, indicating a strategy that ought to be realized in order to remain competitive.

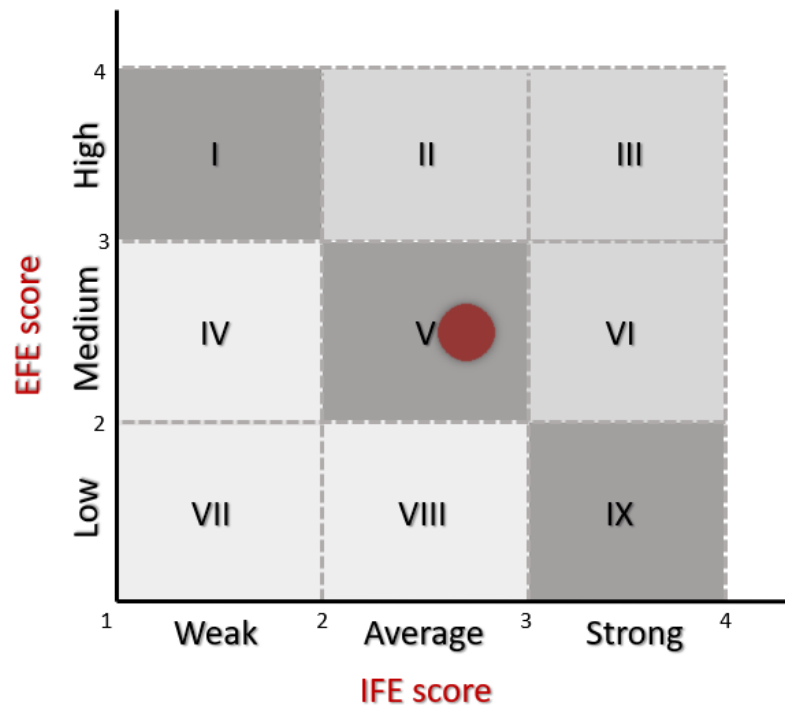


Figure 46 – IE matrix position of the company

Based on the results of the preceding matrices, the company Izolinvest, s.r.o. falls under the fifth quadrant of the IE matrix. This quadrant, as well as quadrants I and IX, are representatives of the so-called *Hold and Maintain* strategy. Thus, market penetration and/or product development are the most recommended actions to be taken.

The recommendations are, in fact, in compliance with the company’s vision, as entering a Slovak market has been planned for several years. Furthermore, an e-shop establishment, which has also been at the management’s forefront, might be perceived as a new product providing a potential increase in a market share and the company’s revenues.

8 BENCHMARKING

On the grounds of Internet research of the company Izolinvest, s.r.o. and its most significant competitors in the region, competitive benchmarking will be executed. The method resides in the evaluation of individual criteria and subsequent summarization of points ascertained within particular competitors. The assigned points range from 1 to 5, where 1 = *the worst* and 5 = *the best* result. Benchmarking is concentrated in the overall Internet presentation of individual companies with the emphasis put on their web sites. Thus, the company that acquires the highest total score represents the strongest competitor of the selected companies in terms of the web site presentation on the Internet. Several most relevant criteria are hence selected, observed and evaluated as unbiasedly as possible. The criteria are the following:

Table 6 – Benchmarking criteria

Benchmarking Criterion	Particular aspects observed
Graphics attractiveness	Design, style, colour combination, fonts
Web site structure	Sections and articles arrangement
Design responsivity	Display of web sites on a smartphone and tablet
Page load time	On PC and mobile devices, using <i>PageSpeed Insights</i> tool
Web site functionality	Loading of pages, sections and images, 404 error occurrence
Content topicality	Frequency of articles and information publishing
Content quantity	Number of articles and information already provided
Content quality	Language usage, grammar mistakes, typos, information value
Images and multimedia	Their quality and quantity, special and interactive effects
Domain memorability	Length, spelling, uniqueness of the domain address
Web site searchability	Position in the SERP on Google, using specific keywords
Link meta description	Length, the accuracy of business activities description
E-shop	E-shop existence, alternatively its quality and arrangement
Social media	Types of social media, activity, quality and quantity of posts

Table 7 – Competitive benchmarking of web sites and Internet presentation

	Izolinvest, s.r.o.	Costa, s.r.o.	DEK, a.s.	Pragconstruct s. r. o.	Izokrat, spol. s r. o.	Izolplast – Zlín, spol.s.r.o.	Izolace Malina s. r. o.	Lithoplast, s. r. o.	
Benchmarking Criterion									
Graphics attractiveness	5	4	5	3	2	5	2	3	3
Web site structure	4	3	4	3	5	4	3	3	5
Design responsivity	5	3	5	4	4	5	1	4	1
Page load time	3	2	2	4	5	3	5	3	4
Web site functionality	4	5	5	5	4	4	4	5	4
Content topicality	2	4	4	4	1	2	1	3	1
Content quantity	2	5	4	3	1	1	1	4	1
Content quality	3	4	4	4	3	3	2	3	3
Images and multimedia	3	4	5	5	1	3	2	4	3
Domain memorability	4	3	5	5	3	3	3	2	3
Web site searchability	4	4	4	5	2	4	4	4	2
Link meta description	3	4	5	5	3	3	3	4	3
E-shop	1	4	4	2	1	1	1	3	1
Social media	2	3	4	5	1	2	1	2	1
Score	45	52	61	57	36	43	33	47	35
Placing	5	3	1	2	7	6	9	4	8

Benchmarking revealed that the strongest competitor in the field of web site presentation is the company DEK, a.s. with 61 points. The company excels especially in graphical design, responsivity, and meta description. Besides, the company's name, as well as web site domain, is indeed easy to remember. Also, images, multimedia and interactive elements on the website are very effective. With 42 points, the company Izolinvest, s.r.o. is placed on the fifth position.

9 ANALYTICAL PART SUMMARY

The second part of the thesis dealt with three major tasks. Firstly, the company Izolinvest, s.r.o. was introduced. Its scope of activity, services, and products, as well as organizational structure, were described in detail. Besides, the company's presentation on the Internet was analyzed. Secondly, several relevant situational analyses were realized and finally, a detailed competitive benchmarking of web sites of the company and its most substantial competitors from the field of service providers and product sellers was conducted.

Channels exploited for Internet presentation of the company are e-catalogues, web site, and Facebook. The company is endowed with a highly attractive web site, representing a great potential, however, no web or social media administrator is employed in the company. Thus, both the web site and Facebook page account are managed and updated on a sporadic basis.

The company operates both on B2C and B2B markets. B2C market is segmented on the grounds of geographical and demographical aspects, focusing on customers over 18, chiefly from the Zlín, Olomouc, and South-Moravian Regions. B2B market, on the other hand, is segmented based on the firmographic aspect, regarding the industry, size, and location of customers. Among the most significant B2B customers might be rated, for instance, 3V&H, s. r. o., HT Steel, a. s., or Pozemní stavitelství Zlín, a. s.

PESTEL analysis, reflecting the macro environment of the company, indicates that the situation in the Czech Republic is favourable for the construction industry even during the current coronavirus crisis. Before the crisis, Czech economics was flourishing, so has been the construction industry and trade. The only major issue the company must contend with is an insufficient number of manual workers which is, however, a phenomenon occurring throughout all industries these days.

