

Czech University of Life Sciences Prague

Faculty of Economics and Management

Department of Management



Diploma Thesis

Marketing plan for a sports facility

Lucie KŘEMENOVÁ

© 2014 CULS Prague

CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

Department of Management
Faculty of Economics and Management

DIPLOMA THESIS ASSIGNMENT

Křemenová Lucie

Economics and Management

Thesis title

Marketing plan for a sports facility

Objectives of thesis

The aim of this Master's Thesis is to apply the principles of strategic marketing planning to a specific business plan for a sports facility. The result of this thesis will be a comprehensive marketing plan covering all the important areas that are necessary for a start-up company. The market which the company will enter will be described and analysed. Based on this information, objectives and strategic plans for the company will be set, and appropriate segmentation of potential customers will be used to determine the appropriate strategic and tactical approaches. In the final part of this thesis an action plan and a budget will be drawn up, demonstrating that the business plan is feasible and the company has the potential to become a successful player in the market.

Methodology

Based on the literature, internet sources and specialized magazines, the key themes for fulfilling this Master's Thesis will be selected. The problem of marketing, its tools, communication tools, and marketing research will be subsequently analysed after studying all sources.

Schedule for processing

Aims, Objectives and Methodology completed by June 2013
Literature overview 90% complete by mid September 2013
Data collection from survey completed by end October 2013
Analysis of data complete by December 2013
Entire work ready in draft by end January 2014
Proof reading complete by end February 2014
Thesis bound and ready to hand in by end March 2014

The proposed extent of the thesis

50 - 60 pages

Keywords

Marketing, marketing plan, marketing strategy, marketing mix, business plan

Recommended information sources

KOTLER, Philip, ARMSTRONG, Gary. Principles of Marketing. 10th ed. Upper Saddle River, N.J.: Pearson/Prentice Hall, 2004, 661p. ISBN 0-13-121276-1.

SHILBURY, David et al. Strategic Sport Marketing. Crows Nest, N.S.W: Allen, 2009, 367p. ISBN 978-174-1756-265.

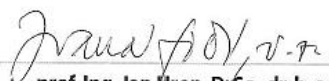
ZAMAZALOVÁ, Marcela. Marketing obchodní firmy. 1. vyd. Praha: Grada, 2009, 232 p. ISBN 978-80-247-2049-4

The Diploma Thesis Supervisor

Selby Richard, Ph.D.

Last date for the submission

March 2014



prof. Ing. Jan Hron, DrSc., dr. h. c.

Head of the Department





prof. Ing. Jan Hron, DrSc., dr. h. c.

Dean

Prague October 30. 2013

Declaration

I declare that I have worked on my diploma thesis, entitled “Marketing plan for a sports facility “, by myself and I have used only the sources mentioned at the end of the thesis.

In Prague on 28 March 2014

Acknowledgement

I would like to thank to Richard Selby, Ph. D. from the Department of Management for the guidance, for his useful advices and professional support during my work on this diploma thesis. My special thanks belong to my grandfather Prof. Ing. Ondřej Wein, DrSc., for his useful advices and overall review and also to my parents for their amazing support.

Marketing plan for a sports facility

Marketingový plán pro sportovní areál

Summary:

This thesis deals with marketing tools necessary for establishing marketing plan for a sports facility. The practical part describes a marketing research, based on using the social media, and the marketing plan for a sports facility, based on this research.

Project in the practical part is divided into several parts. First, the concept of a sports complex is analysed in terms of its relationship to the social environment, using suitable questionnaire. The second part deals with the marketing research, analysing the interviewee responses. The research results in suggestions for a marketing plan, discussed in the third part.

Keywords:

Marketing, marketing plan, marketing strategy, marketing mix, business plan

Souhrn:

Diplomová práce pojednává o marketingových nástrojích, potřebných k sestavení marketingového plánu pro sportovní areál. Praktická část popisuje marketingový výzkum, využívající sociální sítě a marketingový plán pro sportovní areál, založený na tomto plánu.

Projekt v praktické části je členěn do několika částí. Koncept sportovního areálu je nejdříve analyzován z hlediska interakcí se společenským prostředím za použití vhodného dotazníku. Druhá část pojednává o průzkumu trhu prostřednictvím analýzy odpovědí dotazovaných respondentů. Výsledkem výzkumu je návrh marketingového plánu, diskutovaný ve třetí části.

Klíčová slova:

Marketing, marketingový plán, marketingová strategie, marketingový mix, obchodní plán.

Table of Contents

1.	Introduction.....	4
2.	Objectives and Methods.....	5
2.1.	Objectives	5
2.2.	Methodology	5
2.3.	Questionnaire	6
2.4.	Composition of Questionnaire	7
2.5.	Hypotheses.....	8
3.	Literature overview	9
3.1.	Marketing.....	9
3.2.	Basic marketing tools.....	9
3.2.1.	Marketing mix 4P	9
3.2.2.	Marketing mix 4C	13
3.3.	Services	14
3.3.1.	Service Marketing mix.....	14
3.3.2.	Sport services	14
3.3.3.	Classification of sport services	15
3.4.	Customer	17
3.4.1.	Customer behaviour	17
3.4.2.	Customer wants, needs and demands	18
3.5.	Non-governmental sector.....	19
3.5.1.	Civic associations	20
3.6.	Strategic marketing planning	21
3.6.1.	Marketing Plan.....	22
3.6.2.	Situation Analysis	22
3.6.3.	PEST Analysis	23
3.6.4.	Enterprises environment	23
3.6.5.	SWOT analysis	25
3.6.6.	Porter's analysis of competitive forces	26
3.6.7.	Matrix BCG	27
3.7.	Strategic marketing	28
3.7.1.	Ansoff Matrix	29
3.7.2.	Company strategy	29
3.7.3.	Marketing strategy process	30
3.8.	Marketing research analysis.....	31
3.8.1.	Segmentation	31
3.8.2.	Targeting	32
3.8.3.	Positioning	32
3.8.4.	Competition Analysis	32
3.8.5.	Pricing strategy	33
4.	Own work – project of the chosen sport facility.....	35
4.1.	The sport facility FREEJUMP	35
4.2.	Facility profile.....	36
4.3.	General conditions	37
4.4.	Association of the Czech Freeskiing (ACF).....	39
4.5.	Perspective	40
4.6.	Outline of the economic model of the sports facility.....	41

4.7.	Situation analysis	42
4.7.1.	Competitive analysis	42
4.7.2.	Segmentation	43
4.7.3.	Targeting	44
4.7.4.	Positioning	44
4.7.5.	Other factors influencing the success of the sport facility	45
4.7.6.	Summarization of analysis	45
4.8.	Analysis of the marketing Mix	46
4.9.	Analysis of risk and opportunities	49
4.9.1.	SWOT Analysis	49
4.9.2.	Matrix BCG – Product strategy	50
4.9.3.	STEP analysis	51
4.10.	Marketing strategy	52
4.10.1.	Marketing in social media.....	53
4.10.2.	Price strategy.....	53
4.10.3.	Sponsorship and advertising	54
5.	Results and discussion – The customer’s satisfaction	56
5.1.	Questionnaire and research	56
5.2.	Results of the research	57
5.3.	Verification of the hypotheses	63
6.	Recommendations for improvements	65
6.1.	System of measurement and monitoring	67
7.	Conclusion	67
8.	List of Sources	69
8.1.	Books	69
8.2.	Online Sources	71
	List of Figures	72
	List of Tables	72
9.	Supplements.....	73
9.1.	Operating Regulations of the sport facility FREEJUMP	73
9.2.	Constitution of the ACF (In Czech)	74
9.3.	The questionnaire form.....	80

1. Introduction

This diploma thesis highlights the problem of system demands for maintaining a sports complex on the Czech market. As an example for the case study, the sports complex FREEJUMP was chosen, which was established by young people in 2005 for the purpose of gathering the freestyle ski and snowboard community.

The Association of the Czech Freeskiing (ACF), consisting of three members, took over the sports complex into the charge from the last year for the summer season 2013. ACF is still at the beginning state with the managing and using appropriate promoting tools to survive and run the business.

This thesis describes the activities with respect to the FREEJUMP facility, which include appropriate promoting on the Czech market, competition analysis and specific features of the small business dealing with a sports complex. The case study focuses on an appropriate marketing approach and results in presenting a marketing plan.

2. Objectives and Methods

2.1.Objectives

The objective of this diploma thesis is to apply the principles of strategic marketing planning to a specific business plan for a sports facility. The result of work done in this thesis will be a comprehensive marketing plan covering all the important areas necessary for a start-up company.

The market which the company intend to enter will be described and analysed. Based on this information, objectives and strategic plans for the company will be set, and the appropriate segmentation of the potential customers will be used to determine the appropriate strategic and tactical approaches.

In the final part of this thesis, an action plan and budget will be drawn up, demonstrating that the business plan is feasible and the company has the potential to become a successful player on the market.

2.2.Methodology

Based on data from literature, internet sources and specialized magazines, the key words and themes for fulfilling diploma thesis will be discussed and explained. The problem of marketing, marketing tools, communication tools, and marketing research will be subsequently analysed after studying the related sources. The analysis will result in establishing a marketing plan. It includes troubleshooting of facility operations and suggesting removals. A part of the marketing plan is also a reconstruction of the website.

The third part applies marketing approach for gathering selected documents to create marketing plan and outline proposals for sub-marketing plan. This section uses the questionnaire survey, SWOT analysis and synthesis.

2.3. Questionnaire

The market is moving and large number of entities interacts with each other. These are customers, suppliers, competitors and distributors. Knowing the needs and requirements of these groups and what is important to them, it is possible to use different research methods [1].

The questionnaire for market research can be divided into three categories:

1. Observation:

Data are collected by observing a subject of interest by a trained observer. The observer is not in direct contact with observed subject. The approach should be purely objective. The method is mainly used in point of sale and an overview of the number of customers, frequency of visits, reactions location change goods in the shop etc.

2. Questionnaires:

This method provides information on the requested subject in the market, its needs, and beliefs. It is one of the most widespread methods of research at all. It is possible to ask in person or through a paper to fill in. The questioning depends also on setting targets within the group and also on how much time and money is spent for the research.

3. Experiment:

Compared to the observation and questioning, data obtained in the experiment of the situation are simulated for this purpose. The observer tries to capture reactions and behavioural changes compared to the original settings. Data are acquired in a limited range and therefore there is a need to be very careful in the assessment and subsequent deducing of conclusions.

There are several questionnaires for a market research:

1. Determining the size of the market:

We obtain data on potential market, capacity, interest and market saturation, i.e. information on the number of units able to purchase and on buyers at a particular vendor.

2. Knowledge of market participants and their needs

Most often it is a customer research, analyses of the customer behaviour and satisfaction.

3. Segmentation:

In this way, the company is able to determine what the target audience is and what the geographic, demographic, psychographic and socio-economic specifics are.

4. Research marketing mix:

Based on the obtained data it is possible to make changes to the marketing mix as a one product or the entire portfolio - price, method of distribution and promotion, as well as other tools.

2.4. Composition of Questionnaire

Questions in the questionnaire can be closed, open or the rating scale.

1. Closed questions

The interviewer offers a choice between two or more possible answers –Yes / No or I do not know. Although these alternative items results in achieving greater uniformity of measurements and thus they enable a statistical analysis, they also have their drawbacks. Without additional probes they cannot get below the surface of the response. The answer can be enforced. The concerned persons may choose an alternative just to cover their ignorance, or may choose an alternative that does not accurately represent the true facts and opinion.

2. Open questions

The open - ended questions give wider frame for answers. Imposing few restrictions on the answer can point to important connections. Questions of this type are flexible, have the ability to deepen the understanding. Interviewees sometimes give unexpected answers. They allow probing to clarify misunderstandings, allow foster cooperation. This may point to additional relationships and hypotheses. Answers to questions can have different degrees of freedom or fencing. The unexpected answers may also indicate the existence of previously unforeseen relationships.

3. The rating scale

There are several kinds: check lists, forced choice scale, categorical rating scales, observational scale, numerical and graphical assessment scale. The scale issues are possible fixed answers.

2.5.Hypotheses

The hypotheses express rather detailed expectations about the structure of the market sector of interest. Possible examples are listed below:

- I. Hypothesis: Most clients visit sport facility 2-3 times a month.
- II. Hypothesis: Most visitors are in the age group from 21 to 26 years.
- III. Hypothesis: Most customers of FREEJUMP would appreciate more levels of jumping ramp.
- IV. Hypothesis: More than 40% of customers choose FREEJUMP because the location and price as relevant factors for visit.
- V. Hypothesis: More than 50% of customers would rate sports facility FREEJUMP as poor.
- VI. Hypothesis: More than 70% of customers of sport facility would recommend FREEJUMP to friends.

3. Literature overview

3.1. Marketing

Marketing is closely associated with market development. It has more likely exchange business character. Later, marketing became a management discipline devoted to engineering increases in sales. More recently, it has taken on the character of an applied behavioural science that is concerned with understanding buyer and seller systems involved in the marketing of goods and services (KOTLER and KELLER, 2008).

3.2. Basic marketing tools

The goal of a company is to understand customer wants and needs and marketing mix helps to the company to success on the market. The elements of marketing mix are influencing each other and they make a basis for creating a marketing and business plan.

3.2.1. Marketing mix 4P

The term "Marketing mix" refers to a selection of various marketing concepts which need to be mixed together in the correct proportions to develop the marketing strategy. Marketing mix is one of basic factors of modern marketing tools. Product, Price, Place and Promotion policy enables to realize and improve offer due to wishes of customers on target market.

Product:

Product can be tangible or intangible. It is any product of a company, it can be also service offered by a company.

There are three basic levels of product.

1. Core – the main utility, the core value for a customer.
2. Formal Product – Usually perceived by customers (quality, design, optional versions)
3. Augmented product – Extended factors taken as added value to customer (guarantees, services, payment options)

Product life cycle:

Product life cycle is taken as the whole time in which a product is able to survive on the market and be sold under acceptable conditions. (SAXENA, 2005)

There are four stages of product life cycle

- Introduction
- Growth
- Maturity
- Decline

Introduction stage begins when the product is introduced on the market. It is usually characterised by low income, zero profit and the increasing promotional cost. This is very important stage of the product existence because of uncertainty of the product success. It is important to control and work with deficiencies.

With increase of sales, the product is getting to the second stage of the life cycle called growth. Competition follows the product, which comes with competitive lower price, because the product is already well known and has much lower cost of promotion.

Maturity stage is essential for commercial success of the company. Volume of sales and revenues reached its maximum. Expenditure decreases and cost of promotion are minimized. Competition rises and it puts pressure on company to lower price of product.

In the last stage the product sales decline. There are new better products on the market and product promotion does not play role. Product should be sold out, or move out to the less developed market. Concurrently, a new product should be introduced on the market and, at the same time it should get to the first stage of introduction. It is a never ending story of a few products located in different stages of the life cycle. (SAXENA, 2005)

Price

Price is an amount of money worth of purchased product. The amount of money should be considered as acceptable and suitable to the product for a customer. It is not easy to set the price considering discount and special offers. Setting the price should be carefully considered from the marketing point of view. (KOTLER and ARMSTRONG, 2010):

Basic steps of setting product price

- Cost oriented price
- Demand oriented price
- Competition oriented price
- Marketing oriented price according company goals
- Price according to the perceived customer value of the product

Cost oriented price is one of the most common ways for setting price. Production cost and distribution cost are hedged by calculation steps. The simplicity and relatively easy availability of data set is the main reason why this method is often used.

