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**FACULTY OF ECONOMICS AND MANAGEMENT**



**MARKETING RESEARCH OF SERVICE**

**QUALITY IN A SPORT CLUB**

Diploma Thesis

Written by

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**Declaration**

I declare that I have worked on my diploma thesis titled „MARKETING RESEARCH OF SERVICE QUALITY IN A SPORT CLUB“ by myself and I have used only the sources mentioned at the end of the thesis.

In Prague on March 2, 2013

Mgr. Michaela Vorlová

## **Acknowledgement**

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**MARKETING RESEARCH OF SERVICE**

**QUALITY IN A SPORT CLUB**

**MARKETINGOVÝ VÝZKUM SPOKOJENOSTI**

**ZÁKAZNÍKA VE SPORTOVNÍM CENTRUM**

## **Souhrn**

Tato bakalářská práce se zabývá spokojeností zákazníků se službami beach volejbalového klubu v Praze na Pankráci. Cílem této práce je realizace marketingového výzkumu, jehož pomocí je zkoumána spokojenost zákazníků. Na základě teoretických poznatků, týkajících se marketingu obecně, služeb nebo chování zákazníků, byla zvolena metoda dotazníkového šetření jako nejvhodnější. Dotazník, jako nástroj výzkumu, je zaměřen na zjištění spokojenosti v návaznosti na důležitost určitých faktorů. Výsledky šetření jsou pro názornost vyhodnoceny pomocí tabulek, grafů a následně okomentovány. V závěru je uvedeno doporučení, jak by mohlo dojít ke zlepšení služeb v beach volejbalovém klubu, které bylo navrženo na základě poznatků získaných během výzkumu.

**Klíčová slova:** Marketing, sportovní služby, zákazník, výzkum, Beach klub Pankrác

## **Summary**

This thesis is focused on a selected sport club, where the marketing research on the quality of the offered services was carried out by the questionnaire method. The aim of this diploma thesis is to analyse the customers' satisfaction with the quality of services offered by Beach Volleyball Club Pankrác. The secondary objective of this questionnaire was to gather and process the data. The results of the survey are presented through graphs and an annotation is presented. In the conclusion there are suggestions for possible improvements for the beach club.

**Keywords:** Marketing, customer behaviour, satisfaction, research, questionnaire, Beach Club Pankrác

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## **1. Introduction**

The last decade has been characterized by numerous changes that are associated especially with the speed of progress and modernization. These changes also strongly influence the corporate environment. Specifically, the industry of marketing must quickly react to the changes and adapt to them. If we want to succeed today, we should also know how to deal with competitors. This area of service must be given attention. In the 21st century, the service sector is expanding greatly.

One of the keys to success in the service area is to focus on the customer satisfaction. Thanks to modern marketing tools, we are able to clearly define and satisfy the needs, wants, and problems of the customers. We can achieve this success in the form of a new loyal customer. The management of each company should therefore focus not only on acquiring new customers, but also to keep them. Quality services are essential to customer satisfaction.

If the manager focuses on the claims, demands, and expectations of customers, they have a greater chance to meet and obtain their loyalty. These findings apply to all service providers including sports managers within the industry. Each sector is specific, having its own value. Different factors have different importance but the sports services are unchanging.

These services are described by the characteristics at Beach Club Pankrác. Subsequent research was conducted to determine the importance of these factors with regard to customers' satisfaction. The reason why the particular company was chosen is simple. The author of this thesis is the customer and also a coach at Beach Club Pankrác for six years. Besides, Beach Club Pankrác has a long tradition and is one of the most famous beach volleyball clubs in the Czech Republic.



## **2. Aims and hypothesis**

### **2.1. Aims**

The aim of this diploma thesis is to analyse the customers' satisfaction with the quality of services offered by Beach volleyball club Pankrác. The research is on the form of a questionnaire survey and on the basis of its results will be proposed recommendations which could lead to improvements their services.

Subtasks that are needed to achieve the goals:

- Description of the theoretical background focusing on marketing, sports service, marketing research, its process and data collection.
- Definition of customer satisfaction and quality services
- Create a questionnaire
- Correction of the questionnaire
- Analysis of services and customers of Beach club Pankrác
- Evaluation of information gathered from research
- Interpretation of results and graphical processing
- Confirm or refute hypotheses
- Design changes to increase customer satisfaction at sports club

## **2.2. Methodology**

The methodology consists of a review of relevant literature of the subject, following which a number of hypothesis are formed. These are then tested by a suitable questionnaire of analysis.

### **2.2.1. Questionnaire**

Questionnaire is the most useful methods for collecting primary data during the marketing research and is consisting of a series of questions relevant to the relevant theme. It is based on gathering responses from respondents, who are important to the aim of the questionnaire.

Questionnaire provides to researchers a way of communication with each respondent. It gives to all respondents to answer the same questions. The formation of a questionnaire that can provides a ideal communication way can be a not easy task. (Wilson 2006)

### **2.2.2. Composition of questionnaire**

Before the creation of questions it is necessary, what aims are going to be achieved and decide who will be the respondents. Dependents on the structure, according to Kozel (2006) there are two types of questionnaire in marketing research: **structured and semi-structured**. The structured questionnaire has a predetermined form that should be followed. It includes usually close-end questions with multiple choices of answers. Weakness of this formation is that influence on the value of information because respondents cannot express their own opinion (if it is not direct included in the paper). Benefit of structured questionnaire is that it is fast and easy to examine and interpret. The semi-structured questionnaire can consist of also open and open-ended questions which can demonstrate more deep answer and can provide to individual their opinions. (Kozel, 2006)

According to Kozel (2006), the questionnaire has no strictly determined its length. In the opening headline should be written the name of questionnaire and text where researcher should request the respondent to complete the questionnaire. Researcher can explain the reason of the research and also stimulate the respondent and promise her/his anonymity. In the opening text should be refer who will get the results. In the end of this text there should be thanks for the assistance and signature of the researcher.

It is important to arrange question well because question can influences both the answer and following question. There are first preliminary questions. They should be simple and interesting at the same time, they should catch attention of respondents. After that there are filtration question which provide for logical structure and answers of certain respondents. The first should general questions because they refresh memory and then they make it easier for respondents to answer specific question. Kozel (2006) mentioned that in the last part there are identification question which ask designed for information about respondent, such as gender, age, etc. but according to other writer these questions can be also in the beginning of questionnaire.

Usually the respondents are losing their attention in the end of the questionnaire; therefore the most difficult questions should be in the **middle** of the questionnaire. Questions which can cause a responders' negative feeling as well as more personal questions should be located in the final part. Even that respondent is not willing to answer these questions they are responsible for finishing what they have already started. (Kozel, 2006)

### **2.2.3. Types of Questions**

According to Kotler (2010) there are two basic types of questions which can be used in marketing questionnaire: closed-end and open-end questions and one special type - scales. (Kotler, 2010). According to Kozel (2006) there is one more type of question - Semi – closed questions, semi – closed question.

### *Close-end Question*

In a research interview the respondents is respondent is ask to choose from a number of alternative answers. These given answers can help the respondents form their own opinion and it is much easier to process. Researcher has pay attention to the scale of possible answers and to covering them to minimize the biggest disadvantage of this type of questions, which is the limitation of respondents' decision. (Kotler et al. 2009)

Zikmund (2007) divides the closed-end questions into following categories:

- *The simple-dichotomy questions* –only two answers are available, respondents has to choose only one of them; usually can only be answered 'yes' or 'no'.
- *The multiple-choice questions* – there is a frame of possible responses from which the respondent is asked to choose, respondents has to choose only one of them;
- *The checklist questions* –multiple choices and respondent are allow to choose more of them;
- *The attitude rating scales* – the most commonly used method to measure customers' attitude; there are several types of scales;
- *The Likert Scale* - It is the most widely used approach to scaling responses in survey research in which the respondent shows the amount of agreement or disagreement with specific statement;
- *Semantic differential* - a scale is inscribed between two bipolar words, and the respondent selects the point that stand in the direction and intensity of their personal feelings; The respondent is asked to choose where his or her point lies, on a scale between two bipolar words (for example: "Dependence - Independence", "Good- Bad")
- *Importance scale* - a scale that rates the significance of some attribute from 'not at all important' to 'very important',
- *Rating scale* - a scale that rates some attribute from 'poor' to 'excellent'.  
(Zikmund, 2007)

### *Open Question*

Open-end questions allow respondents to reply in their own words. When there is no limitation concerning the answer, we can gain deeper and wider information from respondents. According to Brace (2008) open – ended question are also known as “unstructured” or “free-response” questions.

For open questions is required that respondents has to express correctly and clearly. Also the processing and analysing of data gathered from questionnaire are more difficult than with close-end questions. Open-end questions are usually used during the preparatory stage of marketing research or when the exploratory research is conducted. In questionnaires they are used as contact questions and quite often, they are not analysed later. (Zikmund, 2007)

### *Semi – closed questions*

This type of question is a mixture of the previous two types. The questions is consists of benefits from the previous question. There are given answers as well the respondent can write his own opinion by answering in his own words. (Kozel, 2006)

There are no correct instructions how to build questions but researcher should follow some rules about:

1. Use direct questions.
2. Use simple questions.
3. Use short questions
4. Do not use negative questions.
5. Use unambiguous words.
6. Eliminate questions about judgment. (Wilson 2006)

### **2. 3. Hypothesis**

For this research hypothesis were determined:

Hypothesis nr. 1: *80% of clients visiting sport club at least 1 time per week.*

Hypothesis nr. 2: *Most visitors are in the age category from 21 to 26 years.*

Hypothesis nr. 3: *Women are more satisfied with the food offered in BC Pankrác.*

Hypothesis nr. 4 : *There is a relation between the gender and satisfaction with their coach.*

Hypothesis nr. 5: *More than 40% of customers choose BC because the location.*

Hypothesis nr. 6: *More than 75% of customers of beach club are overall satisfied with the services provide by BC.*

### **3. Literature overview**

#### **3.1. Marketing**

At the beginning of the twentieth century more companies entered to the increasing marketplace. The level of competition put them in position where, in the desire to become successful, they were forced to emphasize aggressiveness in selling. Marketing came up with an increase in the amount of competitive activity, more sophisticated customers and a greater choice of products and services offered on the market. Companies then turned to anticipating and identifying their customers' needs and to gearing up design and production. (Dibb and Simpkin, 2001)

Marketing emphasized the relationship with customers. The main characteristic of modern marketing is to satisfy customer needs and building valuable relationships. There are many definitions available in literature. There are several definitions of marketing and all of them have something in common. (Dibb and Simpkin, 2001)

Kotler and Armstrong (2009) defined *“Marketing means managing markets to bring about exchanges for the purpose of satisfying human needs and wants.”*

Peter Drucker, one of the founders of modern business thinking provides one of the most famous definitions: *“The aim of marketing is to make selling superfluous. The aim is to know and to understand the customer so well that the product or service fits him/her and sells itself.”* (Dibb and Simpkin, 2001)

There is no single correct definition to defined marketing. But they have certain common themes. Between the most important characteristic belong according to Dibb and Simpkin (2001):

- 1) to satisfy customers,
- 2) the identification of favorable marketing opportunities,
- 3) to have a competitive edge,
- 4) the capacity to make profits to enable a viable future for the organization,

- 5) to maximize a market position,
- 6) the aim to increase market share in priority target markets.

## **3.2. Services**

### **3.2.1. Characteristics of Services**

Berry (1985) defines services as an *“acts, deeds, performances or efforts. In turn, goods can be defined as articles, devices, materials, objects, or things.”* When a customer buys a physical good, they obtain a title to the goods and there is a transfer of ownership. In contrast, a service consumer receives only the right to that service and for only a specified amount of time (Kandampully, 2002).

Kotler and Keller (2009) defined a service as *“any act or performance that one party can offer to another that is essentially intangible and does not result in the ownership of anything. Its production may or may not be tied to a physical product.”*

Services possess according to Kotler and Keller (2009) four unique characteristics describe the difference between a service and a product. These four characteristics include: a) intangibility; b) heterogeneity; c) inseparability; and d) perishability.

#### **Intangibility**

Intangibility is the primary characteristic that differentiates a service from a product (MacKay & Crompton, 1988). Services cannot be seen, tasted, smelled or heard before their purchase. Many of the problems encountered in the marketing of service is due to this intangible nature. Kotler and Keller (2009) maintain that buyers are influenced by the quality from the place, people, equipment, communication material, symbols, and price that they see. It means that, e.g. sport clubs should develop a look and style according to the customer's requirements. Marketers must be able to change intangible services into concrete benefits to attract attention of customer.



## **Variability**

Services are very changeable because they depend on who provides them and when and where they are provided. Service buyers are responsive of this variability and often talk about the quality of offered services with others before the decision. There are a few steps service companies can take to enlarge quality control. Also has to be considered the monitoring of customer satisfaction. Kotler and Keller (2009) suggest that *“companies can illustrate from the customer suggestion and complaint system, customer surveys, and comparison-shopping.”*

## **Inseparability**

Inseparability refers to the notion that a service is both simultaneously produced and consumed at the same time. Those goods are normally produced first and then consumed. In contrast, a service is typically sold, and then produced and consumed simultaneously. The production, distribution, and consumption of a service in a service encounter are simultaneous processes (Svensson, 2003).

## **Perishability**

Services are perishable in the sense that they cannot be saved, stored for reuse at a later date, resold, or returned in the same sense as a product (Lovelock & Gummesson, 2004). E.g., sport services companies have to offer services availability for peak and slack periods.