Through Porter's model of five forces, the construction industry was ranked as a strongly competitive. Thus, companies need to provide particular competitive advantages to preserve their competitiveness. Technicol Corporation has a strong bargaining power since it is the only major supplier of the company Izolinvest, s.r.o. Besides, strong bargaining power is also possessed by the company's customers since many competitors on the market exist. Hence, customers can go over to competing businesses easily if their needs or requirements are not met adequately. Also due to the number of existing competitors, the entry of other firms does not pose an imminent threat for the company Izolinvest, s.r.o. As for substitutes, no revolutionary materials or techniques of insulation, apart from

waterproofing membranes or bitumen felts, for instance, have been developed so far. Nevertheless, it might pose a threat to the company in the future.

SPACE analysis revealed that the company Izolinvest, s.r.o. occupies an aggressive position in the SPACE matrix. Recommendations for the company thus reside chiefly in diversification and maintenance and further development of the existing competitive advantages. The major competitive advantages are represented mainly by the exclusive right to distribute insulation materials from the Russian partner Technicol Corporation to the Czech Republic and the broad range of distributed insulation materials and products. The diversification indicates that the realization of the e-shop implementation is the right option of company's business development.

In SWOT analysis that was conducted in the following step, 9 strengths, 6 weaknesses, 6 opportunities, and 9 threats were found, regarding the company Izolinvest, s.r.o. The mathematical model of the analysis discovered that the most imperative strengths are repeated customers and good searchability of the company on the Internet. Contrarily, poor promotion, and a absence of a marketer or salesman are considered the most substantial weaknesses. Among the crucial opportunities, however, is an e-shop establishment, whereas negative references and a decrease in demand pose considerable threats.

On the grounds of SWOT analysis, IFE, EFE, and IE matrices could be executed afterwards. The result of Internal Factors Evaluation amounts to 2.55 and External Factors Evaluation equals 2.53. Both results oscillate around the mean value which is set to 2.50. Subsequently, the Internal-External matrix was formed. Based on the IFE and EFE results, the company is located in the fifth quadrant of the IE matrix, indicating the *Hold and Maintain* strategy. Thus, actions such as penetration to a new market and new product development are recommended. In the case of the company Izolinvest, s.r.o., the new product might be represented also by an e-shop establishment. Besides, the company has been planning the entry to the Slovak market. Thus, both actions are feasible and probable to happen.

In the last step, competitive benchmarking of Internet presentation with the emphasis put on web sites was realized. The web site of the company and its most significant competitors were thus compared and evaluated, based on 14 relevant criteria. The first place was occupied by the company DEK, a.s., being followed by Fatra, a.s. and Coleman SI, a.s. The company Izolinvest, s.r.o. is located on the fifth place. The comparison of 16 points between Izolinvest, s.r.o. and DEK, a.s. is visible, especially in the quantity, quality, and frequency of published web site content, images and multimedia, the web site link meta

description, and last but not least, the communication on social media and e-shop implementation. E-shop thus may be a great opportunity also for Izolinvest, s.r.o.

10 PROJECT OF E-SHOP IMPLEMENTATION

The following part of the thesis is devoted to the project of an e-shop implementation for the analyzed company Izolinvest, s.r.o. As indicated by the individual results within the conducted analyses, the e-shop would bring a substantial competitive advantage. With proper advertising, higher sales and revenues might be thus achieved by the company.

The great potential of the e-shop establishment emerged from SPACE, SWOT and IE analyses in particular. SPACE analysis ascertained that an *Aggressive position* is occupied by the company Izolinvest, s.r.o. Similarly, the Internal-External analysis revealed that the company is positioned in the fifth quadrant of the matrix, suggesting the *Hold and maintain* strategy. Both results indicate that the company should focus on new product development. In the case of the company Izolinvest, s.r.o., the product might be represented just by the e-shop. Simultaneously, the e-shop establishment is considered one of the most significant opportunities, as indicated in the mathematical model of SWOT analysis in *Chapter 7.5.5*.

10.1 Project Goals

The primary goal of the project is to propound effective content and attractive graphic solutions of the e-shop, as well as to conduct its cost, time, and risk analyses. Besides, a technical solution, as well as the solution of product delivery, will also be briefly described.

10.2 Fundamental Decisions

First of all, a crucial decision on the e-shop's name needs to be made. The name *Izolshop* was proffered to, consulted with and subsequently agreed by two of the company's executive directors. The selected name is short, as well as apposite and fitting, accurately indicating the e-shop's orientation. Furthermore, the Internet domain address *www.izolshop.cz* might be used since it has not been registered in the Czech Republic so far (Český hosting, ©2020).

Moreover, the e-shop's logo was also drafted. In this case, the logo of Izolinvest, s.r.o. was exploited as a default design source. *Invest* was changed to *shop*, making both logos consistent and resembling. As a result, customers can associate them together. On the other hand, copyright to the Izolinvest logo exists. Hence, its use must be consulted and permitted by the initial logo's creator.



Figure 47 – Potential logo of the e-shop

10.3 E-shop Criteria

Several specific requirements regarding the e-shop's design, functionality and were set by the company's management. Those are in particular:

- Provision of relevant information
- Simple and attractive design
- Responsive design
- Registration and login of B2C and B2B customers
- Fulltext search bar
- Search engine optimization
- Simple administration
- Automatic e-mail order confirmation
- Low-cost delivery solution
- Interconnection of the e-shop and a corporate accounting system
- Interconnection of the e-shop and an analytical tool
- Export of products to price comparison websites
- Budget of 100,000 CZK

10.4 Content and Graphical Solution

The following chapter is focused on an information and content arrangement displayed on the e-shop. Moreover, graphical designs of particular e-shop pages both in a standard and a responsive version are visualized in Appendices I and II of the thesis.

Graphics of the e-shop is conformed to the rules of the company's corporate identity design. Thus, the colour combination of dark red, grey and white, as well as specific font styles, are coincident with those used on the web site and in the logo of the company.

All the following graphic drafts were created in the *PhotoFiltre Studio X* programme. These designs are based on the propounded content solution. Both solutions projected can lead to an acceleration of the e-shop establishment and implementation processes.

10.4.1 Homepage

The e-shop's homepage might be comprised of three fundamental parts such as *Header*, *Main content column* and *Footer*, each of them containing the following components:

Header

- Logo of the e-shop
- Search bar
- Shopping cart
- Registration of new customers
- Login of existing customers

Main content column

- Interchanging images attracting attention
- Product categories boxes
- Special offers
- Newsletters subscription bar

Footer

- Purchase
- About us
- Downloads
- Contact information and FB link icon

Computer Design

The homepage is distinguished by interchangeable images in the upper part of the page. These images are identical to those used on the company's web site, creating another linking element of these sites. Besides, the images used on the e-shop would include a text as well, emphasizing one of the company's competitive advantages represented by the exclusive distributorship of Technonicol's products.

Above the image, logo, search bar, shopping cart, as well as registration and login options, are displayed. Below the image, on the other hand, particular product categories are clearly ordered next to each other.

Special offers are also displayed on the e-shop's homepage. If more than two products are offered at a reduced price, they can be shifted by the side arrows from the left to the right or vice versa. Another part of the homepage is represented by the newsletter subscription bar. After a customer's subscription, a confirmation e-mail would be sent to him/her. The bottom part of the homepage includes imperative contact information as well as information about the purchase and the company. Furthermore, documents associated with the products are free to download.