Demand oriented price comes out the volume sold, depending on differential levels of price.

Competition oriented price is used in cases of similar products as competition. It is used in cases when entering foreign markets.

Marketing oriented price is set to reach the company goals on target market. Company sets higher prices if it wants to maximize profit or lower prices if it wants to maximize volume of sales.

The main result of the concept of the price according to the perceived customer value is the customer satisfaction.

Place (Distribution)

Distribution is focusing on activities that lead to physically available product to all customers. It contains sales via distributors or by direct sale, wholesale trade services, warehouses or media channels as teleshopping and online sales.

Distribution net consists of the three groups:

- Manufacturers - primary producers
- Distributors – wholesale, retail shop, sales representatives
- Supporting organizations – marketing research agencies, advertising agencies, etc.

Distribution strategies

- Intensive distribution strategy
- Selective distribution strategy
- Exclusive distribution strategy

The intensive strategy is used for products of everyday consumption. The goal is to get the offer as close to the customer as possible. Thus, the goods will be sold in as many of the retail shops as possible.

The selective strategy is based on the assumption that the offered product is so attractive to customers that they are willing to make the effort to visit the shop. Goods are offered only in a certain number of specialized shops.

The exclusive strategy focuses on selling luxury products. The emphasis is put on the psychological effects of the product, i.e. the product image. (KOTLER and ARMSTRONG, 2010)

Promotion

Promotion includes all activities needed to introduce the product for customers and convince them to purchase product. The aim is to get as many information about the product to the customer. The publicity and product image belong to the useful means of promoting.

All four steps should be efficiently linked to one coordinated program in order to ensure the success of the marketing approach. The procedure must be designed so as to provide the highest value to the customer in accordance with the company's marketing goal. (KOTLER and ARMSTRONG, 2010)

Detailed, although certainly not definitive, list of the various communication mixes and the specific forms shown are in the Table 1.

Table 1: Examples of various promotional tools

Advertising	Sales promotion	Public relations	Sales staff	Direct marketing
Advertisements in print ads and Audio-visual media	Competitions, games	Press releases and Public events	sales presentation	Catalogues
Packaging - outer appearance	Prizes and gifts	Speeches	sales meetings	Direct shipment sent by post
Samples	Samples	Seminars	Incentive programs	Telemarketing
Movies and Audio-visual materials	Exhibitions	Annual Report	Samples	Electronic shopping
Brochures and manuals	Programs of permanent purchases	Charity contributions	Fairs and sales exhibition	Teleshopping
Posters and flyers	Presentations	Sponsorship donations		fax-mail
Symbols and Logos	Coupons	Publications		Electronic mail
videotapes		Social relationships		Voicemail
Billboards	Loans at low interest	Lobbying		
Promotional messages at the point of purchase	Discounts on direct sale	Carriers entertainment events and manifestations of own identity		
Advertising signs		Business Magazines		

Source: Own Elaboration based on (KOTLER, 1999)

3.2.2. Marketing mix 4C

Robert Lauterborn [2] came up with the idea in “Advertising Age” and Kotler liked that idea so he picked it up and wrote about it. Marketing mix 4C is an alternative to the marketing mix 4P, whereas the 4Cs concept is more modern, and emphasises the role of the customer. There is the need to think like the potential customer, and try to work out what they want and like, then try to match it up with what the company can do. The main idea of 4C is to think from a customer perspective when creating company marketing strategy (KOTLER and ARMSTRONG, 2010):

- Customer solution (Product)
- Customer cost (Price)
- Convenience – solution availability (Place)

- Communication (Promotion)

Marketing experts are in the role of those who sell products, while customers are taken from the position of satisfying their own needs designated by their values. Customer is interested not only in price, but also what will be the total cost incurred for acquiring the product, its use and eventual disposal of the product. Customer also requests the easiest product availability and intensive communication between customers and marketing professionals using business tools. For this reason it is necessary to focus first on 4C and then apply the concept of 4P. (KOTLER and ARMSTRONG, 2003)

3.3.Services

Organizations working in the non-profit sector typically produce not products, but provide services. Although the concept of a service is used quite often and normally, as defined by the Kotler and Armstrong, the service is any activity or benefit that one party can offer to the other. Production services may or may not be associated with a tangible product. Intangibility is another characteristic of service inseparability, heterogeneity and destructibility. Inseparability is trying to emphasize that the service is produced in the presence of customer. The customer then becomes a co-producer of the service. Heterogeneity points out that quality of service can vary with each provision. It is strongly affected by person himself. Destructibility of services then points out that those services cannot be stored, kept or returned, because of immateriality.

3.3.1. Service Marketing mix

The service marketing mix contains 7P's, including 4P's (Product, Price, Promotion, and Place) and additional items:

- Physical Evidence - impact on customers' perception
- People – interaction between personnel and clients strongly influences customers mind
- Process – delivery of a service to customer

3.3.2. Sport services

Area of sports marketing in the Czech Republic was in the past neglected, but it's now been applied in a very real economic life, as it strongly influences the development and production, distribution and pricing policy orientation promotional strategies of companies, decision-making and allocation of financial resources through distributors and the personnel extends into the area of personnel policy.

Concept of sports marketing is often understood only as sports sponsorship and sports advertising. Sport advertising is very imprecise term, since this term can also imagine a trailer towed by sport. Sports' marketing also includes other areas such as merchandising and licensing. (SMITH, 2008) and [3]

3.3.3. Classification of sport services

There are two dimensions of services – human and consumer services. The two dimensions are divided due to Chelladurai (1992) into six categories, shown in Figure 1.

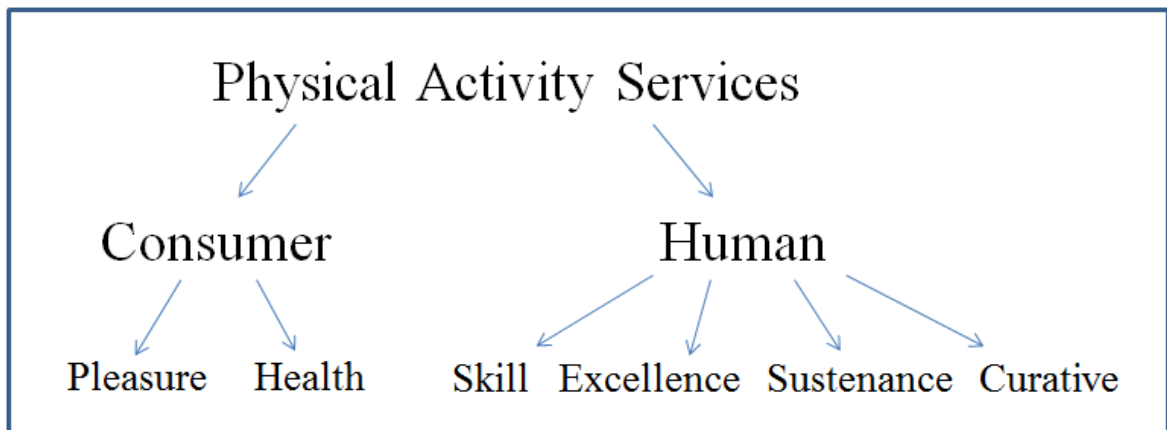


Figure 1: Classification of physical activity services

Consumer Pleasure Services - The basic condition for operation of this class of service is that clients are self-motivated and look mainly for the pleasure of physical activity. The management has to provide to the clients the facilities (e.g. water jump, bar) and equipment (e.g. skis, vests, ski boots and helmet) necessary for engaging into the selected activity.

Consumer Health/Fitness - This class of service focuses on offering activities of the organization (i.e. consumer services) to the clients' desire to maintain fitness and health. The clients know what they want to do and take full responsibility.

Human Skills - Focuses on teaching skills for various sport and physical activities. It is mostly provided by sports clubs or schools, where the clients have a professional training. These services require knowledge of sport-specific strategies and techniques of the selected activity. Teacher or coach is required. Chelladurai (1992) said *“teachers and sport leaders are expected to exercise their leadership and interpersonal skills to influence clients toward increased and meaningful participation.”*

Human Excellence – It requires the guidance of an expert in various sport activities (e.g. ski/snowboard instructor). Coach or expert is trying to gradually achieve top performance of the customer in the selected sports activity.

Human Sustenance - The people-sustaining activities of the sport organization are focused on program to improve clients' health and keep them fit. It includes organized exercise and fitness programs lead by experts. According to Chelladurai (1992), *“in contrast to the clients in consumer health/fitness services, these clients prefer to engage in physical activity in an organized group setting and under the leadership of trained experts.”*

Human-Curative - This services focus in this category is to improve physical fitness and health clients. Curative services include rehabilitation and wellness programs exercises (e.g. to reduce stress or weight loss). Organization should motivate their clients. (CHELLADURAI, 1992)

3.4. Customer

3.4.1. Customer behaviour

It includes all the activities of the customer that are in the connection with the purchase and use of goods or services. The company should know what influences the customer - in order to successfully operate in the market. It's not just the act of purchase of the product, but also the situation that preceded the purchase - the whole decision-making process. When a company knows who the customer is and how it behaves - uses it in marketing mix (KOTLER, 2010)

There are various groups of customers

- Buyers - they buy for their own use. Decide on buying for themselves and consume it themselves (Purchase snacks - I know that I'm hungry and I'm going to buy it)
- Households - purchase not only for an individual, the service/product used for more members
- Organizations – purchase of office supplies

The role of customers

- Initiator - the person who initiates the purchase (finds the empty fridge and wants to fill it)
- Instructor - may influence the final purchase (final decision)
- The decision-maker - will make the final decision (where , how, what to buy , how to pay)
- Buyer - one who performs the purchase
- User - one who uses the product and satisfies his / her need (VYSEKALOVÁ, 2011)

If the company knows about the needs and behaviour of customers, it can create a better marketing strategy. Here are six questions for better understanding the customer behaviour [4]:

Who: Who is the customer? Who is the decision-making unit,
which segment to focus on?

What: What product to offer?

Why: What is the motivation to buy?

How: What process leads to the selection?

When: When the year, month, days decide?

Where: Where exactly?

3.4.2. Customer wants, needs and demands

There are nine ways to build demand (KOTLER, 1999):

1. Sell more of our existing products to customers. (Market penetration)
2. Enter and sell our products in other geographical areas.
3. Selling our existing products to new types of customers.
4. Modify our current products and sell more of them to our existing customers (Product modification).
5. Offer and sell modified products to new geographical markets.
6. Offer and sell modified products to new types of customers.
7. Design new products that will appeal to our existing customers. (New product development)
8. Design new products for prospects in new geographic areas.
9. Design new products to sell to new types of customers.

The demands can be specified by asking people who use the product or service if they have any disappointments or suggestions for improvement. Here are examples of what they might say:

- I dislike the bank's long waiting lines
- My PC battery runs out after three hours
- Sometimes I can't find my TV remote control

Each statement suggests a market opportunity...getting customers, keeping customers, and growing customers.

3.5.Non-governmental sector

The non-profit sector is divided into the non-profit public sector and non-profit private sector. The non-profit public is characterized by being financed from public finance, is managed and administered by public administration, public option decides and refers to public control. Non-profit private sector is mainly financed by private funds of natural and legal persons. There are not excluded the contributions from public budgets. (ŠEDIVÝ, 2011)

The objective function for the organizations that fall into this sector is not making profit, but a direct benefit. This does not mean that they cannot make a profit at all. If they create a profit, it must be used to fulfil its main mission - precisely to create benefits that justify their existence. (LEWIS, 2006)

Public Benefit Organizations - the aim of these organizations is to provide mixed public services to satisfy the demands of society (the public). This group includes, for example, ecology, charity, public administration, etc.

Mutual Benefit Organizations are typically the member organizations. The main aim of these organizations is to support groups that have a common interest (implementation of activities in culture, protection of interests groups, etc.). (ŠKARABELOVÁ, 2002)

The accurate differentiation of public and mutual benefit is in reality complex, both types of activities are largely intertwined, often even within a single organization. Yet the definition of public benefit organizations is a political decision, tied with the support of a certain type of non-profit organizations.

3.5.1. Civic associations

In the Czech Republic, a non-profit organization has the form of associations, foundations and endowment funds, charities and religious legal entities. The most common types are the civic associations. Civic associations are subject to the scheme from 1 January 2014 of the Civil Code, the general arrangements for legal entities, and edit corporations and associations § 210-213 § 214-302 under § 3045, the existing Civic associations 1.1.2014 regarded as associations under the Civil Code. [5]

The law does not apply to the association of citizens:

- First, in political parties and movements
- Second, to employment and occupation
- Third, churches and religious societies

Civic Movement is a separate legal entity which is registered by Ministry of Interior of the Czech Republic. The association gets assigned an identification number from the Statistical Office and is registered in its records. The registrant shall submit the proposal signed by at least three persons, of whom at least one must be older than 18. Members can be both natural and legal persons. Ministry of Interior registers the entity status, which must include:

- name and address
- objectives of the organization
- bodies and the mode of provision
- identification of the bodies and persons (officials) authorized to act on behalf of the association
- provision of organizational units
- principles of management

The law allows refusing registration the entity if the aim of the activities is restricting the rights of citizens (nationality, ethnicity, gender, etc.). Associations are established with specific input focuses such as environmental protection, leisure activities

for children and youth, culture, sport, etc. The primary task is to meet the interests of its members and the surrounding area.

Civic associations may have different sources of funding for their activities. The source can be:

- membership fees
- revenues from the own activities or assets
- business profit (if having business license)
- subsidies from the state budget or local government (grants)
- gifts
- support from foundations

Examples of civic associations: trade unions, women's clubs, fitness organizations, interest groups, farmers, municipalities, etc.

Termination of a civic association is not regulated any special law. The association can be extinguished either by decision of the members or decision of the Ministry of Interior. If this happens, it proceed according to the Civil Code, which refers to the process of liquidation of companies in the Commercial Code. Termination procedure of an association should be enshrined in the status. Assets after the termination of the association can be divided among its members. The association may merge with another association to forms other one. For the merger the approval of the General Meeting is required and that fact should be noticed to the Ministry of the Interior. (RŮŽIČKOVÁ, 2003)

3.6.Strategic marketing planning

Marketing is a long-term activity. It is a systematic and planned implementation of company activities and a clear market orientation with customer requirements.

Using marketing tools and procedures can help companies to respond to the wishes and needs of customers and complete their own business goals.

The certainty about the environment in which company operates is a key to become a successful company. In this regard, there are permanent changes. The need to adapt to

these changes forces the company to look for the best opportunities and take advantage of them. (SOUKALOVÁ, 2004)

3.6.1. Marketing Plan

Marketing mix is a part of the marketing plan. According to Kotler, 1999, the marketing plan should include the following:

- The situational analysis (description of the current situation, SWOT, problems of the enterprise, assumptions regarding future).
- The marketing goals and objectives (general intentions, which the company wants to achieve, measurable goals).
- The marketing strategy to achieve goals.
- The plan of marketing measures - specific measures setting deadlines and responsible staff.
- The marketing tools control – the plan includes monthly or quarterly milestones if the company does not reach them, the manager must take corrective action.