### **3.2.2. Service quality**

In the past two decades interest in service quality has strengthened, therefore the academic researchers and marketers has shown how can improvements in quality services can lead to improved organizational performance and competitiveness.

Jevadein et al. (2008) define service quality as a *„superiority or excellence or as the consumer’s overall impression of the relative inferiority/superiority of a service provider and its services.“* It further states that the quality of service is defined as a *“consumer’s judgment about an entity’s overall excellence or superiority“*. About the

quality of services can also say that how well the service delivered matches the customer expectation.

Furthermore Javadein (2008) in his article mentions that the increased expectations from sports services led managers to be more focused on the customer, which in its consequences reflected in initiatives enhancing the quality of service provided. Therefore, it is how customers perceive the quality of service that should be of key concern to managers.

Chang et al. (2002) looks at the quality of services from a customer perspective, which means quality is defined „*by the customer's impression of the service provided*“ .Their definition is based on the traditional view, which determines perception of service quality according to the service performance they experience and in light of prior experiences of service performance.

Quality features include services except character observable and assessed by the customer (e.g., speed of service) as well as signs that the customer does not realize that and not consider (e.g, teacher qualifications). In the area of services, particularly in situations of direct contact with the customer, dramatically increasing role of the human factor. The client is very sensitive to propriety, competence of staff, casual interest or sense of caring for himself. (Javadein, 2008)

And finally a definition of quality from Kotler and Keller (2009): "*Quality is the sum of properties and characteristics of a product or service crucial to their ability to satisfy featured or implied needs.*" These authors also write about trying to maximize customer satisfaction, which leads some organizations to adopt the principles of total quality management, which is a company-wide effort to improve all process, product and services of company.(Kotler and Keller, 2009)

**Table 1: Service Quality Dimensions**

<i>Service Quality Dimensions</i>			
<b>Model/Dimension</b>	<b>Physical Environment</b>	<b>Human Interactions</b>	<b>Core Product</b>
(Lehtinen & Lehtinen, 1983)		Process Quality	Outcome Quality
(Grönroos, 1984)		Functional Quality	Technical Quality
(Parasuraman, Zeithaml, & Berry, 1988)	Tangibles	Reliability	
		Responsiveness	
		Assurance	
		Empathy	
(Lehtinen & Lehtinen, 1991)	Physical Quality	Interactive Quality	
(Rust & Oliver, 1994)	Service Environment	Service Delivery	Service Product
(Dabohkar, Thorpe, & Rentz, 1996)	Physical Aspects	Reliability	
		Personal Interactions	
(Brady & Cronin, 2001)	Physical Environment Quality	Interaction Quality	Outcome Quality

Source: Chelladurai & Chang (2000)

A wide variety of service quality dimensions have been proposed (See Table 1).

Most targets of quality evaluation have emphasized:

- a) the physical context such as facilities;
- b) the interpersonal interactions between either the client and employee or between two clients
- c) the core service (Chelladurai & Chang, 2000).

### 3.2.3. Service marketing Mix

Armstrong and Kotler (2009) defined marketing mix as "*the set of controllable, tactical marketing tools that the firm blends to produce the response it wants in the target market.*" It is everything what a company can use to increase the demand for their offers products.

#### 3.2.3.1. Traditional Marketing Mix

Traditional marketing mix was developed by the researches in the 1950s but the present form of mix was used at first by a marketer, E. Jerome McCarthy, in the 1970s. This marketing model is well-known as 4P's. Armstrong and Kotler (2009) describe marketing tools follow:

- **Product** – product is the item that satisfies consumer needs. Products are offered by a company to consumers. It includes tangible goods and intangible services. Intangible products are service include sport industry, financial industry or tourism. Tangible products are those that have physical existence.
- **Price** – the price is connected with value of offered product or service. The price is the amount of money which customers pay for the product.
- **Place** – It includes all actions of a company which brings a product/service to customers. Place refers to providing the product at a place which is suitable for consumers to access. Place is synonymous with the world distribution.
- **Promotion** – The promotion include all communication activities which influence customers to buy a product or service. Promotion includes elements such as "*advertising, sales promotion, personal selling and public relations.*" (Armstrong and Kotler, 2009)

#### 3.2.3.2. Service Marketing Mix

According to Lovelock (2004) service performances have the typical nature, and original terms of product, place, price and promotion have to be extended by adding other components connected with service delivery.

The service marketing mix contains 7 P's, including the original 4 (product, place, price, promotion) plus physical evidence, people and process which Lovelock (2004) describes as:

- **Physical Evidence** – This is a basic element of the service marketing mix which has an impact on customers' perception. It includes "*staffs' uniforms, signs printed materials, buildings, vehicles and others which provide tangible evidence of a firm's service quality.*" (Lovelock, 2004)
- **People** – This element emphasizes that people in service production and delivery processes of services are important. The interaction between clients and personal of company strongly influences customers' perception of service quality; therefore management should focus on both of this group. Employees should be carefully selected, trained and motivated.
- **Process** – Process is focusing on delivery of a service to customers. This includes activities, procedures, mechanisms that produce and provide service to the customer.

#### **3.2.4. Sport quality services**

Pitts and Stotlar (1996) defined sport marketing as "*the process of designing and implementing activities for the production, pricing, promotion and distribution of a sport product or sport business product to satisfy the needs or desires of consumers and to achieve the company's objectives*".

Sports services lend themselves to an examination of critical incidents and their influence on customer behavior. Knowledge of what customers expect and the level of their expectations from sport organizations allows service marketer to determine whether the service received is of an acceptable level of quality (Berry et al., 1985).

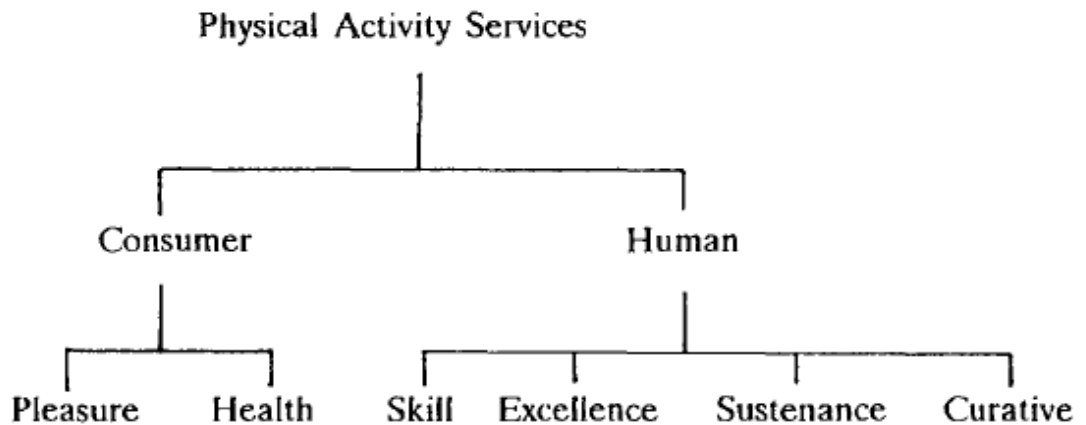
According to Williams (1998), the measurement of service quality in the sport services industry is still a controversial issue. Sport organizations have a number of characteristics that differentiate them from other service field. First, expenses on sport

activities are discretionary therefore can be viewed as a luxury. Second, customers usually make a sport during their leisure time and third, there is often an emotional investment in the activities of the sport organization, includes supporting a sport team, belonging to a club, or going swimming to improve health. These factors influence customers to have higher expectations of sport organizations than of many other service providers.

### **3.2.5. Classification of sport services**

According to Chelladurai (1992) there are two dimensions (consumer versus human services, and client motives for participation). These dimensions of services are not independent of each other, because some of the customer motives can be served by consumer services; others would require human services. Therefore, Chelladurai (1992) divided these two dimensions into six categories: consumer pleasure, consumer health/fitness, human skill, human excellence, human sustenance, and human curative (see Figure 1).

**Figure 1: Classification of physical activity services**



**Source:** Chelladurai, 1992

- **Consumer Pleasure Services** - The basic condition for operation of this class of service is that clients are self-motivated and look mainly for the pleasure of physical activity. The management has to provide to the clients the facilities (e.g., beach volleyball court) and equipment (e.g., volleyball balls) necessary for engaging in the selected activity. Because several clients may ask for to join the activity at the same time, it may be necessary' for management to institute a schedule or reservation system to ensure an orderly way of willing the customers' wishes.
- **Consumer Health/Fitness** - This class of service focus to the renting activities of the organization (i.e., consumer services) with the clients' desire to maintain fitness and health. The clients know what they want to do and take full responsibility.
- **Human Skills** - This case of service focus on teaching of skills for various sport and physical activities. It is mostly provided sports clubs, schools, where the clients have a professional training. These services require knowledge of sport-specific strategies and techniques of the selected activity. Teacher or coach is required.

Chelladurai (1992) said that *“teachers and sport leaders are expected to exercise their leadership and interpersonal skills to influence clients toward increased and meaningful participation.”*

- **Human Excellence** – this class of services require again the guidance of an expert in various sport activity (e.g., a coach in volleyball team). Coach or expert is trying to gradually achieve top performance in the selected sports activity (to get athletes to national team of country).
  
- **Human Sustenance** - The people-sustaining activities of the sport organization are focused on program to program to improve clients’ health and stay fit. It includes organized exercise and fitness programs lead by experts. According to Chelladurai (1992), *“in contrast to the clients in consumer health/fitness services, these clients prefer to engage in physical activity in an organized group setting and under the leadership of trained experts.”*
  
- **Human-Curative** - This services focus in this category is to improve physical fitness and health clients. Curative services include rehabilitation and wellness programs exercises (e.g., to reduce stress or weight loss). Organization should enough motivate their clients. (Chelladurai, 1992)



### 3.3. Customers

#### 3.3.1. Customers behaviour

Customer decisions and also behaviour through the shopping belong among the essential tasks of marketing research. How customers will act depends on the way their needs will be satisfied. Rewarding customers' needs becomes, within the marketing concept, the main field which influences other marketing activities in the company. Therefore, companies are motivated to monitor and analyze customers' needs and also their behaviour as much as possible. (Foret, 2008)

The ways in which customers are behaving should be considered by all good marketers. According to Kotler (2010) *“It is easier for marketers to adapt customers' needs the structure of offered services, prices, promotion, and distribution channels, when they are able to understand customers' consuming behaviour. The human behaviour is influenced by both personal and interpersonal factors.”* Relative meaning of information is evaluated by both business and personal recourses. All customers go through several steps of the decision-making process during a shopping experience, all of which are important for sellers to think.

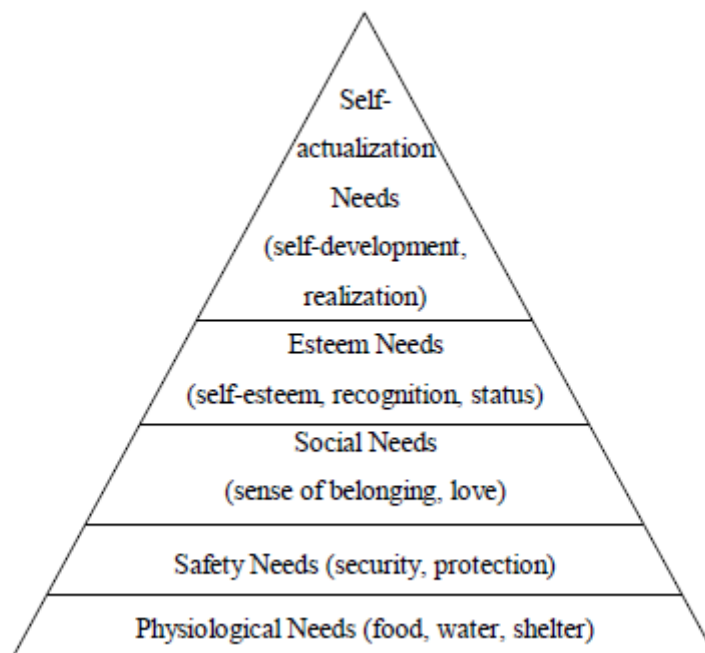
#### 3.3.2. Customer Needs, Wants and Demands

Human needs are basic components which people need for living or survival. These basic needs include air, food, water, clothes and warm. Excluding of these basic needs, people demand also social needs such as belonging, affection, fun and relaxation. There are also tertiary needs which include prestige, recognition, fame and individual needs of knowledge and self-expression. These needs are not finding of marketing but they are part of human life (Armstrong and Kotler, 2009).

Abraham Maslow, an American psychologist, defined hierarchy called **Maslow's hierarchy of needs**. It is a model in the shape of pyramid which identifies five classes of needs. This hierarchy is organized from the lowest to the highest needs. According to Kotler and Keller (2009), Maslow set these needs from the most to the least pressing ones

*“psychological needs, safety needs, social needs, esteem needs and self-actualization needs.”*

**Figure 2: Maslow’s Hierarchy of Needs**



Source: Kotler and Keller, 2009

The theory of Maslow’s hierarchy of **needs** is based on satisfaction of the lowest needs first because they are the most important ones. After satisfy the lowest need, and then person can try to satisfy a need of the higher level. This is repeated up to the highest level. (Kotler and Keller, 2009)

**Wants** are defined by Armstrong and Kotler (2009) as "*the form human needs take as shaped by culture and individual personality.*" It means that when we specify need it gets a shape of a want. Therefore if person is hungry, he/she needs to eat but what kind of food they choose depends on their wants.