When the computer arrow is located on one of the product categories buttons, the category expands, providing the list of its subcategories. The user can click directly on one of the subcategories, or the category box itself. In this case, products from all subcategories would be displayed. The active category button is highlighted in red.

Mobile Device Design

In the case of responsive design, the screen parameters of mobile devices are taken into consideration. Hence, also the e-shop's layout is adapted. Nevertheless, the basic structure and design are preserved and simplified to some extent. For instance, the registration and login buttons are converted into a single icon in the shape of a person. After it is clicked, the customer can either register or login himself/herself.

Moreover, categories buttons are rearranged significantly, providing a visible visualization of the portfolio. The special offer section remains the same, being followed by the newsletter subscription bar. The only change in this element resides in the text next to the bar, which is slightly reduced while its meaning remains. The footer is reduced as much as possible as well since all subfiles are hidden. Hence, all sections, such as *About the purchase*, *About us*, and *Documents* are expanded, not until they are clicked.

10.4.2 Product Categories

The company's product portfolio would be clearly divided into eight coherent categories:

- Insulation membranes
- Supplementary membranes
- Geotextiles
- Bitumen felts
- Sealants, adhesives
- Insulation accessories
- Thermal insulations
- Tinsmith elements, sheet metals

Each category is displayed as a visual list of particular products. They can be sorted based on product status, price (from the cheapest to the most expensive or vice versa), and availability. Individual products in the category might contain information such as:

- Name and designation of the product
- Fundamental parameters
- Product status (e.g. special offer or discount)
- Product availability
- Price (both VAT free and VAT included)
- *Add to cart* button

Computer Design

In this case, only the main content column changes. Hence, the header and footer are the same as in the case of the homepage. The interchanging images are missing, providing more space for the products within a particular category.

Above the displayed products, breadcrumb navigation and a sorting option are provided. The default option would reside in special offers prioritizing. The option can be changed by a click on the expandable arrow above the products table. Below the products table, on the other hand, the numbers of product pages are displayed. Moreover, a single arrow, as well as a double arrow, are situated next to the page numbers. The single arrow causes the redirection to the next page, whereas the double arrow shifts directly to the very last page of the particular product category.

Mobile Device Design

As for the responsive design of particular product categories, only two products are set next to each other. Hence, all necessary information associated with the product would be comfortably legible on small screens of mobile devices. Pages are not numbered. Instead, an arrow for revealing of the following products is displayed below the visual list of products. Other parts of the page, namely, header and footer, remain the same as in the case of the homepage. Nonetheless, the category boxes are not displayed. They are hidden within the *Menu* icon situated next to the customer icon in the upper right corner.

10.4.3 Product Details

Each product has an individual profile. Among the information provided belong chiefly:

- Name and designation of the product
- Product code
- Product description
- Parameters
- Product availability
- Price (both VAT free and VAT included)
- Product status (e.g. special offer or discount)
- Images
- Manufacturer
- Documents connected to the product (Data sheet and Declaration of conformity)
- *Add to cart* button
- Related products suggestion

Computer Design

Again, both header and footer remain unchanged as in the previous cases. Besides, breadcrumb navigation is also set above a particular product presentation. The product information, including name and designation, manufacturer, availability, or price, is displayed next to the illustrative image of the product. The availability is highlighted. If the product is available in stock, its color is green; in the opposite case, it is red. Parameters, documents related to the product, as well as its description, are provided below.

Moreover, similar products, representing a cross-selling tool, are suggested to the customer too. The offer can be shifted from side to side, displaying other products. These suggestions contain information about the fundamental parameters, illustrative image, and price.

Mobile Device Design

Within the responsive version, aspects like product name and designation, as well as its illustrative image, are set in the upper part. Below these pieces of information, the manufacturer, availability, and price, are indicated. The complete description of the product, its parameters, and related documents are displayed separately after a customer clicks on these options. As for the suggestions, only two products are displayed next to each other. Hence, the legibility of the text on mobile devices is preserved.

10.4.4 Shopping cart

The shopping cart page would include the following elements:

- Steps of the order process
- Miniature image of the product
- Name and designation of the product
- Number of products in the cart with the option of its change
- Price (both VAT free and VAT included)
- Total price highlighted
- Order cancellation possibility
- Product availability
- Box for a note to the order
- *Continue in order* button
- *Back to the e-shop* button

The order process should be as short and brief as possible in order to increase the chance of its completion by customers. Thus, it might consist of four fundamental steps:

- Products overview in the shopping cart
- Delivery and payment methods
- Address of delivery
- Order summary

Computer Design

The shopping process is comprised of four steps which are verbally indicated above the products in the cart. The current stage of the shopping process is highlighted in red. Thus customers are informed how many remaining steps are ahead.

Of course, relevant information about the products in the shopping cart cannot be missing. Hence, the product image is miniaturized and displayed as the first information. To the right of it, the product name and designation, as well as status and availability, are proposed. Then, the amount of the product put in the cart is provided. The quantity, however, can be changed or the product can be even deleted completely from the cart. Besides, the number of items in the cart is also indicated in the cart icon in the page header. Another information provided within this step of the shopping process is the price, both VAT free and VAT included. Naturally, the total price for the entire purchase, including VAT, is provided too. Below all the information, a box for a note is available for customers.

Within this step, the customer can continue to purchase or continue in the order process, using particular buttons. Furthermore, a subscription for newsletters can be executed during all steps of the order process.

Mobile Device Design

In the case of responsive design, the information about products in the cart is slightly rearranged for the comfortable legibility of the text. The most significant change, however, resides in the order process steps since icons of individual steps instead of their verbal expressions are displayed. Other parts of the page remain identical to the previous mobile devices' designs.

10.5 Delivery Solution

One of the criteria stated by the company's management is a delivery solution that would represent a minimal time burden for the workers as well as a minimal financial barrier for the company. Two budget-wise and time-saving types of goods delivery are thus selected. Namely, courier delivery and a personal pickup of goods by customers themselves. Delivery realized by the company Izolinvest, s.r.o. would pose extra financial costs since suitable vehicles and workers would need to be procured.

10.5.1 Courier Delivery

This type of delivery resides in a pickup of the consignment by a courier that delivers the goods to the customer. Prices of shipping are contingent on the consignment weight. Based on the Internet research of possible couriers, two of them were selected. These are:

DPD

DPD is capable of shipping consignments with the following parameters:

max. 175 cm at length with the overall peripheral length of 300 cm, and max. 50 kg at weight.

Geis

Consignments with the following parameters are accepted and shipped by Geis:

max. 200 cm at length, max. 80 cm at width, max. 60 cm at height, and max. 50 kg at weight.

Table 8 – Price lists of possible haulage contractors (CZK)
(DPD, ©2020; Geis, ©2020)

Consignment Weight (kg)	DPD		Geis	
	B2B	B2C	B2B	B2C
1	116	133	85	109
5	148	163	112	124
10	183	199	142	159
15	203	219	155	175
20	216	231	165	189
25	233	250	173	209
30	247	264	179	229
35	287	304	299	329
40	462	481	399	429
50	566	584	499	549

10.5.2 Personal Pickup

Another feasible option is a personal pickup of the ordered goods in the company's warehouse that is located in Tečovice. This type of delivery could be free of charge both for B2B and B2C customers. Thus, this means might be appreciated especially by customers situated in the vicinity of the company Izolinvest, s.r.o. The goods would be handed over by the company's workers in the warehouse. The precinct is endowed with a spacious parking lot, which may represent an advantage for the customers who come for the goods.

