

**Czech University of Life Science Prague**  
**Faculty of Economics and Management**  
**Department of Economics**



**Diploma Thesis**  
**Analysis of selected agritourism organizations in the**  
**Benešov region**

**Bc. Anna Květoňová**

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# CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

Faculty of Economics and Management

## DIPLOMA THESIS ASSIGNMENT

Bc. Anna Květoňová

Economics and Management  
Economics and Management

Thesis title

Analysis of selected agritourism organizations in the Benešov region

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### Objectives of thesis

The main aim of the thesis is the analysis of the selected agritourism institutions in the Benešov region with their overall evaluation and further recommendations as the outcome. Since there are different types of these institutions in the Benešov region, providing different services, there is a high probability that there will be an interesting opportunity for them to cooperate with each other instead of being competitors.

Therefore, the main research questions are as follows:

- What are the provided agritourism services in the selected organizations?
- How are the services diversified?
- What are the possibilities of cooperation among agritourism organizations in the Benešov region?

### Methodology

In the diploma thesis, there are going to be used different methods, first of them is the method of observation – for the proper analysis of each farm, it is necessary to visit it in person for a better imagining of the whole business operation, the offer of services, their quality and diversification of activities.

Next, the most important part is the business analysis.

Business analysis is the main part of the thesis. There are going to be used the following types of analyses in order to classify the nature of each farm: the analysis of the internal and external factors influencing its performance, SWOT analysis, economic analysis. The economic analysis will include the evaluation of costs, revenues and profit, based on the information provided by each organization.

**The proposed extent of the thesis**

70 – 100 stran

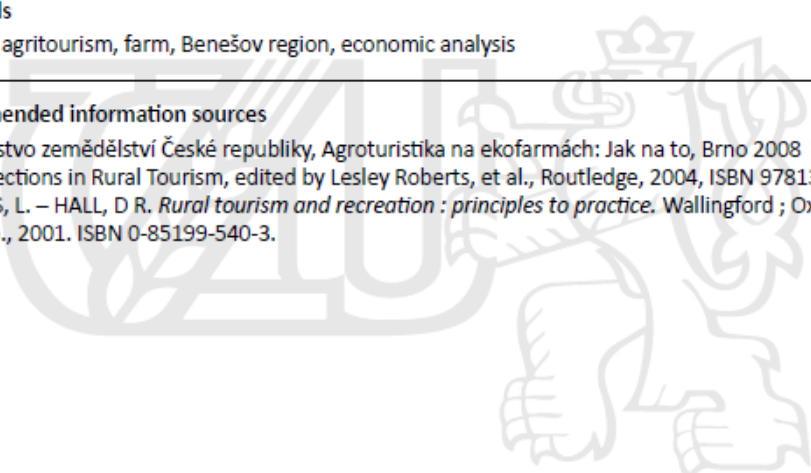
**Keywords**

tourism, agritourism, farm, Benešov region, economic analysis

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**Recommended information sources**

Ministerstvo zemědělství České republiky, Agroturistika na ekofarmách: Jak na to, Brno 2008  
New Directions in Rural Tourism, edited by Lesley Roberts, et al., Routledge, 2004, ISBN 9781351915021  
ROBERTS, L. – HALL, D R. *Rural tourism and recreation : principles to practice*. Wallingford ; Oxon: CABI Pub., 2001. ISBN 0-85199-540-3.



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**Declaration**

I declare that I have worked on my diploma thesis titled “Analysis of selected agritourism organizations in the Benešov region” by myself and I have used only the sources mentioned at the end of the thesis. As the author of the diploma thesis, I declare that the thesis does not break copyrights of any their person.

In Prague on 6<sup>th</sup> April 2020

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Bc. Anna Květoňová

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# **Analysis of selected agritourism organizations in the Benešov region**

## **Abstract**

The diploma thesis is dedicated to the analysis of selected agritourism organisations in the Benešov region. For this purpose, four different farms and homesteads were chosen according to the type of services provided. The aim of the thesis is to find out which services they provide, how each of the organisations work, what can be improved, and how. One of the research questions is also whether there is an opportunity for the organisations to cooperate with each other instead of being direct competitors

The first part of the thesis explains the terms connected to this topic; such as, tourism, its history, forms and types, agritourism, possible activities, and the tourism and agritourism in the Czech Republic.

In the second part, each of the farms is introduced, analysed and provided with recommendations. The findings about selected organisations are accompanied by an illustrative questionnaire conducted for the purpose of finding out the respondent's awareness of the agritourism in the Czech Republic and their personal experiences with this type of tourism. Results of analyses of each organisation are used for the final discussion, recommendations for their future performance and conclusion.

**Keywords:** tourism, agritourism, farm, Benešov region, economic analysis

# **Analýza vybraných agroturistických organizací na Benešovsku**

## **Abstrakt**

Tato diplomová práce je věnována analýze vybraných agroturistických organizací na Benešovsku. K tomuto účelu byly vybrány čtyři farmy a hospodářství, a to dle typu poskytovaných služeb. Hlavním cílem této práce je zjištění, jaké služby jsou zde poskytovány, jak je každá z uvedených organizací provozována, jaké části jejich provozu mohou být vylepšeny a jak.

První část práce vysvětluje terminologii spojenou s tímto tématem, tedy výrazy jako turistika, cestovní ruch, jeho formy a typy, agroturistika, možné aktivity a také cestovní ruch a agroturistika v České republice.

Ve druhé, praktické části je poté každá z organizací představena a zanalyzována. Závěry analýz jsou poté doplněny návrhy na zlepšení. Zjištění o jednotlivých organizacích jsou doplněna o dotazník ilustrativního charakteru, který byl proveden za účelem zjištění povědomí respondentů o agroturistice v České republice a také jejich osobních zkušeností. Výsledky jednotlivých analýz jsou použity pro závěrečnou diskusi, doporučení pro zlepšení provozu a závěr.

**Klíčová slova:** cestovní ruch, agroturistika, farma, Benešovsko, ekonomická analýza

# Table of content

1	Introduction.....	9
2	Objectives .....	10
3	Methodology.....	11
3.1	Literature Review .....	11
3.2	Empirical Methods.....	11
3.2.1	Observation.....	11
3.2.2	Interview .....	11
3.3	Business Analysis .....	11
3.3.1	PEST Analysis .....	12
3.3.2	Porter’s Five Forces .....	12
3.3.3	SWOT Analysis .....	13
3.4	Financial analysis.....	14
3.4.1	Profitability analysis .....	15
3.4.2	Ratio analysis.....	15
4	Theoretical Part.....	17
4.1	Tourism and its history .....	17
4.1.1	Forms of tourism.....	18
4.1.2	Classification and types of tourism.....	19
4.2	Agritourism.....	20
4.2.1	History of Agritourism.....	21
4.2.2	Activities .....	21
4.2.3	Advantages and disadvantages .....	22
4.2.4	Role of organic agriculture in agritourism.....	24
4.3	Tourism in the Czech Republic .....	25



4.3.1	Types of tourism in the Czech Republic.....	26
4.3.2	Rural tourism in the Czech Republic.....	27
4.4	Legislation.....	28
5	Practical Part.....	30
5.1	Benešov Region.....	30
5.1.1	Introduction of the Benešov Region.....	30
5.1.2	History of Benešov Region.....	30
5.1.3	Agritourism in Benešov Region.....	31
5.2	Farmhouse “Strnadovský mlýn”.....	32
5.2.1	Introduction.....	32
5.2.2	PEST Analysis.....	33
5.2.3	Porters Five Forces Analysis.....	34
5.2.4	SWOT Analysis.....	37
5.2.5	Financial analysis.....	38
5.2.6	Recommendations.....	40
5.3	Homestead “Medník”.....	40
5.3.1	Introduction.....	40
5.3.2	PEST Analysis.....	41
5.3.3	Porters Five Forces Analysis.....	42
5.3.4	SWOT Analysis.....	44
5.3.5	Recommendations.....	45
5.4	Farm “Ztracenka”.....	45
5.4.1	Introduction.....	45
5.4.2	PEST Analysis.....	46
5.4.3	Porters Five Forces Analysis.....	47

5.4.4	SWOT Analysis .....	49
5.4.5	Recommendations.....	50
5.5	Farma Křišňův dvůr .....	50
5.5.1	Introduction, Hare Krishna movement .....	50
5.5.2	Porters Five Forces Analysis .....	52
5.5.3	SWOT Analysis .....	53
5.5.4	Recommendations.....	54
5.6	Questionnaire .....	55
5.6.1	Assumptions.....	55
5.6.2	Evaluation .....	55
5.6.3	Conclusion .....	59
5.7	Recommendations, Possible Cooperation.....	61
6	Discussion, Conclusion.....	62
7	References.....	64
7.1	Bibliography .....	64
7.2	Online Sources .....	65
8	Attachments .....	67
8.1	List of Figures .....	67
8.2	List of Graphs .....	67
8.3	Questionnaire .....	67
8.3.1	Questionnaire in English.....	67
8.3.2	Questionnaire in the Czech language (original) .....	69
8.4	Financial details of ABACO GROUP s.r.o. ....	71
8.4.1	Profit and Loss Statement 2017 .....	71
8.4.2	Balance Sheet 2017.....	73

# 1 Introduction

This diploma thesis is dedicated to agritourism in the Czech Republic, specifically in the Benešov Region.

The theoretical part is dedicated to explaining the terms and phenomena such as tourism, its forms and types, agritourism and its classification. It also describes the history and development of tourism and agritourism in the Czech Republic. Furthermore, it points out the legislation connected to this topic; as well, specific law adjusted to the terms of entrepreneurship and agriculture.

In the practical part, there were selected agritourism institutions from the Benešov region, in which are going to be analysed. For this purpose, 4 different farms and homesteads were chosen according to services they provide. The Benešov region provides a rather wide range of different types of agricultural activities; therefore, farms with different offers of services and especially different approaches are going to be analysed.

As for the analysis, it is the external aspects of each firm that are going to be subjected to further analyses, as well as the nature and characteristics of services provided by each of these subjects.

There were four farms selected in total, three of them are facilities for agritourism business. One of them is very specific, since it is not dedicated for profit; however, is rather philanthropic and is run by followers of a unique religion. nonetheless, it can still be seen as (and actually is) an important part of agritourism in the Benešov region. The approach to the analysis of this institution is going to be a little bit different than others since there is no aim for competition with the others, or any other business interest, but the results are going to be compared with the others as well.

Last part of the thesis is going to be an illustrative questionnaire, conducted for the purpose of finding out the respondents awareness of the agritourism in the Czech Republic and their personal experiences with this type of tourism.

The thesis will be concluded by the recommendations to all of the organisation and summary of all findings.

## 2 Objectives

The main aim of this thesis is the analysis of 4 selected agritourism institutions in the Benešov region with their overall evaluation and further recommendations as the outcome. Since there are different types of these institutions in the Benešov region, providing different services, there is a probability, there will be interesting opportunities for them to cooperate with each other instead of being direct competitors.

Therefore the main research questions are as follows:

- What are the provided agritourism services in selected organizations?
- How are the services diversified?
- What are the possibilities of cooperation among agritourism organizations in the Benešov region?

The Benešov region is an attractive locality for people living in Prague because of its good accessibility from the capital city. Therefore, the recommendations will not be based only on the findings resulting from the analyses, but also from the questionnaire.

## **3 Methodology**

Different methods used for creation of this diploma thesis are described in the following paragraphs.

### **3.1 Literature Review**

Literature review is a method which is going to be used for information gain mostly for the theoretical part, however, it is also going to be used in practical part to reach necessary sources for analysis. There is going to be used literature in both, Czech and English language, since most of the materials devoted to agritourism farms were not translated into English, on the other hand, methods of analyses used in this thesis are explained in English written literature.

### **3.2 Empirical Methods**

#### **3.2.1 Observation**

For the proper analysis of each farm, it is necessary to be seen in person for better imagination of the whole business operation, offer of services, their quality and diversification of activities, therefore a method of observation is going to be used.

#### **3.2.2 Interview**

Interview is very closely connected to the method of observation, since the visit of each farm is going to be accompanied by worker from given organization, each one is going to be asked questions in order to get better understanding of company nature, vision and plans into future. These ideas will serve to further analysis and recommendations for possible cooperation among these organizations, as already explained in the objectives.

### **3.3 Business Analysis**

Business analysis is the main part of this thesis. There are going to be used following types of analyses in order to classify the nature of each farm, internal and external factors influencing its performance, as well as the analysis of strong sides, followed by deficiencies.

### **3.3.1 PEST Analysis**

PEST (or STEP as well) stands for Political, Economic, Socio-cultural and Technological factors, which must be analysed as a part of firm's strategic management – during making the long term planning, introducing a new project or entering a new market.

