

Czech University of Life Sciences Prague

Faculty of Economics and Management
Department of Management



Diploma Thesis

**Non-traditional product marketing
techniques**

Bc. Dmitry Dolgunow

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Declaration of integrity:

I declare that I have worked on my diploma thesis titled “Non-Traditional Product Marketing Techniques” by myself and I have used only the sources mentioned at the end of the thesis.

In Prague, 9th April, 2010

Dmitry Dolgunow

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Title in Czech:

Netradiční metody v oblasti product
marketingu

Title in english:

Non-Traditional Product Marketing
Techniques

SOUHRN

Tato diplomová práce se zabývá specifickým ověřením v oblasti produktového marketingu. Jak lze pomocí nedradičních metod v reklamě, s nízkým rozpočtem a velkou kreativitou, dosáhnout vysokých výsledků a splnit stanovené firemní cíle celé prodejní kampaně, což většinou jsou; zvýšit prodej – zvýšit zisk! Aby mohl pracovník marketingu takovou kampaň vytvořit, musí být originální, rozředit trh podle cílových skupin, vytvořit odlišnou a výraznou identitu firmy, analyzovat mikro a makro prostředí, sestavit odpovídající CRM program a teprve potom se pustit do tvorby samotné kampaně. Hlavním cílem je získat zákaznickou pozornost, aby z tisíce jiných produktů na trhu zvolil, a pak i koupil, právě ten Váš produkt!

Lidé v dnešní době jsou skoro imunní proti všem druhům tradiční reklamy, je toho všude až moc! Malé firmy by měly mít více vášně, kreativity, znalostí a volného času pro vymyšlení; pak už jsou na správné cestě k tvorbě velmi zajímavých marketingových kampaní. To všech bude zmíněno v teoretické části této práce.

Praktická část se soustředí primárně na implementaci jedné zvolené netradiční metody v oblasti gastronomie a hotelnictví. Bylo prokázáno, že tato metoda zvyšuje prodej zvolených položek z jídelního lístku, a zároveň hosté zůstávají po zásahu této reklamy spokojení. Zákazníci restaurací a hotelů jsou vždy vdeční, když vidí snahu o zlepšení služeb.

Klíčová slova:

Product marketing, Guerilla marketing, brand identity, CRM, segmentace, prodejní kampaň, gastronomie, reklama

SUMMARY

This diploma thesis deals with a specific branch in the field of product marketing. By implementing non-traditional methods in advertising with a low budget and high creativity, it is possible to achieve high results and fulfill the set goals of the sales campaign, which are mostly to increase sales – increase profits! In order to create such a campaign the marketer has to be original, segment the market, create a distinctive identity, analyse the micro and macro environments, build proper CRM program and then create the campaign itself. The aim is to find a way to get the consumer's attention to buy your product among thousands of other products on the market. People today are almost immune to any kind of traditional advertisements, because there are just too many! Small firms should have more passion, creativity, knowledge and free time; only then can they create some very interesting marketing campaigns. All this will be mentioned in the literature overview. The case study focuses on the implementation of non-traditional methods in gastronomy and hotel business. It was proved that the used methods increased sales of the menu items and the customers left the place more satisfied. Consumers are very demanding and they are grateful when they see some effort from the business.

Key words:

Product marketing, Guerilla marketing , brand identity, customer service, segmentation, attention, sales campaign, gastronomy, advertisement

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1. Introduction

The diploma thesis that you are about to read focuses on marketing and sales, specifically on non-traditional methods of marketing products and services. In order to understand the final results of this thesis and what added value this work will bring to marketing and sales, you will be introduced to all kinds of traditional methods before proceeding to read about the non-traditional methods that are mentioned in the second part.

People today are exposed to many types of advertisements such as commercials, billboards, sales campaigns and logos of firms every day. They have thousands of products to choose from; it makes marketers' work very hard. They have to find a way to make their product visible and sell more than their competitors. The biggest instrument in product marketing today is a large budget, but small and middle scale firms do not have such large budgets and must still market their product among the well-branded ones.

Marketers today must account for the free will of people to buy whatever they want and to do whatever they wish. Manipulating consumers is almost impossible and predicting how many people were influenced by their ads, commercials and sales campaign is also very hard - almost impossible.

The main aim of this diploma thesis is to describe how non-traditional product marketing techniques can be more effective for small and middle scale businesses while getting the attention of the targeted segment. It will also describe what marketer qualities are required in order to create such a campaign and under what conditions. After understanding the theoretical differences between traditional and non-traditional advertising methods, the reader will be introduced to more examples and practical applications of these techniques.

As this diploma thesis focuses on small and middle scale firms, it is important to review the initial steps in starting a business and the preparations leading to a successful marketing campaign. These include creativity, market segmentation, a distinctive

identity, CRM (customer relationship management) an original benefits system, a clear business vision, fast adaptation and others.

Additionally, the following chapters will describe and apply new, fresher, more interesting and in some cases more effective advertising and sales techniques in order to increase sales, which requires much lower budgets. In most marketing literature this method is described as “Guerilla marketing”; an aggressive method using unusual methods to achieve usual goals such as higher sales. The founder of this method is Jay Conrad Levinson (born in 1933, Detroit) who describes the method as: “Achieving conventional goals, such as profits and joy, with unconventional methods, such as investing energy instead of money.”

By using an attractive, more shocking and more active way to market the product, the marketer will achieve higher incomes with lower financial inputs invested in this campaign.

After completing theoretical research and defining the campaign’s budget, the next step is the realization phase where the marketer follows the “3-step attention strategy”, which says; -“Get the customers attention, - Redirect his attention, -Make his choice easier.” By following this method, the marketer can achieve higher sales, increase customer loyalty, get more customers in the future, get more public attention and eventually increase profits.

The above represents the theoretical part and the cornerstone for the practical part. This will take place in the author’s own company – Conceptic Česká republika s.r.o., an IT firm in gastronomy, which cooperates with restaurants, bars, cafes and hotels.

More than 60 touch screen computers and iPADS from the company Apple will be placed in different restaurants, bars, cafes and hotels in Prague, installed with digital restaurant menus. Guests of these restaurants will be able to call for a waiter and call for a bill through those screens. They also will be able to see the individual pictures of the dishes. And while waiting for the food to be brought, they can play some simple games

for fun, take pictures or leave comments to the restaurant owner. The guest can choose from 5 languages so it is also very helpful for foreigners. The goal is to use these screens to increase sales of individual menu items by applying the above written method and given steps.

The results will be based on statistical data from those screens from 1/10/2011 till 30/1/2012 and more than 2000 filled surveys of guests, which will represent the methodological tools.

2. Objectives and methodology

2.1 Objectives and hypothesis

Objectives

The objectives of this paper are to **identify** and **evaluate** some non-traditional product marketing methods for small and middle scale firms, which can be more effective and profitable for them. Furthermore, this thesis **proposes new marketing methods and opportunities** for restaurants, bar, cafes and hotels based on my research results.

The next objective is to explain how the “3-step attention strategy” works, and its benefits and possible results. The focus has been put on active marketing, fun and high creativity.

Hypothesis

- By using attractive, more interesting and active ways to market the product, the marketer will achieve higher results with lower budget invested in this campaign.
- Originality, market fragmentation, distinctive identity and CRM (customer relationship management) have much higher importance for small and middle scale businesses, than they do for big companies, as the former cannot achieve economies of scale.

2.2 Methodology

The fundamental type of methodology represents information gathered from academic literature in the form of books, articles, textbooks and research. Also some information was taken from the internet as updated information is vital for this type of work. Information, data and results for the research were taken from the company Conceptic Česká republika s.r.o., which will be available for the purpose of this thesis.

The most important methodological tool was my own research. A **questionnaire research method** was used for bar, restaurants, cafes and hotel visitors. They were able

to fill in the questions through touch screens that were placed in the restaurant itself. Verification of the hypothesis will also use **statistical data** from the company Conceptic Česká republika s.r.o.; from the system *eMenu*. The last method that will be used is the **interview with the restaurant/hotel owners**. This is a part of our CRM (customer relation management) program and it will help us to find out the financial results of our methods used in advertising strategy.

3. Literature overview

3.1 Product marketing

3.1.1 Explanation of product marketing and product management

Every big company today has two departments that deal more than others with product issues. The first one is the product management department, which deals with building the technical report of the product, the creation of the product itself and eventual quality testing. In that department are engineers with technical knowledge from the field. The product manager creates the *product requirements document* (PRD), that he sends to his workers in the department. This document is based on the report from the product marketing manager – the *Marketing requirements document* (MRD). The cooperation between the two managers is very close; one is the “eyes” of the company, and the other is the “hands”.

The product marketing (PM) manager deals with the “7P” of marketing, which are **Product, Pricing, Placing, Promotion, Packaging, Positioning** and **People**. He has to reach his targeted consumers, overcome his competitors and create a long-term sales strategy. The workers of product marketing are market-oriented and must have experience in both business and marketing. Technical knowledge is an asset. The product marketing department slightly differs from other marketing departments, because in this case they focus primarily on the product itself and how to introduce it to the public.

The figure below generally explains the product marketing/management manager content of work.

Figure 1: Product marketing/management work



Source: www.productmanagementtraining.com

Product management is creating value, while product marketing is communicating value.