10.6 Technical Solution

10.6.1 Information System

The accounting information system ISYS is employed by the company Izolinvest, s.r.o. for the overview of corporate processes, task coordination, facilitation of information handover, as well as keeping records of data in one place. Hence, modules such as accounting, finance, inventory, customers and sales, storage, suppliers and purchases, and invoicing are used by the company's employees in particular on an everyday basis.

Based on the interview with the information system provider, the company ISYS, s.r.o. is capable of interconnecting the software with the newly created e-shop. Namely, orders and their status would be displayed automatically in the software, and product availability in stock would be reflected in the product's profile page on the e-shop. The minimum costs were provisionally estimated to 10,000 CZK.

10.6.2 Analytical Tool

For each company, analytics is an essential tool for the assessment of important data about customers. Nowadays, online analytical tools are even more important. Google Analytics is one of the most popular of them, providing, for instance, information about the site traffic, location of customers or their behavior on an e-shop or web site. Moreover, visualizations of what customers search for and click on the most within the site are provided. Owing to the Google Analytics, companies can ascertain which campaigns are successful and bring conversions and which are not. Based on these findings, companies can decide which campaigns fit for further financing.

Two versions of Google Analytics exist. The major difference resides in the price being charged for the tool employment. The standard version is completely gratis, providing an ample amount of information both for the needs of small and medium-sized businesses.

The so-called Google Analytics 360 is a premium version, providing extra features and data. Furthermore, its price starts at \$150,000 per annum (Gleason, ©2020).

Based on the costs and features for data analytics, the standard version of Google Analytics is a suitable and sufficient tool for the company Izolinvest, s.r.o. The tool would be implemented by the e-shop programmer on the grounds of a prior arrangement.

10.6.3 Electronic Register of Sales

The electronic register of sales poses a system of direct online communication between entrepreneurs and the Financial Authority. Nevertheless, not all business activities or payment methods are subject to the sales registration. Nowadays, the company Izolinvest, s.r.o is not under an obligation to register its sales since all receivables are paid through bank account transfers, based on invoices. Hence, the implementation of the electronic register of sales may represent both administrative and financial burdens in connection with the company's e-shop establishment.

In order to avoid the implementation of the sales registration and simultaneous minimalization of costs, payments from B2B customers could be sent through bank transfers based on invoices, as it has been realized so far in the company. Besides, payments might be realized also online via a particular payment gateway not only by B2B but also by B2C customers. Moreover, individual customers could pay cash on delivery. In this case, however, the amount of money would need to be sent on the company's bank account by the intermediary haulage contractor, as stated in the Act on Registration of Sales (Zákony pro lidi, ©2020b).

Payment Gateways

The overview table of three popular payment gateways in the Czech Republic, providing information about their operating costs as well as several essential parameters, can be found on the following page. Besides, the payment gateway provided by the ČSOB, where the company's corporate bank account is established, is also included.

Since this matter is associated with financial expenses, the final decision on this should be executed by the company's management. Hence, the following table serves for the facilitation and a slight acceleration of the decision-making process. Nonetheless, based chiefly on the financial costs, the ComGate payment gateway might be recommended.

Table 9 - Payment gateways options (Comgate, ©2020)

	ComGate	GoPay	ThePay	ČSOB
Operating Costs				
Transaction fee	0.79 - 0.99 %	0.9 - 2.2 %	0.99 - 1.99 %	0.99 %
Fixed transaction fee	0 CZK	3 CZK	2 CZK	0.50 CZK
Monthly fee	0-149 CZK	0-190 CZK	99-279 CZK	99 CZK
Activation fee	0 CZK	0 CZK	0 CZK	1,890 CZK
Money transfer to the bank account	free of charge	paid	paid	free of charge
Payment from the gateway to the bank account				
Daily payment to the bank account	✓	✓	✓	✓
Payment to any bank account	✓	✓	✓	X
Payment of the amount without deposits	✓	✓	✓	✓
Technical Parameters				
Payment on the gateway page (redirect)	✓	✓	✓	✓
Payment on the e-shop page (iFrame)	✓	✓	X	✓
3D secure	✓	✓	✓	✓
Responsive design	✓	✓	✓	✓
Debit card remembering	✓	✓	✓	✓
Repeated payment	✓	✓	✓	✓
Payment terminal offer	✓	✓	X	✓

11 TIME ANALYSIS

Time analysis consists in the discovery of the so-called critical path within the CPM employment. Since the duration of each activity executed is fixed, the method is ranked among deterministic approaches. As a result, the critical path reveals the shortest duration of the entire project. All the input data are processed, using the *QM for Windows* program.

Concrete activities associated with the project of the e-shop implementation are listed and described in the following table. Besides, the duration, as well as the sequence of individual activities, are stated. The total number of activities equals 21, being entered as A-U.

Table 10 – Input information of the time analysis

Activity	Activity Description	Duration (days)	Preceding Activity
A	Analysis and selection of eligible e-shop developers	5	-
B	Sending out of demand with specified criteria	2	A
C	Creation of offers by the approached e-shop developers	10	B
D	Analysis of received offers	5	C
E	Selection and contacting the most relevant e-shop developer	1	D
F	Contacting the IS programmer	1	E
G	Selection and contacting the selected payment gateway provider	2	D
H	Appointment with the e-shop developer and IS programmer	1	E, F
I	Negotiation of concrete terms with the selected payment gateway provider	2	G
J	Searching for a person responsible for the e-shop administration	30	B
K	Receiving and handover of payment gateway administration data to the e-shop developer	1	I
L	E-shop creation by the selected provider	20	H
M	Preparation of texts and product descriptions for the e-shop	10	H

N	Sending the texts and product descriptions to the e-shop developer	1	M
O	Appointment with the e-shop developer and programmer, preview of the e-shop	1	L, N
P	E-shop adjustment based on remarks	10	O
Q	E-shop coding and IS interconnection	7	H, O
R	Initial training of the employees	3	Q
S	Legal consultations and acts regarding trade terms, GDPR, et cetera	2	J
T	E-shop launch	1	Q, R
U	E-shop trial run and testing	25	T

In order to approach the project as complex and feasible as possible, also activities such as searching for e-shop employees and their training, or payment gateway and IS integration are implemented in the time plan.

Table 11 - Project management results (QM for Windows program)

Activity	Activity time	Early Start	Early Finish	Late Start	Late Finish	Slack
C	10	7	17	7	17	0
D	5	17	22	17	22	0
E	1	22	23	22	23	0
F	1	23	24	23	24	0
G	2	22	24	77	79	55
H	1	24	25	24	25	0
I	2	24	26	79	81	55
J	30	7	37	50	80	43
K	1	26	27	81	82	55
L	20	25	45	25	45	0
M	10	25	35	34	44	9
N	1	35	36	44	45	9
O	1	45	46	45	46	0
P	10	46	56	72	82	26
Q	7	46	53	46	53	0
R	3	53	56	53	56	0
S	2	37	39	80	82	43
T	1	56	57	56	57	0
U	25	57	82	57	82	0

Based on the results indicated in *Table 10*, the project duration is estimated to **82 days**. The critical path is represented by activities **A, B, C, D, E, F, H, L, O, Q, R, T, and U**. If any of the activities on the critical path is delayed, the entire project delays as well since they have no time slack. On the other hand, if a necessity of the project time reduction arises, it is necessary to focus just on the critical activities and endeavor to shorten them to some extent.