**Demands** come after wants and they depend on available resources. People wish to want everything but their ability to get it is limited. (Armstrong and Kotler, 2009).

### **3.3.3. The importance of Satisfied Customer**

The role of customers play important role in business. From not being paid attention to them at all, customers have become the centre of attention with emerging of also called customer-oriented companies. To satisfy customers' needs and wants is becoming more and more complicated due to still-increasing quality of products and services. Therefore, if a company wants to win within the competition, it has to focus on customers' need. Customers play essential role in success of company, and bring the biggest part of profit to company.

According to Zikmund (2007) further important aspects of satisfied customer are following:

- Satisfied customer remains faithful towards company,
- Satisfied customer is willing to pay more for products/service that make him/her satisfied
- Satisfied customer will share his/her experience with other person, which may bring new customers to company,
- Satisfied customer is likely to buy more product of a company.

### **3.4. Marketing research**

Marketing research has not been ever such a well-known and important activity as today. Reputation of making marketing research in last two decades rapidly increased. To make customers satisfied, we need to know how to achieve this. Recognition of their requests, needs and problems is the most important data. To get this information the marketing research can help us, which is important element of every phase of marketing management.

In the literature are many definitions, e.g. Kotler and Keller (2009) define marketing research as "*the systematic design, collection, analysis, and reporting of data and findings relevant to a specific marketing situation facing the company.*"

A marketing research consists of next steps: “*defining the problem and research objectives, developing a research plan, collecting data, analyzing the data and interpreting and reporting findings.*” (Kotler and Keller, 2009)

### **3.4.1. Defining the Problem and Research Objectives**

Defining the problem is the most important part of each research and can be also the most difficult one. It is obvious that sometimes the company is facing a problem, but the cause of it might not be as obvious as it seems. To classify the problem and research objectives managers and marketing researchers must assist closely.

A manager has to be careful collect only necessary information of the problem. The researcher has to know how to obtain the needed information properly. Inadequate communication between them could make the research proceed in a wrong way, or the results can be interpreted incorrectly. (Kotler and Keller, 2009)

After defining the problem, the researchers can set up certain research objectives. According Armstrong and Keller (2009) marketing research project can have three types of objectives:

- **Exploratory research** – the aims is to gather preliminary information together, and helps to set the best research design, data collection method and selection of subjects.
- **Descriptive research** – the aim is to describe certain characteristics such as market’s size and its composition, customers’ attitude or needs. It is based on previous understanding of the problem.
- **Causal research** – the aim is to explore relationships, causes and consequences

### 3.4.2. Developing the Research Plan

The 2<sup>nd</sup> stage of marketing research is developing the research plan. The researcher should decide about the sources and types of data, approaches and tools of the research, sampling plans, and how to contact people.

When the plan is finished, it is contributing to do a pilot study on a small sample of respondents. This will test the correctness and intelligibility and show us possible mistakes. In this stage, there should be still enough time to correct them.

### 3.4.3. Sources and Types of Data

**Primary and Secondary Data** – Primary data are new data gathered for a specific reason or for a specific research project. Secondary data are data that were collected for another purpose and already exist. (Kotler and Keller, 2009)

**Quantitative and Qualitative Data** – Quantitative research can be defined as „*research for which is typical usage of structured research approach with a sample of population to produce quantifiable insights into behaviour, motivations and attitudes.*“ (Wilson, 2006)

*Quantitative data* are in numerical data, which can be quantified. These data are usually curved in the form of graphs. Therefore they can help to explain relationships or trends within quantitative data. (Saunders, Lewis and Thornhill, 2009) On the other hand, *qualitative data* are all non-numerical data which cannot be quantified. Qualitative data have to be analyzed and the meanings need to be understood. Qualitative research are using mainly in the case when there is a lack of information about an object of research. (Saunders, Lewis and Thornhill, 2009)

### 3.4.4. Research Approaches and Sampling Plan

To obtain the right information, the data must be first well-organized. During the collection of primary data, the three basic methods can be used: observation, questioning or experiment. The choice depends on many factors, included the aim of research etc.

- **Observational method:** This type of method includes gathering data by observing people, actions, and real situations. The best advantage of observation research is

the fact that clients can not anticipate that are under observation, which enable to see clients' nature behave. Therefore the results are more realistic than when they would be aware of it. (Armstrong and Kotler, 2009)

- **Experimental research:** Experimental research is used for gathering causal information and is a part of the most scientifically valid research. It is used only in the case when it is very difficult to gather information in real life. (Kozel, 2006). Saunders, Lewis and Thornhill (2009) clarify that "*purpose of experiment is to study causal links; whether a change in one independent variable produces a change in another dependent variable or not.*"
- **Survey research:** This is the most common method of collecting data and was described in detail in the methodology part. Survey is often called the *questionnaire* technique because marketers collect information by asking questions.

### 3.4.5. Analyzing data

The aim of analysis is to build results based on the collected data. The results are usually analyzed in form of tables, graphs or statistically described.

Wilson (2006) describes two basic methods of analysis:

- **Descriptive analysis** –The analysis which use all collected data for illustrating the typical respondent. It also shows how respondents differ from a shaped profile.
- **Inferential analysis** – This type of analysis tests hypotheses and estimated parameters of population. It also uses sample statistics.

### **3.4.6. Interpreting and Reporting of results**

This is the last step of the marketing research. In this part researcher has to interpret what he/she found out, has to illustrate conclusions and report to the management. It is recommended to use a small amount of numbers or no complicated techniques. It has to be easy under stable. Managers are interested in significant conclusion which they can use for decision making process. Interpretation cannot be skipping because results could be understood in a wrong way. Discussion between managers and researchers is an important part is because it helps to understand the situation best. The data gathered forming the research should be handed to managers because they can be used in future during other analysis. Any mistake or shortcoming in any of these steps can affect the final success or failure of the whole marketing research operation. (Kotler and Armstrong, 2009)

## **4. The chosen company in sport industry**

### **4.1. The main characteristics of the choose sport centre**

For the purpose of the diploma thesis sport club Beachclub Pankrác (also called “BC Pankrác”) was chosen. Sport club is the one of the most famous each volleyball club in the Czech Republic concerning of hiring sand courts, camps with the coaches and or organizing tournaments. The current Beach Volleyball Club Pankrác (BC Pankrác) was formed by company Sportzone Ltd. during the summer of 2004. In 2012, the Club had over 500 members. The numbers of member were rapidly increased on the previous year 2012 due to popularity of beach volleyball in Olympic Games in London.

Beach club is located in Prague 4, by the elementary school in HORÁČKOVÁ Street, close to the underground station Pankrác. The club offer Elite Beach Volleyball training opportunities to both genders incorporating with certified instruction with a very dedicated and qualified staff.

In the club is built seven courts for the session and they can be use whole year. There are changing rooms and showers, and a restaurant with a bar. Clients can use all these facilities weekdays 7:00 to 10:00 p.m. and on weekends from 8:00 to 22:00.

#### **Picture 1: Logo of Beach club Pankrác**



Source: beachklub.cz



Name and address of the club:

**Beach club Praha Pankrác**

**Metro station Pankrác (C)**

Horáčkova street

Prague 4

**Open hours:**

Mo-Fr 7.00-22:00

Sa-Su 8:00-22:00

**Contacts:**

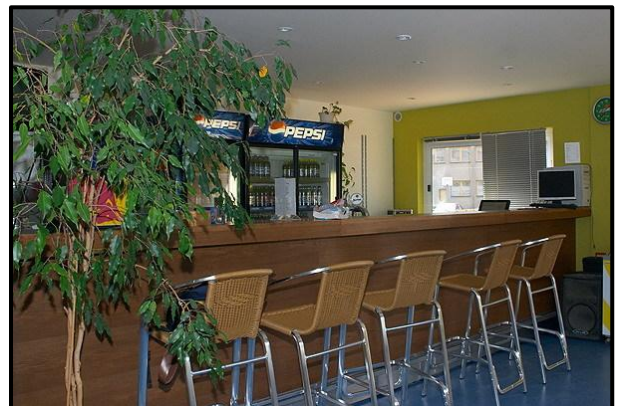
Phone: +420 724 337 967

Email: info@beachklub.cz

Picture 2: Restaurant during the summer



Picture 3: Restaurant and reception inside



Picture 2: Summer switch



Source: beachklub.cz

Picture 3: Sand courts during the summer



## 4.2. Analysis of services

The beach club offer many different types of activities in beach volleyball:

### 4.2.1. Sand courts for rent – beach volleyball

- There are two season
- Winter indoor courts (mid September - mid April),
- Summer season that means outdoor courts (mid April - mid September)
- Customers can make a reservation online or you can call to the reception

**Table 2: Price list of hiring a court (winter season)**

Time	Price
8:00 - 15:00	CZK 400 (student CZK 300)
15:00 - 21:00	CZK 600
21:00 - 22:00 + weekends 18:00 - 22:00	450 Kč (vikendy 8:00 - 18:00 = CZK 350)

Source: [www.beachklub.cz](http://www.beachklub.cz)

**Table 3: Price list of hiring a court (summer season)**

Time	Price
8:00 - 15:00 + weekends	CZK 200 (student CZK150)
15:00 - 18:00	CZK 300
18:00 - 21:00	CZK 400

Source: [www.beachklub.cz](http://www.beachklub.cz)

#### **4.2.2. Personal trainings - hire a personal coach to improve beach volley skills**

- Customer can choose a trainer
- Beach club offer 15 coaches, includes 2 head coach of the prize 450/hour or others per 350/hour
- In the offer is also English speaking coaches
- For the personal training the client also need to rent a court according to the pricelist

### 4.2.3. Juniors

The beach club juniors program is a program for 6-18 year olds run by the Beach Volleyball Club Pankrác. It is designed to promote beach volleyball for teenagers whether they want to play for fun or one day competes at national tournament. From September to June BC offer have coached sessions and individual can choose how many times they would like to participate (1time, 2times or 3times per week).



### 4.2.4. Group trainings - beach camps - morning or evening

- Every week can clients enter a beach volley lessons - beach camps. The list of beach camps are available on the website [www.beachclub.cz](http://www.beachclub.cz)
- On Wednesday they have special camps held in English
- The price is 300Kč - single entrance, or permanent card is 5+1 entrance free

### 4.2.5. Beach volleyball tournaments for all level players - EVERY WEEKEND

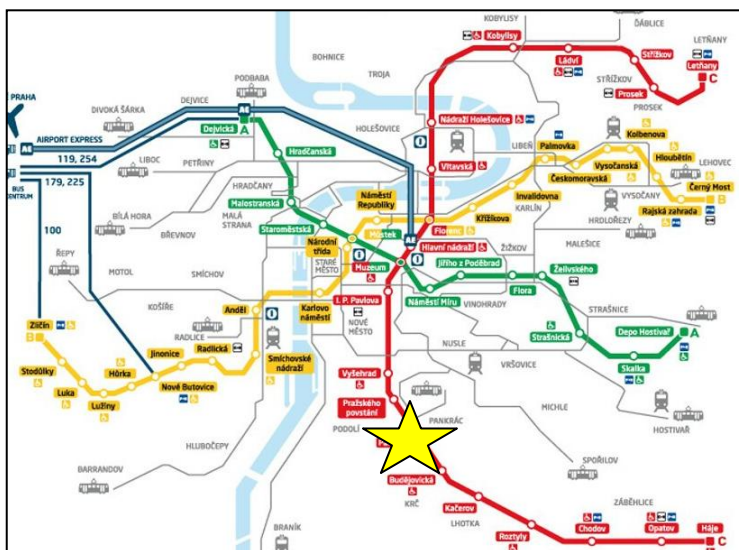
- **The Winter League** - 7 tournaments competition during all the indoor season, all categories, all levels
- **3 level of leagues** 2<sup>nd</sup> league - lower level players, 1<sup>st</sup> league - good amateur players, Extra league - semi-professionals and very good amateur players
- **Open tournaments** for all categories - the registration fee is 300Kč/per person in winter season, 200Kč/per person in summer, Sport club guarantee to play a minimum of 7 sets.
- **Czech championship** – since the year 2006 BC Pankrác has organized winter Czech beach volleyball championship for both genders.

### 4.3. Analysis of marketing mix

#### 4.3.1. Place

In terms of availability, the beach club is located on a very attractive location. Only 5 minutes from the metro station Pankrác (C).

Picture 4: Maps of location of club in Prague



Source: own

#### 4.3.2. Promotion

##### 4.3.2.1. Direct marketing

The beach club use database marketing, which is “a form of direct marketing using databases of customers or potential customers to generate personalized communications in order to promote a product or service for marketing purposes.” (webtoolsmarketing.com, 2012)

The customer database leads to increase the effectiveness of communication and increase the firm's turnover. The advantage for the BC is that the necessary data about customers or potential customers (name, phone, e-mail and date of birth and address) is

getting automatically on the online registration of customer to the Beach club web site, which is required when the customers participate on tournaments, camps or only book a court. Therefore management of club can implement targeted communication and modify the way of reaching various segments of customers, e.g. participants in certain tournaments, members, members of previous seasons, potential members of the club etc.

#### *4.3.2.2. Sale Promotion*

In the sales promotion area is focused on direct discounts, special ticket, premiums, club membership and branding itself in the area through posters. Beach club gives students a 25% discount on rental of courts and the reduction of the club membership. Other example of sale promotion is passes “buy 5 get 1 f entry”. Club members can enjoy free use of courts available during certain hours, especially morning. Gifts, especially sportswear logo of beach club (see Appendix 1) are devoted to the best prices couples tournaments or customers can buy them in the bar area.