According to the Wiley Encyclopedia of Management, edited by Cooper, L., C., where there is to PEST analysis devoted one whole chapter, the definition of PEST analysis is as follows: “PEST is an acronym for four sources of change: political, economic, social, and technological. PEST analysis is a powerful and widely used tool for understanding strategic risk. It identifies the changes and the effects of the external macro environment on a firm's competitive position. The external environment consists of variables that are beyond the control of a firm, but require analysis to realign corporate strategy to shifting business environments. Firms operate as part of a larger ecosystem. They are vulnerable to a variety of exogenous factors, which can have a major impact on the firm's competitive positioning. Strategists seek to understand external factors and evaluate how business models will have to evolve to adapt to their environment. The impacts of external factors are mitigated through pre-emptive strategy, and opportunities are exploited in the wake of new competitive positions that may be created in the process.” (Wiley Encyclopedia of Management, edited by Cooper, L., C.,)

“PEST or PESTEL analysis is a simple and effective tool used in situation analysis to identify the key external (macro environment level) forces that might affect an organization. These forces can create both opportunities and threats for an organization. Therefore, the aim of doing PEST is to:

- find out the current external factors affecting an organization;
- identify the external factors that may change in the future;
- to exploit the changes (opportunities) or defend against them (threats) better than competitors would do “

<https://www.strategicmanagementinsight.com/tools/pest-pestel-analysis.html>

### **3.3.2 Porter's Five Forces**

“Porter's five forces of competition framework views the profitability of an industry (as indicated by its rate of return on capital relative to its cost of capital) as determined by five

sources of competitive pressure. These five forces of competition include three sources of “horizontal” competition: competition from substitutes, competition from entrants, and competition from established rivals; and two sources of “vertical” competition: the power of suppliers and power of buyers.” (Grant, M. R., 2010)

“We now understand that Porter’s five forces framework is used to analyse industry’s competitive forces and to shape organization’s strategy according to the results of the analysis. But how to use this tool? We have identified the following steps:

- Step 1. Gather the information on each of the five forces
- Step 2. Analyse the results and display them on a diagram
- Step 3. Formulate strategies based on the conclusions”

<https://www.strategicmanagementinsight.com/tools/porters-five-forces.html>

Figure No.1 – Scheme of Porters Five Forces:



Source: Foley P., 2018, Available at [https://paulfoleyblogs.com/michael-porters-five-forces-of-competitive-advantage/?doing\\_wp\\_cron=1585993295.5708069801330566406250](https://paulfoleyblogs.com/michael-porters-five-forces-of-competitive-advantage/?doing_wp_cron=1585993295.5708069801330566406250)

### 3.3.3 SWOT Analysis

“SWOT analysis is a strategic tool that summarizes the ‘key strategic messages’ arriving from the business environment and from within the firm; in other words, the firm’s strategic competences in the sense of its unique and unrepeatable combination of resources and capabilities. These key strategic messages are summarized into four categories: strengths,

weaknesses (relating to the internal characteristics of the firm), opportunities and threats (relating to the business environment). The aim is to identify the extent to which current strengths and weaknesses are relevant to, and capable of managing, changes taking place in the business environment. SWOT analysis can also be used to assess the opportunities a firm should exploit or the threats from which it should defend itself.” (Beretta, Z.A., 2011)

Figure No. 2: Scheme of SWOT Analysis



Source: [https://www.pngitem.com/middle/ibhhJRJ\\_swot-analysis-hd-png-download/](https://www.pngitem.com/middle/ibhhJRJ_swot-analysis-hd-png-download/)

### 3.4 Financial analysis

„Financial analysis tools can be useful in assessing a company’s performance and trends in that performance. In essence, an analyst converts data into financial metrics that assist in decision making. Analysts seek to answer such questions as: How successfully has the company performed, relative to its own past performance and relative to its competitors? How is the company likely to perform in the future? Based on expectations about future performance, what is the value of this company or the securities it issues? “ (Henry E., et al., 2011)



### 3.4.1 Profitability analysis

- **Gross profit margin ratio**

Gross profit margin is a measure of profitability, which shows how much is the company able to make profit considering the costs.

Formula:  $\text{Gross profit margin ratio} = (\text{Gross profit} / \text{net sales}) \times 100$

- **Net profit margin ratio**

The net profit margin shows the percentage of how much is 1 currency unit of revenues transformed into profit.

Formula:  $\text{Gross profit margin ratio} = (\text{Net income} / \text{net sales}) \times 100$

### 3.4.2 Ratio analysis

- **Liquidity analysis**

Liquidity ratios measure the company's ability to meet its short- term obligations.

- Current ratio

Current ratio explains, how the company can satisfy its liabilities through its assets.

Formula:  $\text{Current ratio} = \text{Current assets} / \text{Current Liabilities}$

- **Efficiency analysis**

The efficiency analysis shows, how well the company manages its assets and liabilities internally.

- Assets turnover ratio

Measures how well is the company able to generate sales out of its assets.

Formula:  $\text{Assets turnover ratio} = \text{Net sales} / \text{Average total assets}$

- **Rates of return:**

- Return on assets

Explains, how profitable the company is in connection to its assets.

Formula:  $\text{Return on assets} = \text{Operating income} / \text{Total assets}$

- Return on equity

Measures how well are the shareholders using their equity to generate income.

Formula: Return on equity = Net income / Shareholders equity

## 4 Theoretical Part

### 4.1 Tourism and its history

There is no precise, official and exact definition of the word “tourism”, and although there are many of them, the most used and expressive is the one provided by the the UNWTO (World Tourism Organisation), as follows:

„Tourism is a social, cultural and economic phenomenon related to the movement of people to places outside their usual place of residence, pleasure being the usual motivation.“ (UN, International Recommendations for Tourism Statistics 2008, 2010)

Although this definition might sound very plain and broad, after years of attempting, the simplest possible explanation appeared as the most fitting one. According to Holloway, J, C. Humphreys, C and Davidson, R. 2009, there were many attempts to define the term tourism, but they were too complicated and the fast evolution of transportation and tourism did not let them stay in use any long time.“ In the United States, in 1973, the National

Resources Review Commission established that a domestic tourist would be ‘one who travels at least 50 miles (one way)’. That was confirmed by the US Census Bureau, which defined tourism 11 years later as a round trip of at least 100 miles. However, the Canadian government defines it as a journey of at least 25 miles from the boundaries of the tourist’s home community, while the English Tourism Council proposed a measure of not less than 20 miles and 3 hours’ journey time away from home for a visit to constitute a leisure trip, so consistency has by no means yet been achieved.” (Holloway, J, C. Humphreys, C and Davidson, R., 2009)

The tourism started developing in the 19<sup>th</sup> century with a great merit of Thomas Cook (1808 – 1892), who established the travel agency Thomas Cook & Son, which was the worlds biggest travel agency up to the year 2019. In the first half of the 20<sup>th</sup> century, the development of tourism was unfortunately decelerated by the World War I and World War II, however, during the second half of 20<sup>th</sup> century, the tourism, as well as other sectors grew, because of the rapid development in transport and communication.

By the beginning of the 21<sup>st</sup> century, tourism became an essential part of life in the modern society. People tend to seek for different places to visit, with aim of relaxation, sport, cultural and other experiences. Tourism can also be considered as a hobby or even a lifestyle.

Due to populations raising interest in tourism, it also became an important part of economy, bringing up different business opportunities depending on current demand and lack in offer.

It is also necessary to distinguish between travel and tourism, because these two terms are not synonyms for each other. However, travel is a necessary part of tourism – for tourism to appear, it is necessary to travel from one place to another using different means of transportation.

#### **4.1.1 Forms of tourism**

The forms of tourism can be distinguished according to different factors/criteria into particular groups. Although there are no certain data about the correct amount or division, the most commonly used are following divisions according to:

1. Area/boundaries
  - Domestic tourism
  - International (Inbound or Outbound) tourism
2. Number of participants
  - Individual tourism
  - Group tourism
3. Organization
  - Organized tourism
  - Unorganized tourism
  - Semi-organized tourism
4. Transportation, e.g.
  - Car tourism
  - Train tourism
  - Marine tourism
  - Cycling, walking, etc.

However, there are more criterion according to which it is possible to define another forms of tourism, for example age of tourists, destination or season. (Tureac, C., 2008)

#### **4.1.2 Classification and types of tourism**

Besides the different forms, tourism can be also classified according to the main purpose, then it can be divided into types, according to the activity on which it is focused.

##### **Classification**

1. Personal
  - Holidays, leisure and recreation
  - Visiting friends and relatives
  - Education and training
  - Health and medical care
  - Religion/pilgrimages
  - Shopping
  - Transit
  - Other

2. Business and professional

(UN, International Recommendations for Tourism Statistics 2008, 2010)

##### **Types**

As already mentioned, the type of tourism is determined according to the main activity, on which the tourism is focused. There is no official list of types of tourism, since the possibility of activities is quite wide, and activities offered are still changing and developing according to the market.

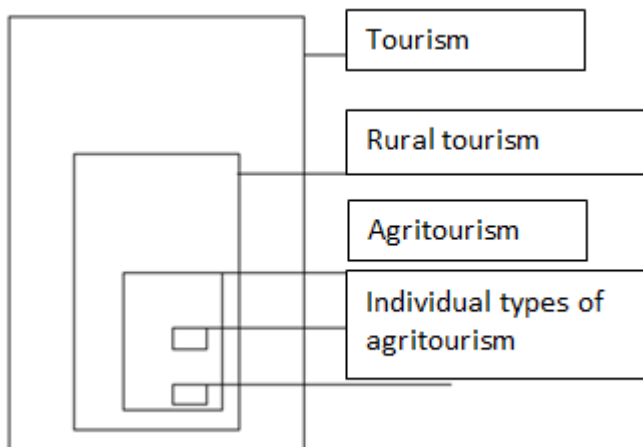
However, here are a few examples:

- Sports tourism
- Relaxing tourism
- Cultural tourism
- Rural tourism
- Eco tourism
- Adventure tourism
- Health tourism
- Social tourism

## 4.2 Agritourism

Agritourism is a type of tourism which falls under the rural tourism in broader type classification, as can be seen in following figure:

Figure No.3 : Position of agritourism inside the tourism hierarchy



Source: Konečný O., Agritourism and rural tourism, Mendel University in Brno, Online E-learning tool, accessible at: <https://is.mendelu.cz/eknihovna/opory/index.pl?opora=7039;lang=cz>

The word “agritourism” was created by connection of the words “agriculture” and “tourism”, and there is no specific definition, however, it can be described as a kind of tourism, where there tourists visit agricultural organisations such as farms, homesteads etc. with the aim of familiarizing themselves with the life on such agricultural places and also the agrarian production.

The conditions vary from organization to organization, and there are no certain rules, what exactly should the agritourism cover and how much the tourist must be involved in the process. Sometimes they can only observe, some organisations let them try the work on farm on their own; on some farms it is even a condition to work there to be able to stay there. The payment terms also differ, tourists can either pay for their stay, but they usually do not get involved into the working process that much, as those, who are staying there for free – but not really, they have to work for their food and accommodation.

There is a wide sphere of possible agricultural activities provided to tourists, which are described in the chapter Activities on this page below.

### **4.2.1 History of Agritourism**

The known history of the very beginning of agritourism reaches to the end of 19<sup>th</sup> century. As the result of the industrial revolution, individuals started to move from countryside to urban areas. However, a lot of their family members stayed in the countryside and carried on with the agricultural activities. Logically, those who moved to cities, started to go on visits of the rural areas, usually to see their relatives and also relax from the life in the city. After some time, more and more citizens wanted to visit rural areas, what laid the foundations of agritourism.

As any other type of tourism, agritourism was affected by the World War I and World War II, therefore the growth of agritourism developed after the 1970s as an interesting opportunity to get back to nature. The most common activities were for example horse riding or contact zoos with farm animals. The offer of activities grew together with the demand and is still expanding to these days.

### **4.2.2 Activities**

The most common activities offered by agritourism organisations can be divided into following groups:

- Activities with animals
  - Taking care of the animals
  - Horse riding
  - Learning about animals
  - Learning about meat production
- Crop production activities
  - Learning about crops
  - Fruit picking
  - Making products out of crops/fruits (e.g. marmalades, milling flour)
- Events
  - Festivals
  - Excursions
  - Markets
  - Workshops

- Accommodation
  - Few days stays on the farm
  - Camping
  - Bed and breakfast
- Sales
  - Selling of homemade products (e.g. wooden)
  - Selling of food products of own production
- Rent of premises
  - Weddings
  - Schools
  - Team buildings
- Other activities
  - Other types of work on the farm
  - Fishing, hunting
  - Mushroom picking

The offer of activities depends on the focus of each farm, and also on its willingness to let visitors participate on the daily routines of farm. Therefore, the possibilities are limitless.

#### **4.2.3 Advantages and disadvantages**

The advantages and disadvantages of agritourism may be divided into three groups, according to who they have the most significant impact on:

- **Farmer**

Of course, the most important group of people, who experience the advantages and disadvantages the most, are the farmers, or in other words, the operators of agritourism organizations.

- **Local community**

Agritourism in certain region may also bring advantages and disadvantages to people, who live in this region, affect their everyday lives and change the environment they live in.



- **General public**

The last group is the general public, which can be considered for example citizens of the certain country. Because agritourism, as a category of tourism, is a part of national economy and it can affect the situation in the country.

#### **4.2.3.1 Advantages**

- Opportunity for development of rural areas
- On the other hand, protection of traditions and traditional lifestyle of certain rural area
- Great possibility of education – especially for children from bigger cities, who usually do not exactly know, how the agricultural production actually looks like
- Additional income for the farm (besides the main business purposes – agricultural production), can be crucial for some of the organisations
- Production of special products – e.g. organic farming
- Protection of the original nature of the landscape
- Protection/preservation of historical or historically significant agricultural buildings
- Support of local village – agritourism providing accommodation will bring in tourist, which can be potential customers for all the business in certain place and support of the tourism in the area

#### **4.2.3.2 Disadvantages**

- Advantage can also become disadvantage at the same time – too much tourists may cause stress to citizens and harm the life in the village
- It can be too time consuming for the farmer (there may be a dilemma between agritourism and the agricultural production due to a lack of time)
- Lack of the financial resources followed by the same dilemma mentioned in the point above
- Even though the situation is developing, agritourism is unfortunately still considered as a complementary activity to agricultural activities, therefore there is no official information or promotional channel
- Insufficient means of propagation

#### 4.2.4 Role of organic agriculture in agritourism

At first, it is necessary to define, what is organic farming. According to the Food and Agriculture Organization of the United Nations, organic agriculture is “a holistic production management system which promotes and enhances agro-ecosystem health, including biodiversity, biological cycles, and soil biological activity. It emphasises the use of management practices in preference to the use of off-farm inputs, taking into account that regional conditions require locally adapted systems. This is accomplished by using, where possible, agronomic, biological, and mechanical methods, as opposed to using synthetic materials, to fulfil any specific function within the system.” (FAO/WHO Codex Alimentarius Commission, 1999).