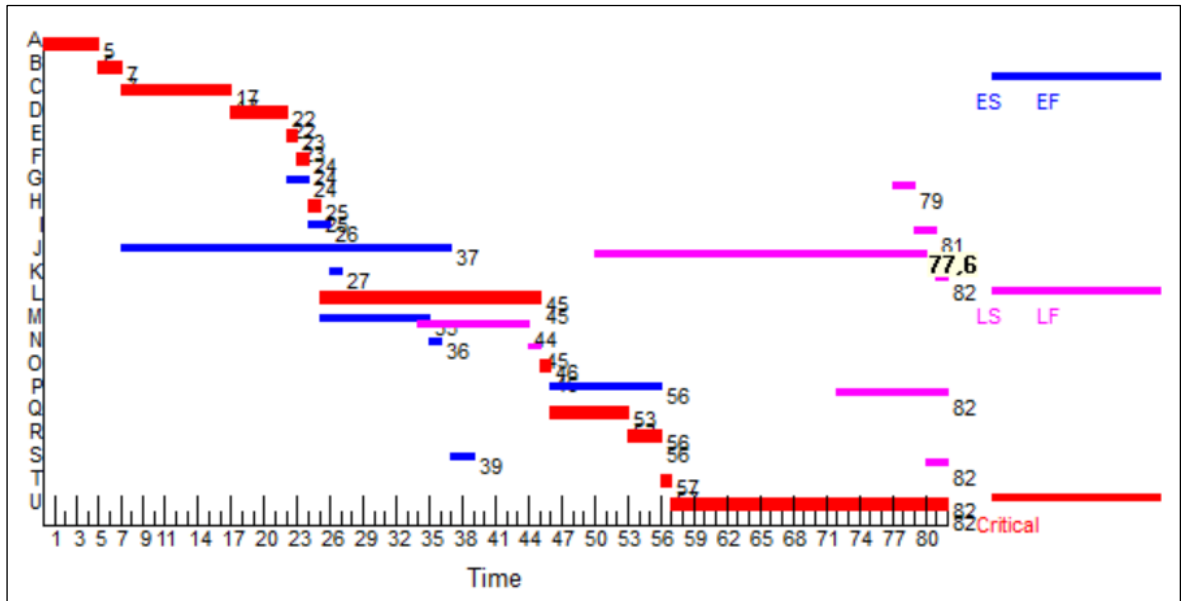


Figure 48 – Gantt chart (QM for Windows program output)

Gantt chart depicted in *Figure 48* provides a graphical visualization of the time analysis and its particular activities. The critical path is displayed in red color. Moreover, the blue color represents the early start and early finish of individual activities, whereas the late start and the late finish are indicated in pink.

12 COST ANALYSIS

A detailed assessment of total costs regarding the e-shop implementation represents a problematic issue since they are contingent on several variables. The most significant price influencer resides in the selection of an e-shop solution. Prices also vary within individual e-shop developers and agencies to a substantial extent. Moreover, the overall e-shop implementation price varies on the grounds of the criteria requested by the ordering party as well as the number and types of the implemented features. Hence, the following calculations serve for illustrative purposes primarily, based on Internet research of current prices.

Table 12 – Provisional costs of particular solutions (21% VAT not included)

Cost item	Option 1 Open-source solution	Option 2 Rental solution	Option 3 Customized e-shop
Solution price	0 CZK	4,000 CZK annually	from 29,900 CZK
Solution programming	from 25,000 CZK	included	included
Domain	249 CZ annually	included	249 CZ annually
Webhosting	1,000 CZK annually	included	1,000 CZK annually
Design proposal creation	0 CZK	0 CZK	0 CZK
Customized design creation, implementation	included	from 6,000 CZK	included
E-shop and IS integration	10,000 CZK	10,000 CZK	10,000 CZK
Payment gateway implementation	149 CZK monthly	149 CZK monthly	included
Price comparison engines interconnection	1,500 CZK	4,900 CZK	included
Advanced SEO	included	4,900 CZK	included
Features (newsletters, order confirmation)	included	3,000 CZK	3,000 CZK
Legal acts and consultations	from 4,000 CZK	from 4,000 CZK	from 4,000 CZK
Initial training of employees	1,000 CZK	1,000 CZK	1,000 CZK
Total costs in the 1st year	47,276 CZK	39,588 CZK	49,149 CZK

Besides the above-mentioned cost items, it is necessary to figure also the administration costs associated with the e-shop implementation project as well as monthly labor costs for a newly employed e-shop administrator. The suggested wage of such an employee is 25,000 CZK per month, including levies. Moreover, additional programming and graphical jobs during the e-shop operation should be taken into account too. Depending on a particular e-shop developer, such costs usually range from 350 to 2,000 CZK per hour.

Option 1

The open-source solution represents a freely downloadable option of an e-shop. Nevertheless, the final costs are eventually relatively significant since the involvement of a skilled programmer is crucial for e-shop development. The programmer must be well knowledgeable in various source codes. The financial reward for the programmer usually starts at the level of 25,000 CZK, depending on specific demands.

Option 2

Prices concerning the box solution were ascertained on a web site of the e-shop provider company *Shop5.cz*. Several options are offered, based on the number of goods and product categories required by the e-shop ordering party. For this reason, the option MIDDLE was selected. Within this version, up to 6,000 goods and 2,000 categories can be displayed on the e-shop. Other jobs related to the e-shop development on the grounds of particular demands are charged 1,500 CZK per hour for programming and 500 CZK per hour for graphics.

Option 3

Prices connected to the customized e-shop development were gained on the web site *Shop5.cz* as well. Two options are proffered out of which the option PROFI was selected. Costs associated with the domain and web hosting are not included within the customized version. As the only solution provided, the price is inclusive of the payment gateway as well as price comparison engine interconnection. Besides, programming, design, and SEO implementation belong to the PROFI option too. Similarly to the previous option, the supplementary jobs are subject to a charge, where the amount of the fees is coincident, i.e. 500 CZK per hour for graphical activities and 1,500 CZK for every other hour beyond 20 hours included in the default pricing.

Based on both financial and technological respects, the option of a box solution might be recommended to the company Izolinvest, s.r.o. Its relatively low price thus offers a satisfactory reserve for other expenditures that are not contained in the provided calculation.

13 RISK ANALYSIS

Risk analysis focuses on the identification of all risks that might be associated with the project of an e-shop implementation as well as its subsequent operation. Individual risks are listed in *Table 12* below, being assessed both from the perspective of their probability and impact intensity. The product of these values represents the risks' level. Thus, the aim of the analysis is to introduce adequate preventive measures that could help minimize the particular risks.

Table 13 – Enumeration and appraisal of individual risks

Risk	Probability of the risk			Impact of the risk			Risk level
	Low 0.3	Medium 0.5	High 0.7	Low 0.3	Medium 0.5	High 0.7	
Delay of the project realization		X		X			0.15
Exceeding of provisional project costs		X		X			0.15
Lack of financial resources	X					X	0.21
Low sales and profitability			X			X	0.49
Unfavorable reputation on the Internet		X				X	0.35
Not finding an eligible e-shop administrator	X				X		0.15
Supply failure of distributed goods	X					X	0.21
No orders/new customers	X					X	0.21
A not manageable number of orders		X		X			0.15
A large number of complaints		X			X		0.25
High costs for complaints handling	X				X		0.15
Selection of an inconvenient haulier	X			X			0.09
Selection of an inconvenient solution	X				X		0.15
Wrong functionality of the e-shop/software		X			X		0.25
Insufficient online security	X					X	0.21
Non-functioning SEO		X				X	0.35
Non-functioning price comparison engines		X			X		0.25

Low risk (0.09 – 0.15)
Medium risk (0.21 – 0.25)
High risk (0.35 – 0.49)

13.1 Preventive Measures for Individual Risks

Based on the conducted risk analysis, three high risks, eight medium risks, and six low risks were identified. In order to eliminate these risks and avoid their negative impact to a significant extent, several preventive measures are proposed for each of the risks.