(S. Wheelright, K. Clark, 1992, p.40-41)

(Internet source: www.londonbusinessforum.com, Marketing strategy, Philip Kotler, 22 May 2008, London, http://londonbusinessforum.com/events/marketing_strategy)

3.1.2 Importance of PM

This diploma thesis focuses more on small and middle scale companies where the marketing department is usually very concentrated and performs many activities. For example, PM is connected with “Brand marketing”, or creating a name, a logo and the culture around the product. This is what the product is all about. A brand inspires everything the company does; it is highly emotional, because the brand influences people to choose to work for a certain company, or to buy the product of this particular company. Consumers eventually choose with their heart, not only with their head.

For example, a normal black T-shirt in a store costs 100 CZK. But by printing a logo of O'Neill on it, the price automatically jumps to 800 CZK! Brand is something that people trust when they buy a product. It is like a sign of quality, no doubt. A strong brand helps the PM Manager to market the product.

(Marketing Strategy: A comprehensive view of modern marketing. *London Business Forum: Marketing Strategy* [online]. [cit. 2012-01-05]. Available from: http://londonbusinessforum.com/events/marketing_strategy)

3.2 Marketing analyses and preparations

The first step in PM is understanding what people want and need, what similar products we can find on the market, what the price should be for the product that we want to create, who our targeted consumer is, etc. Then it is important to identify all possible threats in the market, barriers, opportunities, laws and environments.

After understanding the market, the PM Manager will have to **pick** the most **suitable promotion instrument** to market the product. The marketing analysis can be made **ad-hoc**, for a particular goal, or **continuously**, for constant understanding of the market's development. There are many methods and steps for building the PM analysis. The most understandable method comprises the following phases:

1. Defining the problem/subject of analysis
2. Defining the used method
3. Realization phase
4. Control phase

In the first phase, defining the problem, the marketer wants to understand if the product that his company wants to produce will be useful and whether people will buy it. The goal of this might be to find a gap in the market or some problem that the product

might solve. The problem can be divided into **primary** and **secondary** parts according to its importance.

In the second phase, the marketer should **define** the used **method**, which he will use during the analysis. This method is for analysis purposes only; it is not the same method for the advertising phase. It can be a survey, data analyses, gathering a group of people for a group discussion, promo action etc.

In the realization phase, all the preparations are over and it is time to act. By building the team of researchers we can divide the tasks for a smoother realization process. This part is the **active collection data phase** in the “field”.

In the final phase, all data has been collected and now it’s time to **analyze the results and make conclusions**. After analyzing the results, the PM Manager should know what the public wants, what his competitors have to offer, when to enter to the market, the costs for producing the product and what could be the possible final price for the product.

3.2.1 NOTE,

Marketing is all about fulfilling peoples wants and needs (generally speaking). But in reality marketers mostly focus on the “wants,” simply because it is more financially attractive and more profitable for the company! To maintain a marketing department is very costly, so the final price of the product should cover the costs of production. And “needs” products are very cheap, with a price too low for maintaining a marketing department. For example, bread, butter, milk, salt, sugar etc.

(E.Stehlík, 2006, p.63-80)

3.3 Basic strategic marketing components

Strategic marketing allows a firm to communicate with the targeted consumer, to keep in touch with him/her and to understand what he/she needs and wants. To build a long-term promotional objective and a solid market position takes great deal of time, effort, and resources.

The components of Integrated Marketing Communications (IMC) are:

- **Advertising:** print, broadcasting, direct marketing;
- **Personal Selling:** Retail Sales, Prospecting;
- **Public Relations:** Publicity, Press releases;
- **Sales Promotions:** Consumer Promotion, Trade Promotion.

The components above help companies achieve their share in the market; they represent the basic components of each marketing department in the company. These components are connected with the classic AIDA model, which explains how marketers achieve them.

The AIDA model is:

- **Attention** – the major goal of the promotional campaign is to attract the attention of potential customers
- **Interest** – the product itself must meet the customer's needs and wants
- **Desire** – the goal is not only to make the customer interested in the product, but also make them want to have it;
- **Action** – promotion must push them to actually purchase.

The first two elements in the method are mostly combined with mass-communication, such as advertising and public relations. Big companies can afford large and expensive campaigns to stimulate consumer awareness, rather than actually pushing him to go and purchase the product. Coca-Cola is such a company; they invest millions per year just for public awareness.

The second two elements, desire and action, are more combined with sales promotions and personal selling. Their aim is to introduce the customer to the product, and push him to purchase it.

(O.C. Ferrell, Michael D. Hartline, 2008, p. 284-286)

3.4 The end of traditional advertising

Television, radio, newspapers and magazines are being successfully replaced by telephones, computers, the internet, iPads, iPods, DVDs, TiVo (digital video recorders) and other digital devices. People are more active and have less time to sit for hours and watch television or read magazines. Cities are getting bigger, the economy is destabilized and we have to “run” to keep our jobs. We are in constant motion after everything. And at the same time, more and more firms are coming with new, better, faster and more powerful devices.

Consumers now can watch all their favorite shows, read scientific articles, take pictures, listen to music, write emails, send money, buy products, listen to the radio and many more things, on one small device. We can buy a book through our mobile phone, and read it on our way to work on our Amazon Kindle eBook.

What does it mean? It means that if you ask a 10 year old child if he knows what “Prime time” on television is, he probably will not know, but what “iTunes” or “Bluetooth” are, he will know. He might even give you a short explanation about how to use them correctly, or even how to hack to avoid paying for downloading.

For advertisers, this trend is alarming, because their traditional advertising methods are slowly but certainly becoming inefficient or old-fashioned. People are avoiding advertisements and commercials simply by skipping them over in their TiVo or by downloading the news to their iPhone. “All these changes are forcing media

companies to adapt by fragmenting their content and business models to match their fragmented audiences.”¹

One of the ways to deal with this development is simply to keep pace with the growing digital trends. Marketers have to find new available platforms through which to market their products.

(O.C. Ferrell, Michael D. Hartline, 2008, p. 283)

3.5 Advertising

Advertising is the voice of a company, telling the public what it wants them to know and how it wants them to hear it. This explanation comes from the primary aim of marketing, which is satisfying people’s needs and wants. Advertising helps to position the institution and to develop a relationship with the audience. Through advertising, people tend to sympathize with the company’s brand, culture and lifestyle, which leads them to purchase the product.

Regular exposure is important for advertising and helps to develop loyalty to the company and further purchasing of their product. An example is the company Apple; their customers are devoted to their philosophy and by adapting the Apple lifestyle, they buy every new device that they release. Advertising in magazines and television is one of the most common components of promotion and is considered non-personal communication, a passive method of marketing. The goal is to reach as large an audience as possible. Still, it is very hard for marketers to track the size of the audience and how many people actually went and bought their product.

The Internet today is the fastest-growing medium; however, traditional media such as newspapers, radio, and magazines are still very profitable for advertising, so each year companies invest millions in traditional methods.

¹ O.C. Ferrell, M.D. Hartline; Marketing strategy, 2008, ISBN 978-0-324-54426-8

The Internet allows advertisers to easily find their targeted consumer by following different blogs, social networks, digital societies, online games etc. Also, by using the internet for advertising, marketers can much more easily learn how many people purchased the product by downloading it or buying it online. Firms buy “screen space” (also pixels), put up banners and links, use animations, flash videos, pictures and audio-video combinations in internet advertisements. Although internet advertising has many benefits for targeting consumers online and going with the digital revolution, it is still advertising and people still have the nature to skip ads and automatically close them. Getting a potential customer to click on a banner ad or even look for a while is also very hard. And the more advertisers that go online, the more people will become immune to those ads.

A key point in advertising is to get into the target market; this is critical for successful marketing, and best determines the media to be used.

(O.C. Ferrell, Michael D. Hartline, 2008, p. 286-288; P. Gibbs, M.Knapp, 2002, p.75-77)

3.6 Customer relationship the key to success

Close relationships with a customer are a very important success factor for any company. Research has found that many companies lose more than half of their customers within 5 years. Keeping a customer is ten times less costly than acquiring new customers.

One of the techniques used in building relations is simply asking the customer what he wants. By understanding what he really wants and what his expectations from the product are, the company can enhance the quality and eliminate problems. When a company makes that move, the customer has the feeling that he is taking part in creating the product.

To be satisfied does not always mean that the customer will stay loyal to the company in the long run. There should be a deeper relation so he wants to become part of the culture around the product. In many situations these customers expect, or even demand, higher levels of service. At the end of the day, being a successful company does not only mean having the right product, but also proposing the right price for loyal customers at the right place and time.

1-800-FLOWERS.COM is the biggest flower and small gift company in the United States. They invest a great deal of effort in customer relations, and their database of customers includes 25 million customers. Their strategy is to try to get as much information as possible at every point during sales, loyalty programs, surveys, direct mail advertising, sales promotions and affiliate programs. The CEO of the company, Jim McCann, explains what makes them different from their competitors: “Our competitors are all about sales, we are about relationships. We are helping our customers connect with the important people in their lives through flowers and gifts created and designed for specific relationships, occasions, and sentiments. That’s the difference.”²

(G.Corbac, J.B.Jensen, D.Schneider, 2003, p.46-47)

3.7 Advertising is all around us

Advertising has a key role in marketing strategy in every company, but still, there are just too many advertisers attacking us from everywhere! People are exposed to so many ads every day, it is impossible to notice and remember each and every one of them. Advertisements are the biggest enemy of - themselves. On average, a young person is exposed to more than 30000 ads every single day. He sees them on television, hears them on the radio, read them in newspapers, and talks about them with his friends. He even advertises himself, by choosing clothes which characterize him the best, buying a car

² O.C. Ferrell, M.D. Hartline; Marketing strategy, 2008, ISBN 978-0-324-54426-8

which says: “I am a rich businessman”, wearing sunglasses from a famous fashion house etc. We live in a world of brands and advertisements. It is extremely hard for a brand manager to find the right way to get this man’s attention and make him purchase his product.