#### *4.3.2.3. Sponsoring*

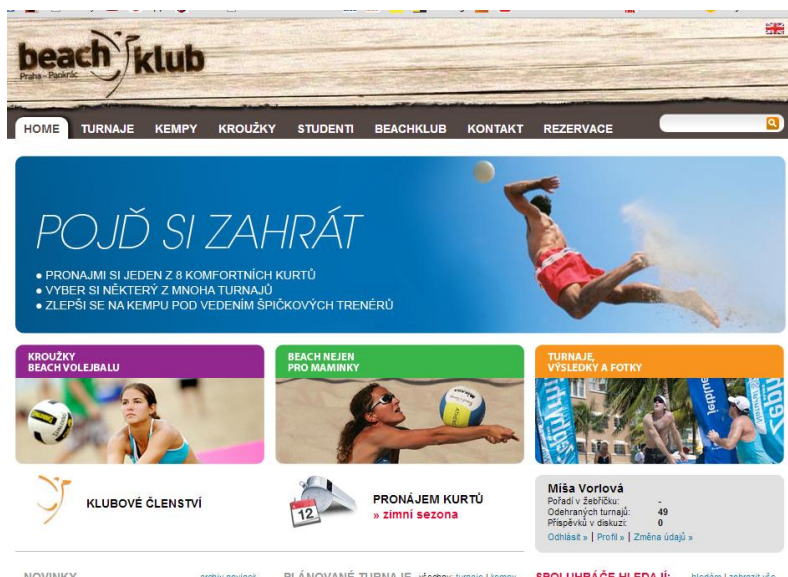
Beach club has currently problems with lack of sponsorship. One of the main sponsors in 2010 and 2011 as well as the main sponsor of the winter league Ideastav ended cooperation with Beach club. Managers works with sponsors to prepare regular tournament or series of tournaments with a variety of partner companies - Oxbow, Molten, Fitness magazine, K Kmotra Pizza, Ocko Music Club, Triko4U.cz, Sportex Garnier, Adidas, Prague Aquapalace, or Zázitky.cz Capital Prague. Sponsorship Beachklubu cooperation takes the form of barter, or exchange the best price for a pair of gifts for the starting complex Beach club advertising, the use of courts, participate in camps in the same value.

#### 4.3.2.4. Online communication

Beach club Pankrác own internet domain “www.beachklub.cz”. These pages appeared on Google's first site. It is good to use one of the keywords in the domain name. Pages are clear, updated and all links are working.

It offers a forum for visitors to contact managers as well as coaches or receptionists, detail description of ways how to get to sport area and photo gallery. In photo gallery is lack of a comprehensive view of the area where the customer should have clear idea what to expect.

Picture 5: Internet website of beach club Pankrác



Source: www.beachklub.cz

#### 4.3.2.5. Other promotion tools

Since July 2009 Beachklub promotes various events, tournaments, news from the world of beach volleyball also on the social network Facebook. The area has used the opportunity to promote sales at Slevomat.cz discount portal, e.g. between 7th of July to 9th September 2011, when it sold 304 vouchers for hourly rental beach volleyball court at the cost of 139 CZK or from 7<sup>th</sup> of November to 20<sup>th</sup> of April 2012 when were sold 222 vouchers also for hourly rental beach volleyball court but the during the indoor season for the price of 299 CZK. Beach club promote their services through banner ads on Facebook which creates a positive image of the area.

Sponsored

See All

Zpevněte postavu na písku

beachklub.cz



Lekce beache pro začátečnice i plážové veteránky. Maminkám pohlídáme jejich ratolesti a navíc pro všechny dárek DVD Jamieho Olivera!

#### 4.4. Structure of club

Sport club belong under the company Sportzone, a.s.. The owner of company is a businessman Filip Linek. Current director of the club is Mr. Jakub Černý and the responsibility for to daily operation has Mrs.Pavla Prošková. At the moment beach club employs six people in operation (marketing, reception, operation) and 15 coaches with volleyball license. Eight of them teach in English.



## **5. Research of customers' satisfaction**

As has been already mentioned in the Chapter 2.2., Methodology, a quantitative type of research was chosen to collect primary data.

It was necessary to set a representative sample of the research. The beach club has about 500 memberships. The total size of respondent sample was: 105 respondents in total. The sample amount of respondents was asked to fill in the questionnaire, which contains different types of questions to analyse how the clients were satisfied with provided services of Beach club Pankrác. Those types of questions were mostly standardized some of them semi-standardized and one open question.

The customer questioning has been realized approximately during 6 weeks, from September 2012 till November 2012.

After all the questionnaires were collected, data was prepared for analysis by the help of using code sheet. Questionnaires were used in two languages; English (see Supplement 1) and Czech (see Supplement 2).

Obtained data was analysed either by absolute and relative counts (share of total amount), the arithmetic mean or the simple sum of their frequency. The results are interpreted in tables or graphs.

### **5.1. Results of the research**

The findings which have been discovered during the marketing research are summarized in the following figures. The figures are stated in the same order as the particular questions followed in the questionnaire. There is a short description to each stated figure.

Obtained information from questionnaire analysis demonstrated that 58% of respondents were women and 42% were men. This questionnaire is contains 17 questions.

Only one question is open-ended. The rest of questions are in multiple-choice format with 3 or 4 answers available. All the respondents were Czechs.

For the summary of results from research was used on the scale for evaluating questions and computing the arithmetic mean

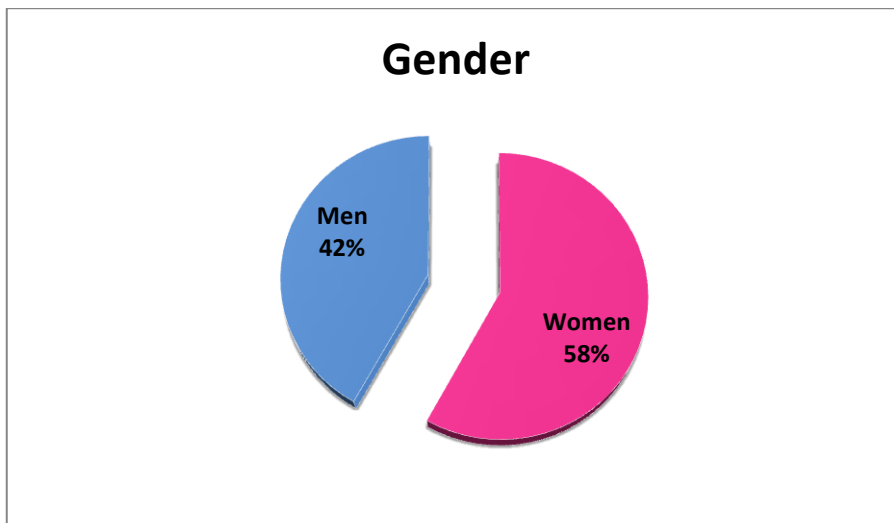
<b>Very satisfied</b>	<b>Satisfied</b>	<b>Indifferent</b>	<b>Dissatisfied</b>	<b>Very dissatisfied</b>
1	2	3	4	5

Method of evaluating is similar as school grading - a scale from 1 to 5. The number one means that customer is completely satisfied with provided services of beach club and on the other side of the scale, there is number five, that means absolute dissatisfaction.

### Question 1: Gender

From the total sum of respondents (105), there were 61 women and 44 men, which create the percentage proportion of 58% to 43%. According to research, women are dominating in sport, but this ratio is quite insignificant. In conclusion the sport club doesn't have priority in gender.

**Figure 3: Share of customers considering their gender**



Source: own research, own computation

### Question 2: Choose your age group?

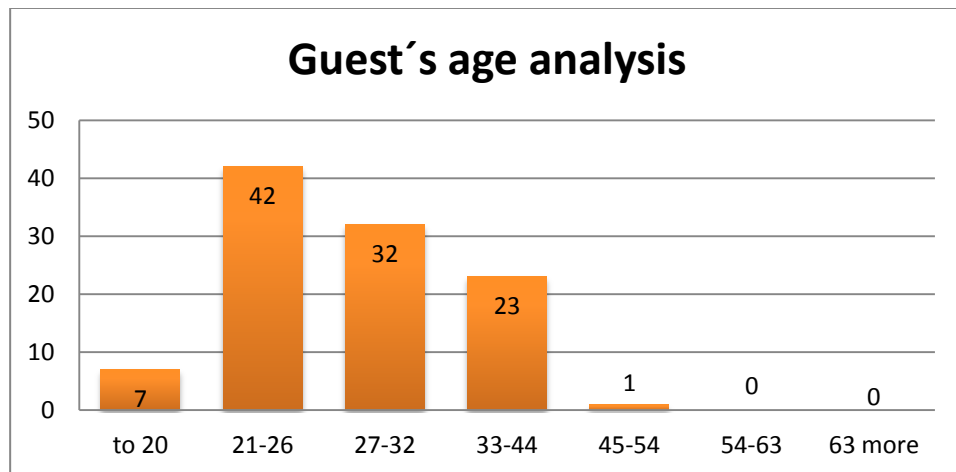
Analysis of respondent's age confirm the hypothesis that group 21-26 ages is the most numerous group of visitors in a sport club. This group dominates with 40 % of total respondents. The second biggest group according to age segmentation is interval between 27 – 32 years with 30 %, followed closely by another age group 33-44 with 22% . From the groups of age 45-54 years has been found only one respondent. None of respondents answering this research were from group number 6 and 7, which illustrates following figure.

**Table 4: Analysis of customers according their age**

Age group	Absolute frequency	Share
to 20	7	6,67%
21-26	42	40,00%
27-32	32	30,48%
33-44	23	21,90%
45-54	1	0,95%
54-63	0	0,00%
63 more	0	0,00%

Source: own research, own computation

**Figure 4: Percentage of customers considering their age**

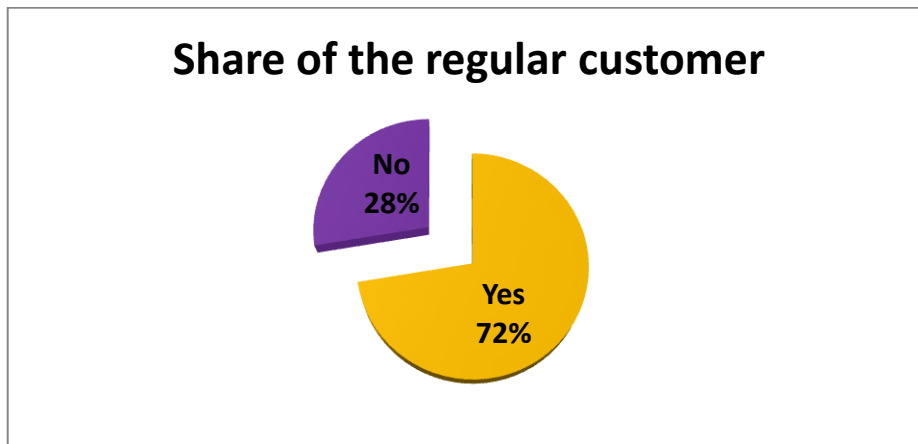


Source: own research, own computation

**Question 3: Are you regular customer of Beach club Pankrac?**

It is obvious that beach club has its regular customers. As can be seen in the graph, 72 % of the respondents are the regular customers of BC Pánkrac. It means that people visit the club repeatedly.

**Figure 5: Analysis of share of the regular customer (own resource)**

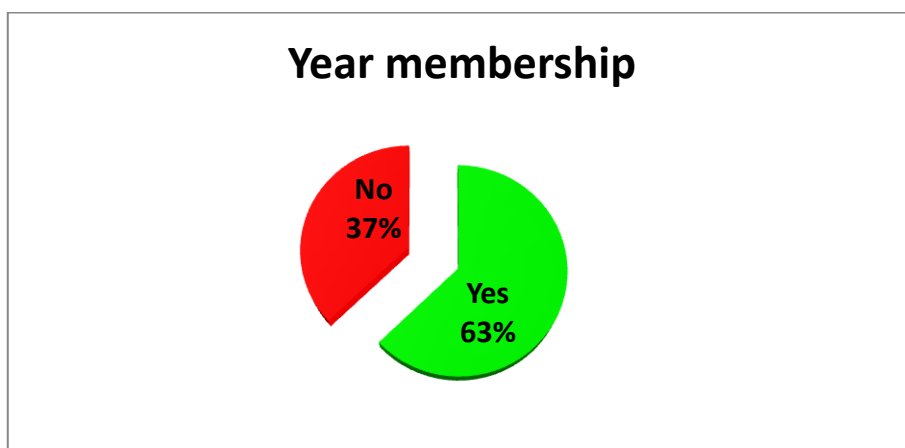


Source: own research, own computation

**Question 4: Do you have a year membership with the club?**

According to the survey 63 of correspondents have a year membership and the rest 39 of respondents were not members of the club. It means that they can use the courts for free, every day from 8 am to 3 pm. During the weekend the court is available for them if there is no tournament taking place.