3.6.2. Situation Analysis

By Soukalová (SOUKALOVÁ, 2004), the situational analysis of an enterprise is a critical, impartial, systematic and thorough examination of the internal situation and examining the position of the company in the external environment. It is trying to capture all relevant factors, which create the conditions for business. Through the implementation of situational analysis, it can venture on understanding its position in the environment that surrounds it, identify internal strengths and weaknesses and external opportunities and threats. The following analyses for this purpose can be used:

- Analysis of external factors - PEST analysis
- Analysis of enterprise's environment – Macro and Micro level
- Analysis of internal factors, opportunities and threats - SWOT analysis
- Competition analysis - Porter's analysis
- Analysis of the product portfolio - BCG analysis

3.6.3. PEST Analysis

PEST analysis focuses on research of external environment. This analysis enables identifying of opportunities and threats on the market. Companies work and make decisions on macroeconomic level. According to Soukalová (2004), even Ansoff and Kotler admit that it is important to make in addition to SWOT analysis also analysis of external environment. Due to Kotler and Armstrong (2010), there exist four levels that enables context to all companies.

- Task environment
- Competition environment
- Macro environment
- PEST Analysis (Political, Economic, Sociological and Technological factors)

Political factors

Political environment is changing from conflict to cooperation. Geographical borders can be barriers to competition and business.

Economic factors

These are factors as distributing wealth, purchase power, economic growth, consumer spending inflation, inflation rate

Sociological factors

It refers to the changes in the company. It mainly concerns social attitudes, social values and changes in the education system, lifestyle, household structure, etc.

Technological factors

It consists primarily of new technologies and qualifications that contribute to the shift of a company towards a high-tech company. (SOUKALOVÁ, 2004)

3.6.4. Enterprises environment

Enterprises environment can be divided into two levels of marketing environment - macro and micro-environment.

Macro-environment

Macro-environment as a concept represents the external environment in which the company operates. It is therefore a broader business environment. It influences the behaviour and position of the company as well as the efficiency of its business activities. Enterprise should be in this environment perfectly oriented, analyse it, monitor trends and try to use it for further development. External factors could jeopardize the company, or alternatively move it to better opportunities.

This is primarily a demographic environment focusing on groups of people, the population and their characteristics. Furthermore, there is economic environment that affects the purchasing power and the composition of household expenditure. The natural environment includes raw material resources. At the moment, the most important is technological environment that is constantly involving. The legislation, institutions, government and various groups belonging to the political environment also have a significant impact on the macro environment and affect the marketing activities. (KOTLER, ARMSTRONG, 2010)

Micro-environment

Micro-environment is the immediate environment of the company, its essential element. The aim is to create and maintain relationships with customers in the form of satisfying their needs and wants. This can be reached only by the marketing connections with other branches of the company.

It is all about relationships with the corporate environment, which points out the various mutually linking structures. Customer-supplier relationship plays in the global system an important role because it provides satisfying customer wants and needs. Service providers ease commercial transactions to the firm facilitates. The way to the success is also a need to analyse the nature of the target market. Competition in the microenvironment plays a very important role, because the basic rule says that if a company has to be successful, it must satisfy the customer's needs better than the competition. Finally, the important components also include public relations. (KOTLER, ARMSTRONG, 2010)

3.6.5. SWOT analysis

SWOT is an overall summary analysis of the marketing environment. It serves as the basis for marketing strategy and marketing plan. It summarizes the basic factors that affect the effectiveness of marketing activities and achieving the previously set goals. In order to succeed, there is a need to understand what are the company's strengths and weaknesses. The evaluation of its internal resources and capabilities is therefore needed to take an advantage of market opportunities and meet the challenges of competition and the environment.

The analysis is formed by identifying strengths and weaknesses of the company, opportunities and threats. Subsequently, the strengths and opportunities are classified using the positive scale ranging from 1 to 5 (5 is the highest satisfaction, 1 is the lowest satisfaction). The weaknesses and threats are also classified using, on the contrary, the negative point scale from -1 to -5 (-1 is the lowest satisfaction and highest satisfaction is -5). Subsequently, the total balance is calculated in the way described in [6].

Strengths and weaknesses are the factors, which characterize the internal situation of the company. Analysis of the internal conditions should result in decisions affecting future situation. Managers try to accurately determine the strengths of the company and fully take an advantage of them and eliminate weaknesses.

Strengths – it is important to see into the core of company, to recognize its strong sites, the sources and capabilities, structure, culture, leadership, products, processes and values.

Weaknesses – it consists of evaluating the company's weak factors and considering what to avoid.

Evaluation of

- Own abilities and skills
- Own performance potential
- Sources opportunities
- Management levels

Opportunities – it is important to determine which opportunities the company has provided through external environment and the industry analysis (Porter's five forces building). Analyse trends and changes that already exist in the environment.

Threats that the company faces can be taken as the challenges. For example, the changing technological environment jeopardizes the company.

Opportunities and threats (External factors) are closely connected to

- Intensity of competition in the industry
- Complexity or simplicity of entry
- Existence and brought on substitute markets
- Strength and competition of buyers and sellers

3.6.6. Porter's analysis of competitive forces

Porter competitor analysis is primarily focused on the question of how the competitive environment affects the attractiveness of the market. Model defines five forces affecting the attractiveness of the market in a relation to these five groups at risk:

- Threats from new competitors
- Consumers influence
- Suppliers influence
- Current competition
- Threats from substitute products

The influence of those groups on the competitor analysis is shown in Table 2.

Table 2. Scheme of the Porter's generic strategies.

PORTER'S GENERIC STRATEGIES			
		Competitive Advantage	
		Lower Cost	Differentiation
Competitive Edge	Broad Target	Cost Leadership	Differentiation
	Narrow Target	Cost Focus	Differentiation Focus

Source: [7]

3.6.7. Matrix BCG

Matrix BCG (BCG Matrix, Growth-share matrix, the Boston Matrix) is a method that comes from the consulting firm Boston Consulting Group (SAXENA, 2005 and STEVENS, Robert, E., 2012). It is used for the evaluation of an organization's portfolio of products from the viewpoint of marketing and sales planning. Its essence is the assessment of individual products, i.e. products or services of the company in two dimensions:

- The rate of growth in the market (market growth)
- Market share (market position)

Combining these two dimensions does result in the matrix with four basic quadrants that characterize individual segments of products, handled by the company. These four quadrants are called Stars, Question marks, Cash cows and Dogs shown in the Table 3.

Table 3: Matrix BCG

	High market share	Low market share
High market growth	Stars	Question marks
Low market growth	Cash Cows	Dogs

Source: [8]

The detailed meaning of the individual quadrants can be specified as follows:

- *Stars* – means perspective, demanding position requires a considerable investment in innovation in order to keep up with the competition.
- *Cash cows* – represent ideal case which do not require high investments into promotion, the basis of the profitability of the company, thanks to strong position on the market can company can afford higher prices than competition and geographically extend its sales
- *Question marks* – need of big investments in order to get to the cash cows (advertising, partial innovation). Brings low profit, requires challenging decisions in order to maintain existence under given conditions.
- *Dogs* – does not bring any profit, but significant expenditures and costs in order to higher its share. The decision to cancel or sell the unit is right.

3.7.Strategic marketing

Strategic marketing focuses on approaches, methods and steps toward real evaluation of company allocation on the market. On those bases are created the marketing programs assuring business prosperity. The aim is to create strategy and plan with maximized usage of marketing tools [9].

Strategic marketing is considered as one of the developing stages of marketing. It can be characterized as a process connected to:

- Elaboration
 - Analysis of internal conditions of company factors
 - Analysis of opportunities and threat factors
 - Analysis of competition factors
- Participation of creating company goals and for formulation strategies to reach that goals
- Creation of marketing goals
- Choice of marketing strategies in order to meet company goals
- Elaboration, implementation and control marketing plans
- Complex managing of marketing processes

3.7.1. Ansoff Matrix

Approach of the U.S. economist Ansoff is based on the relationship of product – market (SOUKALOVÁ, 2004). This strategy is based on the determination of the direction of the company. It helps to answer the question of how to ensure the desired growth in sales the company in the future. Several examples of the possible trends:

- Market penetration - the company is trying to intense market penetration with the aim of higher turnover
- Development of the market – e.g. finding a new geographic areas or a new use of existing products
- Development of the product - the company offers a new product on the same market. This applies in particular if the market is already saturated with products currently manufactured or existing products are in the maturity stage
- Diversification - either horizontal (a new product is similar to the technology, materials, etc.), or vertical (linking with technological chain) or lateral (brand new, foreign product). It is a risky and costly strategy that can be very effective

3.7.2. Company strategy

Company strategy and marketing strategy are closely connected. It is crucial to plan them in advance because they decide on expected direction of company. Researched questions at the beginning are:

- Where the company is?
- Where the company wants to get?
- How to get there?
- What are the time boundaries?

We can get answers not even from marketing experts, but also from everyday life. Marketing has a charm of supporting different directions and braches and it can enrich us on unexpected places. Strategies have a charm that can infiltrate information, means to separate important information from the less important. Earlier, there was a problem of lack of information, in present there is too many information which is not even needed. (KOURDI, 2009)

3.7.3. Marketing strategy process

The base of marketing planning is an ability to create, maintain and develop required connection between company goals set on basis of its mission and also between strategies selected for realising set goals in connection with sources and conditions (KOTLER, ARMSTRONG, 2010):

- 1st Stage – Planning
- 2nd Stage - Implementation
- 3rd Stage – Control

1st Stage - Marketing planning

Through strategic planning, the company decides what it wants to do with each business unit. Marketing planning involves deciding on marketing strategies that will help the company attain its overall strategic objectives. A detailed marketing plan is needed for each business, product, or brand:

- Situation analysis
- Set of marketing goals
- Formulation of marketing strategies
- Creation of marketing plan

2nd Stage - Implementation

Creation of a marketing plan is not the end. There is a necessity to successfully implement this plan. This stage is directed toward predetermined marketing plan to the market. It is therefore a summary of activities within which the marketing plan becomes a reality.

Task is to direct the marketing plan to a daily used marketing activities. Such a plan needs to be visible in the way in which the enterprise performs and organizes specific activities and shall be reflected in corporate values. Finally, it must be seen in the actual work and company's results.

3rd Stage – Control

Strategic planning stage of control completely monitors and evaluates the achievements of the company. At the same time, it examines company's targets according to established plans. Control focuses on monitoring and comparing the result of the realization that characterize the performance of the marketing plan standards and identifying problems of fundamental importance in making the necessary for changes and adjustments.

3.8. Marketing research analysis

3.8.1. Segmentation

Market segmentation is one of the methods of marketing management, namely market analysis. The aim is to identify the structure of the market to which the organization wants to place a product or service.

The use of market segmentation in practice: Using segmentation to adapt the marketing activities of the organization to individual customer groups. Specifying segments of the market so that these groups can be best served. When the segmentation of the market is divided according to certain terms into homogeneous groups of customers, company can obtain the optimal portfolio of its customers. Organizations should choose only those segments of the market which are capable of long-term strategy to effectively operate and perform as the sufficient profit.

Market segmentation involves the following steps:

- *Market research* - creating the segmentation criteria
- *Profiling segments* – customers are distributed according to segmentation criteria into relatively homogeneous groups. Determining the size of the segments and create their profiles
- *Selecting a target segment (targeting)* - an organization chooses the segment or segments of the market in which it makes sense to operate

Segmentation

Different authors who define segmentation criteria in a different way and here are the most common definitions:

- *Geographical* - customers are grouped according to their spatial distribution of, for example, by continents, countries or regions, etc.
- *Demographic* - customers are divided by age, gender, ethnicity, religion, marital status, etc.
- *Socio-economic* - socio-economic status, education, occupation, income, status, etc.
- *Psychological* - customers are classified according to the psychological profile (vital interests, attitudes, values, etc.)
- *Shopping behaviour* - frequency and extent of purchases, loyalty to suppliers, attitude to risk, etc.

3.8.2. Targeting

Targeting is defined as the process of evaluating the attractiveness of each segment and selecting one or more target segments. (KOTLER and ARMSTRONG, 2003)

3.8.3. Positioning

Positioning differentiates products according to demands and competition conditions. It also reflects the minds of the target group of consumers and captures wanted position in the market. The offered product should be distinguished from other products offered in the market (KOTLER and ARMSTRONG, 2003).

3.8.4. Competition Analysis

Each prospective entrepreneur must realize that, in addition to the customer and the company, there is also a market competition. Common mistakes are made because of the potential competition, i.e. what business will be on the market in the near future to compete.

In principle, in terms of competition in the operating market, there can occur two situations:

Competition already exists - the market into which the business will enter is a competitive market environment.

The competition does not exist, but it can be assumed that at the time of the entry into the market will start to appear new competition.

3.8.5. Pricing strategy

It could be said that everything in this world has its price. Good traders, in the spirit of this motto, say that everything can be sold - it depends on the price. Pricing is so balancing between supply and demand.

Price is usually expressed in terms of money, to be paid for the received product. How to determine the right price? The price should bring some profit, not only cover the cost of production.

On the one hand, the price is an important communication element for the seller. On the other hand, good price attracts customers.

Basic approaches in pricing:

- on the basis of cost
- based on demand
- on a competitive basis

Cost - oriented (Value based) pricing is the simplest pricing method.

The full cost of production is a base to which is added the desired profit margin. The advantage of this pricing strategy is simplicity and clarity. The problem of pricing, too linked to the cost, lies in ignoring the market dynamics, i.e. neglecting the long - term effects and customers willingness to pay.

Demand - oriented price

The price, perceived by the customer, is taken as a minimum. The basis for successful use of this method is accurate detection of view of the buyer to the product offered.

Competition - oriented price

In this case, the price is derived from the level, charged by competitors. The company finds the average price competitive, evaluate the strengths and weaknesses of own product and price will be determined either above or below the competitive average.

Nine rules to achieve Pricing Confidence

- 1 – Abandon compromising policy
- 2 – Understand the value offering to the customer
- 3 - Choose one of three simple strategies determining prices
- 4 - Trust your prices
- 5 - Price increases profits
- 6 - Deliver new products and services that give you flexibility in negotiations and help to grow.
- 7 - Force the competitors react to your prices
- 8 - Take simple steps to move from cost-plus to value-based pricing.
- 9 - Produce prices with confidence [10]

4. Own work – project of the chosen sport facility

This diploma thesis is a case study of marketing planning for the FREEJUMP sports facility. The aim is to find economic operation model that could be economically self-sufficient.

The FREEJUMP sports facility has been chosen by the author of this thesis because of her personal participation and interest in its development and operation. The further purpose is to anticipate increasing interest in Freestyle skiing following the recent success of the Czech participants in the Winter Olympics 2014 in Sochi.

4.1. The sport facility FREEJUMP

Freestyle skiing (so called Freeskiing), see Table 4, has developed as freestyle snowboarding for skiers.