In other words, organic agriculture is farming with the least possible (or no) use of any substances, which could be bad for the environment, and it also provides better life conditions for the animals in production.

This is closely connected to the topic of agritourism, because many of the organisations provide the agritourism services as an addition to their common operation, which is usually food production, whether it is meat, milk products, vegetables or any other kind of production. In the figure below we can see the development of organic agriculture in the Czech Republic:

Figure No. 4: Development of organic agriculture

	A	B	C
<b>2017</b>	4 399	520 032	12,38
<b>2015</b>	4 115	494 661	11,74
<b>2010</b>	3 517	448 202	10,55
<b>2005</b>	829	254 982	5,98
<b>2000</b>	563	165 699	3,86

Online source: <http://amsp.cz/wp-content/uploads/2019/08/Analýza-zemědělství-2019.pdf>,

Legend: A ..... number of farms operating in organic agriculture (in ha)  
B ..... Land used for organic agriculture (in ha)  
C ..... Share of land used for organic agriculture in relationship to the whole agricultural area of Czech Republic (in %)

As we can see, the trend of organic farming is still increasing, which means more and more farms will probably join in the future and there is a high probability, that farms, which operate under the conditions of organic farming, will provide also agritourism services in order to show others the right ways of farming.

### **4.3 Tourism in the Czech Republic**

The history of tourism in this area reaches to the end of 19. century. The main reasons were the increase of free time, industrialisation and also the development in the railway transportation. Very important was the year 1888, when the Czech Tourist Club was established. The club was increased its functioning during the years 1918 and 1938, with activities such as labelling the touristic paths, propagation, taking care of historical places or establishment of recreational facilities. Unfortunately, the operation was disturbed by the World War II and the political regime after that. During the end of 50s, a new trend appeared – the collective holidays of employees. After the year 1989, tourism experienced a bloom caused by the return of nationalized organisations to individual owners (restitutions), and a lot of new facilities were established as well – hotels, health resorts or travel agencies. The opened borders gave opportunity for international tourism. The activity of touristic clubs was renewed as well.

Nowadays is tourism an important sector for the Czech Republic, as can be seen from the Tourism Satellite Account Tables by the Czech statistical office. According to the Czech statistical office, in the year 2018, tourism constituted 2.9 % of the GDP of Czech Republic, which means 153 billion CZK. Total number of people employed in this sector was 240.6 thousand people, experiencing year-on-year increase by 0.7 %. Out of this number, 82 % were employees and the rest 18 % were entrepreneurs in this sector. The total expenditures of tourists spending their holiday in the Czech Republic reached 295 billion CZK, meaning year-on-year increase by 0.8 % and being the highest value since the beginning of the measures in the year 2003. The inbound tourism added up to 57 %, 168.5 billion CZK. The remaining 43 % (126.2 billion CZK) were generated by domestic visitors through the domestic tourism. The Czech tourists made almost 86 million journeys inside the Czech Republic. As already mentioned, the share of tourism in GDP was 2.9 %, which is more, than the agriculture, forestry or fishing. The share of tourism of the total employment in the

Czech Republic was 4.4 %, which means, that each 22. working Czech is employed in this sector. (Online source: [https://www.czso.cz/csu/czso/satelitni\\_ucet\\_cestovniho\\_ruchu](https://www.czso.cz/csu/czso/satelitni_ucet_cestovniho_ruchu))

#### **4.3.1 Types of tourism in the Czech Republic**

According to Svobodová et al., the most common types of tourism with the best potential into future in the Czech Republic are:

- **Urban and cultural tourism**

The most popular places for urban tourism are historical places belonging on the UNESCO World Heritage list, such as Prague, Český Krumlov, Telč or Kutná Hora.

- **Rural tourism, tourism into nature**

Very specific form of rural tourism is a phenomenon of second houses – people usually from urban areas owning cottage or cabin in the countryside, which they visit during weekends and their holiday.

Popular types of natural tourism are for example agritourism or visits of the national parks or protected landscape areas. Czech Republic is also typical for recreation by water – stays by the water reservoirs or riding own the rivers.

- **Sports and active tourism**

As for the active tourism, it is divided into two groups according to season – during summer, cycling is getting more and more popular. On the other hand, during winter it is usual to go skiing. However, there is a large competition from abroad.

- **Spa tourism**

The development of spa tourism in the Czech Republic is quite unbalanced. The bigger spa centres are still developing, focusing on high income society groups (for example Karlovy Vary). On the other hand, common spa centres are stagnating, because of decreasing provided state contributions for health spa care.

- **Wine tourism**

So called wine tourism is relatively recent trend, which describes the tourism with aim to visit areas of wine production, usually in the South Moravia region, where there the wine

production has a long cultural tradition. Stays in the wine areas are usually connected with cycling or hiking.

- **Congressional tourism**

Congressional tourism means especially so-called business trip tourism. In the Czech Republic there are more than 800 of facilities, which can be used for this type of tourism. Other type are holidays paid by the employer for employees as a reward, or various seminars or trainings for employees connected to touristic visit of certain place.

#### **4.3.2 Rural tourism in the Czech Republic**

The rural tourism in the Czech Republic is under patronage of the “Rural tourism and agritourism association” (liberal translation from Czech name “Svaz venkovské turistiky a agroturistiky”). The association was established in the year 1997 and is a “voluntary, apolitical professional association, with aim to protect rights and interests of entrepreneurs doing business in the field of rural tourism and agritourism, and actively support their business activities”. They also provide training services and take care of the certification and guarantee of provided services of each organisation.

##### **4.3.2.1 Agritourism in the Czech Republic**

According to Kantorková (2016), the origins of agritourism in the Czech Republic began in the year 1993, when there were 15 farms orientated on agritourism.

There are two possibilities, how agritourism is practised:

- **Agritourism on a family farm**

The environment is usually very friendly, visitors are involved into the daily operations of the farm and help with the daily duties on the farm, such as feeding animals, cleaning or fruit picking during the summer season.

- **Agritourism provided by agrarian enterprise**

Agrarian enterprises are usually able to provide agritourism services to bigger groups of people, however the approach may not be that individual, as on family farms. On the other hand, activities provided by such enterprises may be more interesting. Tourists may take par

in activities such as hunting, fishing or equestrian sports on higher level, or any other activities closely related to the functioning of given enterprise.

#### **4.3.2.1.1 Content of agritourism, activities**

According to Václavík (2008), Czech farms usually provide these types of activities:

- Outdoor activities – hunting, fishing, horse riding, hiking
- Educational activities – getting to know the nature, wild animals, how to take care of farm animals, plant growing, etc.
- Entertainment – grape harvest (vintage), harvest supper, food festivals
- Workshops – how the products sold on farm are made, manufacturing processes, visitors may try to make their own product

### **4.4 Legislation**

In the Czech law, there is no special adjustment of agritourism. However, each of the organisations providing agritourism services must be registered either as entrepreneur or business corporation, and therefore follow the laws, which regulate entrepreneurship and business in the Czech Republic. According to Stříbrná (2007), the beginning entrepreneurs in rural tourism must be aware of:

- Civil Code (Zákon č. 89/2012 Sb., Občanský zákoník)
- Act on Trade Entrepreneurship (Zákon č. 455/1991 Sb., o živnostenském podnikání)
- Accounting Act (Zákon č. 563/1991 Sb., o účetnictví)
- Income Tax Act (Zákon č. 586/1992 Sb., o daních z příjmů)
- Value Added Tax Act (Zákon č. 235/2004 Sb., o dani z přidané hodnoty)
- Labour Code (Zákon č. 262/2006 Sb., zákoník práce)

The animal welfare and protection are also very important, especially when they are important part of the business. The animal protection in the Czech Republic is adjusted by the Act of Animal Protection against Cruelty to Animals (Zákon č. 246/1992 Sb.

Zákon České národní rady na ochranu zvířat proti týrání)

Next category are laws adjusting the agricultural activities, which are given by the Ministry of Agriculture. Among the most important examples for owners of agritourism organisations (farms), are following:

- Act on Agriculture (Zákon č. 252/1997 Sb., Zákon o zemědělství)
- Act on Organic Agriculture (Zákon č. 242/2000 Sb. Zákon o ekologickém zemědělství a o změně zákona č. 368/1992 Sb., o správních poplatcích, ve znění pozdějších předpisů)
- Veterinary Act (Zákon č. 166/1999 Sb., Veterinární zákon)
- Regulation on Animal Protection during Slaughter (418/2012 Sb., Vyhláška o ochraně zvířat při usmrcování)

This is only sample of many laws, which must be followed when running a farm. Since each farm has different specialisation (crop farming, meat production, ecological farming, etc), it is crucial to know which laws adjust the certain area and be sure to follow them.

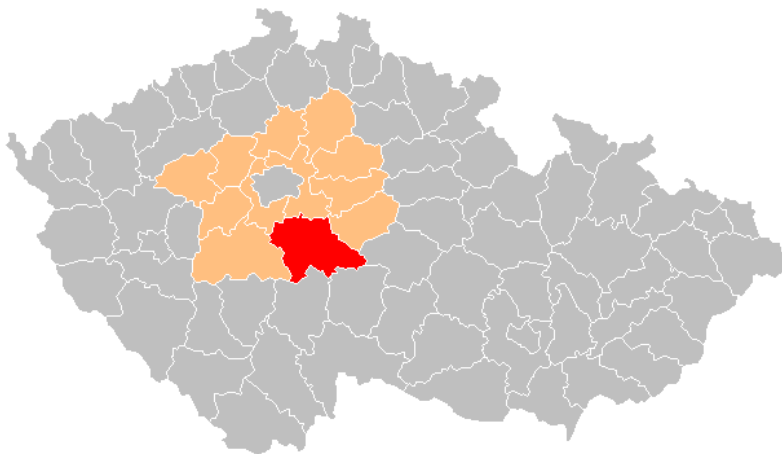
## 5 Practical Part

### 5.1 Benešov Region

#### 5.1.1 Introduction of the Benešov Region

The Benešov Region is located in the east-south part of the Central Bohemia Region and is the second biggest region in this area. Its former official main city is Benešov. The population of Benešov region was 98 708 in year 2019, living in 114 different municipalities. The number of inhabitants in this region is considered as average, compared to other regions in the Czech Republic, however, the density of population is the second lowest in the country.

Figure No. 5: Location of Benešov Region in the Czech Republic



Source: [https://cs.wikipedia.org/wiki/Okres\\_Benešov#/media/Soubor:Okres\\_benesov.png](https://cs.wikipedia.org/wiki/Okres_Benešov#/media/Soubor:Okres_benesov.png)

The biggest cities in Benešov region are of course Benešov, followed by Vlašim, Sázava, Týnec and Sázavou and Votice.

#### 5.1.2 History of Benešov Region

The predecessor of Benešov city, a fortified area, was established in the second half of 11<sup>th</sup> century and was the main residence of the then aristocracy up to the year 1318, when the nearby castle Konopiště was gained. After that Benešov began slowly transforming into settlement, which became a city in the year 1512. Since then, Benešov was considered one of the most significant cities and its evolvement did not end even when it became a centre of culture and education in the 18<sup>th</sup> century.



The modern history was not very generous. In the year 1942, during the World War II, the whole area of Benešov region was displaced in order to establish military area for German army, and it was probably the long history of Benešov region, why it was chosen – the Germans wanted to displace one of the typically Czech areas and weaken the nation. Most of the inhabitants were displaced (more than 30 000 people), from which approximately 40 % was forced to supply the army by their agricultural outcomes. That means, most of the farmers could keep their farms (under very restricted conditions) and carry on farming. Therefore, most of the farms survived this period and were able to operate even after the war. However, after the war was most of the farms collectivised. After the year 1989, the farms were returned to their legitimate owners or their descendants. However, only part of them returned to the original running of the farm, the rest sold their property to bigger investors, who covered it into their agricultural business. (Online source: <https://www.benesov-city.cz/historie-mesta-benesov/ds-1132>)

### **5.1.3 Agritourism in the Benešov Region**

The offer of agritourism in Benešov Region is overall plentiful, however, it is really difficult to find comprehensive resource of information about particular organizations and different types of activities in the region. The information centre of Benešov only offers an online “leaflet” with the list of the farms, however, it is much more focused on the offer of horse riding. Unfortunately, the information is only in Czech language, which can be a huge disadvantage for agritourism in this region.

Unfortunately, except the poor information on the website of the information centre, there is no official channel which would summarize the agritourism in the Benešov region, which is a big opportunity for some external organisation focused on agritourism, with possible cooperation with the farms in region. Although there are several websites focused on tourism, which advertise agritourism in the region as well, the information provided is very poor and is not complete – nor the summary of the organizations, nor their description and offer. This way each organisation must promote itself only through their website or Facebook page, and it can be difficult to a new potential customer to find his way towards the certain organisation.

According to Benešov information centre, which mentions the most significant organisations, there are 24 different farms with agritourism activities, from which 18 are

focused exclusively on horse riding – most of them on professional levels, but they also provide lessons or rides in the nature. The remaining 6 organisations are focused on more rather agritourism activities, breed different animals and provide visitors the opportunity of taking part in the daily life on the farm. Out of these six organisations, four were selected for further analysis. However, this does not mean there are no other organisations in the region, but their promotion is not very good and are not known.