**Figure 6: Share of the owner of year membership**



Source: own research, own computation

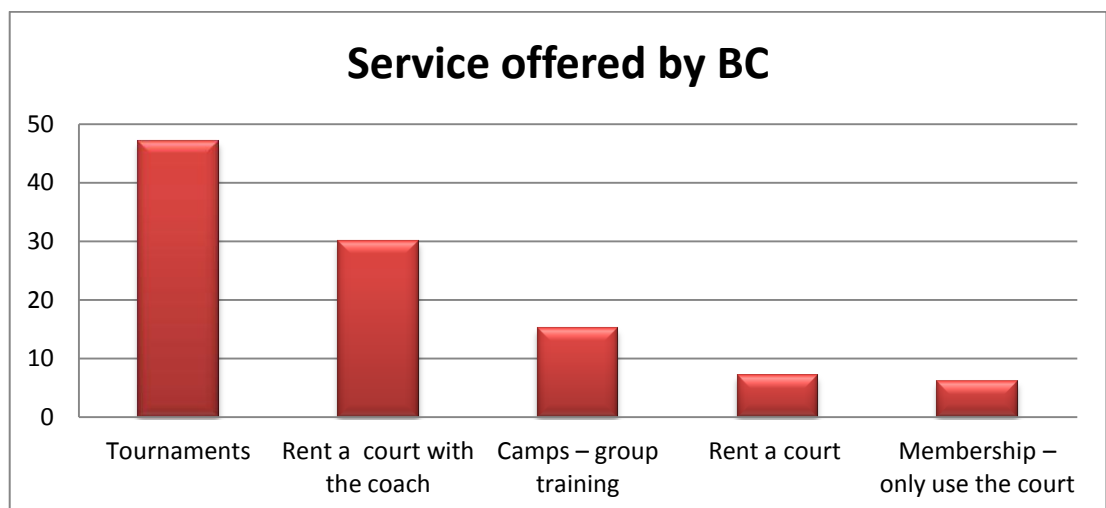
**Question 5: What services do you use the most?**

Services	Absolute frequency	Share
<b>Tournaments</b>	47	44,76%
<b>Rent a court with the coach</b>	30	28,57%
<b>Camps – group training</b>	15	14,29%
<b>Rent a court</b>	7	6,67%
<b>Membership – only use the court</b>	6	5,71%

Source: own research, own computation

The research reveals that 47 respondents, which accounts for 44%, are visiting mostly tournaments. About 29% of the respondents are visiting club in order to practice with their coach. More than 14% are visiting club in order to participate in group camps. Only the small part of respondent visit the club in order to „rent a court“ and also the choice “Membership – only use the court” was chosen only by 6% of all respondent .

**Figure 7: The frequency of using the services by customers**

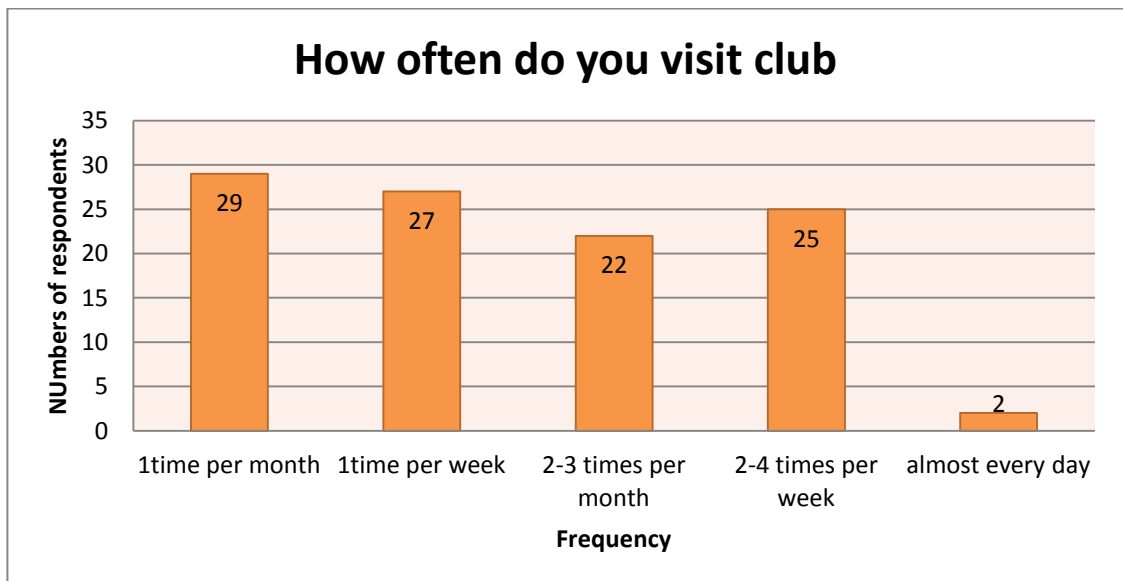


Source: own research, own computatio

**Question 6: How often do you use services in the beach club?**

From the following graph is clear that frequency of which respondents use the services of beach club. There are visible differences as well. This frequency proportion mostly divide people in four groups: those who are visiting club once a month (29 people respondents), those who are visiting once per week (27 respondents), those who are visiting 2times – 3times a month (22 of respondents)and those who are visiting 2-4 times per week (25 respondents) . Only 2 respondents are visiting almost every day. It should be professional players or the people who are really excited to improve their skills, that is not really clear from my survey. Those are probably professional players or people who are very enthusiastic about beach volleyball and are determinate to improve their skills. Unfortunately my survey does not say who it is exactly.

**Figure 8: The frequency of visiting BC Pankrác by respondents**

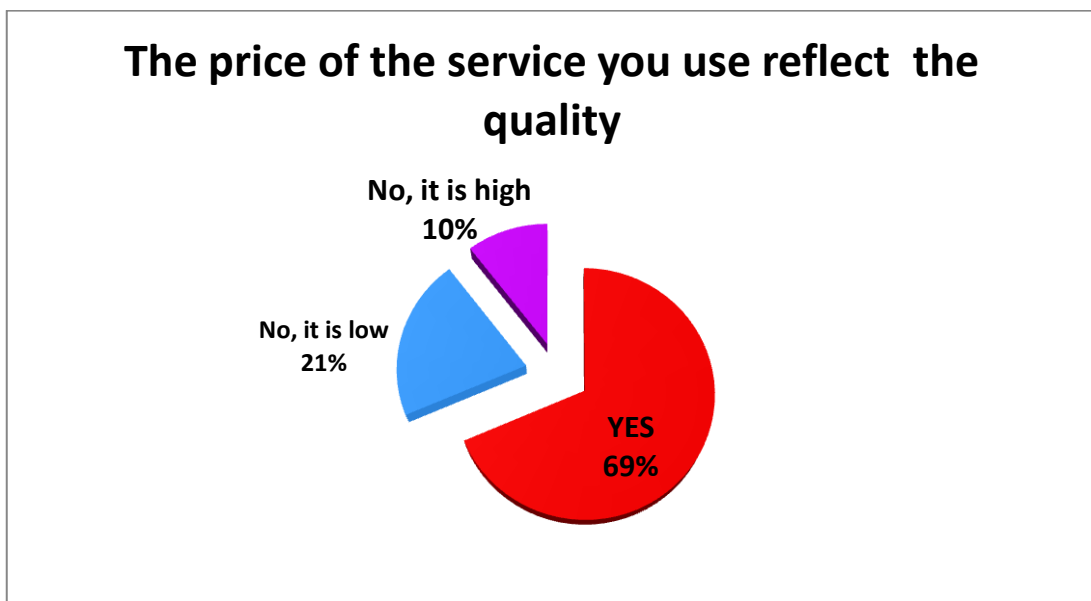


Source: own research, own computation

**Question 7: Do you think that the price of the service you use reflects the quality?**

A dominating 69% of respondents are satisfied with the quality of the service they paid for. However some of them said that the price is too low (21 %) and the rest of respondents said the price they pay for the services is too high.

**Figure 9: The agreement of price of services**



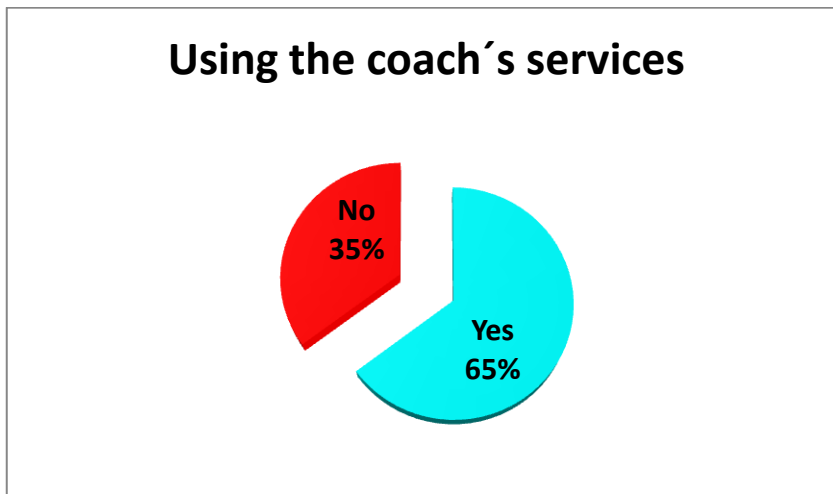
Source: own research, own computation

**Question 8: Do you use the services of a coach?**

In this research, 2/3 of all respondents are using the services of a coach. It means they are visiting regular camps 1, 2 or 3 times per week. Or they can book a coach if he/she is available. There is no online booking. Clients have to call or write an email. The services of coaches are used by 68 respondents, 37 do not use them.



**Figure 10: The frequency of using the coach's services**

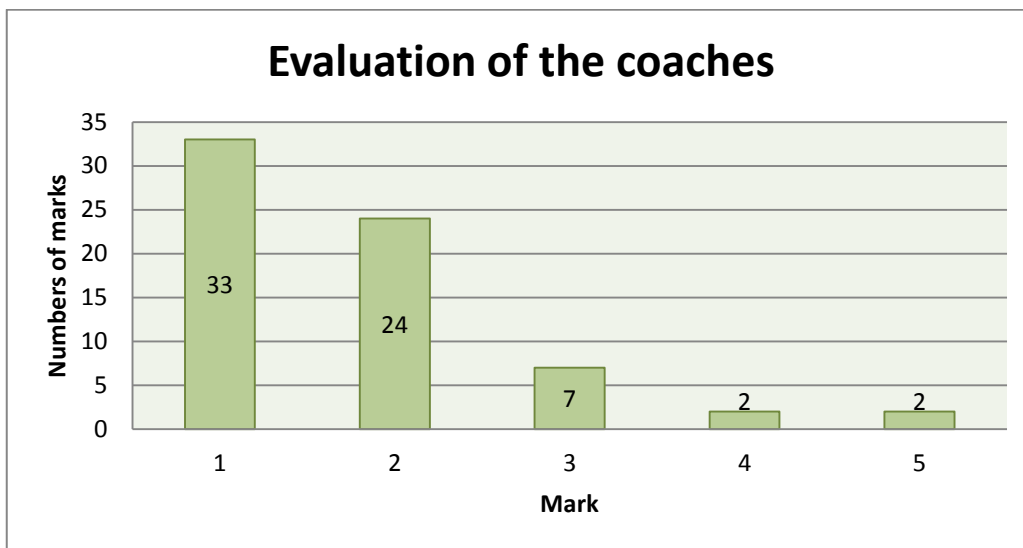


Source: own research, own computation

**Question 9: What rank (1 - best, 5 - worst,) would you rate your coach?**

Question number 9 was aimed at respondents' satisfaction with the coaches of sport club. This question responded only 68 respondents because the rest of the customers in the survey do not use the services of coaches. From the total number of **68 customers**, 33 are very satisfied with their coach and 27 customers are satisfied. Only seven people evaluated their coach with the mark 3 and only 2 people are dissatisfied and 2 customers are very dissatisfied. These numbers have an obvious conclusion, if there is a dissatisfied customer, he/she will not be visiting this club or use services of coach anymore.

**Figure 11: Evaluation of the coaches**



Source: own research, own computation

**Arithmetic mean for Question 5** (evaluation of being satisfied or dissatisfied with the coaches' services):

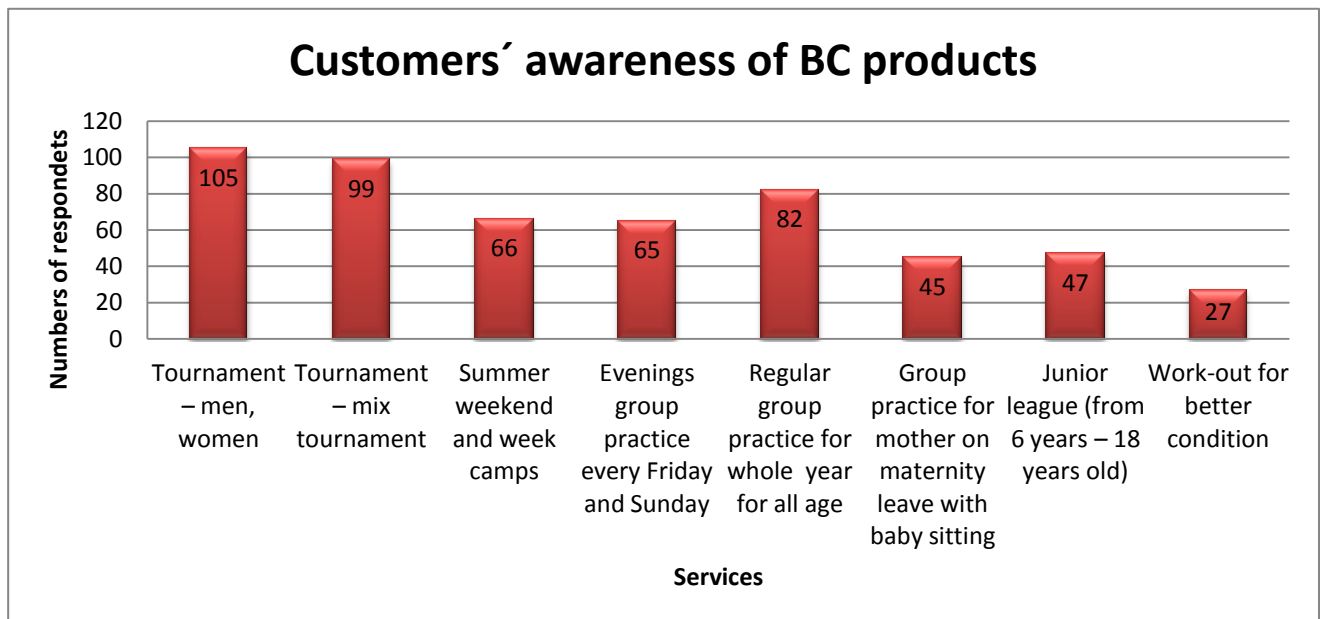
$$= 1,765,$$

which means between the options of being very satisfied and satisfied, but is being closer to the option of being satisfied.