One of the biggest problems, especially in traditional markets like Europe, is that people are trying as hard as possible to avoid commercial conversations. One way to fight this problem is through **innovation**, or improving the product and making it more attractive than others. Direct sales are very popular in the United States, where people are more aware of the services and take time to use them. But not only is it important to improve the product, it is also important to have **innovation in advertising**. A common method used by companies in the retail business is transmitting a message to the users just by adding the words “New”, “Better”, or “Better taste” to the original product name. This method works well psychologically, and actually convinces the buyers that this product is really newer, better and even has better taste than before.

(P.Kotler, 2005, p.28-32)

4. Guerilla marketing

4.1 Introduction

The main aim of this diploma thesis is to point out problems in traditional advertising, its advantages and disadvantages and to come up with an effective solution for small and middle scale firms. Now, the following chapter will be dedicated to an explanation of relatively new methods in modern marketing, the way to build the right plan and discuss real cases from the world of advertisement today.

- **The problem:**

- People are full of information, they are surrounded by thousands of ads every day and their brain is not willing to submit to so much commercial information.
- Companies try to economize on resources; most of the time it is financial resources that are the target.
- Marketers are under constant pressure; “No results, no job” –You are fired!
- Young marketers are full of energy, thrill, excitement and ideas, but the senior managers follow more traditional methods. There is no way for self-realization.
- Time; the most precious commodity. We have only 24 hours a day, during that time we have to accomplish many important assignments and tasks given by our managers.
- Small and middle scale companies have to face big companies with larger departments and much wider budgets. Even after segmenting the market they are exposed to constant pressure. In a market economy, anyone can enter the market and become a competitor.

- **Solution**

- Market the product in a different way that will be more interesting to the public. Subsequently, they will remember your product and not the competitor's.
- Prioritize your work assignments.
- Invest financial resources in different types of non-traditional advertising.
- Try to be more creative and original.
- Innovations in product management and product marketing
- Try to be different than other marketers and give specific solutions to your manager/boss.

- **Instruments**

- Creativity, passion, originality, ideas.
- Time
- Knowledge in the field of marketing.
- Extroverted personality.

The above are real problems and situations in most marketing departments today, but during the last couple of years things have been changing and marketers have become more creative. For example, see the following pictures below:

Figure 1: Two different ads, one product, two different methods



Source: <http://www.ppiblog.com/guerilla-marketing-the-new-gun>

On the right picture we can see a normal advertisement of a floor cleaner - Mr. Proper. We can see similar ads every day in supermarkets, magazines, on billboards and many other places. The ad, design, distribution and communication probably cost lots of money, and the result is– most people will avoid the ad. But in the left picture we can see the same product advertized using a Guerilla marketing technique. With a little bit more effort, time and lots of imagination the marketer saved lots of money. And still we can say that thousands of people will see the ad every day by just walking by.

From a consumer point of view it is much more interesting to look at this ad than in a magazine advertisement. The message is very clear and much more original.

[\(http://www.gmarketing.com/\)](http://www.gmarketing.com/)

4.2 Psychological advantages

“Quality over quantity” is the main idea of guerilla marketing. When the firm invests creativity and originality in their advertisement, they get the customer’s attention (something which all advertisers are running after); out of thousands of ads, there is a higher probability that they will remember the ad of this firm. The reason why is that the ad evoked in them certain feelings and subsequently stuck in their memory, in other words - **product positioning**. So next time they see the product on a shelf in a store, they will automatically remember where they know this product from.

In the pictures below, there is a considerable difference between the two ads. The right one is more casual and we all have seen it, we all know that Africa is in trouble and that they seek for money, donation and help, but it does not say anything deeper. It is just like another ad among thousands of others. But the left ad is different in all ways. It is a successfully provocative ad targeting women while shopping. Why women? Because women are more emotionally vulnerable. This method in marketing is called – **market segmentation**, which can be defined as dividing society into groups of consumers for whom we produce our products and place our advertisements.

Figure 2: Two different ads for gaining money for Africa



Source: <http://www.mbandf.com/parallel-world/archives/index.php/242/Guerrilla-Marketing--thought-provoking-posters>

To explain the main idea of evoking emotions in advertisements you can read the following explanation from the book “Guerilla marketing” by Mr. Jay Conrad Levinson:

“The whole idea of guerrilla marketing is to transform cold prospects into consenting partners. As with superb sex, marketers shouldn't be in a hurry, shouldn't direct their energies to disinterested people and must realize that the consummation of a loving relationship won't take place without proper wooing, without knowing exactly what turns on the prospect.”

Guerilla marketing is not about being better but it is about being different. It is not about destroying your competition, but about focusing on your consumer and getting him to purchase your product.

4.3 Segmentation

One of the most important parts of marketing is understanding your targeted consumer and focusing the product marketing campaign on him/her. We all have different personalities, wants, needs, thoughts and backgrounds (generally speaking), and what one person likes is not necessarily what other people will like as well.

Market segmentation is twice as important in Guerilla marketing as it is in traditional marketing, as here we are trying to minimize advertising costs and maximize the benefit out of it. In this case we have to segment the market and create the perfect campaign perfectly targeted on this group. In today's society it is very important to distinguish; for example Henry Ford, when producing the model-T, once said: *"Any customer can have a car painted any color he wants so long as it is black."* This is a typical mass marketing approach which many small companies decided to leave many years ago.

Now, this approach cost Mr. Ford the first place in the automobile industry, because other producers understood that black is not everyone's favorite color.

To better understand the value of segmentation, we can apply the **Pareto principle 80-20**, which says that roughly 80% of the effects come from 20% of the causes. It means that the firm must find those 20% of consumers among all people in the market and focus on them, because they will generate 80% of the firm's income.

Micromarketing is the absolute opposite of mass marketing and focuses on adjusting the product and marketing program to satisfy specific consumers. It is a very narrowly-focused marketing strategy. Between both extremes are the **micro segments**, which make up the golden middle.

Segmentation should not be such a hard problem in current conditions; today's technology allows firms to distinguish people according to gender, age, location, education, income etc. They can adjust their advertising according to the geographical, demographical, psychographical and behavioral segments. Before entering any segment, the firm must understand if they can offer higher value and gain a competitive advantage. Otherwise it will be very hard to beat other competitors who have an advantage and better creativity.

(Kotler, 2007, p.455-480)

4.4 Brand positioning

“Brand positioning refers to “target consumer’s” reason to buy your brand in preference to others”.³

The first step is to build the company’s identity which allows them to distinguish themselves from their competitors. It must be clear and easy to understand. Brand positioning is an activity of creating a brand offer which eventually occupies place and value in the customer’s mind. It is a cornerstone in marketing strategy. And it involves identifying key values of your product/company and then creating a proper brand image.

Brand positioning is very important for guerilla marketers as they have to understand the difference between **brand** and **market positioning**. Brand positioning has been done by marketers, and the aim is to settle the brand in the customer’s mind, whereas market positioning is trying to get as large a market share as possible. It is especially vital for small companies; most of their cases concentrate their efforts on sales and getting market share as fast as possible, and this method is reasonable but not effective. The market positioning method focuses on active consumers but not on other people that do not know the products. On the other hand, brand positioning concentrates more on the image of the company than on market share itself. It takes time and patience; it works better in the long run.

There are two possible platforms for brand positioning:

- **Consumer brand positioning** – the marketing campaign is always targeted to the consumer himself. For example: “Colgate Active, supplies you fresh breath all day long!”
- **Competitor brand positioning** – the campaign is targeted on other competitors on the market. For example: “Volvo, guarantees much higher safety than other cars!”

³ Management Study Guide. [online]. [cit. 2011-12-27]. Dostupné z: <http://www.managementstudyguide.com/brand-positioning.htm>

See the picture below; the advertisement is clearly competitor brand positioning.

Figure 3: Volvo ad



Source: <http://www.dyervolvo.com/safe-and-secure.htm>

(Dry Pen: Brand Positioning Strategies. [online]. [cit. 2011-12-27]. Available from: <http://drypen.in/branding/brand-positioning-strategies.html>)

4.4.1 Note: Country-of-origin effects

Placing the country of origin on the product has a considerable influence on the quality perception of the product. Each country has a different reputation; some have a good and some have a poor reputation. This is one of the factors that a decision-maker takes under consideration when choosing which product to buy.

A good example can be a “Made in China” tag on a product. Many people will automatically think that this product has lower quality than one that has a “Made in Germany” tag on it. In the United States many people primarily search for the tag “Made in USA” before looking at the brand itself, because they have the urge to support domestic producers first. In most cases the country of origin is more important than the brand itself. For example, western companies can penetrate to the eastern European region and enjoy a much better reputation, as local residents think that eastern production

results in lower quality. The brand name itself in this particular situation has lower value, as many are not familiar with the brand.