## **5.2 Farmhouse “Strnadovský mlýn”**

### **5.2.1 Introduction**

Farmhouse Strnadovský mlýn is located the furthest from Benešov city. It lies in solitude near the village called Vršovice, right on the border between Benešov region and Příbram region, and is run by its owner, the miller Tomáš Kocman.

The Czech word “mlýn” in the name means “mill” in English. Therefore, it is no surprise, that this farmhouse used to be a mill and is located on a shore of a brook.

The first mentions about this mill reach long into the history, specifically to the 16<sup>th</sup> century. The mill room building was maintained in the original conditions and is nowadays used as a hall for weddings and other social or cultural events.

Apart from the mill itself, the more important part are the adjacent buildings, forming a farm. Here we can find numerous animal species – horses, goats, sheep, pigs, geese or even guinea pigs. But the animals are not bred only for fun of the visitors but are useful for future business as well. The farm offers occasionally meat products from animals bred on this farm in the quality on level of organic farming.

The animals are together with the convenient location in nature the most important aspects, why this place is favourite among tourists. It is possible to try the work around animals, feed them, play with them, go horse riding or just enjoy their presence. The farm organises different events for adults and children depending on the current situation and season of the year.

The other very important service, this farmhouse offers, are weddings. These take place almost every weekend from April till October and can host up to 120 guests at once and make the biggest part of profit of this organisation.

The accommodation at this farmhouse is possible in different types – the main building, where there the price reaches from 570 CZK to 990 CZK per night, or three different special treehouses, where each of them has got the capacity of maximum 4 people and the price ranges from 645 CZK to 1125 CZK per person per night, all prices without breakfast, which is possible to buy additionally. Schools and weddings have their individual pricelist for accommodation.

## **5.2.2 PEST Analysis**

### **5.2.2.1 Political factors**

As one of the first political factors when having such a multifunctional business providing agritourism, meat products, weddings or accommodation for firms, appear the laws, which must be followed. At first it is necessary to specify the type of the business. The Farmhouse Strnadovský mlýn is a part of company ABACO GROUP spol. s r.o. (limited liability company), which is also VAT registered company. Therefore it must follow the Business Corporation Act (Zákon o obchodních společnostech a družstvech) and the Value-added-tax Act (Zákon o dani z přidané hodnoty).

Other important activities, which are part of this organisations business, and must be done under specific conditions are for example the meat production, safety or animal protection.

All of the above-mentioned laws or regulations may be updated by the government so it is necessary for the firm to keep up with all of them, otherwise misconduct may lead to very serious consequences.

### **5.2.2.2 Economic factors**

The most important economic factors, which may affect this organisation are income, inflation and unemployment.

All these factors may cause, that people/potential customers will not have enough financial resources for tourism. When the inflation increases, people will not be able to afford to buy as many goods and services as before, therefore they will have to pay more to keep buying the same level of goods and services they are used to/they need and as result they will not be able to save as much as before and their financial means will be limited. The same impact is going to be caused by the level of income.

### **5.2.2.3 Social factors**

The social factors are in my point of view the most important ones.

The society and its opinion on certain phenomenon is becoming more and more important for everyday life of many people in recent years. The current trends are really crucial for all business owners and it can be very difficult to keep up with them. Here are the most important trends, which could affect this agritourism organisation:

- Holidays by the sea/luxurious holidays
- Organic groceries
- Vegetarian/Vegan diet
- Luxurious weddings
- Relationships without marriage
- Attitude of young people towards nature

### **5.2.2.4 Technological factors**

Since the farmhouse is located in the solitude, there is not a very good internet connection, which could cause problems especially to young visitors, who are used to be connected to the internet even during their holiday. The requirements on technological equipment may be even higher – for example nowadays it is common to have a television in almost every hotel room. On the other hand, if the farmhouse will be able to resist the pressure and maintain its authenticity and originality, it can become a huge advantage.

The technology is also important for business – online marketing has become a must in the several last years, therefore it is necessary for the farmhouse to follow the trends and also to find its place in the sphere of online marketing and be able to compete with the rival companies.

## **5.2.3 Porters Five Forces Analysis**

### **5.2.3.1 Threat of new entrants**

Because the farmhouse is located in countryside, near to only small villages, where there the life is usually stereotypical, the threat of new entrants is not very high. However, there used to be several other mills in this area, but the probability of a new idea of investing into one of the old mills and turning it into agritourism organisation is really low.

### **5.2.3.2 Supplier power**

The most important goods bought by the farmhouse are following:

- Animal fodder – since the number of animals on this farm is relatively big, it could become a big problem if the suppliers would like to change their conditions. As already mentioned, several times, the farmhouse is located in the nature between villages, so it is not easy to find supplier who would be able to offer fodder for all the types of animals. On the other hand, of course, there are small local suppliers, but some of them are too small to supply amounts of fodder needed on the farmhouse.
- Groceries for the restaurant – the restaurant is an integral part of the farmhouse, which makes a point of cooking from fresh, high-quality ingredients. However, the supply of ingredients for restaurants in Czech Republic is sufficient and it would not be a problem to change the supplier
- Cooked meals supplied for weddings – although the farmhouse is endowed with the restaurant, meals for weddings are usually ordered from an external supplier. Cooking meals for a high number of wedding guests would be very time consuming and the farmhouse also does not have resources to satisfy all meal requests, therefore the external agency is much more convenient. However, there are not many suppliers providing this type of services, and if the current one decides for any changes, his action may be powerful.

### **5.2.3.3 Buyer power**

Since the organisation is not focused only on one activity (and one target group), the buyer power is distributed into smaller groups, and any major changes probably would not be crucial for the business. The most important provided services are accommodation, weddings, school trips and of course activities connected to animals. The firm already has established a network in all of these fields, and we can estimate, there will always be interest in this type of offered activities, therefore the buyer power is not very strong.

### **5.2.3.4 Threat of substitution**

As mentioned above, the farm provides various services, and as for the agritourism ones, they are so specific, it would be very difficult to find a way how to substitute them.

Problems might appear in connection to the facilities and their equipment. Even in nature, tourists want to feel the luxury of their home – for example the internet, television, modern and comfortable furniture, and may be more likely to choose agritourism organisation, which would provide it. The very same rule applies with the weddings and increasing trend of luxury weddings in castles.

#### **5.2.3.5 Competitive rivalry**

The agritourism organisations in Benešov region vary from each other with their offer of services, activities, approach and other aspects. Therefore I don't think there is a straightforward danger of the competition.

### 5.2.4 SWOT Analysis

<p style="text-align: center;"><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>● Location</li> <li>● Capacity of accommodation</li> <li>● Animals</li> <li>● Activities for children</li> <li>● Sport activities</li> <li>● Own production of meat products</li> <li>● Ecological agriculture</li> <li>● Wedding “package”</li> </ul>	<p style="text-align: center;"><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>● Poor advertising</li> <li>● Confusing pricelist</li> <li>● Services provided are not always 100% quality (old glasses, tablecloths)</li> <li>● Accessible only by car, otherwise 15 minutes to closest bus stop – no help with transport provided</li> <li>● No reviews from customers on website</li> <li>● Low possibilities of trips in surrounding</li> </ul>
<p style="text-align: center;"><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>● Cooperation with Benešov information centre</li> <li>● EU grants</li> <li>● Transportation firm – trips</li> </ul>	<p style="text-align: center;"><b>THREATS</b></p> <ul style="list-style-type: none"> <li>● Potential customers may prefer more luxurious homesteads</li> <li>● Several mills in this area – possible competition due to raising interest in countryside stays</li> <li>● Trends and society development too fast</li> </ul>

#### **5.2.4.1 Summary of SWOT analysis**

This organisation is the biggest of all four selected, therefore it also has a lot of aspects for evaluation. Among its strengths definitely belong its long history, offer of activities, own products of ecological agriculture and last but not least the wedding offer. On the other hand, there are also weaknesses in this business. The advertising of their offer is very poor, except for the website, which can be a little confusing – e.g. the pricelist given for the weddings differs from the reality (own experience of family member). The location in nature is strength and weakness at the same time. For visitors from big cities it is convenient to spend their holiday in the nature, on the other hand for tourists without own car it is really uncomfortable – the closest bus stop is distant approximately 15 minutes walking.

The external opportunities are definitely a direct cooperation with the Benešov information centre, application for EU grants for agritourism/organic agriculture or cooperation with transportation firms – to help visitors with transport from the bus station. The main threats may be connected to interest of potential customers in more luxurious homesteads/farms, possible new competition on the market due raising interest in agritourism or slow reaction to current social trends.

#### **5.2.5 Financial analysis**

Since the farmhouse Strnadovský mlýn is a part of registered company ABACO GROUP, s.r.o., the financial results of the whole company are available on the internet. Full versions of balance sheet and profit and loss account for the year 2017 are listed in the attachments. Unfortunately, the financial results from year 2018 and 2019 were not available and these are the most recent available data.

##### **5.2.5.1 Profitability analysis**

- **Gross profit margin ratio**

$$= (237\,000 / 4\,721\,000) \times 100 = 5\%$$

- **Net profit margin ratio**

$$= (221\,000 / 4\,721\,000) \times 100 = 4.68\%$$

These results mean, the cost of production are very high, and the company should either try to increase the sales or decrease costs



### 5.2.5.2 Ratio analysis

- **Liquidity analysis:**

$$\text{Current ratio} = 3\,270\,000 / 12\,795\,000 = 0.2556$$

Rate below 1 suggests, the company is not able to pay its current liabilities, because they are higher, than their current assets.

- **Efficiency analysis:**

$$\text{Assets turnover ratio} = (4\,721\,000 / (7\,893\,000 + 5\,581\,000) / 2) = 0.7$$

This means, for every 1 CZK in assets, the company earns 0.7 CZK in sales. This means, the company's assets are not able to generate enough sales.

- **Rates of return:**

$$\text{Return on assets} = 221\,000 / 7\,893\,000 = 0,028 = 2.8 \%$$

Every 1 CZK invested into assets brings the company income of 0.03 CZK.

$$\text{Return on equity} = 221\,000 / -4\,919\,000 = -0.0449$$

As we can see, the profit is very small compared to the negative stockholder equity. However, there is still possibility to improve the performance in future, because at least the firm is in the black and not in the red.

$$\text{Return on sales} = 221\,000 / 4\,721\,000 = 0.0468$$

Every 1 CZK of sales creates 0.05 CZK of profit.

### 5.2.5.3 Summary of financial analysis

As the financial analysis shows, the firm's performance is not very good. The company is not able to repay its liabilities, since they are much higher than their assets. Also, the company's assets are not able to generate enough sales, which results into very low profit, and also the return on assets is very low – the income generated by assets is not even equal to their value.

### **5.2.6 Recommendations**

Based on the financial analysis, I would recommend the firm to improve its business plan with the help of some external organisation, such as investment adviser, to improve the financial performance of the organisation.

Furthermore, I would recommend the firm to focus on the services, it already provides, and not extending their offer. There is a lot of possibilities to improve the provided services, which should the firm focus on. The most important parts are the quality of services and equipment, their marketing strategy and also clarity of information (such as confusing pricelist of the weddings, which does not correspond with reality).

Otherwise I would say, out of the chosen organisations, this one is the biggest with the widest sphere of offered services and has a long tradition with solid place on the market. However, the competition may evolve quickly, therefore it is necessary to carry on improving the business.

## **5.3 Homestead “Medník”**

### **5.3.1 Introduction**

The homestead Medník is a family farm focused on agriculture and handicraft, owned by Mr. Václav Bednář. It consists of the house and adjoining farming buildings, pastures for animals and joiners' shop. The total area of the farm is 5 hectares.

It is located in scenic landscape between rivers Vltava and Sázava, at the very edge of small village Závist, approximately 45 minutes from Prague bus station Smíchov.

The farm itself does not have such a long history and was established in the year 1999. However, the farming principles and approaches are kept the same way, as they used to be, when the grandfather and great-grandfather used to run their own farms. The principles are tightly connected with nature, which is more important than the profit at all costs. We can find here the typical farm animals – cows, sheep, goats, fowl and horses.

Activities provided by the farm are mostly educational programmes for children, presentation of work with animals or events connected to degustation of seasonal local

products. The accommodation is provided only occasionally for tourists passing by – either on foot, or riding a horse, which is very rare service.

Since most of the activities are done by the owner more like a hobby, the income is created by selling the handcrafted wood products, such as wooden accessories for households (chopping boards, hangers etc) or semi-finished-products for handyman. Therefore following analyses will be focused especially on the wood processing, except for the SWOT analysis describing ways of possible extension of agritourism activities and making them profitable as well.

### **5.3.2 PEST Analysis**

#### **5.3.2.1 Political factors**

Political factors affecting the business are similar by all of the evaluated farms, however, what is different is the type of business here. Homestead Medník is not a part of limited liability company, but Mr. Bednář is a sole trader in the field of handicraft, therefore The Trade Licensing Act applies on his activities. If he wanted to provide proper accommodation services, or any other activities against payment, he would have to extend his trade.

#### **5.3.2.2 Economic factors**

The economic factor influencing Mr. Bednář and his trade are taxes and also social and health insurance, since he has to pay them by himself. Since his business is very small and sometimes it happens, that he does not have any orders on his products, every change in the sum of money he must pay to the government may really harm his business.