**Question 10: What kind of services provided by BC Pankrác do you know?**

In this question the respondents had a choice to choose from more answers. As can be seen on following figure all respondents know the service – “Tournament – men, women”, 99 respondents from total of 105 know about mix tournament (1 man + 1 woman). On the other side, only 27 of respondents know about the opportunity to participate on work-out for better physical condition.

**Figure 12: Customers' awareness of BC products**



Source: own research, own computation

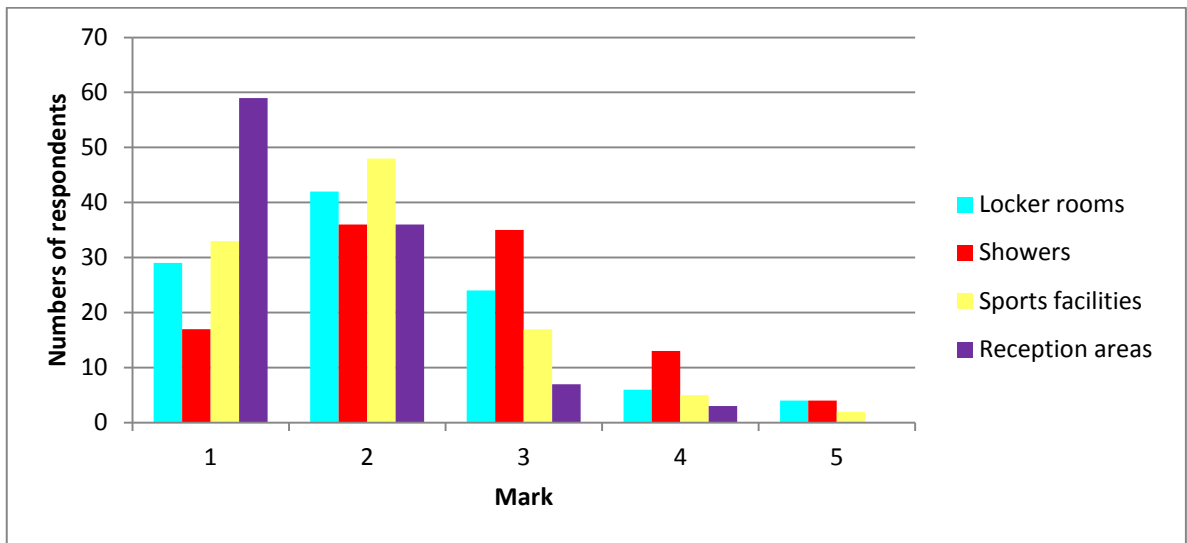
**Question 11: Circle the mark (1 - best, 5 - worst), you would assign the cleanliness in these areas:**

**Table 5: Evaluation of the cleanness**

	1	2	3	4	5	The average value
Locker rooms	29	42	24	6	4	2,180952
Showers	17	36	35	13	4	2,219048
Sports facilities	33	48	17	5	2	2
Reception areas	59	36	7	3	0	1,561905

Source: own research, own computation

**Figure 13: Evaluation of the the cleanliness in the selection areas**



Source: own research, own computation

11a) The average value (related to the amenities in locker room) of all respondents is

$$= 2,180952,$$

which lies between the options of being satisfied and indifferent, but much closer to the option of being satisfied.

11b) The average value (related to the amenities in shower) of all respondents is

$$= 2,219048,$$

which lies between the options of being satisfied and indifferent, but closer to the option of being satisfied.

11c) The average value (related to the cleanness in sport facilities) of all respondents is

$$= 2,$$

which mean that customers are satisfied with the cleanness on the court.

11d) The average value (related to the amenities in the reception and bar) of all respondents is

= 1,561905,

which means almost in the middle between the options of being very satisfied and satisfied, with being a little bit closer to the choice of being satisfied.

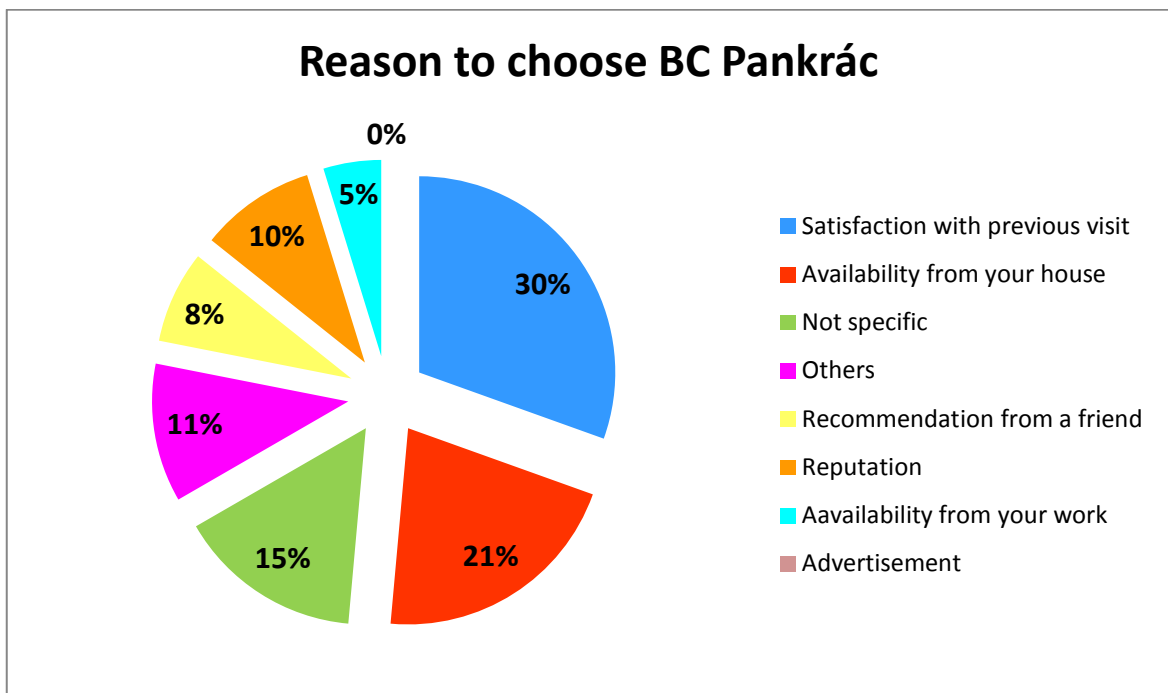
### **Question 12: Why did you choose to use the services of Beach Club Pankrác?**

This question mapped the specific reasons which lead the clients to choose the sport club Pankrác. In Prague are 8 others competitive clubs that are offering the same or similar services.

Respondents had the option to select only **one reason**. Most respondents are mainly satisfied with the previous visit, which I think is a very positive fact. It is also important for them to access the club easily from home. To this thought certainly helps the fact, that the sports centre is located near the metro C. The big part of respondents had no specific reason to visit the club. Nobody answer the choice - “advertisement”. It means that the marketing of club is insufficient.

Number of remaining answers is negligible.

**Figure 14: Customers' reasons why they choose BC Pankrác**



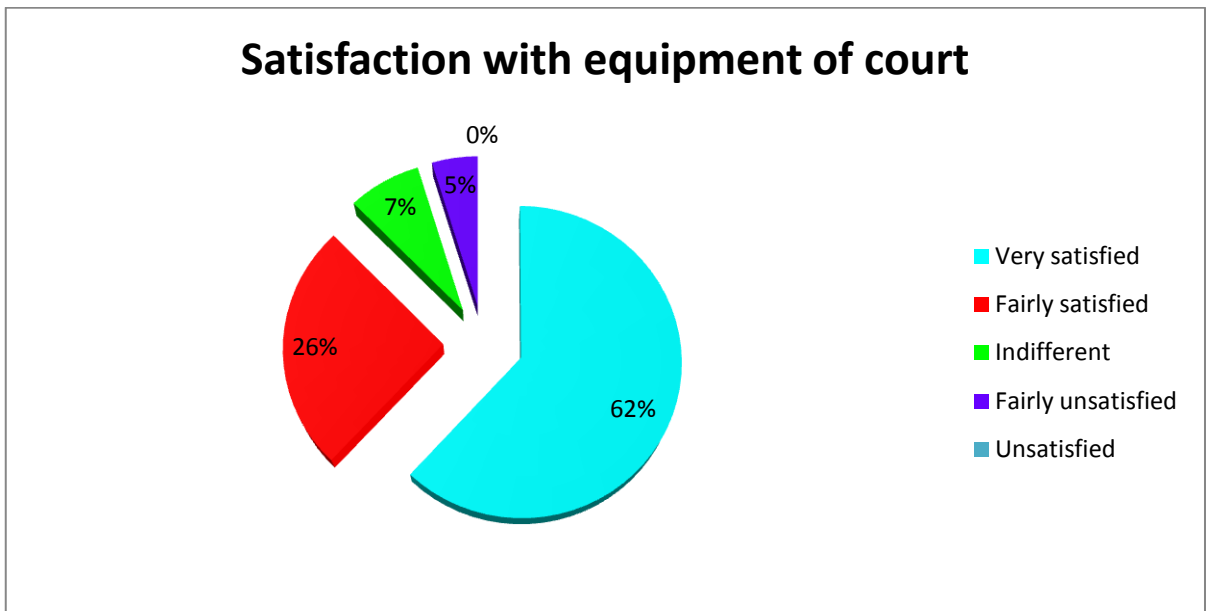
Source: own research, own computation

**Question 13: Are you satisfied with the equipment of BC?**

In this case respondents were asked to mark their satisfaction with the equipment on the court. The equipment of court include court construction, dimension (free zone around the courts), depth of sand, sand selection (colour, source, particle size), floor construction, net system (upright safety pads, volleyball net, Net Antennas, referee stand with Padding), court barriers (prevent the ball leave the court area). (avca.org, 2012)

It is obvious from the research that customers are mostly very satisfied (65 customer) and satisfied (27 customers). There were 8 people which are indifferent and 5 respondent who are fairly unsatisfied. None one are dissatisfied.

**Figure 15: The satisfaction with the sport equipment in sport club**



Source: own research, own computation

**Arithmetic mean for Question 13** (evaluation of being satisfied or dissatisfied with the equipment of court):

$$= 1,552,$$

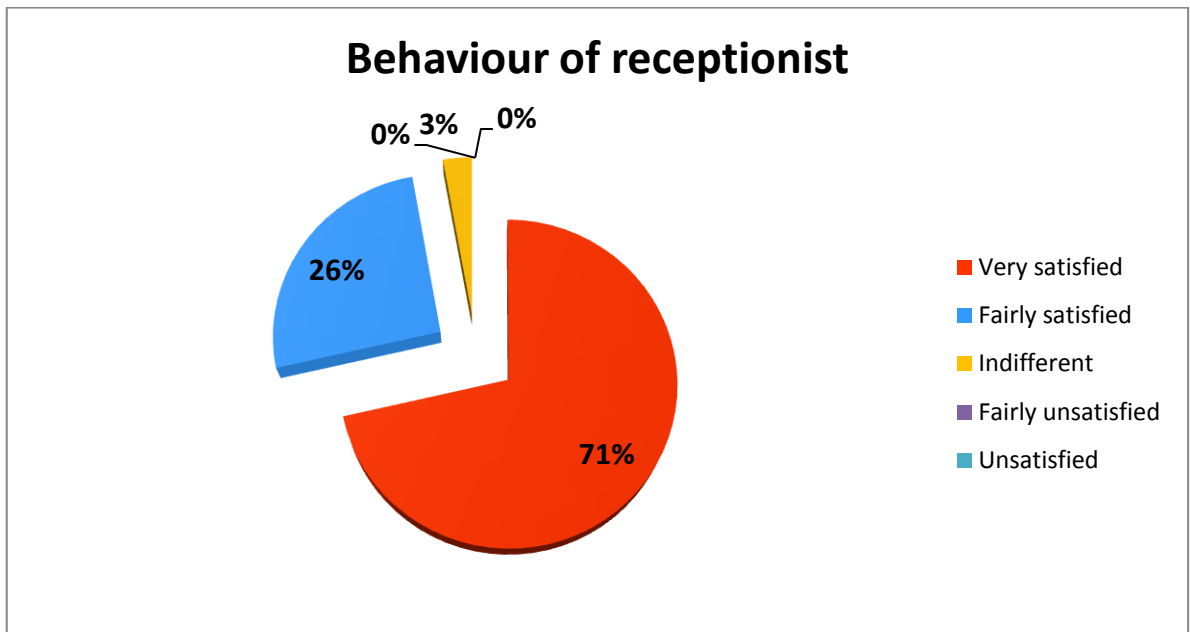
which means between the options of being very satisfied and satisfied, but is closer to the option of being satisfied.