(Hollensen 1998, p. 437-441)

4.5 Rules and advertisement regulations

There are so many marketing books on the market today; they all are full of information, methods and techniques for how to manage your marketing department. Nevertheless, only small parts of those rules are actually useful for small and middle scale companies. Marketing and business as a science are changing every couple of years; methods that were used 50 years ago are not valid today – at all! Rules that were even used in the 90's are not valid today. Probably, today's methods will not be used 10 years from now.

The reason why is that marketing is like fashion; it changes every couple of years and then comes back again. Marketing is about satisfying people's needs and wants, and since those are changing all the time, so does marketing, so do marketing methods.

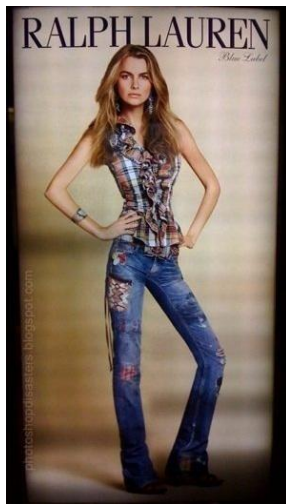
Today's societies have, for example, different moral responsibilities, ethics, political engagement of young people and especially growth and expansion of globalization. There are no limits for creativity, and firms can use any advertising styles they wish, as long as the advertisement will not hurt anybody or cause damage in the long run. Two of the most highly regulated forms of advertising are *tobacco advertising* and *alcohol advertising*. On 27 February 2005, WHO released the “**Framework Convention on Tobacco Control**”, which requires that all 168 members that agreed on it will ban tobacco advertising in domestic markets. In many countries, mainly Scandinavian, advertising is not allowed to be aimed at *children younger than 12 years*, any kind of sponsorship of children's event is not allowed and no advertisements five minutes before and after a children's program on television. So tobacco, alcohol and children (though in

some countries, the USA for example, the rules are not so strict) are relatively closed areas for marketers.

The rest is up to the marketers to decide what is wrong and what is “too much”. But because marketers are also people, they have children, wives, husbands, friends, and go to the church, synagogue, temple etc., they cannot be unethical and most of them will never cross the line for aggressive advertising. However more and more companies have started to use aggressive advertising, so it is happening today and probably will happen during the next couple of years.

For example we can use the last advertising campaign from fashion house “Ralph Lauren”, which in April 2011 printed on the front cover of its fashion magazine a very skinny model.

Figure 4: The model from LR campaign



Source: Huff Post Style, http://www.huffingtonpost.com/2009/10/09/emboing-boingem-and-ralph_n_311593.html

This picture caused long and large discussions and many were criticizing the company for many months. The model herself was on different talk-shows, on the news, newspapers, and when you type “model ralph lauren” on Google, the first 2 pages will be dedicated to that particular campaign. What was the original goal you ask? The answer is

attention, discussion, to shock, to surprise. That was a brilliant marketing strategy focused on public awareness! After awhile the company came with an official apology and took full responsibility. At the end they even admitted editing the picture in Adobe Photoshop to make her look even thinner. But the effect was definitely achieved. **In this advertisement they successfully reached the main points in Guerilla marketing; -be original, -get the public attention, -make them take action!**

(Keller, Kotler 2007, p.40-73)

(Advertising Codes. ASA: Advertising Standards Authority [online]. [cit. 2012-01-03]. Available from: <http://www.asa.org.uk/>)

(Advertising Law - US. *HG Legal Directories* [online]. [cit. 2012-01-03]. Available from: <http://www.hg.org/advert.html#3>)

4.6 Cornerstone rules for non-traditional product marketing

The following rules should be followed by all guerilla marketers and managers, who want to adjust to the current developments in advertising. As this diploma thesis is focusing on small and middle scale companies, it is more directed to them.

The rules were mentioned by Sam Hill and Glenn Rifkin in their book **“Radical Marketing”**:

1. *The General Manager (CEO) must also have marketing functions – not only delegating the responsibility to somebody else.*
2. *The marketing department should be small at the beginning and small it should remain – The GM should never allow the creation of many layers of managers between the department and the market.*
3. *It is vital to keep in close touch with the most important people – with the customers. Direct contact is much better then contact via mail, letter etc.*
4. *Put a large emphasis on market research and be careful with choosing the instruments for the research – direct instruments are much better.*

5. *Hire only enthusiastic missionaries instead of marketing experts* – passion, enthusiasm, an extroverted personality and creativity are much more important in non-traditional marketing than traditional stereotypes.
6. *Love people and respect them as individuals, not just like another number in the book* – you never know who can become your company's key customer (Pareto principal 80/20);
7. *Create a community of consumers* – they have to consider themselves as part of a society, belonging to some group. The brand is what attaches them together;
8. *Forget about the marketing mix* – advertising must be surgically precise, directed to the selected segment;
9. *Stick to common sense and challenge your competitors with fresh and original ideas* – many companies decrease the number of distributors in order to increase loyalty and trust between the distributor and customer;
10. *Stick to the brand* – winning managers/owners are literally possessed with their brand and target to the higher quality of their brand.

(Hill; Rifkin, 1999, p.19-31)

4.7 Developing brand identity

As written in the previous chapters, brand identity has an important role in the company's existence and development. There are many theories explaining how to build brand identity, but the following illustrates the basic theory. Brand identity is a combination of three elements:

- Good product (P)
- Distinctive identity (D)
- Added value (AV)

$$\textit{Brand image} = P \times D \times AV$$

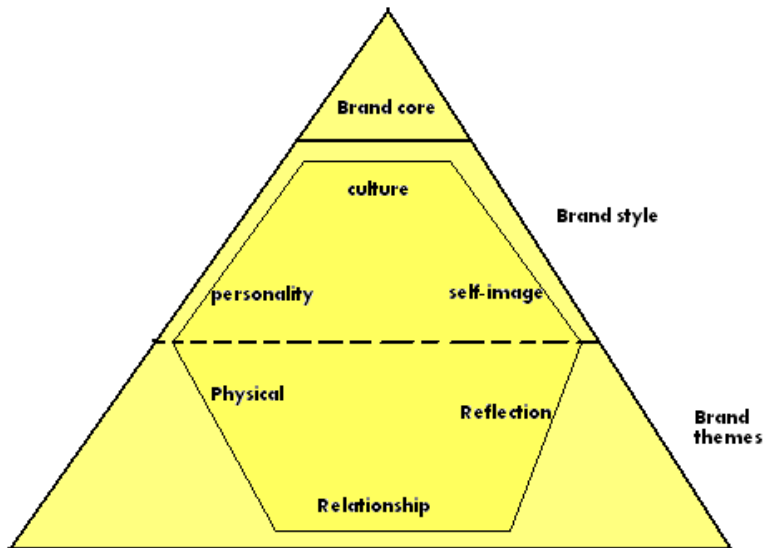
Good product refers more to the physical qualities of the product and its affectivity to the customer. As there is small product diversity on the market today, it is very hard to create such a product that will completely differ from competitors'. Small firms must start with basic product differentiation through brand name, packaging, design, advertising and promotion. After making the brand clear and more distinctive, make the brand more desirable by adding benefits. These typically include additional services such as technical supports, guarantees, free service above the purchase itself, help with delivering the product, or even inviting your best customers to business lunches, etc.

Added benefits can be sometimes more important for young companies than the product itself!

While building a brand identity model, the managers have to control its development. This is possible by building a model which determines the relationship between variables, and predicts the effects of changes on customer response. Developing such a 'brand model' is very hard as the variables are not actually physical and are hard to measure, not like variables of a 'product model'. In other words, how can we express in physical terms something which is not tangible? But yet, the model assists managers to evaluate whether the brand is being managed effectively and whether the identity suits the company as originally planned.

The following pyramid is an illustration of such a model by Jean-Noel Kapferer:

Figure 5: Brand identity and the brand pyramid



Source: Jean-Noel Kapferer, Strategic brand management, London, Kogan page, 1997.

The model itself consists of six variables and a small change of one of them can influence the final behavior of the consumer and his thought of the brand image and the company in general. The variables are:

1. **Physical** – The appearance of the brand like name, logo, packaging, color.
2. **Reflection** – The image of the targeted audience; who we want to address?
3. **Relationship** – How the brand relates itself to the customer; as friendly, partners etc.
4. **Personality** – The character of the brand; young and creative, seriously professional etc.
5. **Culture** – Refers to the background and values of the brand; traditional values, free progressive values etc.
6. **Self-image** - This is how the customer sees himself/herself in relation to the brand.

Physical, relationship and reflection, which are located in the bottom part of the pyramid, are the *brand themes* and tend to change over time; it is a normal phenomenon when the company grows and extends its portfolio of services/products.

Culture, self-image and personality, which are located at the middle part of the pyramid are the *brand styles* and should change very gradually and carefully.

The *brand core* on the top of the pyramid is the DNA of the brand and should never be changed and should guide the evolution of the brand's style and themes (in the sixth chapter the model will be applied in the study case on a real company Conceptic Česká republika s.r.o.).

(Matthew Healey, 2011, p.6-23)

(Peter Doyle, 2001, p.230-238)

5. Case study – Non-traditional product marketing technique in Conceptic Česká republika s.r.o.



5.1 Company profile

5.1.1 History

The company Conceptic Česká republika s.r.o. is a daughter company of the mother company Conceptic Ltd., which was founded in 2005 in Israel, Kfar Saba, by 3 young entrepreneurs. The company was registered as an IT company in gastronomy and hotel business. The flag product, which they created, is **eMenu** – a digital menu for restaurants, bars, coffee shops, cocktail bars and hotels, through which the customers can order food, call for a waiter, call for a bill, play simple games, chat with other guests, take pictures, fill-in questionnaires, leave comments to the restaurant owner, see pictures, choose from 5 different languages, post individual dishes on their Facebook wall and much more.

eMenu is a software which is installed on touch screen computers and subsequently mounted on or in the chosen tables in the restaurant, on the wall next to the table or even inside the wall.