#### **5.3.2.3 Social factors**

In the 21<sup>st</sup> century, almost everything is accessible to everyone. In each field, there are many firms and chains competing, but at some point, their offer starts to be very similar, and people get bored. They do not want what everybody else has, they want to have something special, custom made only for them, and that is why the demand for artisan products is increasing and this social trend is positively influencing the craftsmen.

With the fast development of technologies, children do not have a good connection with the nature, which school, especially in big cities, try to change with their education and trips to rural areas. This increasing trend may positively influence the demand for educational

programmes on the farm and open the possibility of further cooperation on the education, as described more detailed in the SWOT analysis.

### 5.3.2.4 Technological factors

Technology is an important part of all types of handiwork production. It depends on the exact type of production, but each entrepreneur must decide his strategy. Here it applies as well. The first possibility is to maintain the traditional procedures and methods, providing the authenticity and individuality of each piece produced. This possibility also carries risk – risk, that the competitors would be able to produce more of the same products in shorter time and for less money with their technology. The second possibility is to invest into the newest technology and keep up with the competition, but in this case the products may lose the rarity of handicraft. I believe it is necessary to decide, which way to go, and in this case I would recommend to try maintain and protect the traditional procedures without excessive use of technologies and find a way, how to use them in efficient way and do not get intimidated by the modern technologies available on the market.

### 5.3.3 Porters Five Forces Analysis

#### 5.3.3.1 Threat of new entrants

The interest of young people in studying handicraft is decreasing in long term in the Czech Republic. Furthermore, wood processing is the least favourite out of the handicraft study programmes, as can be seen in the figure below.

Figure No. 6: Popularity of individual handicraft study programmes in the years 2005, 2015 and 2018 (from left) according to MF Dnes:



From left: mechanical engineering, electrical engineering, wood processing, building, food processing

Online source: [https://www.idnes.cz/ekonomika/domaci/prace-ucen-remeslo-skola-statistika-pruzkum-zamestnavatel.A190207\\_202648\\_ekonomika\\_mato](https://www.idnes.cz/ekonomika/domaci/prace-ucen-remeslo-skola-statistika-pruzkum-zamestnavatel.A190207_202648_ekonomika_mato)

The threat of new entrants of the market is therefore very low.

### **5.3.3.2 Supplier power**

The supply of material for further processing is crucial for the business, especially in countryside, where there the offering is limited, and the firm is dependent on one supplier. Therefore, the supplier is relatively powerful and may negatively affect the whole operation of the business.

### **5.3.3.3 Buyer power**

The buyer power is very strong, since there is only one main source of income for the firm. On the other hand, the possibilities of wood production are relatively wide, so if the demand changes only slightly, it is possible to react and adapt the production (up to certain point).

### **5.3.3.4 Threat of substitution**

The only threat of substitution of handicraft wood products are the products sold by furniture shops or chains. However, none of those can fully substitute the handiwork, where each piece is original and made specially for the customer, who ordered it.

### **5.3.3.5 Competitive rivalry**

There is a certain competitive rivalry, as it usually is in every field, because it is/in past it was typical for countryside to have a joiner in almost every village. The number of joiners is decreasing, because as already mentioned above, there is very low interest in joining the field, and current joiners retire at some point. There are also different types of joinery, therefore the presence of more joiner in one region does not have to mean, they are direct competitors (because one can produce tiny household accessories and the other large pieces of furniture). The competitive rivalry is therefor definitely existing, but not a real threat.

### 5.3.4 SWOT Analysis

<p style="text-align: center;"><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>● Authenticity</li> <li>● Family “heritage”</li> <li>● Family approach</li> <li>● Hobby, not obligation</li> <li>● Joiners shop and handcrafted products sale</li> <li>● Educational events for children</li> </ul>	<p style="text-align: center;"><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>● Not really profit oriented</li> <li>● No certain business plan/strategy</li> <li>● No stable accommodation possibility</li> <li>● Potential customers may prefer longer stays than one day visits</li> </ul>
<p style="text-align: center;"><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>● Cooperation with housewares - selling wood products through a store, not only straight to customers</li> <li>● Cooperation with schools in surrounding cities, presentations, passing on the tradition</li> <li>● Promotion of products on trade fairs</li> <li>● Finding employees/volunteers (e.g. high school students)</li> </ul>	<p style="text-align: center;"><b>THREATS</b></p> <ul style="list-style-type: none"> <li>● Lack of demand for handcrafted wood products – furniture chains offer cheaper variants</li> </ul>

#### 5.3.4.1 Summary of SWOT analysis

To sum up the SWOT analysis, this farm definitely has its strengths, which are definitely being used and make this place unique especially because of the owner’s approach. However, there are also weaknesses, especially when it comes to business strategy planning. On one hand it is a positive feature, that the agritourism programmes are not focused on profit in the first place, but on the other hand the lack of planning might harm the business.

The external opportunities I would see in both, the joiner's shop and agritourism traditions, both by cooperation with external organisations – retail trade when talking about the joiners shop (selling the finished wooden products through a retailer may have better results and be less stressful, than personally to each individual customer), and schools or other education organisations when it comes to taking care of animals.

There are also threats, which need to be recognised. The lack of accommodation possibility may cause, that visitors would prefer stays in other agritourism facilities. Also there is always a threat, that cheaper products from chain production will be prioritised to the more expensive, yet original handcrafted products.

### **5.3.5 Recommendations**

As a result of all the findings, I would recommend Mr. Bednář to try find a way, how to engage more in the agritourism activities and transform them into revenues. His farm definitely already has its place on the market, and although it is generous, that he wants to pass on the knowledge of farming and show people (especially children) the connection between human and nature, I think he can gain much more.

## **5.4 Farm “Ztracenka”**

### **5.4.1 Introduction**

The farm Ztracenka is located between two villages Mrač and Čerčany, at the very same end of the road, surrounded by forest, approximately 30 minutes car journey from Prague city centre.

Although the farm is advertised as one unit, in fact it consists of two separate parts. The first one is a guest house, which can provide accommodation up to 22 guests. The price for accommodation is 990 CZK per person per night, breakfast included.

The second one is the actual farmhouse with animals. Both parts have different operators and the approach is also different.

The operator of the guesthouse, Mrs. Chvaščíková, is experienced in the field, profit oriented and is trying to maintain her position on the tourism market. On the other hand, owner of the farm, Mr. Kubeš, is a farmer by heart and soul, who takes care of all the animals and farm running, but not the business.

The whole concept is set up like this: visitors buy a stay in a nice guesthouse in the nature and included in the price they receive the possibility of visiting the farm. There they are shown the animals (horses, donkeys, pigs, goats, cows, geese,...) and explained the working of the farm. If they want, they can help with the chores, such as feeding the animals, cleaning them and their stalls, or take part in other activities depending on the season – fruit picking (and further processing such as marmalade making), hay making, etc. The difficulty of given chore depends on each visitor and in case of longer stays, visitors may become a part of the farm for a few days and do their chores every day (e.g. taking care of the rabbits). As already mentioned, the farm visit and exhibition are included in the price of accommodation, however it is a habit, that the farmer receives an extra contribution from visitors for the time he spent with them.

## **5.4.2 PEST Analysis**

### **5.4.2.1 Political factors**

Identically as in the previous cases, the most important political factors are the laws, which regulate the types of business. There are two different types of business implemented on the farm. The first is the accommodation – Mrs. Chvašćáková is a sole trader in the field of accommodation services, therefore The Trade Licensing Act applies on her. The second part are the farming activities, which are covered by the existence of association called “

Farma Ztracenka z.s.” established by Mr. Kubeš. All associations in the Czech Republic are regulated by the Civil law. Important is also an Income Tax Act, which puts the obligation of tax all of the incomes, therefore it is not possible to accept any kinds of payment without further tax return.

### **5.4.2.2 Economic factors**

The economic factors influencing the business directly are again taxes and other payments connected to entrepreneurship (health and social insurance).

The indirect economic factors, which may negatively influence the business are also similar to previous cases - income, inflation and unemployment, which may result into lack of financial resources of potential customers and cause decrease in the demand for agritourism.



### **5.4.2.3 Social factors**

Social factors affecting this organisation are again similar to previous cases. However, the farm is able to provide also accommodation without the necessity of taking part in the agritourism activities, which is an advantage for it. It means, the movement of current trends connected to agritourism will not affect the main part of business such as accommodation services. Other social factors, which may positively affect the operation of this organisations are school excursions into nature, interest of people in regional food production (meat, honey, milk) or interest in trying life on the farm.

### **5.4.2.4 Technological factors**

As for the technological facilities provided in the accommodation, there is a television and internet connection, which is sufficient for the visitors, but the technological development is also important for the farming. Using outdated machinery and techniques may not directly harm the farm, but it will not be helpful as well. It can also bring a poor appearance in the eyes of visitors, who may priorities more modern and better equipped facility next time instead of returning to this one.

## **5.4.3 Porters Five Forces Analysis**

### **5.4.3.1 Threat of new entrants**

The thread of new entrants is real in this case. There are two other farms in the nearby village. Fortunately, none of them has potential for the same type of agritourism, as Ztracenka. One of them is focused only on egg production and the other is dedicated to crop production. However, the second mentioned farm used to breed animals as well. If this farm decided to extend its activity and get back to breeding animals and use its well-situated position on the market for offering agritourism services, it would become a real threat for farm Ztracenka.

### **5.4.3.2 Supplier power**

The supplier power is mostly similar to other organisations. Once again, the most important is the supply of fodder for the animals. This is partly provided by the farm itself (hay), but other types of fodder are bought. This farm has a little advantage in comparison with other, because it is easily accessible from Prague, therefore there is better possibility of supplier selection.

#### **5.4.3.3 Buyer power**

Since the accommodation services can be provided without the participation on the agritourism activities, the group of potential customers of this organisation is much wider, than if it only focused on the combination of accommodation and agritourism. The buyer power is therefore not that strong, because if there is smaller demand in the field of agritourism, there can still be demand for the accommodation services. This may cause problems to the farm, but as it is not only focused on agritourism, but food production as well, the buyer power is also equally distributed.

#### **5.4.3.4 Threat of substitution**

The accommodation services are not easily replaced, however, potential customers may prefer spending their holiday near the city, or at least in area with some infrastructure. However, the combination of accommodation and voluntary participation in the farms daily life is quite unique and would not be easy to substitute.

#### **5.4.3.5 Competitive rivalry**

Although there is a possible threat of new competition in the area, there are no direct competitors in this locality. The approach of this organisation differentiates it from the other farms in region and they do not compete each other directly.

#### 5.4.4 SWOT Analysis

<p style="text-align: center;"><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>● Big farm with large variety of animals</li> <li>● Modern and well equipped guesthouse (heated swimming pool, grill in the garden,..)</li> <li>● Family approach</li> <li>● Involvement of visitors into daily operation of the farm (if they want)</li> <li>● Opportunity of own production of food products (meat, honey)</li> <li>● Possible excursions for school from Prague (good location), school trips for small classes</li> </ul>	<p style="text-align: center;"><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>● Farm itself is not very profit oriented, no defined business strategy into future</li> <li>● Promotion lacks professionalism (e.g Facebook page)</li> <li>● Not being able to react to the demand because of a specific offer</li> </ul>
<p style="text-align: center;"><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>● Certification (agritourism, organic farming)</li> <li>● Focus on families living in vicinity (daily summer camps)</li> </ul>	<p style="text-align: center;"><b>THREATS</b></p> <ul style="list-style-type: none"> <li>● Possible competition (two other farms in the village, but different offer)</li> </ul>

##### 5.4.4.1 Summary of SWOT analysis

The farm features variety of strengths, which implies its success in its activity. The organisation can offer many activities connected to life on the farm, but also a calm vacation in the nature, but in a relatively modern and well-equipped accommodation. Visitors can

genuinely become a part of the farm for some time, which is a very good opportunity for them to find out, how to take care of animals, but also to respect and appreciate the meat and plant food production.

As a weakness I see the lack of business strategy into future and no exact trading connection between the accommodation and the farm itself.

There are several opportunities the organisation may utilise. Due to lack of offer of such type of services in the region, the farm may establish a cooperation with several schools from Prague and offer them either one day excursions or overnight school trips, but only for classes with little number of students because of the accommodation capacity. Next the organisation may consider getting certified from the Rural tourism and agritourism association and becoming a part of the Czech agritourism society.

The main threat from external environment are probably the possible competitors. There are two more farms in the nearest village, which have different offer (mostly selling of eggs and agricultural crops), but if they decided to extend their operation into animal breeding, it might cause problems for this farm.

#### **5.4.5 Recommendations**

I would recommend focusing on better cooperation between the accommodation and farm, because there is a gap between advertised services and activities and the actual performance. Also, the farm should think about better way of charging visitors for the services, maybe in form of different price “packages”.

I would also recommend considering getting professional help with online marketing, such as Facebook page, which is nowadays administrated by Mrs. Chvaščíková, and despite the potential of interesting posts from the life on farm, the performance is not very professional. Otherwise the farm is doing a great job with offer of typical agricultural activities and is very popular especially among families with children.

### **5.5 Farma Křišňův dvůr**

#### **5.5.1 Introduction, Hare Krishna movement**

The farm Křišňův dvůr is located in complete solitude, approximately 15 kilometres from Benešov. Since it is surrounded by forests and fields, the roads are very narrow, and the best

access is by train. The stop is called Městečko u Benešova and is located almost in the middle of the railway between cities Benešov and Vlašim.