Table 4: Basic facts about Freeskiing

Country of origin	USA
Time of origin	Nineties of the 20 th century
Founders of this sport	Canada - Shane McConkey, France – Candide Thovex, Switzerland – Jon Olson
Currently known personalities	Tom Wallish (USA), Henrik Harlaut (FR), Marek Skála (CZ)
Curiosity	In 20 years of existence, the sport got to the Olympic Games in Sochi in 2014 in two disciplines - Halfpipe and Slopestyle

Freestyle skiing and snowboarding are no longer just a matter of winter but also the summer sport. Currently, there are around a hundred freestyle skiers in the Czech Republic, and the numbers are increasing. There is no adequate facility for summer training in the surrounding of Prague. The aim of this work is to report about developing the sport facility FREEJUMP, to improve its marketing strategies and help to get money to reconstruct facility to be self-sufficient fully fledged area.

This sports centre for our needs is defined as multipurpose establishment providing comprehensive services (material, information, education, quick snack) for the training of acrobatic tricks utilized in the sport.

This year's number of visitors was slightly below costs. Number of visitors could be much larger, but competitive areas have much better facilities and therefore potential visitors have been prepared to travel further to the more attractive sites. The goal is to maximize the turnout of visitors.

4.2. Facility profile

The FREEJUMP sports facility is located on the shore of the lake created by flooding the sand pit between two villages Mlékojedy and Tišice, see Figure 2. Those villages are located approximately 25 km northeast from Prague, close to Neratovice.

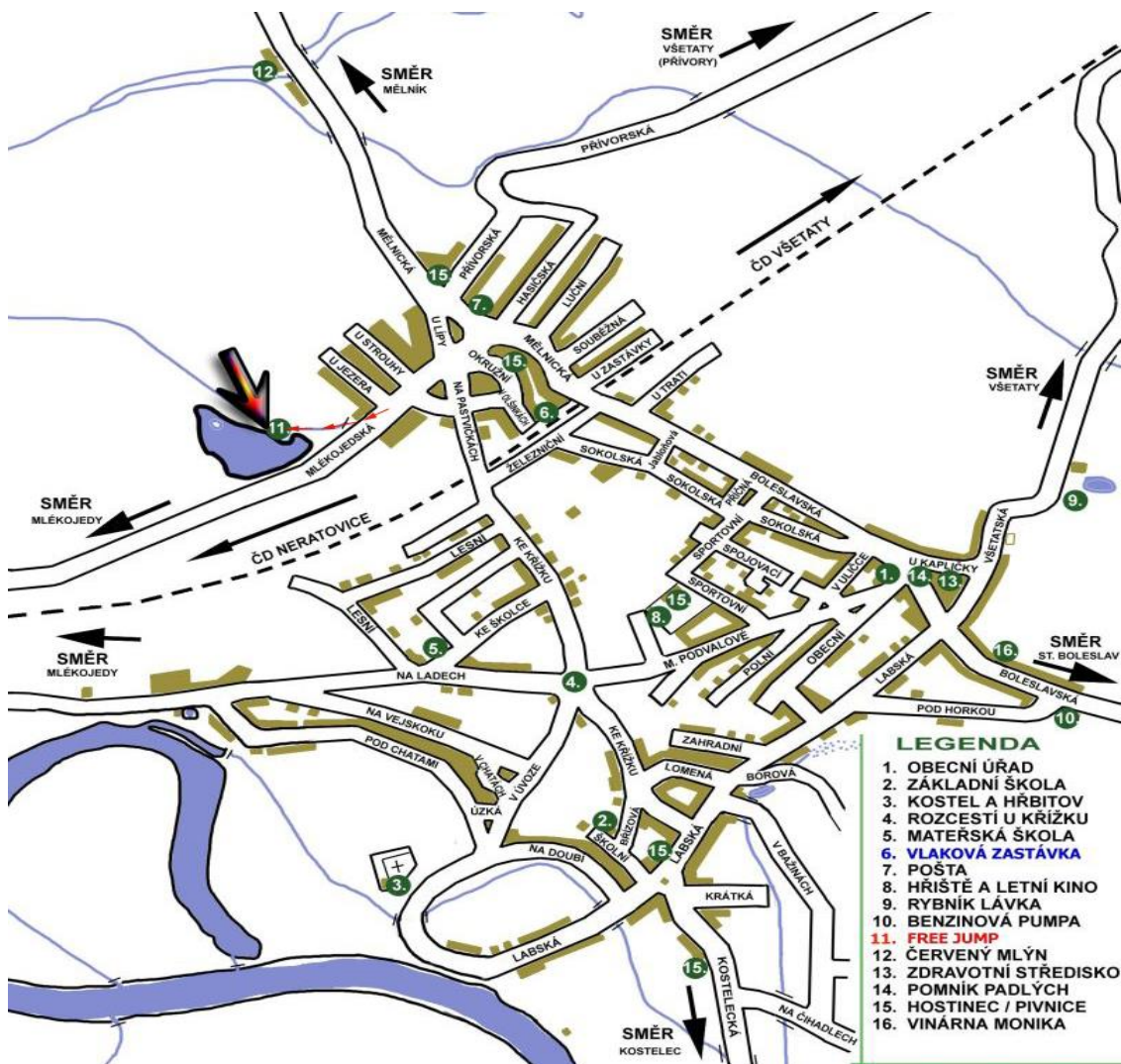


Figure 2. Orientation map of municipality Tišice (adjoining Mlékojedy)

Dominant feature the facility is the jumping ramp (constructed on area of 470 m²), which forms the natural core of the sports complex, see Figure 3. The plot of total area 800 m² is used under a lease contract with the owner, the Municipality of Neratovice. The area contains training simulators and container building.



Figure 3. Center of the area with the jumping ramp

The car park is located at the entrance to the lake with a capacity of approximately 40 places. The entry of vehicles directly to the area is prohibited. Altitude 350 m makes it practical to operate the complex from late spring to early autumn.

4.3. General conditions

Current offering:

- Jumping ramp with artificial irrigation of surface (artificial brushes), width 3m, length 30m and height 11m, reflective edge 2,5m above the water level.
- Bar
- Temporary dormitory for service and instructors

- Accommodation for participants is in tents or for demanding in pension Monika nearby in the village Chrást or hostel in Neratovice. Meal is individual with the use of a grill or nearby restaurant.

Basic operating scheme:

Education and training is organized in 4 basic forms

1. *Training camp*

8:00 Breakfast
9:00 Warm-up
10:00 -13:00 Training, Regeneration
13:00 - 14:00 Lunch break
14:00 -18:00 Training
20:00 Analysis of training and video coaching

2. *Weekend camp - Mostly organized training for customers*

Free training

Individual session or individual training under an agreement with instructors

Contest

10:00 – 12:00 Registration, Advices on safety

12: 00 1st round of qualification

2nd round of qualification

17:00 Final round

Continuously: rider exhibition and accompanying program.

The legal foundation of this sport centre was linked to a self-employed person. The trade act characterizes it as a continuous activity carried out independently, on its own behalf and on its own responsibility in order to generate profit. The trade was declared to be bound to " The operating of physical education and sports facilities " and " The provision of physical education and sports services", to which it was necessary to demonstrate the appropriate competence. The professional competence was represented by a completion of the retraining course at the accreditation of the Ministry of Education. With increasing scale of business premises, other partners and collaborators were joining the self-employed person without investing a property or financial contribution. The advantage was that the facility was owned by one person responsible for the operation of the premises (Vladimír Zlesák in those days). The downside was shortage of sufficient

financial resources necessary for the further development of the area. The sports complex in this form could not have been the recipient of grants and subsidies from public funds, i.e. self-government bodies such as municipalities, county or the state. While grants supporting sports activities announced by the municipality, county and state formed when pre-defined conditions, could be a significant contribution ensuring sports activities in the non-profit area. Taking the tax rules into consideration, a clear distinction of non-profit sphere would allow further development of the facility, transforming the legal form of the provisions to the civic association.

4.4. Association of the Czech Freeskiing (ACF)

Establishment of a civic association is the eldest legal form of the non-governmental organization, defined by the law No.83/1990. On the basis of § 3045 of the new Civil Code from 2014, [5], the old formation has been converted to the civic association.

The existing Association of the Czech Freeskiing (ACF) joins the people, interested in freeskiing since 2005. It is registered at the Ministry of Interior of the Czech Republic from 2009. Its status is defined in Supplement 9.2.

4.5.Perspective

In view of the possible changes in financing the project FREEJUMP, further development of the facility is planned. The essence of the possible changes is obvious from comparing the photograph in Figure 3 with the project, shown in Figure 4. It should be noted that the project reflects the wants and needs of the respondents according to the marketing research.



Figure 4. Visualization of the FREEJUMP sports complex

4.6. Outline of the economic model of the sports facility

Main asset was invested by personal investment in the form of own work and the basic material for the construction of the jump. It has been further expanded, using the supplied material and equipment (obstacles for jibbing, construction bar, etc.) and of course a voluntary unremunerated work of cooperating members. Financial and in-kind resources are gained from participant fees of the sports facility, freeskiing camps, and cash support from partners of the FREEJUMP complex. The related data are shown in Tables 5, 6 and 7.

Table 5. Present current price list

Rental	Price
Vest	50 CZK/Day
Helmet	50 CZK/Day
Boots (ski, snowboard)	50 CZK/Day
Skis / Snowboard	100 CZK/Day
Compleat (skis or SNB, helmet, vest, boots, poles)	200 CZK/Day
Daily ticket	250 CZK
Seasson ticket	2 500 CZK
Freeski camp (5 days)	4 500 CZK

Table 6. Framework of an annual budget

Other Cost	10 000 CZK
Energy (Gasoline)	6 000 CZK
Costs	50 000 CZK
Rent	24 000 CZK
Overall	90 000 CZK

Table 7. Income resources

Entry, Freeskiing camps	70 000 CZK
Promotional articles	20 - 25 000 CZK
Overall	90 - 115 000 CZK

Staff

Quality staffing is a necessary condition for the successful operation of the sports facility. Primarily it is about the professional level of the instructors ensuring the main activity such as training and teaching, but also supports staff from the economic and medical point of view. To ensure good workflows of the facility, the cooperation of at least three people with an extensive experience is needed.

Medical supervision is performed by the facility instructors and, in case of any accident, a rider is taken to the hospital in Neratovice. During competitions are present qualified medical personnel and an ambulance. Technical supervision is performed by instructors of the complex according to the schedule.

Marketing, advertising, media support is, as well as the economic issues, is handled by the whole FREEJUMP team without the help of professional agencies.

4.7.Situation analysis

4.7.1. Competitive analysis

Potential and real competition is not that strong as it seems. There are just three sports facilities where to train in summer in the Czech Republic.

Our competitive areas are:

- Hrozenkov (South Moravia): www.bigair.cz
- Šumperk : www.acrobatpark.cz
- Most: www.jumpark.cz

Competition analysis, shown in the Table 8., is based on the comparison of the selected factors relative to the sports complex FREEJUMP. The analysis shows that the areas involved in the same sports activities are mainly more competing with comparison to FREEJUMP. The main reason is that other sports facilities have bigger capital and greater experience and also more intensive activity of facilities within the promotion on the market and getting new customers. The facility will leverage its knowledge to a focus on new goals and at the same time remedy weaknesses that gives a better opportunity to competition to assert in the current market.

Table 8. FREEJUMP Competitive analysis

	Big Air	Acrobat Park	Jumpark
Equipment	+++	+++	++
Price	+	+	+
Web sites	+++	++	++
Segmentation	++	+	+
Quality	+++	+++	++
Hinterland	+++	+++	++
Advertising	+++	++	++

Not competing + ; Competing ++ ; Highly competing +++

According to the competitive analysis, the biggest competitor to FREEJUMP is the sports facility Big Air. Its strategies and offer, for example on their web pages, is needed to work on at FREEJUMP facility. On the other hand, sport facility FREEJUMP can be more attractive from the pricing point of view and due to its closeness to Prague. The sport facility FREEJUMP has ability to compete and has potential future growth which results from the analysis listed above.

4.7.2. Segmentation

The segmentation attempts to find a balance between certain groups of customers and the sports facility. In particular, the aim is to find such a group, which is satisfied with a homogeneous offer. Within the frame of profiling segments, the customers are divided according to the segmentation criteria into relatively homogeneous groups. For the present analysis, it is sufficient to consider the following two segments:

- Active people – Riders, Mostly younger generation (age 15 – 35)
- Passive people – Spectators, Bar customers

Using such segmentation, we found the optimum segment of the customers, shown in Table 9.

Table 9. FREEJUMP Segmentation

Criteria		
Geographical	State	Czech Republic
	Region	Central Bohemian
Demographic	Age	15 - 35
	Gender	Men, Women
	Income	More than 10 000 CZK
	Education	High School, College, University
Socio-economic	Life style	Sport, Social life
	Social Class	Middle class
Shopping behaviour	Sale Purpose	Have fun!
	Customer Turnout	Once a week
	Facility stand	Positive, Friendly

4.7.3. Targeting

Targeting would result in more narrow target groups for specified events. For the sports facility FREEJUMP it is appropriate to focus on strategy of the chosen segment. The narrower segment could consists of the people from the capital Prague and Giant Mountains, which are located nearest to FREEJUMP, people old 15-35 years, from middle class, (as the students and employees).

Reason for this concrete focus comes out from the purpose of the sports facility.

4.7.4. Positioning

The main aspects of differentiating from other facilities are the lowest prices possible and better location out of Prague in comparison to our competitor's. FREEJUMP and its core philosophy are to gather freestyle skiers and snowboard community. This fact is visualized by a matrix in Table 10.

Table 10. FREEJUMP Positioning

	High quality	Low quality
High price		
Low Price		•

The aim of sports facility FREEJUMP is to satisfy and fulfil customer's wants and needs. FREEJUMP has just basic equipment needed for running the area. For this reason we can keep the price low and the so that equals quality.

4.7.5. Other factors influencing the success of the sport facility

According to the author's opinion, the success of a sports facility like the FREEJUMP depends on the offer, which would be hardly reachable in the other facilities. For example, more attractive among other freeskiing facilities could be one with various levels of water ramp, other special simulators, as well as friendly and kind approach of instructor team with huge ability to empathize customers and participants of events and last but not least attractive programme.

Very important is also communication with the local authority and positive perception of activities, organized by the sports facility, from the citizens' point of view. The practice assures necessity of media support, organized advertising and cooperation with the trade companies, oriented to ski and snowboard equipment.

4.7.6. Summarization of analysis

The situational analysis results in a view on the present state of the FREEJUMP. Currently, the conditions of the facility are that they are trying to do their best. In the previous year the company had a worsening of use the land, when it came to the weather and hopes of their prospects for the upcoming season. The facility hopes the traffic will be at least 30% better. The facility will try to advertise more and improve facilities hinterland.

Within a given segment there is relatively high competition. Analysis leads to the conclusion that it is necessary to search for new tools that would help the company to move from the current position. The FREEJUMP is in relation to other sports facilities competitive, but it needs to constantly improve and adapt to the current situation.

An important element is the analysis of the social environment. A positive view is the growth of average monthly wage. The microenvironment does not record significant deviations from the plans.