Figure 5: Installation on the wall/on the table/inside the wall



In 2005 the touch screen technology was not developed enough to satisfy the company's vision of how the final product should look, as the main problem was to find a suitable touch screen computer that would fulfill the expectations of the restaurant owner for design and product elegance. Since 2005 the technology in touch screen computers shifted up and today the company offers the product on very thin and elegant screens and iPads from APPLE.

After investing in research and innovations we came up with a new offer for mobile solutions. Now we added to our portfolio of products the *eMenu for iPads and Androids*. This innovation allows us to cover a much wider concept of restaurants, bars, coffee shops and hotels.

Since 2005 the company grew and spread worldwide to 20 countries and has installations in London, New York, Paris, Madrid, Moscow, Munich, Singapore, Hong Kong, Prague and many other big cities. Up until now the company has 1116 installations of eMenu all around the world. This made us number one in restaurant technology and in 2010 according to Innovate! 2010 Conceptic was ranked #60 in a list among the Top 100 outstanding and fast-moving start-ups worldwide⁴.

Conceptic Česká republika s.r.o. was established in June 2011 in Prague by Jiří Beran and Dmitry Dolgunow. Since then, the company has become the leader in the Czech market in the field of technologies of this kind. Today we can find 6 restaurants

⁴ <http://guidewiregroup.com/services/innovate/>

where the eMenu system is successfully running and other new restaurants and hotels are in the final stages of installation. Our biggest clients are *TGI Fridays* ("Thank God Its Friday" – American restaurant chain) and *Cafe Imperial* (restaurant of Mr. Zdeněk Pohlreich, famous Czech chef and a celebrity in many television shows, as: *Ano šéfe!*, *Šéf na grilu*, *Na nože!*, *Jak chutná úspěch*, and others⁵).

5.1.2 Company vision and targets

The company was established by two young, ambitious and energetic students during their last year of masters degree. The main idea of the company is to be different and bring a new wave of technologies into the traditional, untouched market of gastronomy and the hotel business. Times are changing and new methods and technologies are growing very fast elsewhere in the world, so we decided to bring these methods and technologies into the Czech market as well.

The main vision is to introduce the restaurant dishes and drinks to the guests through pictures and interactive applications by using non-traditional methods in order to increase sales of those dishes for the restaurant. Also:

- To increase the dining experience of the guests;
- To increase sales for the restaurant;
- To allow the restaurant owner to be more in touch with the guests through questionnaires and customers club registration;
- To allow the restaurant to change unprofitable dishes and bad customer service;
- To use Guerilla marketing in gastronomy and hotel business;
- To use the screens for advertisement of drinks and increase incomes;
- To bring new innovations to the Czech market.

5.1.3 Brand Identity

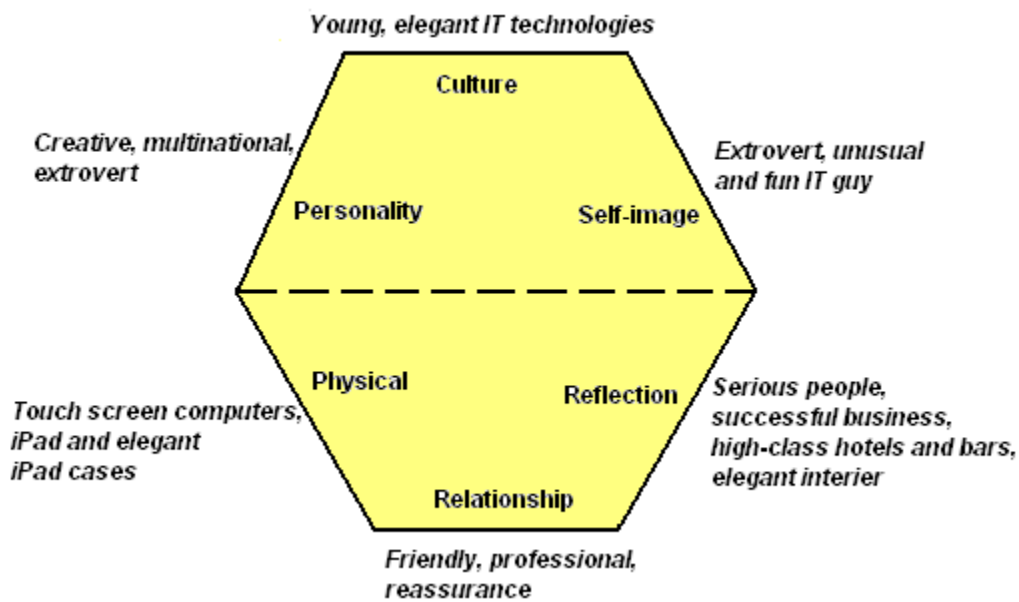
The company is clearly building the brand identity around its flagship product eMenu and its non-traditional methods in advertising. At the beginning we followed the main brand identity elements from chapter 4.7 (see "Developing Brand Identity"); we worked on the

⁵ <http://www.pohlreichzdenek.info/>

technical aspects of the product, removed all the deficiencies, decided to *distinguish from others* and focused our strategy on the selected segment that we think suits us the best and *supplied maximum support and customer service*.

These main brand elements were put on trial for 3 months, and during those 3 months we changed, added and updated the elements. The following Jean-Noel Kepferer's brand pyramid shows our final brand identity:

Figure 5: Conceptic's brand identity pyramid



After three months in the business we decided to focus on middle and high class restaurants, bars, cafes and hotels as the approach of the owners/managers is more professional and serious. They are interested in investing in customer service and their clients have more money to spend.

5.1.4 The products

We can divide the products into two solutions; *mobile* and *fixed* solutions.

1. Fixed solution is the eMenu screen which is fixed to the table/wall and the guest cannot hold it, close it or move it away. On average, each of our clients purchases 5 screens. The guest has the option to choose a table which has a screen next to it or to sit next to a table without a screen. This solution has a big advantage as not only the guests sitting at the table can see the pictures but also the tables which are located next to the table with the screen. Also in this case the guest is under the constant influence of the restaurant's advertising and marketing materials. The sections of the eMenu are:
 - a. **Menu section:** appetizers, deserts, main dishes etc.
 - b. **Drink menu section:** alcohol, tea, coffee etc.
 - c. **Entertainment:**
 - i. *Games*
 - ii. *Photo camera*
 - iii. *Chat between tables*
 - d. **Our restaurant**
 - i. *History of the restaurant*
 - ii. *Video of different events*
 - iii. *Program for the whole week*
 - iv. *Pictures of other sister restaurants/hotels etc.*
 - v. *Customer club*
 - vi. *Questionnaire*

Figure 6: Main screen layout



2. Mobile solution is the eMenu on iPad, Androids and tablets. In this case the guest receives the iPad to his hands, he runs through the menu and after making an order with the waiter the iPad is forwarded to other guests in the restaurant. The mobile solution has no games or other interactive applications in order to cut the time of holding the iPad. In this case the eMenu on iPads has minimum social effect on the guest. It works only as a “take iPad-order-give away” principal. The sections of the eMenu iPad are:

- a. **Menu:**

- i. *Dishes sections*
- ii. *Cold drinks section*
- iii. *Wine section*
- iv. *Special offers section: Happy hours, business lunches, group orders etc.*

5.1.5 Marketing and commercial opportunity

The eMenu system allows owners to advertise selected dishes in order to increase their sales. The advertisement works by way of a screen saver and starts to run after a selected period of time in which the customer has not touched the screen.

Figure 7: Screenshot of an advertisement of desert



This tool is very powerful as it gets the customer's attention during his time sitting at the restaurant even if he is not working with the screen or playing games. The system also allows different restaurant suppliers to upload advertisements of meet, cold drinks and alcohol. It depends on the owner if he agrees to put up advertisements while his guests are sitting and enjoying their meal. However in most cases the advertiser is in cooperation directly with our company, which allows us to make profit on this deal and lower the rent price for our clients. The advertiser's main request is to insert their logo into the main screen and locate their products in the first positions in the menu section.

The cooperation with a business partner is a very lucrative opportunity for us, as it can boost the company's income and prestige. Big companies like Coca-Cola and Red Bull support young startup companies, as they like new ideas and fresh technologies. They understand that traditional advertising is "boring" and not personal, so after

showing them our product and the methods that we use to advertise, they are convinced of the product opportunities and qualities.

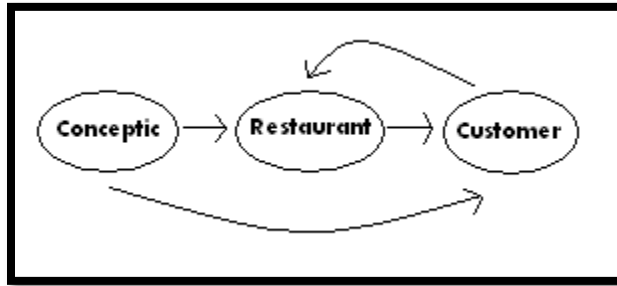
For us, saying that our partner is Coca-Cola or Red Bull is very prestigious and gives us better a position for close deals with clients, as it can be a sign of quality and good product functionality. However, today we still do not have any such partner, because we are still growing in the Czech market and the number of installations is still small for companies like Coca-Cola or Red Bull. But still, they are very interested in the development of these kinds of technologies.