The farm is part of the International Society for Krishna Consciousness (ISKCON), also known as the Hare Krishna movement, therefore it is run and inhabited only by its members. The Hare Krishna movement is a religious organisation, which was founded in 1966 in New York City by A. C. Bhaktivedanta Swami Prabhupada, therefore it is considered as so called new religious movement (the Krishna Movement is derived from Hinduism). Its devotees believe in one God – Krishna, who they usually call by chanting the Hare Krishna mantra: “Hare Krishna Hare Krishna Krishna Krishna Hare Hare Hare Rama Hare Rama Rama Rama Hare Hare”. The philosophy originates from the distinguishing of soul from body, Krishnas believe in reincarnation. They also have a specific eating habits: eating animals is forbidden, therefore the Krishnas devotees are all vegetarians or vegan (optimal).

History of the farm itself reaches to the 16. century, however, the Hare Krishna movement started its functioning here after the year 1989, after the loose of the regime. The first years were devoted to reconstruction of damaged buildings, and the farm started its operation after the year 1993 by farming the enclosed fields. In the same year there were also built rooms, which enabled the farmers to live there. Since then the farm is still developing, becoming a home for animals and people.

Nowadays, there live twelve people (ten adults and two children) on the farm, the rest of the community are people living in the close neighbourhood – altogether more than forty adults and twenty children. They grow corn and vegetables on the fields and take care of cows, horses and other animals living on the farm. Out of the crops, they grow, they make products such as flour (milled on the farm), syrup and cookies and other sweets, which they sell.

Each year is the farm visited by more than 2 500 people, among the most popular events belong the vegan feasts taking place each Sunday, the excursions and voluntary work on the farm.

#### **5.5.1.1 PEST Analysis**

#### **5.5.1.2 Political factors**

As a part of the International Society for Krishna Consciousness (ISKCON), the organisation is registered in the “Register of churches and religious societies” under the Ministry of

culture of the Czech Republic. It is therefore regulated by the Act of churches and religious societies (Zákon o svobodě náboženského vyznání a postavení církví a náboženských společností a o změně některých zákonů (zákon o církvích a náboženských společnostech)).

#### **5.5.1.3 Economic factors**

The farm is not dedicated to making profit; therefore, it is not really influenced by the current state of economy.

#### **5.5.1.4 Social factors**

The social factors are most important for this organisation. Although its working is not dependent on the number of visitors, it is of course better, if people will be informed about this organisation and its run. The more people visit it, the bigger possibility of new members of the community and devotees of Krishna.

#### **5.5.1.5 Technological factors**

The community prefers traditional techniques and processes during their activities – fields are cultivated traditionally, using animal power, basic tools and simple machinery, the flour is milled on the stone mill. Modern technologies do not influence the life on the farm, which makes it even more unique and interesting, and provides the visitors insight into different life approach.

### **5.5.2 Porters Five Forces Analysis**

As mentioned above, farm Křišňův dvůr is a part of international religious society, therefore there is no point in analysing each of the Porters five forces. For this organisation, there is no competition, no threads of new entrants, even no buyer or supplier power – the farm produces its own food, is mostly self-sufficient. As a part of a religious society, it will always find support among other members.

### 5.5.3 SWOT Analysis

<p style="text-align: center;"><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>● Unique</li> <li>● Part of worldwide society</li> <li>● Not dependent on tourism</li> <li>● Offers different point of view</li> <li>● Animal protection</li> <li>● Excursions</li> <li>● Programmes with food</li> <li>● Open for everyone</li> <li>● 2 vegan restaurants</li> </ul>	<p style="text-align: center;"><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>● Their religion may be too intense for potential visitors, they may be afraid</li> <li>● Difficult access – train is best option</li> </ul>
<p style="text-align: center;"><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>● Cooperation with schools (lectures)</li> <li>● Cooperation of restaurants with food delivery firms</li> </ul>	<p style="text-align: center;"><b>THREATS</b></p> <ul style="list-style-type: none"> <li>● People are still sceptical and dismissive towards vegans</li> <li>● Disagreement with other religions</li> </ul>

#### 5.5.3.1 Summary of SWOT analysis

Overall, the farm has definitely more strengths and opportunities than weaknesses and threats. It is definitely one of a kind in this region, its activity, and especially its approach to life is unique. It can offer different point of view to its visitors. It is not profit oriented, which

is a big advantage compared to other agritourism organisations in the region. Thanks to the religion, the community welcomes every newcomer and are happy to share the thoughts and knowledge from not only their farming life.

On the other hand, its uniqueness may be also disadvantage. People can be dismissive to things they don't know, or they don't understand, what can definitely be the case of this religion. However, its exactly the visits of the farm, what can change their opinion and the farms community is doing their best to show the outside world what their philosophy is and how is the life on this farm.

#### **5.5.4 Recommendations**

This farm is a unique organisation thanks to its origins and the religion practised here. I think there is a big potential in selling the homemade products from the farm, however it is not advertised much, so this may be a possibility for improvement. Also I think the farm could use their experiences in farming to make seminars about this topic or give lectures at school. On the other hand, all of the activities of the farm are connected to promotion of the religion, which would not go well with the lectures. The best way for realisation of such think would be cooperation with external organisation, which would be able to transmit the information to others and inform about the life on the farm from different point of view than with straight focus on the religion.



## **5.6 Questionnaire**

The questionnaire was implemented into the diploma thesis with the main aim to find out the awareness of people about agritourism, their knowledge, ideas and opinions about this topic. Although the questionnaire has only illustrative character, it may actually be helpful with recommendations. It will also show, how is the agritourism popular among people from different age categories or according to the city they live in.

The questionnaire was distributed in the electronic form, in the Czech language. The number of respondents is 100, from different age and social groups, living in cities with different population. The whole wording of the questionnaire is listed in the chapter 8 – Attachments in both, Czech and English language.

### **5.6.1 Assumptions**

When creating the questionnaire, I had assumptions about the possible results, such as:

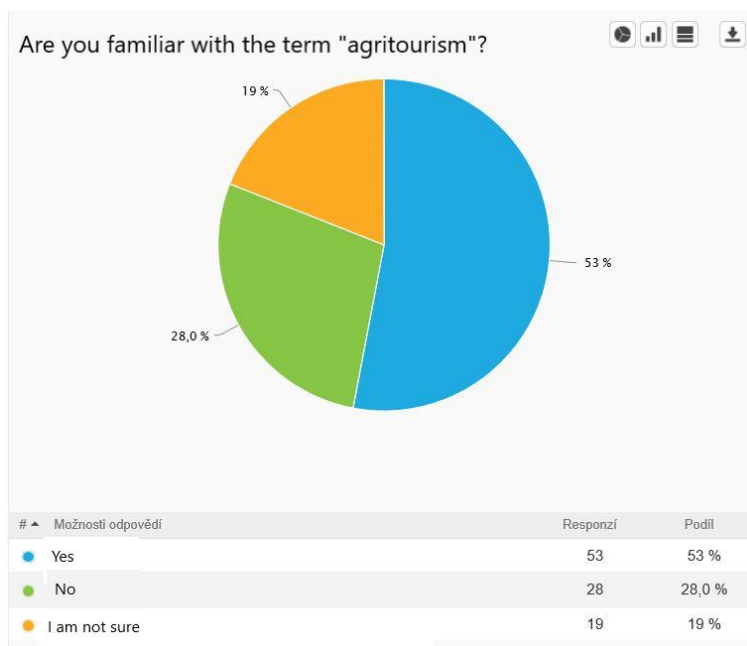
- Women will be aware of this topic more likely than men.
- Respondents from age groups 35+ will have better knowledge and more experiences with this topic.
- Overall personal experience of respondents will be low.
- The low personal experience is caused by lack of awareness about this topic, not disinterest.
- Each individual will have different ideas about this topic, therefore it will be interesting to provide an open-ended question to gather the ideas and see their comments, which could be used for future recommendation to the agritourism organisations.

### **5.6.2 Evaluation**

For the evaluation of the questionnaire, three main demographic aspects were gender, age and size of city, in which the respondents live.

The overall familiarity of the term “agritourism” is not very good – only 53 % of all respondents stated, they are certainly familiar with the term “agritourism”, as represented in following graph:

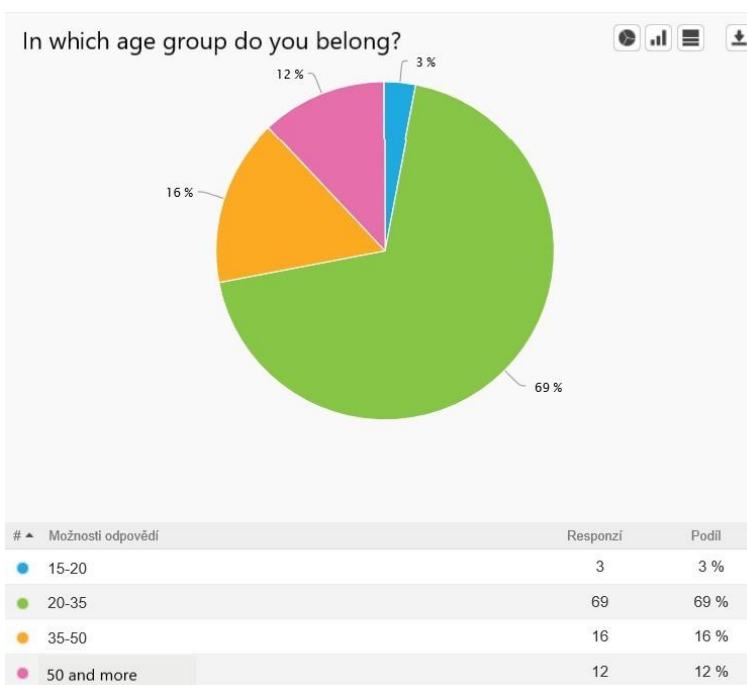
Graph No. 1: Familiarity of respondents with the term “agritourism”



Source: Created automatically by webpage survio.com based on the own findings

The distribution of age is shown in following graph:

Graph No. 2: Age of respondents

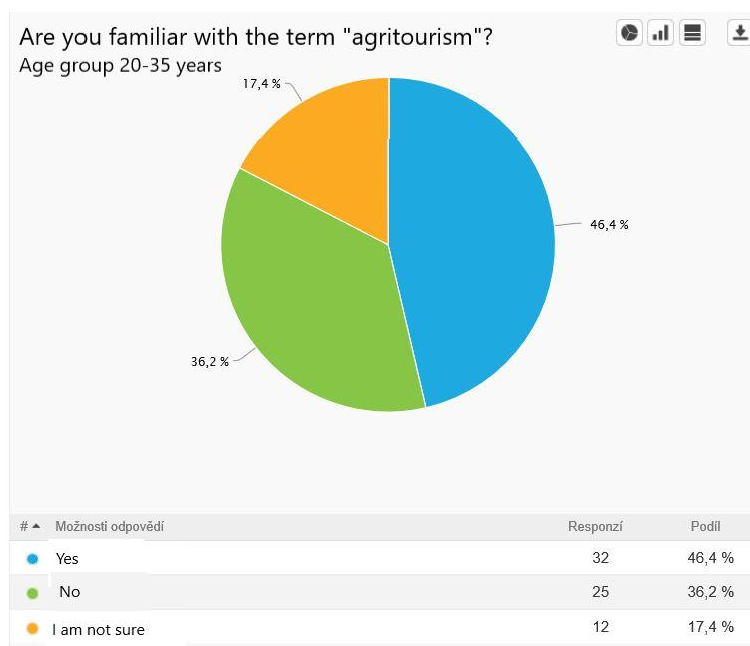


Source: Created automatically by webpage survio.com based on the own findings

As we can see, the biggest group of respondents belongs to age category 20-35 years. I believe, that this is the most important group, because it is necessary for young people to find their way into nature and be informed about how the farms (and food production) works, so they will be able to teach their children, to value the nature and hard work of the farmers. On the other hand, this might be caused by the fact, the questionnaire was distributed electronically, which could have been a limitation for other age groups – especially the age group 50+, since many elderly people are not used to using the internet.

If we take the age parameter and look at the answers again, we can see, the assumption, that people younger than 35 years will not be familiar with the term more likely, than the groups older than 35 years, was wrong. The answer “yes” chose 32 of total 69 respondents from this age group, which adds up to 60 % of the total number of respondents from all 4 age groups.

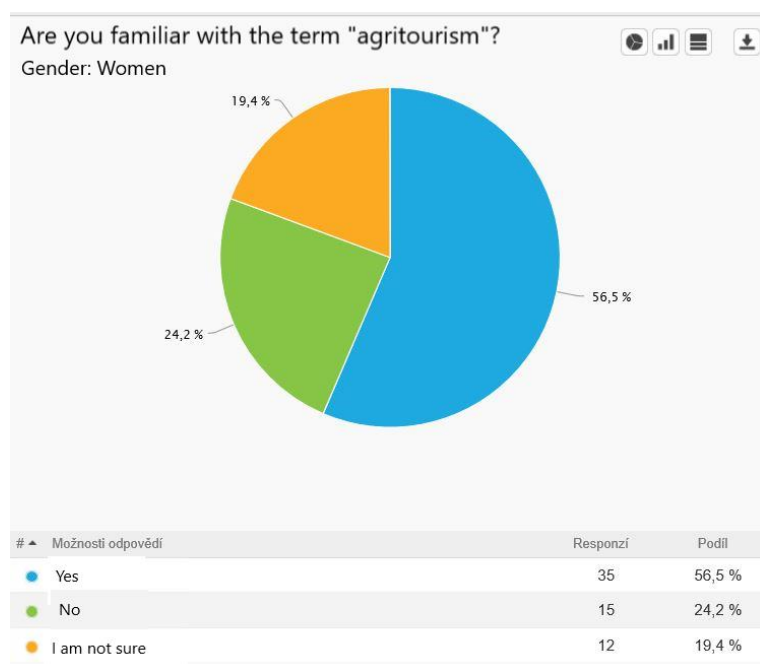
Graph No. 3: Familiarity of respondents from the age group 20-35 years with the term “agritourism”



Source: Created automatically by webpage survio.com based on the own findings

The share of respondents according to their gender was 62 % women, 38 % men, from which 56,5 % of women are familiar with the term “agritourism”, adding up to 66 % of the total number of respondents.