**Question 14: How would you rate the behaviour and attitude of employees on the reception and bar?**

Results of question 14 looks favourably, since they are almost all interviewees very satisfied or fairly satisfied with the behaviour office receptionists. All staff on reception is part-time. All of them are students on high school or university. They are helpful and give a good impression. The graph shows that 77 person are very satisfied, follow by 27 respondents, which are fairly satisfied. Only 3 respondents are indifferent and nobody answer the choice unsatisfied.

The receptionist got the best evaluation from the respondents.

**Figure 16: The quality of behaviour of receptionists**



Source: own research, own computation

Arithmetic mean for Question 14 (receptionist's evaluation):

$$= 1,31429,$$

which means between the options of being very satisfied and fairly satisfied, but closer to the option of being very satisfied.



**Question 15: Thinking about your experience with employees on the reception on scale (1 - best, 5 - worst)**

**Table 6: Matrix - one answer per row**

	1	2	3	4	5	Arithmetic average
Ease of contacting BC (phone, email)	51	35	19	0	0	1,695238
Knowledge of offered services	50	45	10	0	0	1,619048
Helpfulness of BC worker	54	40	10	1	0	1,6

Source: own research, own computation

“A matrix question is a set or series of questions that share answer choices. A matrix question is arranged like a table, where the questions are listed down the left, and answer choices across the top.” (Washington.edu, 2011)

Arithmetic mean for Question 15a (**Ease of contacting BC (phone, email)**):

$$= 1,695238$$

The average value of all respondents is 1,695238, which lies between the options of being very satisfied and satisfied, but closer to the option of being satisfied.

Arithmetic mean for Question 15b (Knowledge of offered services):

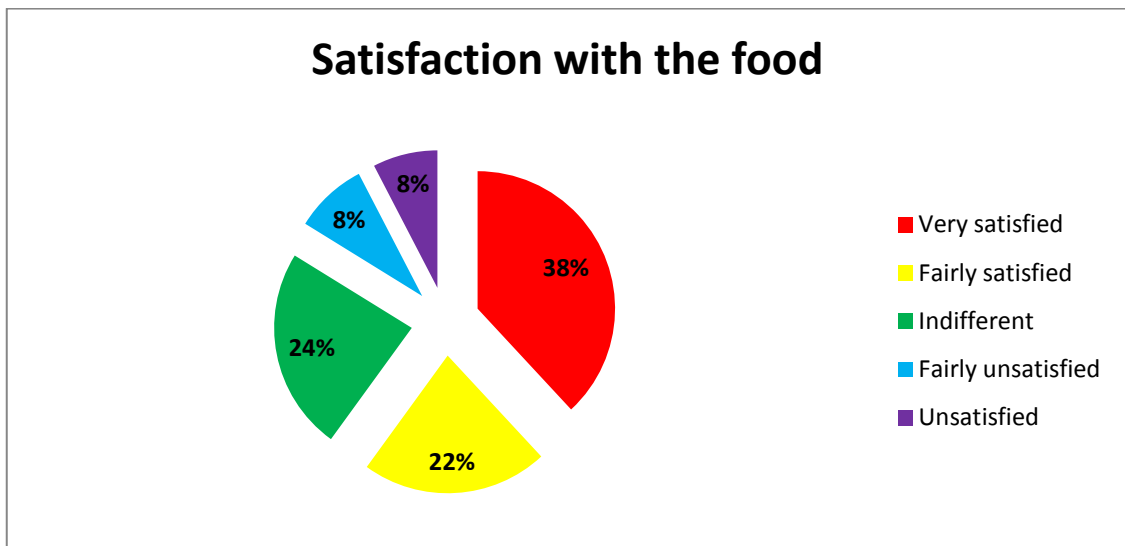
$$= 1,619048,$$

which lies between the options of being very satisfied and satisfied, but a little bit closer to the option of being satisfied.

**Question 16: Are you satisfied with the food offered at the bar?**

Concerning the food offered at the bar, 8 of total respondents feel unsatisfied, 9 of respondents are fairly unsatisfied. Many respondents are indifferent, 25 which are not fully satisfied by offered food. However, 40 respondents are very satisfied and 23 or respondents are fairly satisfied. The results of analysis is not very satisfied for the club, therefore in next step will be doing analysis if there is any connection between satisfaction of women and men.

**Figure 17: The quality of food offered by sport club**



Source: own research, own computation

Arithmetic mean for Question 6h (Satisfaction with food offered by BC ):

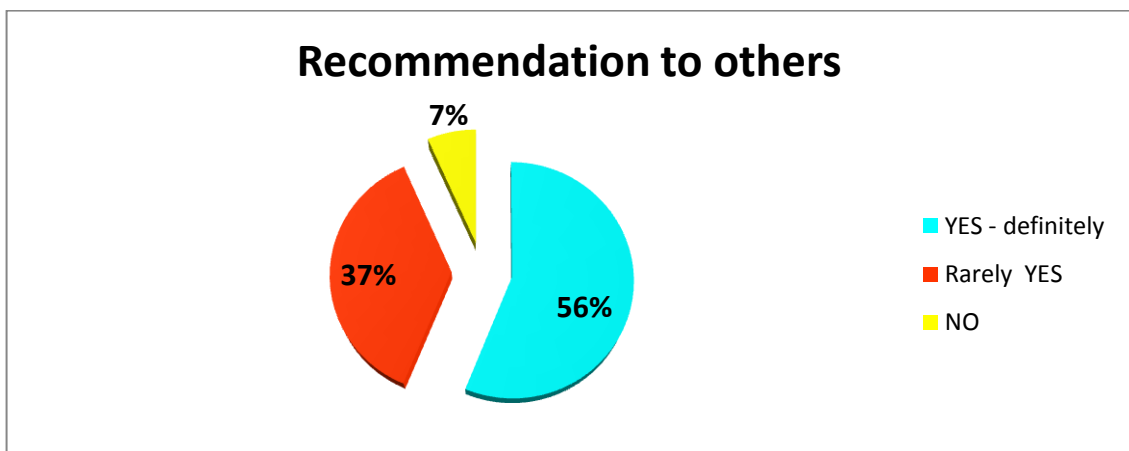
$$= 2,257143,$$

which means between the options of being satisfied and indifferent, but closer to the option of being satisfied.

**Question 17: Would you recommend the beach club to a friend?**

As can be seen below, 59 of respondents (56%) would recommend the beach club to their friends. Another 39 of respondents (37%) would rarely recommend the club to their friends. Only 7 of respondents would not recommend club.

**Figure 18: The frequency of recommendation to others**



Source: own research, own computation

**Question 18: Do you have some suggestions for what to improve in the beach club?**

This question differs from the previous ones as it is a question of an open character. In this question, respondents were given a space to express their opinion or comments. A few respondents left this question empty, however, those who filled in this question mostly answered they are satisfied with service offered by BC Pankrác. A lot of customers were complaining about bad condition of shower and small size locker room. Somebody said that they visit the club because of good quality of coaches, but somebody mentioned that qualities of coaches are getting lower. Very good point of the respondent was the missing online booking of courts and coaches for a specific day and hour. Hopefully this opinion of customers will be beneficial for the manager of club.

There is a list of the most repeated and interesting notes from the questionnaire:

1. Better organization of tournaments
2. To decrease the price of coaches (especially for students)
4. To have bigger locker room (especially for women)
5. To have babysitting during the tournament
6. Wider variety of healthy food
7. To improve quality of newly hired coaches
8. To shortened period between cleaning locker rooms

**1. A relationship between** the age category of respondents (Question 2) and their satisfaction with the price of offer services (Question 6):

Table 7: Absolute counts of responses - combination of Question 2 vs. 6

	YES	No, it is low	No, it is high
<b>to 20</b>		4	0
<b>21-26</b>		17	1
<b>27-32</b>		36	6
<b>33-44</b>		15	15
<b>45-54</b>		1	0
<b>54-63</b>		0	0
<b>63 more</b>		0	0

Source: own research, own computation

Table 7 shows, that young respondents (age of to 20 and the age group 21-26) do not agree that the price reflects the quality of provided services. Even though they have discount for the membership or renting court. But it is obvious because this age group is still dependent on their parents or on their part-time jobs. On the other side, the answer

„No, it is low“, was picked up mainly by the costumers in the productive age (the 33-44). The customers satisfied with the price belong mainly to the group of the age of 27-32 (36 customers).

2. **A relationship between** the gender of respondents (Question 1) and their evaluation of their coach (Question 9).

Table 8: Absolute counts of responses - combination of Question 1 vs. 9

	Very satisfied	Fairly satisfied	Indifferent	Fairly unsatisfied	Unsatisfied	Average value
Women	22	20	3	0	2	1,72
Men	13	7	6	2	1	2,0

Source: own research, own computation

The total sum of all the absolute numbers stated in this table is 76. That is because not all respondents are using the services of coach. As was showed in Figure 10, 65% of all respondents are practicing with the coach. On the Table 8 we can see, that women are generally more satisfied with the coaches, 22 women respondents were very satisfied and 20 fairly satisfied. Women respondents who are not satisfied in the research are insignificant amount. The men respondents who answered “very satisfied” were 13, “Fairly satisfied” 7 and Indifferent 6.

Concerning the satisfaction of the coach, the average value is 1,72 of women respondents and 2 of men respondents. As a result, women are more satisfied with their coaches.

**3. A relationship between** the age category of respondents (Question 2) and their satisfaction of food offer by beach club (Question 16):

**Table 9: Absolute counts of responses - combination of Question 2 vs. 16**

	Very satisfied	Fairly satisfied	Indifferent	Fairly unsatisfied	Unsatisfied	Average value
<b>Women</b>	23	12	16	4	3	1,90
<b>Men</b>	17	11	9	5	5	2,61

Source: own research, own computation

The total sum of all respondents is equal to all respondents from the whole research. (105). On previous table is clear, that there is a dependence between the gender and their satisfaction with offered food. The average value of women's respondents is 1,90, which means between the options of being very satisfied and satisfied, but it is being closer to the option of being satisfied. The average value of men's respondents is 2,61, which means between the options of being satisfied and indifferent, but closer to the option of being satisfied. In the conclusion, women are more satisfied with offered food.

#### **4. Analysis of overall satisfaction of respondents**

To get information about the overall satisfaction of all total 105 respondents, the question concerning the satisfaction with difference services of BC will be summarized and total average value will be identified.

For the analysis of overall satisfaction with provided services the following question will be used:

- Question 9: What rank would you rate to your coach?
- Question 11: Circle the mark you would assign for the cleanliness in these areas:

11a) Locker rooms, 11b) Showers, 11c) Sports facilities, 11d) Reception areas

- Question 13: Are you satisfied with the equipment of BC?
- Question 14: How would you rate the behaviour and attitude of employees on the reception and bar?
- Question 15: Thinking about your experience with employees on the reception on scale from 1 to 5 (1 - best, 5 - worst)

15a) Ease of contacting BC, 15b) Knowledge of offered services 15c) Helpfulness of BC worker

- Question 16: Are you satisfied with the food offered at the bar?

To get information about the overall satisfaction of all of total 105 respondents, the question concerns the satisfaction with different services of BC will be summarized and total average value will be identified.

For the analysis of overall satisfaction with provided services the following question will be used:

**Table 10: Total evaluation of services offered by BC Pankrác**

<b>Services</b>	<b>Average value</b>
<b>Evaluation of the coaches</b>	<b>1,77</b>
<b>Total satisfaction of cleanness:</b>	<b>1,99</b>
Cleanness: Locker rooms	2,18
Cleanness: Showers	2,22
Cleanness: Sports facilities	2,00
Cleanness: Reception areas	1,56
<b>Evaluation of sport equipment</b>	<b>1,55</b>
<b>Behaviour and attitude of receptionists</b>	<b>1,31</b>
<b>Total satisfaction with receptionists</b>	<b>1,64</b>
Ease of contacting BC	1,70
Knowledge of offered services	1,62
Helpfulness of BC worker	1,60
<b>Evaluation of offered food on the bar</b>	<b>2,26</b>
<b>Total evaluation of satisfaction of services</b>	<b>1,75</b>

Source: own research, own computation



## 5.2. Verification of hypotheses

From the marketing research is possible to confirm or reject individual hypotheses.

Hypothesis nr. 1: *80% of clients are visiting sports club at least 1 time per week.*

The research **rejected** first hypotheses. According to questionnaire, only 72% of all respondent visit the club more than once. 29 of respondents are visiting club only once per month; they are probably tournament players or amateurs.

Hypothesis nr. 2: *Most visitors are in the age category from 21 to 26 years.*

Hypotheses number 2 was **confirmed**, according to the question nr. 2, 40% of respondents belong to the age group 21 to 26 years.

Hypothesis nr. 3: *Women are more satisfied with the food offered in BC Pankrác.*

Hypotheses number 3 was **confirmed**, since the average value of women's respondents is 1,90 compared to the average value of men's respondents 2,61.

Hypothesis nr. 4 : *There is a relation between the gender and satisfaction with their coach.*

The survey **confirm** this hypothesis, as was mentioned (see Table xx), the average value of women's respondents is 1,72 and men's respondents is 2,0. In the conclusion, women part of respondents are more satisfied with their coach.