4.8. Analysis of the marketing Mix

The analysis of marketing behaviour is focused on individual forms of marketing mix. The facility is based on services, so the author uses elements of the four 4C's concept of marketing mix in order to put the customer's interests ahead of the marketer's interests. The analysis, performed in the last summer season, should improve chances to the upcoming season.

Customer solution

Customers want to buy value or a solution. The facility has poor offer with respect to the equipment, but it has very friendly environment and personnel. Those are the main reasons why the customers are coming back. In the upcoming season, the facility will improve its hinterland in order to be able to give customer bigger offer concerning the equipment.

Customer cost

Customers want to know the total cost of acquiring, using, and disposing of a product / service. How much does it cost to get from Prague, Giant Mountains or other places close to Mlékojedy and back plus how much cost the entry and for example food. The entry and food in the bar is set on the lowest possible price for the customer. Overall, the cost is really low for customers, compared to the competition.

Convenience – solution availability

Customers want products and services to be as convenient to purchase as possible. The accessibility of the FREEJUMP facility is good. At present, there is an easy and relatively cheap connection to Mlékojedy by train or by car when not arriving alone but with friends.

Communication

Customers want two-way communication with the companies that make product or provide services. The communication between customers and the FREEJUMP showed to be most successful through social media. The FREEJUMP uses mostly the Facebook, Freeride.cz , Vimeo and Instagram. Unfortunately, the customers can get information only through Facebook pages, because webpage FREEJUMP.cz is under the reconstruction. The Facebook pages are permanently updated and customer can get informed there about opening hours and about interesting events organized by FREEJUMP group.

The facility plans to make the event FREEJUMP Opening to show what is new at the FREEJUMP. The FREEJUMP plans to invite familiar freestyle skiers as Marek Skála (Freestyle ski Czech Represent in Sochi) or Pepé Kalenský and Robin Holub to make show and little competition. FREEJUMP Opening poster from 2013 is shown below in Figure 5.



Figure 5. FREEJUMP Opening 2013, inviting poster

4.9. Analysis of risk and opportunities

4.9.1. SWOT Analysis

SWOT analysis is mapping FREEJUMP sports facility on the market. It focuses on its weak and strong sides, threats and opportunities. In order to that it is possible to find out operating of facility, find problems, opportunities of growth and focus on little targets needed to work on to further success of facility. There are several aspects to be evaluated:

Strengths: Characteristics of the business or project that give it an advantage over others.

Weaknesses: Characteristics that place the business or project at a disadvantage relative to others

Opportunities: Elements that the project could exploit to its advantage

Threats: Elements in the environment that could cause trouble for the business or project

The SWOT analysis, see Table 11 below, shows that the association ACF should focus on strengths and to specifically amplify the team spirit and the internal communication.

The current customers are satisfied with existing services but there is a need to attract new potential customers. To this aim it would promising to engage popular personalities to participate on the FREEJUMP events. A suitable way of the communication, so far proven, is through social networks and web portals.

Threats, that are on the market spontaneously occurring, cannot be removed. Association should focus on subsidies and try to get other funds available from public sources. It should try to keep a good name, to increase the return of customers, and increase frequency of their returns. Association should also try to focus on the new technology.

Table 11. FREEJUMP SWOT Analysis

Strengths	Weight	Rating	Evaluation
Knowledge of local market	0,2	3	0,6
Small organization	0,1	4	0,4
Strong team	0,3	5	1,5
Good intern communication	0,05	3	0,15
Education, employees with high education	0,05	3	0,15
Positive feedback from customers	0,3	5	1,5
<i>Total</i>	1		4,3
Weaknesses			
Competition on the market	0,1	-2	-0,2
Restricted equipment	0,2	-3	-0,6
Thefts density in location	0,3	-5	-1,5
Not well worked out strategy	0,2	-3	-0,6
Small capital	0,2	-3	-0,6
<i>Total</i>	1		-3,5
Opportunities			
Cover of customer return	0,2	2	0,4
Cooperation with known personalities	0,3	5	1,5
Relatively strong demand	0,3	3	0,9
New and modern technology	0,2	1	0,2
<i>Total</i>	1		3
Threats			
Stronger competition	0,2	-2	-0,4
Passive stand to the market	0,2	-3	-0,6
Venture facility	0,2	-3	-0,6
Lack of funds	0,4	-4	-1,6
<i>Total</i>	1		-3,2
Internal			0,8
External			-0,2
Final balance			0,6

4.9.2. Matrix BCG – Product strategy

After examining, the SWOT analysis is also helpful to create the Boston matrix that focuses on the analysis of specific products or services, i.e. products or services of the company in two dimensions - market growth rate and market share.

Because ACF took over the sports complex only last year and it was more of initial break-in of the team, the analysis currently would not have such importance. For this reason, the knowledge will be collected and analysed later on. After the second season, when the resort plans to offer other activities, the facility will be able to compare across

multiple categories of products and services and also to compare two groups of services that have appeared in different times and under different conditions.

4.9.3. STEP analysis

Social factors

The current social trends converge toward the healthy lifestyle, which includes healthy food and sport. The recent success of the Czech participants in the Winter Olympics 2014 in Sochi in freestyle should have an impact on the further development and increasing interest in freestyle skiing and other freestyle sports in the Czech Republic. For those reasons is FREEJUMP team expecting bigger turnover of customers in following years.

Technological factors

Technological factors represent an important challenge for the facility. The technological progress is unstoppable. In particular, there are still increasing possibilities how to ease communication with customers. The rising access to the Internet provides the companies with a very easy approach to wide audience. Usage of the social media and other mobile applications makes the communication with customers very easy and can be very intensive and even annoying. The FREEJUMP uses Facebook to the communication with customers and for coordination of team members as well.

Economic factors

The annual decline of gross domestic product in the third quarter was corrected from an earlier 1.3% to 1.2%. Negative GDP growth was a result of declining investment activity and weak foreign demand. Consumer prices increased in February compared to January of 0.2%. This development was mainly influenced by the increase in prices in recreation and culture. In the 4th quarter of 2013, the average gross monthly nominal wage per full-time equivalent employees in the national economy decreased compared to the same period of the previous year by 1.8% in real terms fell by 2.9%. Median wages amounted to 22 288 CZK, [11].

Political factors

The expectation that the October elections of 2013 will bring political stability, did not work out. The ratios are the emergence of new parties and uncertain peace, after which economists call a business, because without it, the economic recovery remains elusive dream, does not occur in 2014.

Economic crisis has intensified the disenchantment of the public, especially dissatisfaction on all sides attacked middle classes. On the one hand, matters of corruption, nepotism and the associated string of scandals. On the other elites' inability to govern and enforce meaningful measures that kick-started the economy and improve social conditions.

4.10. Marketing strategy

The main aim of the team is coming from its current situation and future plans. The FREEJUMP is open since 2005 and since then it became well known among freeskiiing and snowboard community. During years the area fell into disrepair, because the owner stopped taking care of it. The whole facility took over new team and they are trying their best to make it up.

Partial aims

- Purchase new equipment
- Get new investors
- Rework web sites and increase its turnout
- Increase the advertising on social media and expand to magazines

If this strategy will be successful, the facility could afford to enlarge and become more competitive to other sports facilities.

Marketing strategy of FREEJUMP has not been worked out ever since now. It is focusing on possibility to make itself more visible and more active.

4.10.1. Marketing in social media

The term *social net* can be pointed on every group of people, which unites and maintains communication by differential tools. Between the most used social media belong Facebook, Twitter, LinkedIn, and YouTube. The power of social media is connected to many aspects. Social media is revolutionary marketing tool. It can get close to the target group and it perpetually inflicts on current customers, but it has also strong influence on potential customers.

Facebook compels people to share authentic information about themselves because they are sharing and communicating with the people they already know. As a result, when advertisers target an ad to an audience based on their interests, they are reaching real people. Through the Facebook Ads system, marketers can reach an audience based not only on demographics but also on interest areas by targeting keywords ranging from a band to a favorite food. Time Kendall, the Director of Monetization at Facebook [12].

Marketing information should be present where its current and potential customers are. In the last few years they are more and more communicate through social media that are becoming the global phenomena (SHIH, 2010).

That is our target marketing tool. The team is advertising through Facebook a lot and in the last year we recorded greater turnout of customers while posting different kind of Ads on Facebook.

4.10.2. Price strategy

Selected pricing strategy of services hides several factors, which need to be taken into the consideration. These are overall costs and expenditures used during establishing, reconstructing, promoting and actual run of the complex. The association reflects all of those aspects in setting the price while watching the competitor price. The price has been set in order to attract customers to enjoy unforgettable experience and huge portion of entertainment for the lowest possible price.

The association uses the competition oriented price. Competitively oriented is the price, which is derived from the level of prices charged by competitors.

4.10.3. Sponsorship and advertising

Freeskiing and snowboarding is based on individual riders, distinguished by their individual style. It opens possibilities of an individual sponsorship from suppliers and vendors of ski and snowboard equipment. It is obvious that it gives an impression of possible advert of products in huge competing struggle and so about advertisement which is wrongly called sponsorship. These are mostly contractual relations between companies and riders who wear promotional stuff at the races, events, filming or photographing events, which is the greatest way of advertising.

There is a financial and non-financial support during competitions and operation of a sport facility. In addition to individual sponsorship, the sports facility has also few sponsors, who are supporting also local riders. For example, Big Shock is the main sponsor that supports not only on financial level but also with in-kind products during competitions. Media partners are Freeride.cz, Freeskiing.cz, POME.sk, downdays.eu, boardmag.cz.

For further development of marketing, the sports facility FREEJUMP is creating its own case study which part is an offer for potential partners. It consists of the following items:

Basic characteristics:

- Name of Event
- Statute
- Characteristics of location

Aim of project:

- Date
- Number of participants
- Expected number of spectators
- Guests
- Program
- Moderation
- Competition for spectators
- Awards (Financial/ Gifts from sponsors)

Advertisement Content – Benefits for sponsors

- Posters, format, no. of pieces, location
- Flier, format, no. of pieces, location
- Ad in magazines, media partners
- Internet advert
- Press release, invited riders, location

Benefits for advertisement partner

- Original marketing tool influencing participants and spectators of an event
- Possibilities to invite their own VIP partners for whom will be other additional programme prepared

Benefits of sponsorship

- Basic idea of individual sport with huge potential, idea of fair play and amazing stand
- Strong support of an image of a partners brand name
- Strictly identified target group, which is constantly increasing

General partner:

- Cooperation minimum: (amount of CZK)
- Consideration in kind: (concrete)

Optional fulfilment:

- Big logo on poster (No. of pieces, format, location)
- Big logo on fliers (No. of pieces, format, location)
- On panels next to the jump
- Free entry for invited riders
- Presentation of company inside of facility
- Promotional materials for riders/spectators inside of gift package
- Presentation of offer of a company during program (special gift for riders)
- Emplacement of logo on selected materials, places

Main partners: Contract fulfilment

- Cooperation minimum: (amount of CZK)
- Consideration in kind: (concrete)
- Optional fulfilment:

Part of facility marketing are web pages <http://www.freejump.cz> which needs to undergo some reconstruction.

5. Results and discussion – The customer's satisfaction

As mentioned in methodology, a quantitative type of research was chosen to collect primary data.

5.1. Questionnaire and research

The questionnaire, shown in Supplement 9.3 is composed of 19 questions. Majority of questions allows multiple choices with 3 or more answers available. Only one was open-ended in order to get closer to the customer wants and needs. The questionnaire has been made through Google Docs and then spread through the social media. The printed versions of the questionnaire was also used and continuously processed by the author into the computerized form in order to get more transparent results.

The questionnaire contains different types of questions considering customers satisfaction. Those questions were standardized, some of them semi – standardized and one open question for better understanding on customer wants and needs.

The questioning was conducted during the summer (July, August, mid-September), when the FREEJUMP facility was opened and then continued online till November 2013.

After collection of all documents, the data were prepared for the analysis through MS Excel. Questionnaire was held just in English, so some of the respondents needed author's help with translation for better understanding.

The obtained data were analysed either by absolute or relative counts (percentage of the total amount). The results are interpreted in following tables or graphs.

5.2. Results of the research

The total size of respondents was 108 respondents. From the total sum of respondents, there were 43 women and 64 men, which create the percentage proportion of 40% to 60%. According to the research, men are dominating in freestyle sport, but this ratio is quite insignificant. In conclusion, the sport facility doesn't have priority in gender.

Analysis of the respondent's age confirms the hypothesis II. from Chapter 2.5 that the group of 21-26 ages is the most numerous one. This group of respondents is the target group of the FREEJUMP customers. This group dominates with 61 % of total respondents. The second biggest group (21%) according to age segmentation is younger than 20 years and it shows that the target group of people belongs to the younger generation. The third in the row were people between 27 - 50 years and then older generation with only 4 respondents between 51 - 65 years and only one respondent was above 65 years old. The resulting distribution is shown in Figure 6.

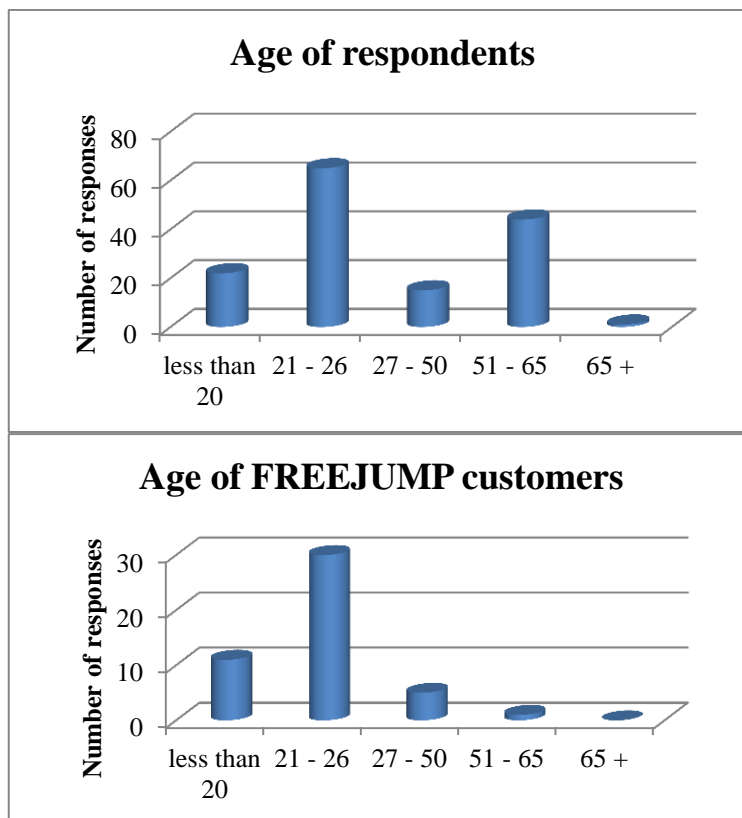


Figure 6. Age of respondents (a). and customers (b).

Most of the respondents would welcome a well-equipped sport facility near their hometown. This shows that if we would like sometime to rebuild the FREEJUMP facility on another place, almost everyone would appreciate it near their hometown, so in this case as close to Prague as possible.