Graph No. 4: Familiarity of female respondents with the term “agritourism”

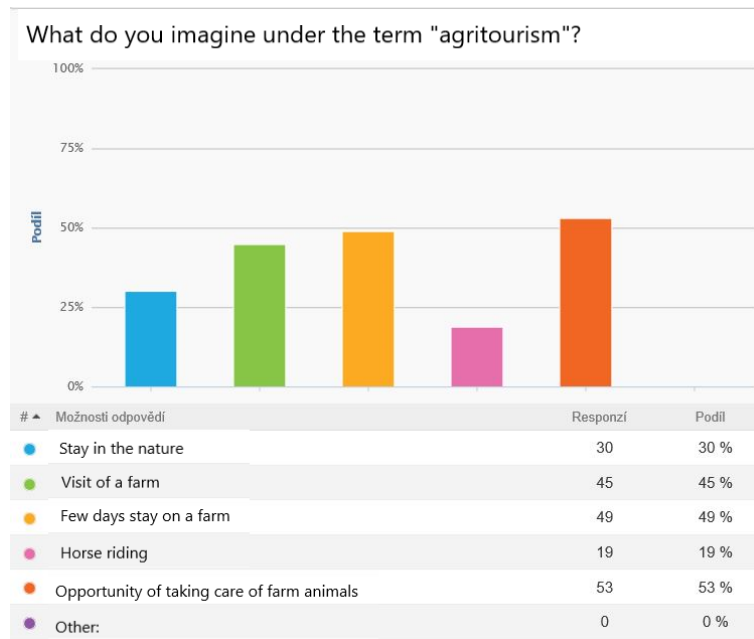


Source: Created automatically by webpage survio.com based on the own findings

This confirms the assumption, that women have better knowledge about this topic. Next confirmation is the fact, that from the total number of 19 respondents, who have visited an agritourism organisation in their life, 17 respondents were women (90 %). It is also women, who are not satisfied with the current offer of the agritourism services in the Czech Republic (out of 14 respondents stating, they are not satisfied, 13 were women).

Following question was dedicated to find out, what do the respondents imagine under the term “agritourism”, even though they may have answered, that they do not know this term. The question was obligatory, therefore each respondent must have chosen at least one answer (there was possibility of choosing more answers, therefore the base of the percentage share is not 100 %).

Graph No. 5: Respondents thoughts about content of agritourism



Source: Created automatically by webpage survio.com based on the own findings

The last question was open-ended and left for the respondents ideas and opinions on this topic, the most frequent opinions were, that agritourism:

- is a contribution to families
- is good form of education for pupils of schools in bigger cities (especially in the field of food production)
- helps people to find connection to nature
- can make people appreciate and respect the work of farmers
- can show the reality behind a food products
- lacks proper promotion
- is a great alternative of common holidays
- is a good possibility of income for farmers

### 5.6.3 Conclusion

To sum up the information gained through the questionnaire, most of the original assumptions were met. Women have a better knowledge and interest in this topic, and also higher personal experience. However, the overall personal experience in this sphere is rather

low. What was surprising, is that the age group under 35 years (specifically 20-35 years) was the most experienced in this topic.

The main reason of low experience level is probably the lack of provided information and promotion of individual agritourism organisation, which was also stressed by several respondents in the last part of the questionnaire. Overall interest in this topic was higher, than expected, and several respondents mentioned, they have never thought about visiting an agritourism organisation, but they started to be interested in this topic after the questionnaire. This shows, the agritourism organisations have a big opportunity to attract new visitors, but it will require a lot of improvements in the sphere of promotion and advertising.

## **5.7 Recommendations, Possible Cooperation**

Although there was an assumption there would be a potential for cooperation among the ms, the analyses proved the opposite. Even though it may not be a suitable idea now, it does not mean it would not be possible in the future. At first, it is necessary for each firm to focus on itself and its development on its own. Although the selected organisation proved to be different from each other (mainly by different management styles and way of running the organisation), as assumed, they resulted to suffer from the same weaknesses and threats. None of the organisation's features determined business plan or business strategy into future.

All of the organisations are found wanting in the sphere of marketing. The propagation of all organisations is very poor, except their websites or Facebook pages. This is also a shortcoming of the Benešov information centre; therefore, I would recommend cooperation with the information centre at first. The cooperation would also help the tourism in the Benešov city itself since it has a lot to offer, as a result, both sides would profit.

Other possible cooperation which could be used especially by the two organisations which are focused on accommodation, farmhouse Strnadovský mlýn and farm Ztracenka, is cooperation with a discount site, such as [www.slevomat.cz](http://www.slevomat.cz), which is a very popular discount site used by customers to find accommodation, free-time activities, services or goods for discounted price. This would help promote the organisation and gain new visitors.

I think there are possibilities, how to improve performance of each firm, but they should focus on services they are already providing, improve their quality and strategy, and then there would definitely be possibility of cooperation among these organisations.

## **6 Discussion, Conclusion**

This diploma thesis was dedicated to the analysis of selected agritourism organisations in the Benešov region, Czech Republic.

The main aim was to explore the provided services, their quality, differences among the organisations, and whether there is a possibility of cooperation among them. Furthermore, the analyses were complemented by an illustrative questionnaire studying the awareness of people about the topic of agritourism.

The offer of agritourism in the Benešov Region is overall plentiful; however, it was really difficult to find a comprehensive resource of information about particular organizations and different types of activities in the region. The lack of information resources harms not only the individual organisations, but also the whole agritourism sphere in Benešov region. Therefore, cooperation of the Benešov information centre and each of the individual organisations was recommended.

Unfortunately, none of the organisations wanted to directly provide accounting data for the financial evaluation. All for the same reason, it appears that their farms are not only a business for them, but they are as well their hobby and lifestyle and as a result this type of data is very sensitive for them, since it is their only income. However, it is also possible that the small businesses do not everytime declare all of their income, therefore they could have problems with the revenue authority. However, according to the other parts of analyses, there still is a conclusion about the profitability: the operation of small, family farm focused on agritourism itself is not very profitable, and can be done only by people who have the connection with nature and agriculture, it is something what must be done with the heart and soul, for joy, from internal conviction, not only for profit. This applies also in case the organisation is part of a bigger company providing more than agritourism services, as it is in the case of farmhouse Strhnadovský mlýn. Although the company ABACO GROUP s.r.o. provides also other services, from the analysis of financial results from year 2017 it is obvious, the firm is not able to generate enough profit.

As already mentioned in the recommendations above, unfortunately it is not the right time for the organisations to think about cooperation with each other. They all should focus on improvement of their business and promotion. Desirable is the cooperation with external



organisations, such as the information centre of Benešov city or cooperation with discount sites, which could help raise awareness about agritourism activities in this region.

Based on the questionnaire, the overall awareness about agritourism in the Czech Republic is rather low. However, this is not caused by the disinterest of respondents, but by the lack of the information and insufficient promotion of the organisations.

The last part of conclusion I would like to dedicate to the current situation. The pandemic will, besides the other things, have a big impact on tourism, at least for this year. It will not be possible to visit foreign countries for a vacation, therefore we can expect a boom in the domestic tourism. This can be an opportunity for the agritourism organisations to increase their activity and find more customers.

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## **8 Attachments**

### **8.1 List of Figures**

Figure No.1 – Scheme of Porters Five Forces:

Figure No. 2: Scheme of SWOT Analysis

Figure No.3 : Position of agritourism inside the tourism hierarchy

Figure No. 4: Development of ecological agriculture

Figure No. 5: Location of Benešov Region in the Czech Republic

Figure No. 6: Popularity of individual handicraft study programmes in the years 2005, 2015 and 2018 according to MF Dnes

### **8.2 List of Graphs**

Graph No. 1: Familiarity of respondents with the term “agritourism”

Graph No. 2: Age of respondents

Graph No. 3: Familiarity of respondents from the age group 20-35 years with the term “agritourism”

Graph No. 4: Familiarity of female respondents with the term “agritourism”

Graph No. 5: Respondents thoughts about content of agritourism

### **8.3 Questionnaire**

#### **8.3.1 Questionnaire in English**

**1. Are you male or female?**

- Male
- Female

**2. How old are you?**

- 15-20
- 20-35

- 35-50
- 50 and more

**3. How big is the city you live in?**

- I live in Prague
- Ca 50 thousand inhabitants
- Ca 20 - 50 thousand inhabitants
- Cc 10 - 20 thousand inhabitants
- Ca 5 - 10 thousand inhabitants
- Less than 5 thousand inhabitants

**4. Are you familiar with the term "agritourism"?**

- Yes
- No
- I am not sure

**5. What do you imagine under the term "agritourism"?**

Choose one or more answers.

- Stay in the nature
- Visit of a farm
- Few days stay on a farm
- Horse riding
- Opportunity of taking care of farm animals
- Other:

**6. Have you ever visited any agritourism organisation?**

- Yes
- No

**7. Do you know any agritourism organisation in your neighbourhood?**

- Yes, it is: ....
- I do not know any

**8. Do you think the offer of agritourism in the Czech Republic is sufficient?**

- Yes
- No
- I am not sure

**9. What is your opinion about this topic? Do you have any comments?**

Please, write below:

**8.3.2 Questionnaire in the Czech language (original)**

**1. Jste muž nebo žena?**

- Muž
- Žena

**2. Kolik je Vám let?**

- 15-20
- 20-35
- 35-50
- 50 a více

**3. V jak velkém městě žijete?**

- Praha
- Cca 50 tis. obyvatel a více
- Cca 20 - 50 tis. obyvatel
- Cca 10 - 20 tis. obyvatel
- Cca 5 - 10 tis. obyvatel
- Méně než 5 tis. Obyvatel

**4. Znáte pojem "agroturistika"?**

- Ano
- Ne
- Nevím jistě

**5. Co si pod pojmem "agroturistika" představíte?**

Vyberte jednu nebo více odpovědí

- Pobyť v přírodě
- Návštěvu farmy se zvířaty
- Vícedenní pobyt na farmě
- Jízdu na koni
- Možnost péče o zvířata/zemědělské plodiny
- Jiná...

**6. Navštívili jste nějakou agroturistickou organizaci?**

- Ano
- Ne

**7. Vzpomenete si na nějakou takovou organizaci ve Vašem okolí?**

Prosím, pokud takovou organizaci znáte, napište její název níže do kolonky "jiná".

- Jiná:
- Žádnou neznám

**8. Myslíte si, že je nabídka agroturistiky v ČR dostačující?**

- Ano
- Ne
- Nevím

**9. Jaký je Váš názor na toto téma? Máte k němu nějaké komentáře?**

Prosím, vypište níže.



## 8.4 Financial details of ABACO GROUP s.r.o.

### 8.4.1 Profit and Loss Statement 2017

<p>Zpracováno v souladu s vyhláškou č. 500/2002 Sb. ve znění pozdějších předpisů</p>	<p><b>VÝKAZ ZISKU A ZTRÁTY</b> v plném rozsahu</p>	<p>Obchodní firma nebo jiný název účetní jednotky <b>ABACO GROUP, spol. s r.o.</b></p> <p>Sídlo, bydliště nebo místo podnikání účetní jednotky <b>Karlovo nám. 17 120 00 Praha 2</b></p>		
<p>za období <b>01.01.2017– 31.12.2017</b> (v celých tisících CZK)</p>				
<table border="1" style="margin: auto;"> <tr> <td style="text-align: center;">IČ</td> </tr> <tr> <td style="text-align: center;">25145070</td> </tr> </table>		IČ	25145070	
IČ				
25145070				

Označení a	TEXT b	Číslo řádku c	Skutečnost v účetním období	
			běžném 1	minulém 2
I.	Tržby z prodeje výrobků a služeb	01	4 526	2 758
II.	Tržby za prodej zboží	02	195	
A.	Výkonová spotřeba	03	3 438	1 690
1.	Náklady vynaložené na prodané zboží	04		
2.	Spotřeba materiálu a energie	05	2 385	1 077
3.	Služby	06	1 053	613
B.	Změna stavu zásob vlastní činnosti (+/-)	07		
C.	Aktivace (-)	08		
D.	Osobní náklady	09	930	1 035
1.	Mzdové náklady	10	604	773
2.	Náklady na sociální zabezpečení, zdravotní pojištění a ostatní náklady	11	236	262
2.1	Náklady na sociální zabezpečení a zdravotní pojištění	12	236	262
2.2	Ostatní náklady	13		
E.	Úpravy hodnot v provozní oblasti	14	148	58
1.	Úpravy hodnot dlouhodobého nehmotného a hmotného majetku	15	148	58
1.1	Úpravy hodnot dlouhodobého nehmotného a hmotného majetku - trvale	16	148	58
1.2	Úpravy hodnot dlouhodobého nehmotného a hmotného majetku - ...	17		
2.	Úpravy hodnot zásob	18		
3.	Úpravy hodnot pohledávek	19		
III.	Ostatní provozní výnosy	20	61	347
1.	Tržby z prodeje dlouhodobého majetku	21		
2.	Tržby z prodeje materiálu	22		
3.	Ostatní provozní výnosy	23	61	347
F.	Ostatní provozní náklady	24	29	52
1.	Zůstatková cena prodaného dlouhodobého majetku	25		
2.	Zůstatková cena prodaného materiálu	26		
3.	Daně a poplatky	27	10	12
4.	Rezervy v provozní oblasti a komplexní náklady příštích období	28		
5.	Ostatní provozní náklady	29	19	40
*	Provozní výsledek hospodaření	30	237	270