5.2 Building sales strategy of eMenu

In the first part of this diploma thesis was mentioned guiding points for successful, non-traditional product marketing technique. Even if eMenu is new and innovative technology, it is still very hard for us to win customers' attention and satisfaction. Europe is the most traditional continent among others and people here still believe in traditional customer service, where waiters are serving us, explaining individual dishes to us and helping us with choosing the right dish and wine. There are guests that visit the same restaurant for 20 years, the owner of the restaurant knows the "customer's story", the wife/husband and his children, and how can he think that a computer can replace his work?

For our company it is vital to understand who our potential client is and who the client of our client is, as at the end we all serve one customer – he/she who pays the money. Figure 8 explains that even if we work in a B2B environment, at the end our client is the customer, and we want his/her satisfaction.

Figure 8: Simple model of satisfaction



The figure above simply explains that the first who we have to satisfy is the client; when he/she is satisfied, he/she will leave positive feedback to the restaurant/bar/coffee shop/hotel and if our client is satisfied we will be satisfied.

In this case the work of our sales team is secondary, because we do not believe in just selling the eMenu to the business owner (other businesses sometimes do this through pressure and lying), but we try to supply good service for his/her clients, so that we will help him/her to become more popular, different and increase sales. To our first three restaurants we offered a three month trial period. In one restaurant we successfully persuaded the business owner to purchase our eMenu system and we gave him this three month trial period. Unfortunately, his clients were of an older generation and we could not satisfy them; two out of ten guests preferred to not have the screen in the restaurant (according to the questionnaire results) and even if the statistics were positive and people were leaving good feedback, we decided to finish our cooperation after the trial period. *The customer was not satisfied, the restaurant owner was not satisfied, and we were not satisfied.* Even if we already closed the deal with the owner, once the restaurant customer is not satisfied it means that our preparations were wrong and it has no further meaning for us to continue having the eMenu in the restaurant.

The *preparation phase* for entering the market with our eMenu system required following the mentioned steps from the previous chapter, according to their chronological development:

- 1) **Original ideas** – it does not matter as much about choosing the right product to sell; choosing the suitable sales campaign or choosing a logo are very important for a small business, as our goal is to be original and most important - *Different!*
- 2) **Market research** – only through market research did we find out that there are few very powerful competitors on the market; we found out their prices, technical problems of their product and all legal requirements for launching our business properly;
- 3) **Enthusiasm at work and LOVE your product** – for a small business it is very important to be in a *good mood, open mind, and have fresh energy and enthusiasm*, especially during the sales and marketing campaign. Supporting each other and building good team spirit is essential. We love our product and we could truly evaluate the price for it and sell it to our business client; belief in the product capabilities is also very important.
- 4) **Market segmentation** – is important for understanding who is our targeted consumer of the company's product. Segmentation helped us to build our marketing campaign. Our segment is young people who are open to new ideas and technologies, as well as older people, who wish to keep in touch with the new wave in technology. Do you remember how your father asked you to teach him how to use the computer or when your mother wanted to learn how to write an SMS? However, primarily our clients are higher class restaurants and hotels.
- 5) **Correct sales campaign** – at the beginning we had a big financial problem. We could not afford marketing campaigns and expensive offices. The bank did not want to support our risky business plan. We decided that we would try to gain money from selling-selling-selling! We used the company success abroad and our first business partners were through people that we knew. Every day was only about calling a business and trying to arrange a meeting,

sending emails or door-to-door selling. It helped us to close our first contracts and gain capital for investing in our marketing materials and campaign.

- 6) **Brand positioning and country of origin effect** – after gaining capital we invested in printed materials, created a new logo, business cards, gastronomy fairs, printed T-shirts, created internet web pages (www.emenu-international.com, www.emenu-czech.com) etc. Our goal is that people will go to the restaurant to use our eMenu system. That when they see our logo they will know what product it represents. The country of origin strategy helps us in meetings, due to the fact that eMenu is an Israeli invention and Israel is known for its successful high-tech products. *It is a sign of quality.* As you will read in the next chapter, in our marketing strategy we decided to use Guerilla marketing methods in up selling selected dishes and drinks.
- 7) **Customer relationship** – feedback and filled questionnaires are more important for us than for the restaurant/bar/coffee shop/hotel owner. We are following the statistics every day. We update the system accordingly. The eMenu system is harmonized with the internet interface, it allows us to change whatever we want and every 15 minutes the system updates automatically. When the customer registers in the customer club we sent him/her a “welcome” email and thank him/her for joining the restaurant fan club. When a customer takes a picture through the eMenu screen and sends it to his/her email, sometimes they misspell their name and they do not receive the picture. In this case we are able to resend them the email with the picture. Sometimes we even send a secret guest to the restaurant in order to test the waiter’s service and how he/she presents the eMenu to the guest. We found that in almost all cases, that there is a problem with that and we try to train the staff members correctly. *We believe in good customer service!*
- 8) **Keep in close touch with the most important clients (restaurant owners)** – when the restaurant client is satisfied, the restaurant owner is satisfied! We try to keep in touch with all owners, because we never know if they have another

bar or coffee shop around the corner. It is a good opportunity to offer him/her the eMenu system to use in his other business, or to increase the number of screens in this restaurant. In most cases, business owners have business friends from the branch where we work. We live in a very competitive world and business contacts are always vital for small beginners. *Work hard to make your client's clients happy, eventually you will be happy as well!*

5.3 Food from a different angle

In our company we decided to go even further and apply the non-traditional methods in product marketing even more in our business. One of the main goals of our work is to increase sales of selected dishes and in most cases it is desserts and appetizers. From the first part of this diploma thesis, we understood that traditional advertising is too usual and impersonal, and people can feel offended when we try to push the advertisement on them. So we decided to take the pictures of the desserts in a more interesting way – more provocatively and unusually.

Figure 9: Desert “Domino” from Planet Sushi restaurant, Anděl, Praha 5



This dessert is one of the most popular items on the menu of the restaurant. However, try to imagine that dessert without actually seeing the picture, can you imagine how it will look? You may ask the waiter to explain it to you; can you still imagine how it will look? As you know “*one picture is worth a thousand words*”!

We took this dessert and decided to be even more interesting and effective. See the result bellow.

Figure 10: Desert “Domino” presented differently



This picture is now shown on the screen in the restaurant Planet Sushi in Prague 5, Andel. Every time, when the guest is not touching the screen for more than 4 minutes, different advertisements start to run and one of them is this picture. By subsequently clicking on this picture the guest is redirected to the dessert category and to this dessert particularly. As you can see, it is not just a picture; someone can even say it has some sexy features or even a provocative tint. The sentence above says: “Chocolate and sushi... what else can I do for her?”

This type of item advertisement was absolutely successful and after talking with the restaurant owner we decided to continue with this strategy and create similar pictures with the rest of the dessert items. This time we decided to use the restaurant staff for it,

since it should be more motivating for them and the guests could have the chance to get to know the people who serve them. The results of this campaign will be shown in the next chapter. The eMenu system allows us to go through the statistics, which allows us to see where we should make changes and what items are most and least popular.

5.3.1 Evaluation of the eMenu advertisement method

The main aim of our advertising method was to increase sales for the restaurant and to be more creative and fun. Conceptic and the restaurant owner were taking a certain risk of putting touch screen computers in places where people wanted to relax and talk with each other after work or on a free day.

However, we believe that even advertisements can be fun and interesting to watch, even in restaurants. The cornerstone of our strategy was the three-step “attention method”:

1. *Get the customer’s attention;*
2. *Redirect his attention;*
3. *Make his choice easier.*

In practice, the first question that we ask our restaurant owner is which category in his menu he wants to increase sales; subsequently we do everything possible to focus the restaurant consumer’s attention on this category in the menu, then redirect his thoughts to this category in the menu and “force” him to make an order of one of the items on the list. Simple!

The results for that campaign are shown in the supplements list at the end of this diploma thesis under the title “*Dish statistics for eMenu in “Planet Sushi” restaurant*” and “*Category statistics for eMenu in “Planet Sushi” restaurant*”.

From the dish statistics we can see, that the top 6 are dishes from the desserts list; *Domino, White Orchid, Kanki, Aisu, Zmrzlina ze Zeleného Čaje, Cheesecake*. Guests were clicking on those dishes more than on others and zooming the picture four times

more than other pictures. In this case we can confirm that the first point was successfully achieved – **Get the customer’s attention!**

The second point was achieved by using the Domino dessert picture (see chapter 5.3, food from another angle) as a leading picture to the dessert category. By clicking on the ad picture, the restaurant customer was automatically redirected to the dessert category. The other desserts in this category had normal pictures without any special theme or provocation. - **Redirect his attention!**

The third point was achieved only when the customer made an actual order from the dessert list. However, from all 57 items on the menu we successfully redirected the customer’s attention to the wanted category (desserts, 6 items) and now he/she could easily choose from a smaller list of items. – **Make his choice easier!**

From our eMenu system we could not determine the percent development of orders. Only after studying the statistics from the POS (point of sale) terminal of the restaurant, and discussing with the restaurant owner, we approximately evaluated **that there was an increase of 10% in dessert orders!**

We were also very surprised to find out that the dessert category was in fourth place in the total “Category statistics” list (but first in the subcategory list). Customers were clicking on desserts even more than games, fun applications, chat between tables, photo camera, funny videos, memory games etc.