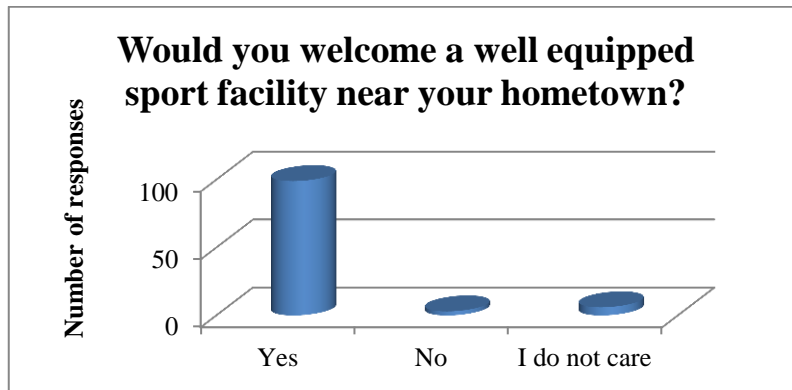


Figure 7. Preferred location.

The most respondents come from Prague. FREEJUMP is located 25 km far from Prague and not too far from Giant Mountains, so the residencies of customers correspond with FREEJUMP location. Just a minority of respondents comes further from Mlékojedy, but author adds this to their home town and town where they stay.

Table 12. Respondents residencies

Prague resident	73	68%
Living close to Mlékojedy (within 1 hour)	9	8%
Other(Zlín, Trutnov, Vrchlabí, Kladno, Brno, Hranice, Ostrava, Frenštát Pod Radhoštěm, Špindlerův Mlýn, Jablonec nad Jizerou, Benecko, Lánov, Grootebroek (NL), Slovakia, Australia – Sydney.)	26	24%



Figure 8. Respondents residencies. Source: Google map, own research

What important factor could persuade customers to visit such a sport facility? The most common answers were: installation of more water jumps (ramps) with different levels, ranging from the jump for beginners (3 m) to that for professionals (15 m). By the way, most of the respondents wanted to have a bar and beach.

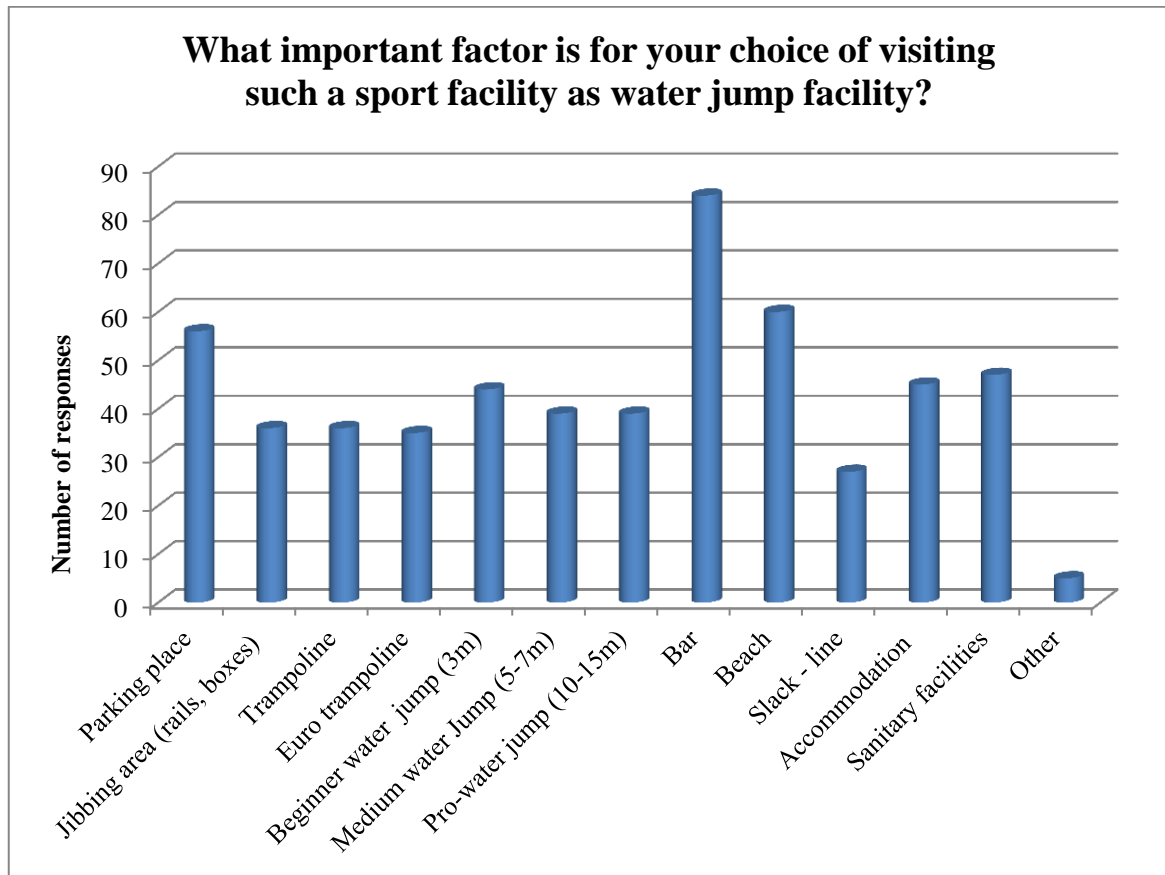


Figure 9. The feature, attractive for visiting.

The actual portion of respondents who visit FREEJUMP is 47 respondents out of 108, which equals to 44% of respondents.

According to the Figure 10 below, the FREEJUMP needs to organize more events in order to promote more on social media and attract customers. Although that researched shows that most respondents 38% show that respondents does not participate on contests, the rest do. As a rider answered 38 respondents and participation on contest as spectator ticked 29 respondents, which are good indicators for association to try hard and organize contests together with parties and other accompanying programs.

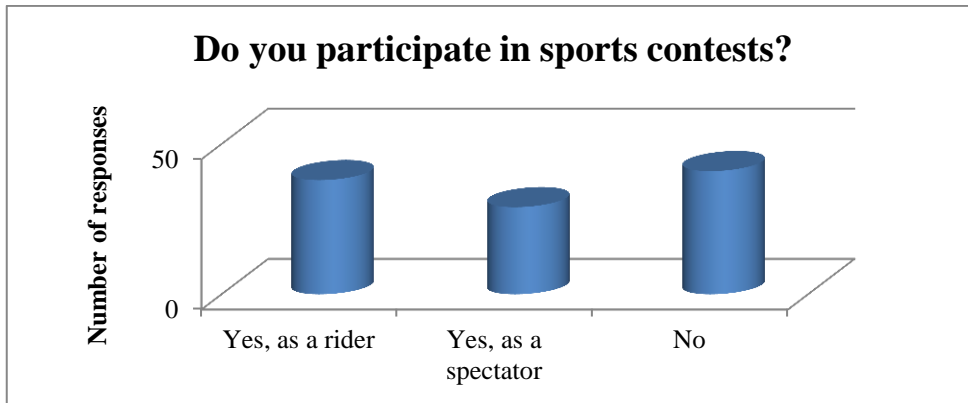


Figure 10. Interest in participation in sports contests.

It is apparent from the research, see Figure 11, that the FREEJUMP is popular by most of the customers and that they are willing to recommend this sport facility to friends and they even came because friend recommend the facility to them. Three leading factors are: location, recommendation, reputation and satisfaction with previous visit which can be attached to the friendly environment which FREEJUMP offers.

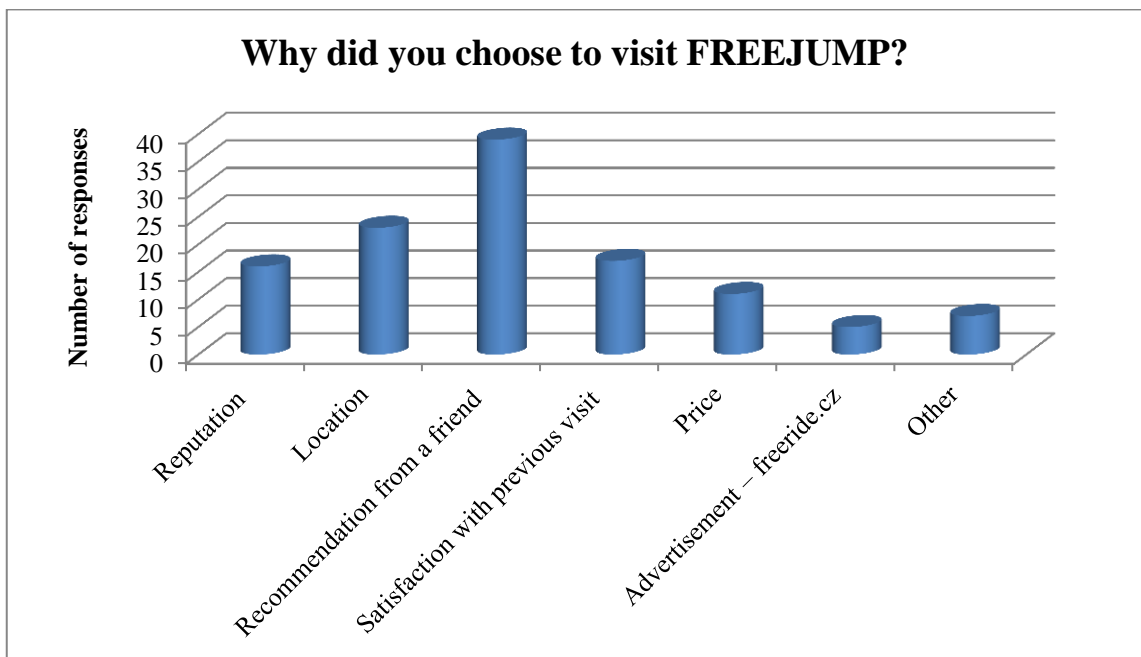


Figure 11. Reason for visiting FREEJUMP.

It is obvious from the research, see Figures 12, that everyone is satisfied, but facility needs to at least double turnover of customers. The most of customers return only once a month or 2-3 month. From the FREEJUMP record is known that there are some customers coming just for the sports camp which lasts a week (5 days). This will be the aim for the upcoming season.

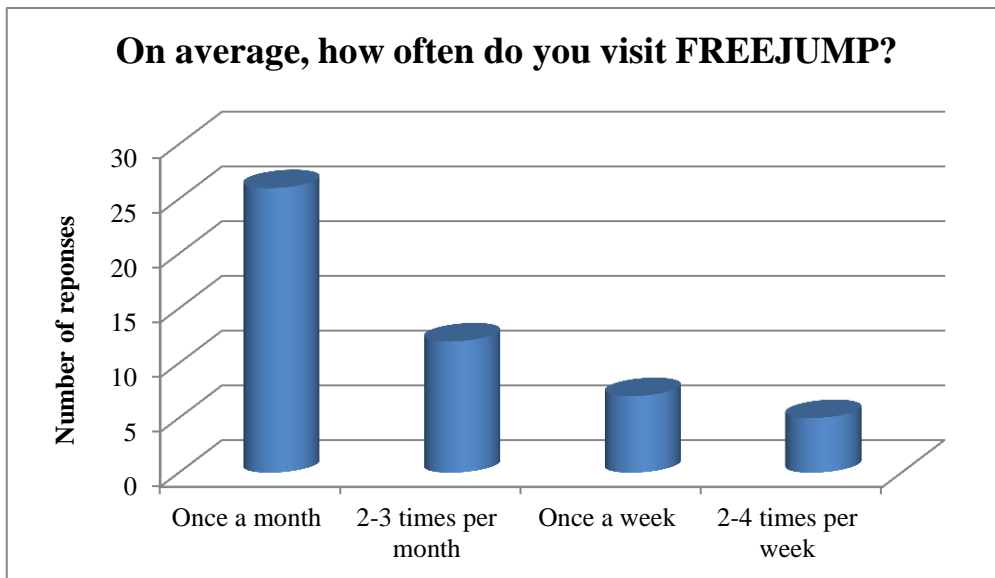


Figure 12. Frequency of visiting the FREEJUMP.

Rating of the water jump itself was very satisfactory, see Figure 13. All 58% of respondents answered that the conditions are very good. Even 28% think that the FREEJUMP belongs among the best sport facilities they have ever seen. Only 13% think that FREEJUMP is rather poor. The contribution for Association is that the most customers are satisfied with the price and even conditions of the sport centre, see Figure 14.

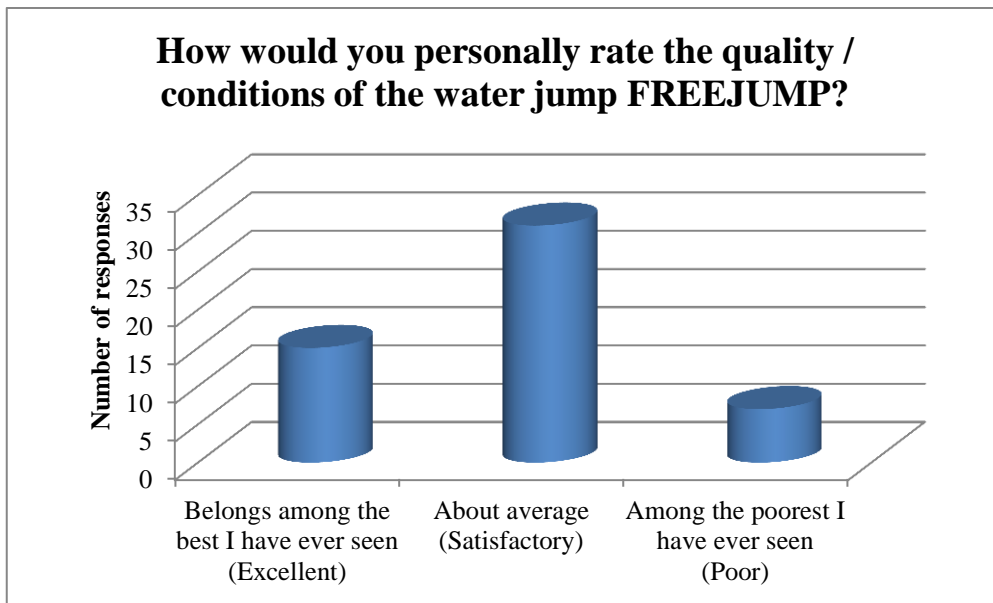


Figure 13. Rating the quality of the water jump

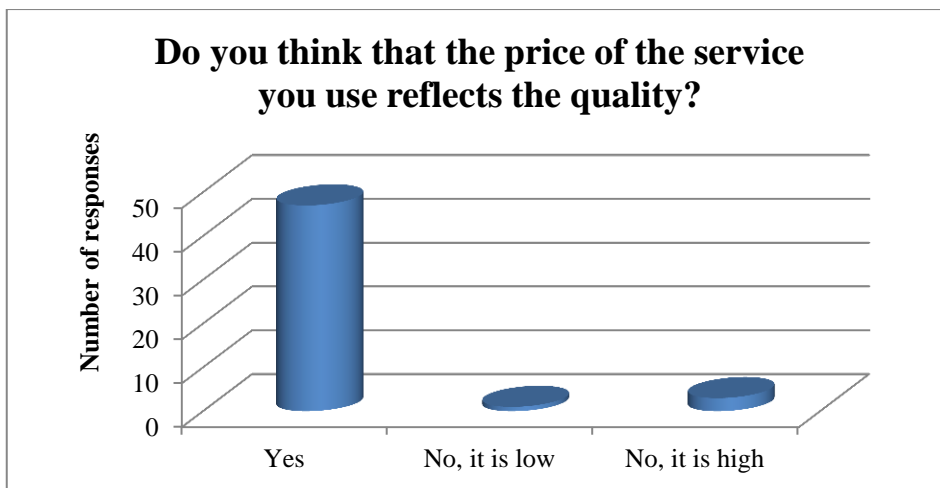


Figure 14. Rating the price vs. quality of services.