13.1.1 High Risks

Low sales and profitability of the e-shop

- Internet advertising
(newsletters, targeted social media campaigns, dynamic remarketing, PPC)
- Sales promotion
(special offers, discounts, gift items to every order, cross-selling, et cetera)
- Internet marketing / PR specialist employment or outsourcing
- Creation and provision of an added value

Unfavorable reputation on the Internet

- PR development
- Effective social media communication
- Regular Internet references searching
- Reacting to the negative as well as positive references on the Internet
- Obliging attitude to every customer

Non-functioning SEO

- Selection of an e-shop developer with positive references
- Commissioning a marketing / SEO specialist
- Detailed analysis of keywords
- Correct use of keywords within the e-shop

13.1.2 Medium Risks

Lack of financial resources earmarked for the project

- Corporate reserve fund establishment
- Selection of cheap but quality alternatives for individual activities
- Project realization at a suitable time and economic situation

Supply failure of the goods distributed from abroad

- Continuous contact with suppliers
- Continuous controls of goods in stock
- Selection of an alternate supplier

No orders/new customers

- Advertising campaigns realization
- Marketing specialist employment or outsourcing
- Functioning SEO
- Functioning price comparison engines integration

A large number of complaints

- Correct and comprehensible complaints procedure formation
- Throughgoing training of employees
- Careful preparation of orders and consignments

Wrong functionality of the e-shop/software

- Enumeration of desired functions within the e-shop
- Continuous contact with the e-shop developer and software provider
- Continuous control of the e-shop development

Insufficient online security

- Analysis and selection of a verified web hosting provider
- Analysis and selection of a verified payment gateway provider

Non-functioning price comparison engines integration

- Examination of the e-shop developer references
- Regular controls of its functionality

13.1.3 Low Risks

Delay of the project realization

- Continuous control of the project course
- Selection of only the most essential activities
- Change of the activities order, if possible
- Earlier commencement of the project

Exceeding of provisional project costs

- Analysis of accessible offers of all cost items
- Determination of a budget including a satisfactory reserve
- A decision on the importance of individual activities within the project
- Operational adjustment or omission of particular activities of lower importance

Not finding an eligible employee (e-shop administrator)

- Detailed requirements specification
- Selection of appropriate communication channels
- Provision of an attractive pay packet

A not manageable number of incoming orders

- Turning off ongoing advertising campaigns
- Another employee hiring

High costs for complaints handling and goods returning

- Minimizing the risk of arising complaints
(proper training of employees, careful preparation of orders and consignments)
- Contracting low prices of delivery with haulage contractors

Selection of an inconvenient haulage contractor

- Detailed analysis of delivery companies
- Contracting satisfactory terms of delivery

Selection of an inconvenient e-shop solution

- Detailed examination of accessible options, their advantages and disadvantages
- Contacting owners of the existing e-shops for experience and recommendations

CONCLUSION

The thesis dealt with a project of an e-shop implementation for the construction and distribution company Izolinvest, s.r.o. It aimed to create a feasible project proposal, proceeding from the hypothesis that the company is in an eligible position, and the e-shop implementation is the right option for its further business development.

Three major parts were included in the thesis. Firstly, a detailed literature review from the field of Internet marketing and e-commerce was elaborated within the theoretical part, being supplemented with current statistics from the field of Internet and e-commerce employment in the Czech Republic. The theoretical knowledge was consequently employed both in the analytical part as well as the project itself.

Secondly, the analytical part was realized. Thus, the selected company was described in detail, providing information about its services, goods, as well as its presentation on the Internet, employing the Internet research method. The company's online presentation and communication through the web site and social media were analyzed minutely. From this perspective, several significant competitors of the company were analyzed as well. On the grounds of the ascertained Internet research results, competitive benchmarking was consequently conducted. Benchmarking revealed that forefront positions are occupied by those companies with implemented e-shops.

Within the analytical part, several relevant analyses reflecting the current situation of the company were conducted. These were, namely, STP, PESTEL, SPACE, and SWOT analyses as well as Porter's five-forces model. Favourable and rather positive results were ascertained by all the realized analyses. Moreover, further development of the business activities was recommended based on the SPACE and IE matrix in particular. With the satisfactory conditions on the market, increasing popularity in online shopping, and the company's competitive advantage in the form of an exclusive distributorship, the e-shop implementation gives the impression of a substantial opportunity for the future. It should also be noted that competitors with implemented e-shops occupy better positions within the benchmarking.

These e-shops served as an inspiration for the designation of content and graphical solutions of the e-shop proposal within the project part. Due to the increasing popularity of the use of mobile devices, these proposals were designed both in the form of desktop and a responsive version for mobile devices. Besides, solutions regarding the technical

provision and goods delivery were taken into consideration in order to ensure the complexity and practical feasibility of the project. The technical solution contains proposals of integration of the e-shop with online payment gateway and the company's current accounting system. Moreover, the implementation of the analytical tool Google Analytics is highly recommended for the provision of reports and proper targeting.

Within the project, cost, time, and risk analyses were also conducted. The cost analysis includes financial calculations for three various e-shop solutions – customized e-shop, e-shop rental, and the open-source solution. All three proposals comply with the company's budget, however, the quoted prices are only provisional and might differ in a real situation to some extent. The decision on the e-shop solution implementation is contingent on the company's management, on the grounds of examining all benefits and drawbacks of particular options.

As for the time analysis, the project's critical path is set to 82 days. The length might slightly be changed concerning the selected e-shop solution. A significant benefit of the project is the concrete realization of the e-shop design. Hence, the realization of the project itself can be shortened since no other design proposals need to be created.

The risk analysis represents the very last part of the thesis. The effort was directed to the discovery of as many potential risks as possible, in order to set appropriate preventive measures. In the end, 17 risks were identified, both of low, medium, and high level of importance. Based on the implementation of the preventive activities, the company's e-shop establishment might be successful, representing another competitive advantage of the company leading to the increase of its market share, profit, and public awareness.

On the grounds of the analytical part, it follows that the company Izolinvest, s.r.o. is in a favourable market and economic situation, and the e-shop implementation might bring several benefits. The initial hypothesis stated at the beginning of the thesis is thus affirmed. Simultaneously, its aim, residing in the provision of an e-shop implementation project, was accomplished.