Hypothesis nr. 5: *More than 40% of customers choose BC because of the location.*

This hypothesis was **rejected**. The total number of respondents who are visiting the club because of the location is only 21% of all respondents. The highest percentage point has the choice "satisfaction with the previous visit".

Hypothesis nr. 6: *The customers are overall satisfied with provided services of BC Pankrác.*

This hypothesis was **confirmed**. According to the analysis (see Table 11: Total evaluation of services offered by BC Pankrác), research respondents were satisfied. Since the total average value of evaluating services were 1,75. The result is on the scale close to

the option of being satisfied. Even though is not the highest evaluation, the results are very positive for the management of the club.

## **6. Recommendations for improvements in the sport club**

This section relates to suggestions and recommendations which resulted from the analysis. These recommendations lead to an increase in customers' satisfaction at Beach Club Pankrác. The findings are based on the internal analysis of the beach club, questionnaire survey, and personal observation.

The management could see opportunities for improvement of services through the recommendations of its patrons. Mainly, the change of pricing strategy, change of the condition of membership, the increase in marketing strategies, and improvement of the facilities of the club were topics being addressed.

The club would slightly reduce the prices of hiring courts for off-peak times; it means morning hours and evening hours on the weekends. These hours are vacant therefore representing a loss for the club.

Another deficiency the club has is the absence of a reservation system for hiring courts via internet. Almost every modern sport club offers this system which customers can log on and book the court, coach, or other services.

It is highly recommended to create a new marketing strategy due to the increasing number of competitors in Prague. As the survey showed, nobody visited the club at first because of the promotion or advertisement. The management of the club should promote in high schools, universities, and in big companies or in public places.

The marketing campaign recommendation was created (see Table 12) for the purpose of promoting the sport club. It can help to reach new customers. The company JCDecaux or euroAWK offer different types of outdoor advertising. The table xx presents the proposed marketing campaign and the initial price of different outdoor advertising for one month, specifically advertising on public transport in Prague, city light box, billboards, and flyers. The complete proposal marketing campaign can be seen in Supplement 3.

**Table 11: Propose marketing campaign**

<b>Type of advertisement</b>	<b>Place</b>	<b>Specific</b>	<b>Price / 1 piece/month</b>	<b>Recommend amount</b>	<b>The total amount in CZK</b>
<b>Outdoor scrolling city light poster</b>	Prague	118,5 x 175 cm	10 900 CZK	6	65 400
<b>Frames (small)</b>	Metro - Line A	78 x 19 cm	33 500 CZK/ 52 pieces	52	33 500
<b>Flyers</b>	High school, University,	A5	1,47 CZK	5000	7 350
<b>Flyers</b>	High school, University, Metro station	A2	9,73 CZK	500	4865

Source: own research, own computation

The management should look for new and more interesting partners who can provide beneficial cooperation. Examples can be partnership with a local printer that will help in creating new promotional strategies, or a company which will bring awards for the winners of tournaments. In return, they would get a free entry for a certain number of employees.

Another proposal is the introduction of monthly events especially through the summer period. Each month the club would offer different discounted prices of services compared to the normal fees. It would also be beneficial to repeat successful events offered on web portal [www.slevomat.cz](http://www.slevomat.cz), where it was possible to hire court for the half price.

According to the repeated complaints of respondents, the management should solve the existing problems with showers. Staff should better control the cleanliness of floors, showers, and toilets.

The last proposal is the relocation of the entire beach volleyball complex. It is an extreme possibility, but that would solve some of the current weaknesses of the club. In particular, it can be solve the problem of small facilities, small size of locker rooms, and out-of-date showers, which would no doubt welcome the customers. With the expansion of the club, there exists an opportunity to extend services such as the restaurant or a sauna, which could be an additional benefit for members. Another option for new service is increasing the number of courts, which could be used for rent or for other sports - beach football, beach handball, and beach rugby. The scope of this essay does not consider this option in financial terms. This was not the purpose of the diploma thesis, but in practice, it can work very well.

## 7. Conclusion

This diploma thesis focuses on marketing research at Beach Club Pankrác. The club is one of the most famous in the Czech Republic, offering services connected with beach volleyball. This work dealt with customers' satisfaction and also their possible attitude to certain services.

Initially, the theoretical knowledge of service marketing and customers' behaviour and satisfaction was presented. The gathered information was applied to a concrete analysis. The data dealing with customers' satisfaction was obtained while using a questionnaire survey and personal observation. The results showed the fact that the customers were mostly satisfied. The main deficiencies were: high prices of hiring courts for off-peak times, locker room facilities and their size, cleanliness of bathrooms, lack of choice for meals at restaurant and the absence of a reservation system for hiring courts via internet.

The results of the complete research were given to the club's management. They appreciated such a proper analysis and considered the suggested recommendations.

The aim of the analysis was to find out the extent of customers' satisfaction which was met with a **positive result**.

Finally, the result of this research ended with success and the author wishes to Beach Club Pankrác the best of luck.

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## 9. Supplements

### Supplement 1

#### Diploma Thesis Research for Beach club Pankrác

Dear respondents,

The high quality of service and customers' satisfaction are the priorities of the club therefore it is important to know your opinion. Help to improve the services through your ideas, appreciation or criticism.

Information gathered via this questionnaire will be used for study purpose and will be interpreted to the management of sport club for the prospective improvement of the offered services. **The questionnaire is anonymous** and will take you no more than a few minutes of your time (approximately 5-10 minutes). Thank you for your help!

Michaela Vorlová, Year 5 student of CULS Prague

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**If it is not specified differently, please choose just ONE suitable answer.**

1) Gender

- Men
- Women

2) Choose your age group?

to 20    21-26    27-32    33-45    45-54    54-63    63 more

3) Are you regular customer of Beach club Pankrac?

YES    NO

4) Do you have a year membership with the club?

YES    NO

5) What services do you use the most?

- rent a beach volleyball court
- rent a court with coach – private training
- camps – group training
- tournaments
- membership – only use the court

6) How often do you use services in the beach club?

- 1time per month
- 2-3 times per month
- 1time per week
- 2-4 times per week
- almost every day

7) Do you think that the price of the service you use reflects the quality?

- YES
- No, it is low
- No, it is high

8) Do you use the services of a coach?

YES NO

**If NO, please, continue with question number 10.**

9) What rank (as in school) would you rate to your coach? (1 = very satisfied; 2 = satisfied; 3 = neither satisfied or dissatisfied; 4 = fairly dissatisfied; 5 = dissatisfied)

1 2 3 4 5

10) What kind of services provided by BC Pankrác do you know?

**Please, tick all answers suitable for you.**

- tournament – men, women
- tournament – mix tournament
- junior league (from 6 years – 18 years old)
- evenings group practice every Friday and Sunday
- group practice for mother on maternity leave with baby sitting
- regular group practice for whole year for all age
- summer weekend and week camps
- work-out for better condition

11) Circle the mark (1 - best, 5 - worst), you would assign the cleanness in these areas:

- locker rooms 1 2 3 4 5
- showers 1 2 3 4 5

- sports facilities            1      2      3      4      5
- reception areas            1      2      3      4      5

12) Why did you choose to use the services of Beach Club Pankrác?

**Please, tick just ONE most applicable option.**

- reputation
- availability from your house
- availability from your work
- recommendation from a friend
- satisfaction with previous visit
- advertisement
- Other (PLEASE EXPLAIN) .....

13) Are you satisfied with the equipment of BC?

- very satisfied
- fairly satisfied
- Indifferent
- fairly unsatisfied
- unsatisfied

14) How would you rate the behaviour and attitude of employees on the reception and bar?

- very satisfied
- fairly satisfied
- Indifferent
- fairly unsatisfied
- unsatisfied

15) Thinking about your experience with employees on the reception on scale (1 - best, 5 - worst)

- Ease of contacting BC (phone, email)            1      2      3      4      5
- Knowledge of offered services            1      2      3      4      5
- Helpfulness of BC worker            1      2      3      4      5

16) Are you satisfied with the food offered at the bar?

- very satisfied
- fairly satisfied
- Indifferent
- fairly unsatisfied
- unsatisfied

17) Would you recommend the beach club to a friend?

- YES - definitely
- rarely YES
- NO

18) Open question: Do you have some suggestions for what to improve in the beach club?

---

---

---

**Thank you for your time and cooperation!**

## Supplement 2

### Průzkum v rámci diplomové práce pro Beach klub Pankrác

Vážení respondenti,

dovolte mi, abych Vám předem poděkovala za vyplnění tohoto dotazníku, který bude sloužit jako podklad pro moji diplomovou práci na Provozně ekonomické fakultě (České zemědělské university). **Dotazník je zcela anonymní. Dotazník je anonymní a nezabere Vám více než několik minut (cca. 5- 10minut).** Dotazník bude sloužit k vypracování mé závěrečné práce. Výsledky budou také předloženy vedení klubu.

Cílem dotazníku je zjistit, jak jsou zákazníci Beach klubu Pankrác (BC Pankrác) spokojeni s kvalitou nabízených služeb a také k celkovému srovnání názorů mužů a žen.

Michaela Vorlová, studentka 5. ročníku ČZU v Praze

---

Pokud není uvedeno jinak, označte prosím jen **JEDNU odpověď**.

1. Pohlaví

- Muž
- Žena

2. Vyberte Vaši věkovou skupinu

méně než 20    21-26    27-32    33-45    45-54    54-63    63 více

3. Jste stálým zákazníkem Beach klubu Pankrác?

- Ano
- Ne

4. Máte ve sportcentru zřízeno klubové členství? (tj. vlastníte kartičku se všemi výhodami)

- Ano
- Ne

5. Jakou službu klubu využíváte nejvíce? (vyberte pouze jednu odpověď)

- Pronájem beach volejbalového kurtu (bez trenéra)
- Pronájem kurtu s trenérem
- Kempy (večerní, celodenní, ranní, pro maminky)
- Turnaje
- Mám zapláceno členství a využívám zdarma kurt



6. Jak často navštěvujete klub BC Pankrác?

- 1krát měsíčně
- 2-3krát měsíčně
- 1krát týdně
- 2-4krát týdně
- skoro každý den

7. Myslíte si, že cena služby, kterou využíváte, odpovídá kvalitě?

- Ano
- Ne, příliš nízká
- Ne, příliš vysoká

8. Využíváte služeb trenéra? **Pokud NE**, pokračujte, prosím, otázkou číslo 10.

- Ano
- Ne

9. V případě, že ano, jakou známku, byste ohodnotil(a) svého trenéra?  
(1 – nejlepší, 5 – nejhorší)

1      2      3      4      5

10. Zaškrtněte jaké služby, poskytované BC Pankrác, znáte? **Označte, prosím, všechny hodící se odpovědi.**

- Turnaje – mužské, ženské
- Turnaje- mixy
- Juniorská liga (od 6 – 18 let)
- Páteční a nedělní večerní kempy
- Skupinové kempy pro maminky s hlídáním dětí
- Celoroční odpolední kroužky pro děti i dospělé
- Kondiční tréninky (Milan Hadrava)
- Letní víkendové kempy

11. Zakroužkujte, jak byste ohodnotil(a) čistotu v následujících prostorách (1 – nejlepší, 5 – nejhorší):

• šatny (skříňě)	1	2	3	4	5
• sprchy	1	2	3	4	5
• kurty a jeho vybavení	1	2	3	4	5
• recepce a bar	1	2	3	4	5

12. Proč jste si vybrali právě služby BC Pankrác? (vyberte jednu možnost)

- reputace
- mám to blízko z domova
- mám to blízko z práce
- doporučení známého
- spokojenost s předchozí návštěvou
- reklama
- nemám specifický důvod
- Jiné .....

13. Jste spokojen(a) s vybavením na kurtu BC Pankrác (míče, síť, lavičky)?

- velmi spokojen(a)
- spíše spokojen(a)
- je mi lhostejná
- spíše nespokojen(a)
- velmi nespokojen(a)

14. Jak byste ohodnotil(a) chování a přístup recepčních?

- velmi spokojen(a)
- spíše spokojen(a)
- je mi lhostejná
- spíše nespokojen(a)
- velmi nespokojen(a)

15. Označte na základě Vašich zkušeností jednotlivé činnosti recepčních (1 –nejlepší, 5 – nejhorší):

Pohotová reakce - komunikativnost	1	2	3	4	5
Znalost vlastní nabídky služeb a produktů	1	2	3	4	5
Nápomocnost a ochota pracovníků BC	1	2	3	4	5

16. Jste spokojený(á) s nabízeným občerstvením na baru v BC Pankrác?

- Velmi spokojen(a)
- Spíše spokojen(a)
- Je mi lhostejná
- Spíše nespokojen(a)
- Velmi nespokojen(a)

17. Doporučil(a) byste BC Pankrác přátelům?

- ANO - určitě
- Spíše ANO
- NE

8. Otevřená otázka: Máte nějaký návrh na zlepšení kterékoliv služby v BC Pankrác?

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Děkuji, za Váš čas!!

### Supplement 3: Recommended marketing campaign

Type of advertisement	Place	Specific	Price / 1 month/	Min numbers	Recommend number	The total number in CZK
Outdoor scrolling city light poster	Prague	118,5 x 175 cm	10 900 CZK	1	6	65 400
Frames (small)	Metro - Line A	78 x 19 cm	33 500 CZK/ 52 pieces	52	52	33 500
Flyers	High school, University, Metro station, Shopping mall	A5	1,47 CZK	5000	5000	7 350
Flyers	High school, University, Metro station	A2	9,73 CZK	500	500	4865

Source: own research, own computation