In total we evaluated our advertising method as very successful and we understood that taking risks is what makes us different, attracts people’s interest and gets their attention. One picture of a lady eating chocolate sushi became our flag picture/item to reach all our three points and it just required time, imagination, creativity and original thinking. *Our goal was to increase sales and we successfully did so.*

5.4 Questionnaire for the restaurant guests

One of our main instruments in *customer relations* is the questionnaire. It allows us to understand where we can get better, what is not working well, what type of applications the guests prefer and if the eMenu was useful at all.

There are couple of places and ways for the guest to respond to the questions; the first place is on the main screen (see chapter 5.1.3, figure 6: main screen layout), on the right side of the screen, by clicking the button “Leave feedback”. Also the guest can find it in the “Our restaurant” category, there is an application titled “Questionnaire”.

In case the guest does not choose any of the above given applications, there is the last option, which is a bit “pushy”; and it arises when he/she presses “Call for a bill” on the main screen. Automatically the questionnaire pops up and he/she can fill it in. It says that he/she is ready to pay and while he/she is waiting for the bill to be prepared, they can fill in the questions.

The questions are always written in two languages, in Czech and English for the foreigners. There are a total of four multiple-choice questions with five possible answers and the last question is an open question; here the guest can leave a message for the owner, staff members, comments etc.

In the supplements of this work you can read the questions and the results in Czech language, here I will only translate it into English. The questions are:

1. How did you like dining in our restaurant?
2. How did you like the food in our restaurant?
3. Were you satisfied with the waiters and bartenders?
4. Did you like the new menu in our restaurant?
5. What would you add to the eMenu?
6. Do you prefer a table with or without the eMenu screen?
7. Please leave feedback 😊

Figure 11: Questionnaire for the guests

Survey

How did you like it here? Perfect Very good Good Could be better I'll never come back

How did you like our dishes? Perfect Very good Good Could be better Due to food I'll never come back

What would you improve and welcome in eMenu? More dishes More drinks More specials More games

Will you prefer a table with or without the eMenu? With eMenu Without the eMenu

Any requests, comments, pleased write us?

Send Close

Conceptic Interactive Menu Happy hours - 17:00 - 22:00 Table 1

Source: own questionnaire

5.4.1 Evaluation of the questionnaire

At the beginning I would like to say that not all of the questions in the questionnaire are meaningful for this diploma thesis. It was partly constructed for the purpose of the business and partly for us. The main questions that were interesting us were questions 4 and 6 (see previous chapter).

What we really wanted to understand is first of all if the eMenu screens were not bothering the guests in the restaurant. The restaurant is relatively small and the design is very minimalistic (Planet Sushi is a Japanese restaurant), therefore the demand for preserving the “cultural harmony” was very high. In the restaurant we could pick from sixteen tables where to sit and one private room called *Tatami room*. Our eMenu screens are only on 4 tables in the restaurant. We do not want to push the screens to the guests

and force them to use them; we want them to pick whether they want to use the new technology or not. The results are shown in the following diagrams:

Figure 12: Did you like the new menu in our restaurant?

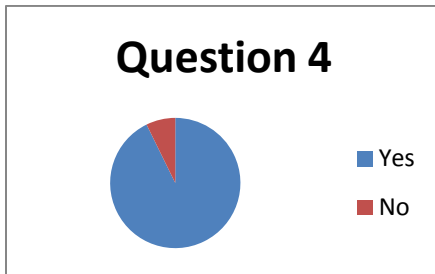


Figure 13: What would you add to the eMenu?

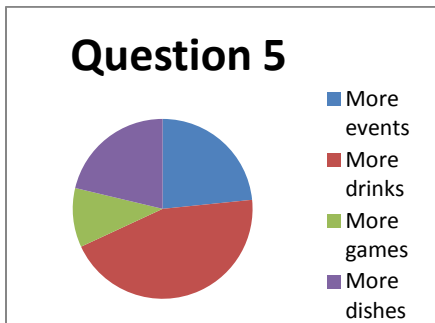
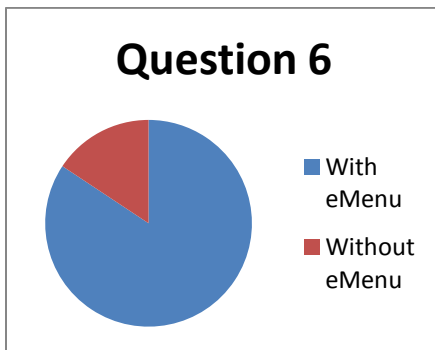


Figure 14: Do you prefer a table with or without the eMenu screen?



Questions 4 and 6 were very important for us, as we just simply tried to understand if the guests were satisfied with the eMenu system. 102 guests answered that they liked the new eMenu system and only 8 answered they did not. And in question number 6, 43 guests answered that they prefer a table with an eMenu screen rather than a table without one.

There are differences in the number of answers between questions; it is because we changed the questions during that period of time. However, the differences are quite big and obvious – people do prefer screens in the restaurant, even if we push on them advertisements, commercials and questionnaires to answer. After evaluating the questionnaire and the statistics, we came to the conclusion that 10% of all people that visited the restaurant and decided to sit next to the screens criticized the eMenu and would not choose to sit next to them again. But 90% did like them and left very good comments and marks.

After reading the comments that the guests left and after speaking with the restaurant staff we understood that the guests that did not like the eMenu screens were mostly bothered by the brightness of the screen. So after analyzing from which screen the negative answers were coming, we understood that people that were sitting at the darker places in the restaurants answered more often that they did not like the screens and would prefer a table without the eMenu screen. The only solutions were to change the place of the screen, dim the brightness of the screen or to remove the screen completely. We acted accordingly and we still are following the answers that people leave.

After three months we decided with the manager to remove the screens from the tables and to upgrade them to eMenu on iPad (see chapter 5.1.3, mobile solution) for the wine list only. Even if the statistics were very positive and 9 out of 10 guests answered they would prefer a table with a screen, we decided that it still was not good enough. But before we took away the screens we registered 33 new customers to the restaurant VIP club and that was almost the biggest success that the restaurant had.

During all that trial period in Planet Sushi, we maintained very close relations with the restaurant owner, Mr. Petr Vlstnik, who is also the owner of TGI Friday's, a big chain of restaurants in Prague. *We invest a great deal of effort in customer service and customer loyalty*; we send greeting cards to all of our clients (restaurant owners), we call them every week and visit the restaurant every Friday for technical support. This was the key service which helped us to convince the owner to upgrade the screen to the iPad solution. Now at this location we have 4 iPads with eMenus in them and in the future we have the potential to cover all of the TGI Friday's restaurants in Prague. *Customer service was the key even if the product itself had minor problems!* At the end of the meeting with us, the owner admitted that he had never seen such dedication and support from any other business partner before.

We successfully managed to use advertising, put commercials of beverages and increased sales by 10% and at the same time people liked it, had fun and 90% of them would choose to use our eMenu screens again (the next time they visit the restaurant)! We proved that creativity, innovation, customer service and non-traditional methods in marketing can be very successful and profitable.

5.5 Interview with “Planet Sushi” restaurant owner

Name	Jan Kubišta
Position	General manager Rosinter s.r.o.
Restaurant	Planet Sushi
Date of interview	7.3.2012 Praha 5, Anděl
Have you heard about digital menus before?	No, when we started to work with your company, it was new for me. But today, I already know about 3 companies that I had met in Prague fair of gastronomy. When you see it for the first time you love it, but after some time you get used to it and it becomes part of your image.
What do you think about digitalization in gastronomy?	In a couple of years most Czech restaurants will have it! Czechs are like this; they see something new from another person, they start to become jealous and want the same thing! I also aware of the bad quality of our waiters as they do not have high tips like in USA; they feel like they do not have to be nice to the guest. Let's be honest- a typical Czech guest spends 125 CZK for lunch, and leave 5 CZK tip. The screens do not have a bad mood☺
Do you think the screens were unpleasant for your guests? Were there any complaints?	In general we had very nice comments with positive feedback, but some were also negative. Unfortunately, those are our longtime clients and we must listen to their comments. I, personally, do not think the screens were somehow unpleasant.
What do you think of the chosen advertising method for your dishes?	(laugh) Very funny but risky! Good only for desserts and drinks not for normal dishes. It is definitely an unusual method, it “catches” the guest's awareness and they start to click on it, to see if there are more similar pictures. In general I definitely liked the combination of touch-screens and this method, they complement each other.
Were there any complaints from your guests to turn it off?	As always. Some like it, some not.
If the previous answer is YES, what was the reason?	They were not against the ad itself, but more against the screens and the light brightness. Others said that they use the computer at work; but they do not want to use them at the restaurant.

Were there any special comments from your guests regarding the ads?	No, in general they liked it.
Did the advertisements increase sales of the advertised items?	Yes, however it is hard to measure as we do not use the self-ordering function. But we assume that they increased sales by 10%.
Why did you decide to upgrade the eMenu screens to iPad eMenu version?	Everybody knows Apple and iPads. It will be much easier from a technical point of view; it will be mobile and can serve more tables.