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LIST OF ABBREVIATIONS

4Ps	Product, Price, Place, Promotion
7Ps	Product, Price, Place, Promotion, People, Processes, Physical evidence
ANS	Advanced Network and Services
ARPA	Advanced Research Projects Agency
B2B	Business-to-Business
B2C	Business-to-Customer
CESNET	Czech Educational and Scientific Network
CPM	Critical Path Method
CTR	Click-Through Rate
CZK	Czech Crown
DANTE	Delivering of Advanced Network To Europe
EARN	European Academic and Research Network
EFE	External Factors Evaluation
EPDM	Ethylene Propylene Diene Monomer
EUR	Euro
GDP	Gross Domestic Product
GIF	Graphics Interchange Format
HDPE	High-Density Polyethylene
IE	Internal-External
IFE	Internal Factors Evaluation
IP	Internet Protocol
IS	Information System
JPEG	Joint Photographic Experts Group
LAN	Local Area Network
LDPE	Low-Density Polyethylene

NSF	National Science Foundation
PDF	Portable Document Format
PEST	Political, Economic, Social, Technological
PESTEL	Political, Economic, Social, Technological, Ecological, Legal
PPC	Pay-per-Click
PR	Public Relations
PVC	Polyvinyl Chloride
ROI	Return on Investment
SEM	Search Engine Management
SEO	Search Engine Optimization
SERP	Search Engine Result Page
SPACE	Strategic Position and Action Evaluation
SPAM	Stupid, Pointless, Annoying Message
s.r.o.	Společnost s ručením omezeným (Limited liability company)
STP	Segmentation, Targeting, Positioning
SWOT	Strengths, Weaknesses, Opportunities, Threats
TCP	Transmission Control Protocol
TEN-34	Trans-European Network Interconnect
TPO	Thermoplastic Polyolefin
URL	Uniform Resource Locator
VAT	Value-Added Tax
WAN	Wire Area Network
WWW	World Wide Web
XML	Extensible Markup Language

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APPENDICES

Appendix I: Graphical design of the e-shop for computer devices

Appendix II: Graphical design of the e-shop for mobile devices

APPENDIX I:

GRAPHICAL DESIGN OF THE E-SHOP FOR COMPUTER DEVICES

Homepage:

www.izolinvest.cz | www.izolshop.cz | +420 123 456 789

IZOL shop

Co hledáte?

Registrace
Přihlásit se

Jsme exkluzivní distributor izolačních materiálů
a doplňků evropského velkovýrobce Technicol.

IZOLAČNÍ FÓLIE | DOPLŇKOVÉ FÓLIE | GEOTEXTILIE | ASFALTOVÉ PÁSY | TMELY, LEPIDLA | IZOLAČNÍ DOPLŇKY | TEPELNÉ IZOLACE | KLEMPÍŘSKÉ PRVKY, PLECHY

AKČNÍ NABÍDKY

LOGICBASE V-SL 1,5 mm
šíře 2 m | návin 20 m
zemní hydroizolační fólie
1 234,56 Kč s DPH

LOGICROOF V-RP 1,5 mm
šíře 2,10 m | návin 15 m
střešní hydroizolační fólie
1 234,56 Kč s DPH

Nenechte si ujít novinky a akční nabídky! Zadejte svůj e-mail

O nákupu
Obchodní podmínky
Reklamacie a vrácení zboží
Odběrná místa
Doprava
Platba
Dodací lhůty
Zpracování osobních údajů

O nás
Kdo jsme
Izolinvest, s.r.o.
Dodavatelé

Ke stažení
Technické listy
Certifikáty
Dokumenty

info@izolshop.cz
+420 123 456 789

Homepage with active product category box:

www.izolinvest.cz | www.izolshop.cz | +420 123 456 789

IZOI shop   Registrace
Přihlásit se

Jsme exkluzivní distributor izolačních materiálů
a doplňků evropského velkovýrobce Technicol.

IZOLAČNÍ FÓLIE	DOPLŇKOVÉ FÓLIE	GEOTEXTILIE	ASFALTOVÉ PÁSY	TMELY, LEPIDLA	IZOLAČNÍ DOPLŇKY	TEPELNÉ IZOLACE	KLEMPÍŘSKÉ PRVKY, PLECHY
 STŘEŠNÍ	 ZEMNÍ	 BAZÉNOVÉ					



LOGICBASE V-SL 1,5 mm
šíře 2 m | návin 20 m
zemní hydroizolační fólie
1 234,56 Kč s DPH



LOGICROOF V-RP 1,5 mm
šíře 2,10 m | návin 15 m
střešní hydroizolační fólie
1 234,56 Kč s DPH

Nenechte si ujít novinky a akční nabídky!


O nákupu Obchodní podmínky Reklamační a vrácení zboží Odběrná místa Doprava Platba Dodací lhůty Zpracování osobních údajů	O nás Kdo jsme Izolinvest, s.r.o. Dodavatelé	Ke stažení Technické listy Certifikáty Dokumenty	info@izolshop.cz +420 123 456 789 
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Product category:

www.izolinvest.cz | www.izolshop.cz | +420 123 456 789

IZOI
shop


Co hledáte?

 Registrace
Přihlásit se

IZOLAČNÍ FÓLIE | DOPLŇKOVÉ FÓLIE | GEOTEXTILIE | ASFALTOVÉ PÁSY | TMELY, LEPIDLA | IZOLAČNÍ DOPLŇKY | TEPELNÉ IZOLACE | KLEMPÍŘSKÉ PRVKY, PLECHY

Izolshop > Izolační fólie > Střešní izolační fólie Řadit dle:


AKCE



LOGICROOF V-RP 1,2 mm
šíře 2,10 m | návin 15 m

Skladem
1 234,56 Kč s DPH
975,31 Kč bez DPH


1 **DO KOŠÍKU**



LOGICROOF V-RP 1,5 mm
šíře 1,60 m | návin 20 m

Skladem
1 234,56 Kč s DPH
975,31 Kč bez DPH


1 **DO KOŠÍKU**



LOGICROOF V-RP 1,8 mm
šíře 2,10 m | návin 15 m

Skladem
1 234,56 Kč s DPH
975,31 Kč bez DPH


1 **DO KOŠÍKU**



LOGICROOF V-RP 2,0 mm
šíře 2,10 m | návin 15 m

Skladem
1 234,56 Kč s DPH
975,31 Kč bez DPH


1 **DO KOŠÍKU**



LOGICROOF V-GR 1,5 mm
šíře 2,05 m | návin 20 m

Skladem
1 234,56 Kč s DPH
975,31 Kč bez DPH

1 **DO KOŠÍKU**



LOGICROOF V-GR 2,4 mm
šíře 2,05 m | návin 15 m

Skladem
1 234,56 Kč s DPH
975,31 Kč bez DPH

1 **DO KOŠÍKU**


1 2 3 > >>

O nákupu
Obchodní podmínky
Reklamacie a vrácení zboží
Odběrná místa
Doprava
Platba
Dodací lhůty
Zpracování osobních údajů

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info@izolshop.cz
+420 123 456 789




Product page:

www.izolinvest.cz | www.izolshop.cz | +420 123 456 789

IZOL
shop


Co hledáte?

 Registrace
Přihlásit se

IZOLAČNÍ FÓLIE | DOPLŇKOVÉ FÓLIE | GEOTEXTILIE | ASFALTOVÉ PÁSY | TMELY, LEPIDLA | IZOLAČNÍ DOPLŇKY | TEPELNÉ IZOLACE | KLEMPÍŘSKÉ PRVKY, PLECHY

Izolshop > Izolační fólie > Střešní izolační fólie > Logicroof V-RP > Logicroof V-RP 1,5 mm šíře 2,10 m


AKCE



LOGICROOF V-RP 1,5 mm
šíře 2,10 m | návin 15 m
střešní izolační fólie z PVC-P

Číslo produktu: 12345
Výrobce: Technonicol
Dostupnost: **Skladem**
Cena za roli: **1 234,56 Kč** s DPH
975,31 Kč bez DPH


PARAMETRY | DOKUMENTY

1 


DO KOŠÍKU

Hydroizolační fólie z měkčeného PVC-P vyztužená polyesterovou mřížkou. Je určena pro zhotovení povlakových krytin plochých a mírně šikmých mechanicky kotvených střech. Je odolná vůči UV záření a může být vystavena veškerým povětrnostním vlivům.