Označení a	TEXT b	Číslo řádku c	Skutečnost v účetním období	
			běžném 1	minulém 2
IV.	Výnosy z dlouhodobého finančního majetku - podíly	31		
1.	Výnosy z podílů - ovládaná nebo ovládající osoba	32		
2.	Ostatní výnosy z podílů	33		
G.	Náklady vynaložené na prodané podíly	34		
V.	Výnosy z ostatního dlouhodobého finančního majetku	35		
1.	Výnosy z ostatního dlouhodobého finančního majetku - ovládaná nebo ovládající osoba	36		
2.	Ostatní výnosy z ostatního dlouhodobého finančního majetku	37		
H.	Náklady související s ostatním dlouhodobým finančním majetkem	38		
VI.	Výnosové úroky a podobné výnosy	39		1
1.	Výnosové úroky a podobné výnosy - ovládaná nebo ovládající osoba	40		1
2.	Ostatní výnosové úroky a podobné výnosy	41		
I.	Úpravy hodnot a rezervy ve finanční oblasti	42		
J.	Nákladové úroky a podobné náklady	43		
1.	Nákladové úroky a podobné náklady - ovládaná nebo ovládající osoba	44		
2.	Ostatní nákladové úroky a podobné náklady	45		
VII.	Ostatní finanční výnosy	46		
K.	Ostatní finanční náklady	47	16	41
*	Finanční výsledek hospodaření (+/-)	48	-16	-40
**	Výsledek hospodaření před zdaněním (+/-)	49	221	230
L.	Daň z příjmů za běžnou činnost	50		
1.	Daň z příjmů splatná	51		
2.	Daň z příjmů odložená (+/-)	52		
**	Výsledek hospodaření po zdanění (+/-)	53	221	230
M.	Převod podílu na výsledku hospodaření společníkům (+/-)	54		
***	Výsledek hospodaření za účetní období (+/-)	55	221	230
*	Čistý obrát za účetní období = I. + II. + III. + IV. + V. + VI. + VII.	56	4 782	3 107

Pozn.:

Okamžik sestavení 29.03.2018	Podpisový záznam osoby odpovědné za sestavení účetní závěrky	Podpisový záznam statutárního orgánu nebo fyzické osoby, která je účetní jednotkou Tomáš Kocman
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Source: Public register, Ministry of Justice  
 Accessible on <https://or.justice.cz/ias/ui/vypis-sl-firma?subjektId=491590>

## 8.4.2 Balance Sheet 2017

Zpracováno v souladu s vyhláškou č. 500/2002 Sb. ve znění pozdějších předpisů	<b>ROZVAHA</b> v plném rozsahu	Obchodní firma nebo jiný název účetní jednotky <b>ABACO GROUP, spol. s r.o.</b>  Sídlo, bydliště nebo místo podnikání účetní jednotky  <b>Karlovo nám. 17</b> <b>120 00 Praha 2</b>		
ke dni <b>31.12.2017</b> (v celých tisících CZK)				
<table border="1" style="margin: auto;"> <tr> <td style="text-align: center;">IČ</td> </tr> <tr> <td style="text-align: center;">25145070</td> </tr> </table>		IČ	25145070	
IČ				
25145070				

Označení a	AKTIVA b	Číslo řádku c	Běžné účetní období			Minulé úč. období
			Brutto 1	Korekce 2	Netto 3	Netto 4
	<b>AKTIVA CELKEM</b>	001	8 166	- 273	7 893	5 581
A.	Pohledávky za upsaný základní kapitál	002				
B.	<b>Dlouhodobý majetek</b>	003	4 661	- 273	4 388	4 133
B.I.	<b>Dlouhodobý nehmotný majetek</b>	004				
B.I.	1. Nehmotné výsledky výzkumu a vývoje	005				
	2. Ocenitelná práva	006				
	2.1 Software	007				
	2.2 Ostatní ocenitelná práva	008				
	3. Goodwill (+/-)	009				
	4. Ostatní dlouhodobý nehmotný majetek	010				
	5. Nedokončený dlouhodobý nehmotný majetek	011				
	5.1 Poskytnuté zálohy na dlouhodobý nehmotný majetek	012				
	5.2 Nedokončený dlouhodobý nehmotný majetek	013				
B.II.	<b>Dlouhodobý hmotný majetek</b>	014	4 661	- 273	4 388	4 133
B.II.	1. Pozemky a stavby	015	504	- 8	496	505
	1.1 Pozemky	016				
	1.2 Stavby	017	504	- 8	496	505
	2. Hmotné movité věci a jejich soubory	018	2 158	- 265	1 893	1 632
	3. Ocenovací rozdíl k nabytému majetku	019				
	4. Ostatní dlouhodobý hmotný majetek	020				
	4.1 Pěstební aktivity trvalých porostů	021				
	4.2 Dospělá zvířata a jejich skupiny	022				
	4.3 Jiný dlouhodobý hmotný majetek	023				
	5. Poskytnuté zálohy na dlouhodobý hmotný majetek a nedokončený dlouhodobý hmotný majetek	024	1 999		1 999	1 998
	5.1 Poskytnuté zálohy na dlouhodobý hmotný majetek	025				
	5.2 Nedokončený dlouhodobý hmotný majetek	026	1 999		1 999	1 998
B.III.	<b>Dlouhodobý finanční majetek</b>	027				
B.III.	1. Podíly - ovládaná nebo ovládající osoba	028				
	2. Zápůjčky a úvěry - ovládaná nebo ovládající osoba, podstatný vliv	029				
	3. Podíly - podstatný vliv	030				
	4. Zápůjčky a úvěry - podstatný vliv	031				
	5. Ostatní dlouhodobé cenné papíry a podíly	032				
	6. Zápůjčky a úvěry - ostatní	033				
	7. Ostatní dlouhodobý finanční majetek	034				
	7.1 Jiný dlouhodobý finanční majetek	035				
	7.2 Poskytnuté zálohy na dlouhodobý finanční majetek	036				

Označení a	AKTIVA b	Číslo řádku c	Běžné účetní období			Minulé úč. období
			Brutto 1	Korekce 2	Netto 3	Netto 4
C.	<b>Oběžná aktiva</b>	037	3 270		3 270	1 441
C.I.	<b>Zásoby</b>	038	592		592	592
C.I.	1. Materiál	039				
	2. Nedokončená výroba a polotovary	040				
	3. Vyroby a zboží	041	592		592	592
	3.1 Vyroby	042				
	3.2 Zboží	043	592		592	592
	4. Mladá a ostatní zvířata a jejich skupiny	044				
	5. Poskytnuté zálohy na zásoby	045				
C.II.	<b>Pohledávky</b>	046	1 909		1 909	781
C.II.	1. <b>Dlouhodobé pohledávky</b>	047				
	1.1 Pohledávky z obchodních vztahů	048				
	1.2 Pohledávky - ovládaná nebo ovládající osoba	049				
	1.3 Pohledávky - podstatný vliv	050				
	1.4 Odložená daňová pohledávka	051				
	1.5 Pohledávky - ostatní	052				
	1.5.1 Pohledávky za společníky	053				
	1.5.2 Dlouhodobé poskytnuté zálohy	054				
	1.5.3 Dohadné účty aktivní	055				
	1.5.4 Jiné pohledávky	056				
C.II.	2. <b>Krátkodobé pohledávky</b>	057	1 909		1 909	781
	2.1 Pohledávky z obchodních vztahů	058	1 863		1 863	615
	2.2 Pohledávky - ovládaná nebo ovládající osoba	059				
	2.3 Pohledávky - podstatný vliv	060				
	2.4 Pohledávky - ostatní	061	46		46	166
	2.4.1 Pohledávky za společníky	062				
	2.4.2 Sociální zabezpečení a zdravotní pojištění	063				
	2.4.3 Stát-daňové pohledávky	064				18
	2.4.4 Krátkodobé poskytnuté zálohy	065	45		45	138
	2.4.5 Dohadné účty aktivní	066				
	2.4.6 Jiné pohledávky	067	1		1	10
C.III.	<b>Krátkodobý finanční majetek</b>	068				
C.III.	1. Podíly - ovládaná nebo ovládající osoba	069				
	2. Ostatní krátkodobý finanční majetek	070				
C.IV.	<b>Peněžní prostředky</b>	071	769		769	68
C.IV.	1. Peněžní prostředky v pokladně	072	346		346	24
	2. Peněžní prostředky na účtech	073	423		423	44
D.	<b>Časové rozlišení</b>	074	235		235	7
D.	1. Náklady příštích období	075	18		18	7
	2. Komplexní náklady příštích období	076				
	3. Příjmy příštích období	077	217		217	

Označení	PASIVA	Číslo řádku	Stav v běžném účetním období	Stav v minulém účetním období
a	b	c	5	6
	<b>PASIVA CELKEM</b>	078	7 893	5 581
A.	<b>Vlastní kapitál</b>	079	-4 919	-5 139
A.I.	<b>Základní kapitál</b>	080	100	100
A.I. 1.	Základní kapitál	081	100	100
A.I. 2.	Vlastní podíly (-)	082		
A.I. 3.	Změny základního kapitálu	083		
A.II.	<b>Ažlo a kapitálové fondy</b>	084		
A.II. 1.	Ažlo	085		
A.II. 2.	Kapitálové fondy	086		
A.II. 2.1	Ostatní kapitálové fondy	087		
A.II. 2.2	Oceňovací rozdíly z přecenění majetku a závazků (+/-)	088		
A.II. 2.3	Oceňovací rozdíly z přecenění při přeměnách obchodních korporací	089		
A.II. 2.4	Rozdíly z přeměn obchodních korporací (+/-)	090		
A.II. 2.5	Rozdíly z ocenění při přeměnách obchodních korporací (+/-)	091		
A.III.	<b>Fondy ze zisku</b>	092	16	16
A.III. 1.	Ostatní rezervní fondy	093	16	16
A.III. 2.	Statutární a ostatní fondy	094		
A.IV.	<b>Výsledek hospodaření minulých let (+/-)</b>	095	-5 255	-5 486
A.IV. 1.	Nerozdělený zisk minulých let	096	376	145
A.IV. 2.	Neuhrazená ztráta minulých let (-)	097	-5 631	-5 631
A.IV. 3.	Jiný výsledek hospodaření minulých let	098		
A.V.	<b>Výsledek hospodaření běžného účetního období (+/-)</b>	099	221	230
A.VI.	Rozhodnuto o zálohové výplatě podílu na zisku (-)	100		
B.+C.	<b>Cizí zdroje</b>	101	12 795	10 720
B.	<b>Rezervy</b>	102		
B. 1.	Rezerva na odchody a podobné závazky	103		
B. 2.	Rezerva na daň z příjmů	104		
B. 3.	Rezervy podle zvláštních právních předpisů	105		
B. 4.	Ostatní rezervy	106		
C.	<b>Závazky</b>	107	12 795	10 720
C.I.	<b>Dlouhodobé závazky</b>	108		
C.I. 1.	Vydané dluhopisy	109		
C.I. 1.1	Vyměnitelné dluhopisy	110		
C.I. 1.2	Ostatní dluhopisy	111		
C.I. 2.	Závazky k úvěrovým institucím	112		
C.I. 3.	Dlouhodobé přijaté zálohy	113		
C.I. 4.	Závazky z obchodních vztahů	114		
C.I. 5.	Dlouhodobé směnky k úhradě	115		
C.I. 6.	Závazky - ovládaná nebo ovládající osoba	116		
C.I. 7.	Závazky - podstatný vliv	117		
C.I. 8.	Odloužený daňový závazek	118		
C.I. 9.	Závazky - ostatní	119		
C.I. 9.1	Závazky ke společníkům	120		
C.I. 9.2	Dohadné účty pasivní	121		
C.I. 9.3	Jiné závazky	122		

Označení	PASIVA	Číslo řádku	Stav v běžném účetním období	Stav v minulém účetním období
a	b	c	5	6
C.II.	Krátkodobé závazky	123	12 795	10 720
1.	Vydané dluhopisy	124		
1.1	Vyměnitelné dluhopisy	125		
1.2	Ostatní dluhopisy	126		
2.	Závazky k úvěrovým institucím	127		
3.	Krátkodobé přijaté zálohy	128		
4.	Závazky z obchodních vztahů	129	993	653
5.	Krátkodobé směnky k úhradě	130		
6.	Závazky - ovládaná nebo ovládající osoba	131		
7.	Závazky - podstatný vliv	132		
8.	Závazky ostatní	133	11 802	10 067
8.1	Závazky ke společníkům	134	11 573	9 823
8.2	Krátkodobé finanční výpomoci	135		
8.3	Závazky k zaměstnancům	136	46	45
8.4	Závazky ze sociálního zabezpečení a zdravotního pojištění	137	25	23
8.5	Stát - daňové závazky a dotace	138	7	31
8.6	Dohadné účty pasivní	139		
8.7	Jiné závazky	140	151	145
D.	Časové rozlišení pasiv	141	17	
1.	Vydaje příštích období	142	17	
2.	Výnosy příštích období	143		

Okamžik sestavení <b>29.03.2018</b>	Podpisový záznam osoby odpovědné za sestavení účetní závěrky	Podpisový záznam statutárního orgánu nebo fyzické osoby, která je účetní jednotkou <b>Tomáš Kocman</b>
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