The author did not have high expectations, considering the last, open-ended question about getting some suggestion what and how to improve the FREEJUMP. Only a few respondents were contributing. A choice of the obtained answers:

- *Jumping surface on which you can turn on (SNB)* – which is impossible for the jump, it is not possible to have two kinds of surface on one ramp.
- *Trampolines, more pleasant environment (grass clippings)* – Unfortunately the staff attempted to sow grass, but it is not growing, so for upcoming year was decided to put there crushed stone
- *Electricity* – There is only the electric headquarter, to build proper electricity would be too costly and association does not have that big budget.
- *To have a choice to buy some food except sausages* – planning for upcoming season to extend the assortment of the whole bar
- *Spigot (draft beer)* – planning for upcoming season to extend the assortment of the whole bar including draft beer and lemonade

5.3. Verification of the hypotheses

It should be noted that the hypotheses were predetermined by author in Chapter 2.5. Now it is possible to verify their foundation according to the research results.

- I. Hypothesis: Most clients visit sport facility 2-3 times a month.

The research **rejects** first hypothesis. According questionnaire is only 11 out of 47 customers of FREEJUMP visit facility 2-3 times a month. The most customers (26) visit just once a month and that is really alarming number. Weekly come about 12 customers.

- II. Hypothesis: Most visitors are in the age group from 21 to 26 years.

Second hypothesis was **confirmed**, 65 respondents are in this age group, 30 of them actually visit FREEJUMP.

III. Hypothesis: Most customers of FREEJUMP would appreciate more levels of jumping ramp.

14 customers out of 47 wish more levels of the water ramp that means that this hypothesis is **rejected**. The questionnaire results that each customer (37) wants its own level of ramp. From the FREEJUMP point of view it means, that it is crucial to have more levels of ramp so each one could find their own need.

IV. Hypothesis: More than 40% of customers choose FREEJUMP because of the location and price associated with transportation as relevant factors for visit.

This hypothesis is **confirmed**. 42,5% (20 customers) choose FREEJUMP because of the location as relevant factor. The most common factor and reason for visit (68%) was recommendation from a friend, what is very satisfying results.

V. Hypothesis: More than 50% of customers would rate sports facility FREEJUMP as poor.

Just 5 respondents, it means 10,6% rated FREEJUMP as poorly equipped facility. The most customers think that FREEJUMP belongs to the average sports facilities. This hypothesis is therefore satisfactorily **rejected**.

VI. Hypothesis: More than 70% of customers of sport facility would recommend FREEJUMP to friends.

Expectation, that more than 70% customers would recommend FREEJUMP to a friend, exceeded on 100%. Everyone who ever visited FREEJUMP would recommend this sport facility to a friend. The last hypothesis was **approved**.

6. Recommendations for improvements

Due to the authors opinion, the sports complex FREEJUMP can effectively solve its problems and achieve the goals by applying marketing approach and marketing plan. According to the plan, the marketing can contribute to increasing numbers of customers and assure their satisfaction. If the number of customers increases, the facility would not be so dependent on the funds from the sponsors.

The author applied the questionnaire research in this work. On its basis, the segments were divided into a few groups and identified their characteristics and needs. The main segments of the sports facility are riders between 20 – 26 years and spectators to which needs the FREEJUMP works on.

These recommendations were considered in the outlined plan, see Table 13, which could be used since June 2014.

Table 13. The FREEJUMP Upcoming Events 2014.

	June	July	August	Mid-September
1. Weekend	Starting of a Season 2014 (Special prices)	FREEJUMP Opening 2014	Freestyle ski and Snowboard Competition	Closing season Event
2. Weekend	Projecting freeskiing movie onto a screen	Projecting freeski movie onto a screen	Freestyle ski and Snowboard Camp	Operational program
3. Weekend	Operational program	Freestyle ski and Snowboard Camp (5 Days)	Projecting freeskiing movie onto a screen	
4. Weekend	Operational program	Freestyle ski and Snowboard Competition	King of FREEJUMP jib	

Financing

The Table 14 below shows the costs incurred for the implementation of basic marketing tools. This is essentially a basic promotional material while costs incurred for the renovation and re-opening and launch complex for the upcoming season.

Table 14. Budget 2014 (Costs and Expenditures)

Purchase	Cost
New Fence	10 000 CZK
Office supplies (Posters, Information tables, etc.)	1 000 CZK
Toi Toi	15 000 CZK
New sports equipment	5 – 10 000 CZK
Annual rent	(6 000 CZK per quarter a year) 24 000 CZK
Stairs from water	1 500 CZK
Operational cost:	
Repairs	5 000 CZK
Electricity	(300CZK per day) 27 000 CZK
Total	77 700 – 83 700 CZK

Based on internal sources

Expected Revenues from customer turnover are given in Table 15.

Table 15. Expected Revenues

	June	July	August	mid-September	Revenues per season
1. Week	5	20	15	5	
2. Week	10	20	20	3	
3. Week	7	15	15	Opening hours **	
4. Week	15	15	15		
Total*	37	70	65	8	180
Total (CZK)	9 250	17 500	16 250	2 000	45 000
Season pass (CZK)	4				10 000
Bar (CZK)	5 000	20 000	15 000	-	40 000
Totally (CZK)					95 000

*Number of customers who pay jumping fee

**It depends on the weather condition

In order to increase number of customers, the association plans to organize more events and social events.

6.1. System of measurement and monitoring

The checking of the marketing plan implementation will be carried out with regularity of every month. The newly formed marketing department of ACF association will evaluate the results on a monthly basis to assess the achievement of pre – established marketing objectives and appropriateness of the marketing plan designed and check activity on running period. The monitoring will be crucial in two months of summer vacation, which affect the overall course of the marketing plan for the upcoming season. The evaluation plan will be examined and the necessary adjustments will be done. In the case of the failure to achieve the objectives, the marketing department will propose the changes in the marketing plan.

In intervals of less than one month, the members of the newly formed marketing department in ACF Association will monitor the attendance on the social networks and the overall response to the ongoing promotion.

7. Conclusion

Diploma thesis on "Marketing plan for a sports facility" is focused on creating a marketing plan and the basic principles necessary to analyse the sports complex under the present social conditions. The essence of the research was to create an appropriate marketing plan for the sports complex FREEJUMP and analyse it in terms of the social environment in which it operates, including competition, customers and other aspects necessary to ensure overall condition.

The sports complex operates on the market since 2005, but the ACF manages it from the last year. This brought success among existing customers, but the complex needs the increase of turnover by at least 30 %. This could be achieved by updating the post on social networks, organizing multiple actions, and building related channels in media. Social networks and the Internet in mobile devices is the optimal form for the low-cost promotion at present time.

The main objective of this thesis was to develop a marketing plan for a sports complex. Contemporary social and economic challenges are the main reason for setting the targets and formulating a business plan.

The complex was analysed in terms of its relationship to the environment in which it operates and thus attitudes toward current economic situation in the market. Competition in the segment is not high, but over coming years could be as much as doubled because of freestyle skiing in the Olympics in Sochi stimulated increase in customers in this segment. The main competitive advantage of FREEJUMP is the location, low price and friendly environment.

Based on the analysis, the area can now be led by ACF and may be targeted to the specific group of customers. Important in the implementation of the plan is the continuous monitoring of the situation and adaptation to changing conditions.

The main aim of the thesis was met. The marketing plan has been created on base of the overall analysis of the sports complex in existing environment, which shown the social potential of freeskiing. Using a specified plan and strategies, appropriate promotional tools and good timing can capitalize on the potential and their own mission by meeting customer needs.

8. List of Sources

8.1. Books

- CHURCHILL, Gilbert A., IACOBUCCI, Dawn, *Marketing research: methodological foundations*. Cengage Learning, 2009, ISBN: 9780324359954.
- CHELLADURAI, Packianathan, *A Classification of Sport and Physical Activity Services: Implications for Sport Management*. Journal of Sport Management. 1992. University of Western Ontario. 38-51p.
- KOTLER, Philip, *Kotler on Marketing, How to Create, Win and Dominate Markets*. 1999, ISBN-13: 978-0684850337.
- KOTLER, Philip, ARMSTRONG, Gary, *Marketing: an introduction, 6th ed.* Upper Saddle River, New Jersey: Prentice Hall, 2003. ISBN 80-247-0513-3.
- KOTLER, Philip, ARMSTRONG, Gary, *Principles of Marketing*, Pearson Education, 2010, ISBN: 9780137006694.
- KOTLER, Philip, KELLER Kevin Lane, *Marketing management (13th edition)*, Prentice Hall, Press, 2008 ISBN 978-0136009986.
- KOURDI, Jeremy, *Business strategy: A guide to taking your business forward (Vol. 12)*, 2009. John Wiley & Sons. ISBN: 9781846681240.
- LEWIS, David, *The management of non-governmental development organizations*. Routledge, 2006. ISBN: 9781134197583.
- RŮŽIČKOVÁ, Růžena, *Neziskové organizace : vznik, účetnictví, daně. 5. aktualiz. vyd. Olomouc: Anag, 2003. 159 s. Účetnictví. ISBN 80-7263-166-7.*
- SAXENA, Rajan, *Marketing Management*, Tata McGraw-Hill Education, 2005. ISBN: 9780070599536.
- SHIH, Clara, *The Facebook Era: Tapping Online Social Networks to Market, Sell, and Innovate*, Pearson Education, 2010, ISBN: 9780132542456.
- SMITH, Aaron, *Introduction to sport marketing*. Routledge, 2008. ISBN: 9780750686853
- SOUKALOVÁ, Radomila, *Strategický marketing. 1. vyd. Zlín: Univerzita Tomáše Bati ve Zlíně, 2004. 118 s. ISBN 80-7318-177-0.*
- STEVENS, Robert, E., *Market Opportunity Analysis: Text and Cases*, Routledge, 2012, ISBN: 9781136772528.

ŠEDIVÝ, Marek, MEDLÍKOVÁ, Olga, *Úspěšná nezisková organizace: 2. aktualizované a doplněné vydání*. Grada Publishing as, 2011. ISBN: 9788024740416.

ŠKARABELOVÁ, Simona. a kolektiv, *Když se řekne nezisková organizace: Příručka pro zastupitele krajů, měst a obcí*. 1. vydání. Brno : Masarykova univerzita v Brně, 2002, ISBN: 80-210-3031-3.

ZOEPHEL, Matthias, ZAPF, Max, *Michael Porter's Competitive Advantage Theory: Focus Strategy for SMEs*, GRIN Verlag, 2011, ISBN: 9783640909162.

VYSEKALOVÁ, Jitka a kolektiv, *Chování zákazníka*, Grada Publishing a.s. 2011, ISBN: 9788024735283.

8.2. Online Sources

- [1]. Survio, *Průzkum trhu*, available at: <http://www.survio.com/cs/dotazniky-pruzkum-trhu>, accessed on 18.2.2014.
- [2]. R. Lauterborn, *Copyright 1990 Crain Communications, Inc.; Advertising Age*, http://www.rlauterborn.com/pubs/pdfs/4_Cs.pdf, accessed on 18.2.2014.
- [3]. Fakulta sportovních studií, Masarykova univerzita, available at: <http://is.muni.cz/do/1499/el/estud/fsps/ps07/mark/index.html>, accessed on: 18.2.2014
- [4]. MARKETING, *Chování zákazníka*, available at: http://marketing.topsid.com/index.php?war=chovani_zakaznika, accessed on 14.01.2014.
- [5]. DEVEROVA, *AKTUALITY - OBČANSKÁ SDRUŽENÍ PO 1.1.2014*, available at: <http://www.deverova.cz/advokatni-kancelar-aktuality.php?ide=24&title=Ob%C4%8Dansk%C3%A1+sdru%C5%BEen%C3%AD+po+1.1.2014>, accessed on 14.01.2014.
- [6]. SWOT Analysis. *Excel-navod.fotopulos.net. SWOT Analýza v Excelu*, available at: <http://excel-navod.fotopulos.net/swot-analyza.html>, accessed on 18.2.2014.
- [7]. Organic Monitor, *Competitive Strategies in the Organic Juices Industry*, available at: <http://www.organicmonitor.com/r2010.htm>, accessed on 15.12. 2013.
- [8]. Management Mania, *Matice BCG (Bostonská matice)*, <https://managementmania.com/cs/matice-bcg>, accessed on 18.2.2014.
- [9]. Strategic marketing, M4you.cz. *Strategický marketing*, available at: <http://www.m4you.cz/cinnost/marketingove-vyzkumy-18>, accessed on 18.2.2014.
- [10]. Business Know How, *10 Rules to Achieve Pricing Confidence*, available at: <http://www.businessknowhow.com/money/pricingrules.htm> accessed on 15.01. 2014.
- [11]. Kurzy, *HDP 2014, vývoj hdp v ČR*, available at: <http://www.kurzy.cz/makroekonomika/hdp/>, accessed on 20.02. 2014.
- [12]. Visibility Magazine, *Finding Customers Before They Search*, available at: <http://www.visibilitymagazine.com/facebook/tim-kendall/finding-customers-before-they-search#>, accessed on 20.02. 2014.