PODOBNÉ PRODUKTY



Logicroof V-RP 1,5 mm
šíře 2,05 m | návin 20 m
1 234,56 Kč



Logicroof V-RP 2 mm
šíře 1,60 m | návin 20 m
1 234,56 Kč




Logicbase V-SL 1,5 mm
šíře 2,05 m | návin 15 m
1 234,56 Kč

O nákupu
Obchodní podmínky
Reklamacie a vrácení zboží
Odběrná místa
Doprava
Platba
Dodací lhůty
Zpracování osobních údajů

O nás
Kdo jsme
Izolinvest, s.r.o.
Dodavatelé



Ke stažení
Technické listy
Certifikáty
Dokumenty

info@izolshop.cz
+420 123 456 789




Shopping cart and the order process indication:

www.izolinvest.cz | www.izolshop.cz | +420 123 456 789



izolshop   [Registrace](#)
[Přihlásit se](#)

IZOLAČNÍ FÓLIE	DOPLŇKOVÉ FÓLIE	GEOTEXTILIE	ASFALTOVÉ PÁSY	TMELY, LEPIDLA	IZOLAČNÍ DOPLŇKY	TEPELNÉ IZOLACE	KLEMPÍŘSKÉ PRVKY, PLECHY
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KOŠÍK DOPRAVA A PLATBA DODACÍ ÚDAJE SHRNUTÍ OBJEDNÁVKY



LOGICROOF V-RP 1,2 mm
šíře 2,10 m | návin 15 m
AKCE Skladem

1 


cena/kus s DPH	1 234,56 Kč
cena/kus bez DPH	975,31 Kč
cena celkem s DPH	1 234,56 Kč


POZNÁMKA K OBJEDNÁVCE

[ZPĚT K NÁKUPU](#) [POKRAČOVAT](#)

Nenechte si ujít novinky a akční nabídky! [OK](#)

O nákupu Obchodní podmínky Reklamační a vrácení zboží Odběrná místa Doprava Platba Dodací lhůty Zpracování osobních údajů	O nás Kdo jsme Izolinvest, s.r.o. Dodavatelé	Ke stažení Technické listy Certifikáty Dokumenty
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info@izolshop.cz
+420 123 456 789



APPENDIX II:

GRAPHICAL DESIGN OF THE E-SHOP FOR MOBILE DEVICES

Homepage:

izol
shop

Jsme exkluzivní distributor
izolačních materiálů a doplňků
evropského velkovýrobce
Technicol.

NÁŠ SORTIMENT

IZOLAČNÍ FÓLIE	DOPLŇKOVÉ FÓLIE	GEOTEXTILIE
ASFALTOVÉ PÁSY	TMELY, LEPIDLA	IZOLAČNÍ DOPLŇKY
TEPELNÉ IZOLACE	KLEMPÍŘSKÉ PRVKY, PLECHY	

AKČNÍ NABÍDKY

LOGICBASE V-SL 1,5 mm
šíře 2 m | návín 20 m
zemní hydroizolační fólie
1 234,56 Kč s DPH

LOGICROOF V-RP 1,5 mm
šíře 2,10 m | návín 15 m
střešní hydroizolační fólie
1 234,56 Kč s DPH

Nenechte si nic ujít!

[O nákupu](#) [O nás](#) [Ke stažení](#)

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Product category:

izolshop     menu

Izolshop > Izolační fólie > Střešní izolační fólie

STŘEŠNÍ IZOLAČNÍ FÓLIE

Řadit dle:

AKCE



LOGICROOF V-RP 1,2 mm
šíře 2,10 m | návin 15 m

Skladem

1 234,56 Kč s DPH
975,31 Kč bez DPH

1 **DO KOŠÍKU**

AKCE



LOGICROOF V-RP 1,5 mm
šíře 1,60 m | návin 20 m

Skladem

1 234,56 Kč s DPH
975,31 Kč bez DPH

1 **DO KOŠÍKU**

AKCE



LOGICROOF V-RP 1,8 mm
šíře 2,10 m | návin 15 m

Skladem

1 234,56 Kč s DPH
975,31 Kč bez DPH

1 **DO KOŠÍKU**

AKCE



LOGICROOF V-RP 2,0 mm
šíře 2,10 m | návin 15 m

Skladem

1 234,56 Kč s DPH
975,31 Kč bez DPH

1 **DO KOŠÍKU**

O nákupu **O nás** **Ke stažení**

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Product page:



menu

Izolshop > Izolační fólie > Střešní hydroizolační fólie > LOGICROOF V-RP 1,5 cm

LOGICROOF V-RP 1,5 mm | šíře 2,10 m | návin 15 m

AKCE



střešní izolační fólie z PVC-P

Číslo produktu: 12345	POPIS
Výrobce: Technicol	PARAMETRY
Dostupnost: Skladem	DOKUMENTY
Cena za roli: 1 234,56 Kč s DPH	
975,31 Kč bez DPH	



DO KOŠÍKU

PODOBNE PRODUKTY



Logicroof V-GR 1,5 mm
šíře 2,05 m | návin 20 m
1 234, 56 Kč



Logicroof V-RP 2 mm
šíře 1,60 | návin 20 m
1 234,56 Kč

O nákupu 

O nás 

Ke stažení 

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Shopping cart and the order process indication:

The screenshot displays the shopping cart interface for 'IZOL shop'. At the top, the logo 'IZOL shop' is on the left, and navigation icons for search, shopping cart (with '1' item), user profile, and menu are on the right. Below this is a secondary navigation bar with icons for shopping cart, delivery truck, home, and a checkmark. The main cart area features a product listing for 'LOGICROOF V-RP 1,5 mm' with dimensions 'šíře 2,10 m | návin 15 m'. The product is marked as 'AKCE Skladem'. The quantity is set to 1, with a red 'X' icon next to the input field. Pricing is shown as 'cena/kus s DPH 1 234,56 Kč' and 'cena/kus bez DPH 975,31 Kč', with a total of 'cena celkem s DPH 1 234,56 Kč'. A section for 'POZNÁMKA K OBJEDNÁVCE' is present but empty. At the bottom of the cart area are two buttons: 'ZPĚT K NÁKUPU' and 'POKRAČOVAT'. The footer contains navigation links 'O nákupu', 'O nás', and 'Ke stažení', along with contact information 'info@izolshop.cz | +420 123 456 789' and a Facebook icon.

IZOL
shop

LOGICROOF V-RP 1,5 mm
šíře 2,10 m | návin 15 m
AKCE Skladem

1 X

cena/kus s DPH 1 234,56 Kč
cena/kus bez DPH 975,31 Kč

cena celkem s DPH **1 234,56 Kč**

POZNÁMKA K OBJEDNÁVCE

ZPĚT K NÁKUPU POKRAČOVAT

O nákupu O nás Ke stažení

info@izolshop.cz | +420 123 456 789 |