List of Figures

	Page
Figure 1. Classification of physical activity services.	15
Figure 2. Orientation map of municipality Tišice (adjoining Mlékojedy)	36
Figure 3. Center of the area with the jumping ramp	37
Figure 4. Visualization of FREEJUMP sports complex	40
Figure 5. FREEJUMP Opening 2013, inviting poster	48
Figure 6. Age of respondents (a). and customers (b)	57
Figure 7. Preferred location	58
Figure 8. Respondents residencies	58
Figure 9. The feature, attractive for visiting	59
Figure 10. Interest in participation in sports contests	60
Figure 11. Reason for visiting FREEJUMP	60
Figure 12. Frequency of visiting the FREEJUMP	61
Figure 13. Rating the quality of the water jump	62
Figure 14. Rating the price vs. quality of services	62

List of Tables

	Page
Table 1. Examples of various promotional tools	13
Table 2. Scheme of the Porter's generic strategies.	27
Table 3. Matrix BCG	27
Table 4. Basic facts about Freeskiing	35
Table 5. Present current price list	41
Table 6. Framework of an annual budget	41
Table 7. Income resources	41
Table 8. FREEJUMP Competitive analysis	43
Table 9. FREEJUMP Segmentation	44
Table 10. FREEJUMP Positioning	44
Table 11. FREEJUMP SWOT Analysis	50
Table 12. Respondents residencies	58
Table 13. FREEJUMP Upcoming Events 2014	65
Table 14. Budget 2014 (Costs and expenditures)	66
Table 15. Expected Revenues	66

9. Supplements

9.1. Operating Regulations of the sport facility FREEJUMP

- Each visitor complex Freejump must be familiar with the operating instructions, follow it and confirm it with their signature.
- Jumping on the bridge is only allowed in the opening hours and under the expert supervision of instructors of the facility. Jumping on the premises outside opening hours is prohibited. Persons under 18 years of age may perform training only under the supervision of a person over 18 years old.
- Training on the bridge can carry another person who had paid the appropriate fee beforehand.
- Training on the bridge is at own risk.
- It is prohibited to jump under the influence of alcohol or other means affecting physical health. As well as drug use or any other means use during stay in the premises of the sports complex.
- Deliberate damage and degradation of the equipment of the sports facility and other things related will be considered as an offense against property under § 50 paragraph 1. Letter a) z. č. 200/1990 Sb. Offenses, as revised and amended will be reported to the Police.
- It is not allowed to jump off the bridge without the instructor's supervision of the complex.
- Jumper always checks the bindings and boots fit before jumping.
- It is prohibited to jump in more than one jumper.
- Jumper always waits until the previous jumper gets to the shore before jumping.
- It is prohibited to ride without protective equipment: life jacket and helmet.
- For any injury or damage caused by poor or reckless ride is responsible jumper. Every accident must be reported to the operator. Accident shall be recorded in the register.
- The operator is not responsible for any possible loss or theft of belongings left without surveillance.
- Important telephone numbers:

Doctor: 155

Police: 158

Firefighters: 150

9. 2. Constitution of the ACF (In Czech)

Stanovy občanského Sdružení

Asociace českého freeskiingu

(dále jen jako „Sdružení“)

Článek I.

Název a sídlo Sdružení

1. Název sdružení zní: “**Asociace českého freeskiingu**”)
2. Sídlem Sdružení je ul. Jitřní 10 , Jablonec nad Nisou 466 02

Článek II.

Charakter Sdružení

Sdružení je dobrovolným nevládním neziskovým občanským sdružením , vzniklým podle zákona č. 83 / 1990 Sb. , o sdružování občanů, v platném znění. Sdružení je právnickou osobou podle českého práva.

Článek III.

Základní cíle Sdružení

Předmětem činnosti Sdružení je sdružování zájemců extrémních sportů, a to převážně lyžování a extrémního lyžování na amatérské úrovni (dále jen jako Lyžování).

Základními cíli Sdružení jsou zejména podpora Lyžování a potažmo sportu celkově, tvorba a údržba tras a sportovních překážek bezpečných z hlediska Lyžování i ochrany životního prostředí, pořádání sportovních akcí na nevýdělečném principu dle zásad uvedených v čl X. Stanov.

Článek IV.

Formy činnosti Sdružení

Náplň činnosti musí odpovídat cílům Sdružení . Sdružení nesmí vyvíjet žádné jiné aktivity ani výdělečné činnosti v rozporu s těmito Stanovami. Hlavní formou dosahování cílů Sdružení jsou kolektivní Lyžování, pořádání sportovních akcí a kempů s výukou freeskiingu, provozování sportů souvisejících s přípravou na Lyžování a udržování kondice, činnosti spojené pomocí, poradenstvím a servisem členům i nečlenům Sdružení, pomoc při údržbě terénu vhodném pro Lyžování, pořádání workshopů a seminářů s tematikou Lyžování, a to vše jako nevýdělečné aktivity.

Článek V.

Členství ve Sdružení

1. Členem Sdružení může být fyzická osoba starší 15 let, která souhlasí se stanovami a cíli sdružení.

2. Členství ve Sdružení vzniká na základě podané předsednictvu schválením písemné přihlášky předsednictvem sdružení.

3. Člen Sdružení má právo:

- a) účastnit se jednání valné hromady Sdružení,
- b) volit orgány Sdružení a po dosažení věku 18 ti let být volen do těchto orgánů,
- c) předkládat návrhy, podněty, připomínky a stížnosti orgánům Sdružení, a žádat o jejich vyjádření
- d) podílet se na praktické činnosti Sdružení.

4. Člen sdružení má povinnost:

- a) dodržovat stanovy, plnit usnesení orgánů Sdružení,
- b) aktivně hájit zájmy Sdružení, dodržovat všechny vnitřní dohody a nepodnikat žádné kroky, které by byly v rozporu se zájmy Sdružení,
- c) účastnit se jednání orgánů Sdružení a přispívat ke zlepšení jejich práce,
- d) člen je povinen platit členské příspěvky, a to způsobem a ve výši, jak rozhodne valná hromada Sdružení.

5. Členství ve Sdružení zaniká:

- a) dnem doručení písemného oznámení člena o tom, že vystupuje ze Sdružení, k rukám předsednictvu
- b) úmrtím člena Sdružení,
- c) zánikem Sdružení,
- d) vyloučením člena Sdružení valnou hromadou sdružení v případě, že člen opakovaně i přes písemné napomenutí předsednictvem porušuje tyto stanovy.

6. Valná hromada může zvolit čestným členem Sdružení každého, kdo projeví zájem o spolupráci a koná v souladu se stanovami. Čestný člen nemá žádná práva ani povinnosti, vyjma těch, které mu stanovy výslovně přiznávají.

Článek VI.

Organizační uspořádání

Strukturu orgánů Sdružení tvoří :

- a) valná hromada,
- b) předsednictvo.

Článek VII.

Valná hromada

1. Nejvyšším orgánem Sdružení je valná hromada, která se schází nejméně jednou ročně.
2. Valnou hromadu tvoří všichni členové Sdružení
3. Valná hromada je oprávněna:
 - a) schválit stanovy Sdružení a změny těchto stanov,
 - b) zvolit členy předsednictva nebo je z funkce člena předsednictva sdružení odvolat,
 - c) rozhodovat podle potřeb Sdružení o zřízení či zrušení dalších orgánů sdružení, pověřovat členy sdružení výkonem funkcí v těchto orgánech, případně je z těchto funkcí odvolávat,
 - d) schvalovat rozpočet Sdružení, předkládaný předsednictvem,
 - e) schvalovat zprávu o činnosti Sdružení předkládanou předsednictvem a účetní závěrku za předešlý rok,
 - c) volí na dobu 1 roku předsedu a další členy předsednictva,
 - f) určovat koncepci Sdružení a jeho cíle na příští období,
 - g) rozhodovat o vyloučení člena ze Sdružení,
 - h) volit čestné členy Sdružení,
 - i) rozhodnout o zániku Sdružení.
4. Valná hromada si může vyhradit rozhodnutí o jakékoli další otázce, týkající se činnosti Sdružení, případně změnit jakékoli rozhodnutí či opatření předsednictva či jiného orgánu Sdružení, pokud je to fakticky možné.
5. Zasedání valné hromady Sdružení svolává předsednictvo podle svého uvážení, nejméně však jednou ročně. Předsednictvo je povinno do 1 měsíce svolat valnou hromadu, pokud ho o to požádá písemně alespoň jedna třetina členů Sdružení.
6. Valná hromada je usnášeníschopná, účastní-li se jejího zasedání nadpoloviční většina všech členů sdružení. Rozhodnutí přijímá valná hromada nadpoloviční většinou na ní přítomných členů Sdružení. Rozhodnutí o vyloučení člena Sdružení, o změně stanov sdružení a o zániku Sdružení jsou přijímána dvoutřetinovou většinou všech členů Sdružení.
7. Valná hromada je přístupná veřejnosti. Ze zasedání valné hromady se pořizuje zápis a tajemník zajistí, aby tento zápis byl do patnácti dnů ode dne konání valné hromady vhodnou a dostatečnou formou zpřístupněn všem členům Sdružení i veřejnosti, a zůstal

takto zpřístupněn nejméně po dva roky od konání valné hromady. Vystavení zápisu na pevně určené adrese na Internetu se pro účely tohoto odstavce považuje za vhodnou a dostatečnou formu zpřístupnění.

8. Jestliže se přes opakované nejméně trojí svolání v průběhu šesti měsíců nesejde usnášeníschopná valná hromada, přebírá její pravomoci předsednictvo.

Článek VIII.

Předsednictvo

1. Předsednictvo je výkonným orgánem Sdružení, který je ze své činnosti odpovědný valné hromadě.
2. Předsednictvo se skládá z předsedy a nejméně dvou dalších členů zvolených valnou hromadou. O počtu členů předsednictva rozhoduje valná hromada.
3. Předsednictvo řídí činnost Sdružení v období mezi zasedáními valné hromady
4. Předsednictvo svolává předseda, v jeho nepřítomnosti místopředseda. Schází se dle potřeby.
5. Předsednictvo zejména:
 - a) volí ze svých členů jednoho nebo dva místopředsedy, tajemníka a hospodáře (s výjimkou předsedy a místopředsedy mohou být funkce členů předsednictva kumulovány);
 - b) koordinuje činnost sdružení a řeší operativní úkoly.
 - c) svolává valnou hromadu;
 - d) zpracovává podklady pro rozhodování valné hromady a překládá jí výroční zprávu o činnosti Sdružení;
 - e) rozhoduje o přijetí za člena Sdružení;
 - f) stanoví úkoly jednotlivým funkcionářům a kontroluje jejich plnění.
6. Předsednictvo je usnášeníschopné, je-li přítomna nadpoloviční většina jeho členů. Nestanoví-li předsednictvo jinak, jsou jeho zasedání neveřejná.
7. Předsednictvo rozhoduje nadpoloviční většinou přítomných členů.
8. Až do konání první valné hromady vykonává funkci předsednictva přípravný výbor Sdružení ve smyslu § 6, odst. 2, zákona č. 83/1990 Sb. o sdružování občanů.
9. Funkce člena předsednictva zaniká
 - a) skončením členství ve sdružení
 - b) rezignací (dnem, kdy předsednictvo písemně podanou registraci vzalo na vědomí)

- c) uplynutím funkčního období a zvolením nového předsednictva
- d) odvoláním valnou hromadou.

10. Za člena, jehož členství zaniklo způsobem podle odst. 9 písm. (a) nebo (b) může předsednictvo kooptovat jiného člena z řad členů sdružení. Členství kooptovaného člena v předsednictvu trvá do nejbližší valné hromady, která jej ve funkci potvrdí nebo na uvolněnou funkci zvolí jiného člena. Uvolní-li se funkce předsedy, předsednictvo zvolí ze svých řad prozatímního předsedu, přičemž ustanovení předchozí věty platí obdobně.

Článek IX.

Funkcionáři předsednictva

1. Předseda zastupuje sdružení navenek a jedná jeho jménem. Předsedu volí a odvolává valná hromada. Je ze své činnosti odpovědný předsednictvu, které může navrhnout valné hromadě jeho odvolání.

2. Valná hromada volí a odvolává max. dva místopředsedy, kteří zastupují funkci předsedy v době jeho nepřítomnosti v plném rozsahu s tím, že jsou povinni neprodleně informovat předsednictvo o uskutečněných opatřeních (bez zbytečného časového prodlení).

3. Hospodář odpovídá za řádné vedení daňové evidence Sdružení, za zpracování a odevzdání daňových přiznání v případě naplnění důvodů dle zákona o účetnictví a zákona o dani z příjmu týkající se povinnosti vzniku účetní jednotky a její registrace. Odpovídá za přípravu podkladů pro sestavení zpráv o hospodaření a rozpočtů Sdružení.

4. Tajemník řídí administrativu Sdružení, odpovídá zejména za řádné vyhotovení zápisů z valných hromad, schůzí předsednictva a za řádné vedení členské evidence a archivu Sdružení.

Článek X.

Zásady hospodaření

Sdružení je neziskovou organizací. Příjmy mohou tvořit dary, příspěvky a granty, členské příspěvky (pokud o nich rozhodne valná hromada). Případné příjmy z aktivit uskutečňovaných v souladu s čl. III. a IV. Stanov mohou být použity výlučně na hlavní zájmovou činnost dle Stanov. Sdružení může uzavřít smlouvu o spolupráci s jiným subjektem pro finanční zajištění svých aktivit.

Za hospodaření Sdružení odpovídá předsednictvo, které každoročně předkládá valné hromadě zprávu o hospodaření, včetně finanční bilance, příp. účetní závěrku, nastanou-li takové okolnosti, naplňující dle zákona o účetnictví tuto evidenci vést.

Článek XI.

Zánik sdružení.

1. Sdružení zaniká:

- a) dobrovolným rozpuštěním nebo sloučením s jiným sdružením z rozhodnutí valné hromady;
- b) rozhodnutím oprávněného orgánu státní správy (ministerstva).

2. Zaniká-li Sdružení dobrovolným rozpuštěním, rozhodne současně valná hromada o způsobu majetkového vypořádání.

Článek XII.

Závěrečná ustanovení.

Sdružení může na základě rozhodnutí valné hromady vydat organizační a jednací řád Sdružení.

V Jablonci nad Nisou dne 3.11.2009

9. 3. The questionnaire form

1. Sex

- Male
- Female

2. Age

- Less than 20
- 21 - 26
- 27 – 50
- 51 – 65
- 66 +

3. Respondent residency

- Prague resident
- Living close to Mlékojedy
- Other

4. What is your monthly Income?

- Below 20,000 CZK
- Between 20,000-45,000 CZK
- Over 45,000CZK
- Don't wish to say

5. What are your hobbies?

- Sport
- Books, Pc
- Music
- Other: (Say what)

6. Would you welcome well equipped sport facility near to your hometown?

- Yes
- No
- I do not care

7. Is it important for you to have enough sport facilities around your hometown?

- Yes
- No
- I do not care for sport facilities

8. Have you ever heard about water jumps?

- Yes
- No

9. Do you ride? Ski or snowboard (does not matter)!

- Yes
- No

10. What important factor is for your choice of visiting such a sport facility as water jump facility? (Tick all that apply / Put in order of priority)

- Jibbing area (rails, boxes)
- Trampoline
- Euro trampoline
- Beginner water jump (3m)
- Medium water Jump (5-7m)
- Pro-water jump (10-15m)
- Bar
- Beach
- Slack-line
- Accommodation
- Sanitary facilities
- Parking place

11. Do you participate in contests?

- Yes, as a rider
- Yes, as a spectator
- No

12. Have you ever visited FREEJUMP?

- Yes
- No

Only for the FREEJUMP customers:**13. Why did you choose to visit FREEJUMP?**

- Reputation
- The location
- Recommendation from a friend
- Satisfaction with previous visit
- Price
- Advertisement – freeride.cz, other
- Other (PLEASE EXPLAIN)

14. On average, how often do you visit FREEJUMP?

- Once a month
- 2-3 times per month
- Once a week
- 2-4 times per week

15. How far do you live from the waterjump FREEJUMP?

- Up to 1 hour
- Between 1-2 hours
- Over 2 hours

16. How would you personally rate the quality/ conditions of the water jump FREEJUMP?

- Belongs among the best I have ever seen (Excellent)
- About average (Satisfactory)
- Among the poorest I have ever seen (Poor)

17. Do you think that the price of the service you use reflects the quality?

- Yes
- No, it is low
- No, it is high

18. Would you recommend FREEJUMP to a friend?

- Definitely YES
- Possibly YES
- NO

19. Open question: Do you have some suggestions for what to improve at FREEJUMP?

Thank you for your time!!!