5.6 SWOT analyses of eMenu

Strengths

The eMenu is associated with a digital waiter, which never sleeps and is always nice to the guests. When comparing the screens to the paper menu that restaurants use today, even the most conservative managers could see the differences in elegance, creativity and innovation. Using the eMenu, the guest can see the dishes and isn't surprised with his order. Many people are shy to ask what the dish looks like and eventually they might not be satisfied with their order. This is why many people prefer to order something that they know exactly how it looks; they are just afraid to experiment. Also the eMenu system has different simple games, which can be useful while waiting for the food. *Many times the guests play among themselves the game "Who Wants to Be a Millionaire" and have fun answering the questions together.*

Weaknesses

The weaknesses of the eMenu system are first of all the negativity of people to adopt new technologies and innovations. Many people used to say: "I work all day sitting in front of the computer so when I go to the restaurant I just want to relax and shut down all my electronic devices". This argument is very powerful, but has also negative direction. Many people go home after work and first thing that they do is turn on the television, the radio, play on the phone, play video games, read electronic books and buy things on eBay. Where is the difference?

The other weakness is the big reliance on the restaurant staff care. Many think that eMenu is taking waiters' jobs, but the opposite is true, it makes their performance better and faster. But unfortunately the staff members sometimes do not take care of the screens and then they look dirty. *The worst thing that happens to us is when the guest presses the "call for a waiter" button and the waiter does not come or it takes him long time.*

NOTE:

After speaking with some restaurants owners, we found out that one of the biggest financial losses they have is from the staff members! They have problems with stealing and moody waiters. Waiters and bartenders have many tricks for stealing from the owner. The basic method is when the waiters bring their own bottle of rum and sell to the guests their own drinks. Our eMenu screens allow the managers to monitor stealing without the waiter's awareness.

Opportunity

One of the main functions of eMenu screens is the advertising opportunity. Many companies from gastronomy have interest in the product and can see the added value that eMenu can bring to them. However, we decided that advertising will be presented using guerilla marketing and non-traditional methods. People should enjoy their time and be happy when looking at the screen, not irritated. *The system brought new marketing and advertising dimensions and opportunities that people like to use.* And at the same time we increased sales. People that come to the restaurant have money; we just want them to spend as much as possible and they should receive suitable service for that.

Threats

The competition is growing very fast. As for today, there are another two serious companies that work with similar products – Lifetable and iMenu. Both have installations in a couple of bars and restaurants in Prague and work on new projects. The digital revolution is here and we believe that in the future many restaurants, bars and hotels will have similar products. It is impossible to stop it! But at this point Prague is a relatively small metropolis and the competition is big.

The other threat is the speed in which the technology grows, even for us. Every month another company comes with new, better and thinner computers. For us it is also hard to follow that growth, especially economically. In many cases we lease the computers for 3 years and we do not have the opportunity to replace them for new, better computers while at the same time offering the highest technology.

6. Results

6.1 Hypothesis legitimacy verification

In this chapter the hypotheses legitimacy will be verified. The hypotheses were stated at the beginning of this diploma in chapter 2, they were explained at the literature overview (chapter 3 and 4) and put into practice in the study case part (chapter 5). The validity of hypothesis H1 is verified by questions in the questionnaire after conducting an interview with the restaurant owner of “Planet Sushi” about his results after the three months trial period. The statistical data from the eMenu system was used as a helping tool to back-up the results. The validity of hypothesis H2 is verified by the results of the company in sales after 6 months in business.

Hypothesis 1: By using an attractive, more interesting and more active way to market the product, the marketer will achieve higher results with a lower budget invested in this campaign.

The company's vision stands on attractiveness, activeness and being more interesting. After building the eMenu advertisement strategy in gastronomy, we increased profits to the restaurant and the answers from the questionnaire showed us that the guests liked the advertisements, the advertised menu items were the most visited items on the menu, (see supplements "Dish and Category statistics") and **sales increased by 10%**. The *budget invested* is considered as the rent for the screens that the restaurant pays us every month plus any other financial investment in the creation of the advertisement.

Hypothesis 2: For small and middle scale businesses; originality, market fragmentation, distinctive identity and CRM (customer relationship management) have much higher importance than for a big company as the former cannot achieve economies of scale.

The results of companies' performance after three months (the selected period for this diploma thesis) shows big progress in the brand identity and CRM. For our company every client is very important and we must invest in our relationship with them. During three months we were able to find six new clients and one big partner- which is the biggest winery company in the Czech Republic – Bacchus, wines & champagnes.

The results of H2 are hard to measure and to verify.

7. Conclusions

Innovation, originality and non-traditional methods are the key points of this diploma thesis. In advertising and product marketing we are serving the customer, and unfortunately many marketers forget about this and continue to use old-fashioned strategies and spend large sums of money, why? – Because it is much easier and faster.

The theoretical part of this diploma thesis explains the whole theory behind different marketing theories and techniques. The theoretical overview and the case study are closely connected and complement each other in a chronological order, which makes this

work easy to read and to understand the development of the main idea. This fact is very important as Guerilla marketing is a relatively new branch in marketing.

The theoretical overview starts with basic explanations about product marketing and continues to one of the basic methods closely connected to it – advertising. All the sales strategies are eventually executed through advertising and as this thesis is primarily directed to small and middle scale businesses, the described advertising methods are less capital intensive and more creativity and originality intensive. The method AIDA is the leading path to all marketers as arousing **attention, interest, desire** and **action** is what makes the basis of every Guerilla marketing strategy, and quality over quantity is the main idea.

Through this diploma thesis I have found out that segmentation allows focusing on the most profitable customer according to Pareto's 80/20 principle, which states that, for many events, roughly 80% of the effects come from 20% of the causes. Segmentation allows decreasing advertising costs and R&D, as it is impossible for a small firm to satisfy all people's needs and wants.

Small firms cannot compete with large companies on low prices; one of the ways they can make up for this is by creating distinctive brand identity. The product itself is not enough as in the world market today the consumer can find homogeneous products with lower prices. One of the ways to build such a distinctive identity is by creating non-traditional advertising and sales techniques which are funny, shocking, aggressive, surprising, clear and unusual. *The biggest trophy is when the viewer takes a picture of the advertisement!* It is like piece of art of our company.

Following the main ideas in non-traditional marketing, we created the company Conceptic Česká republika s.r.o. where all these methods (see chapter 4.6 Cornerstone rules for non-traditional product marketing) were implemented and put to the test. Using non-traditional methods in advertisements for restaurant dishes in order to increase sales become very successful and the results show a minimum increase of 10% in sales!

Focusing on customer service and a wide benefit system, we signed new clients and after 5 months we successfully gained the biggest market share in this field of business.

The main idea is to understand what people want and need, what could be interesting for them and to find a way to win their attention. Marketing is all about creativity and pushing forward the brand of your company. Methods in marketing, similar to fashion, are changing every couple of years and marketers should keep in touch with the new trends. Part of this is taking risks and thinking faster than the consumer.

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9. Supplements

List of the supplements

- Dish statistics for eMenu in “Planet sushi” restaurant
- Category statistics for eMenu in “Planet sushi” restaurant
- Questionnaire for guests of Planet sushi.

Dish Statistics

Site :

Start Date :

End Date :

	Name	Clicks	Zooms	Orders	FacebookReqs	FacebookPubs
		4047	1404	0	75	5
Select	Domino 4 ks	366	124	0	8	1
Select	White Orchid 4 ks	263	85	0	4	0
Select	Kanki	261	105	0	2	0
Select	Aisu	236	105	0	3	0
Select	Zmrzlina ze Zeleného Čaje	190	84	0	9	0
Select	Cheesecake	180	74	0	4	0
Select	Premium Set	109	43	0	5	2
Select	Planet Set	97	51	0	3	0
Select	Fune Set	92	39	0	0	0
Select	Top Set	86	34	0	2	0
Select	Tono Set	85	41	0	2	0
Select	Chukka	81	14	0	6	0
Select	California Maki 4 ks	81	24	0	1	0
Select	Hamanishi Maki 8 ks	73	25	0	0	0
Select	Hamanishi Maki 8 ks	72	23	0	3	0
Select	Chukka Salát	72	23	0	1	1
Select	Sushi Set	70	23	0	1	0
Select	Hokkaido Maki 8 ks	65	17	0	1	0
Select	Sake Teriyaki	63	19	0	1	0
Select	Okinawa Maki 6 ks	59	25	0	0	0
Select	Unagi Don	59	19	0	0	0
Select	Tekka Maki 4 ks	59	25	0	1	0
Select	Gunkan Set	58	27	0	1	0
Select	Tori Teriyaki	58	23	0	2	0
Select	Tori Teppanyaki	52	12	0	1	0
Select	Philadelphia Maki 4 ks	51	12	0	0	0
Select	Osaka Maki 8 ks	50	14	0	3	0
Select	Tom Kha Polévka	49	21	0	3	0
Select	Banzai Maki 4 ks	49	20	0	0	0
Select	Singapore Maki 8 ks	48	19	0	2	1
Select	Hime Set	48	20	0	0	0
Select	Tori Teriyaki	47	7	0	1	0
Select	Nagame	46	7	0	0	0
Select	Ninniku	46	10	0	0	0
Select	California Kani 4 ks	45	14	0	0	0

Select	Sapporo Maki	44	8	0	1	0
Select	Domino Dezert 4 ks	43	16	0	0	0
Select	Okinawa Maki 6 ks	43	8	0	0	0
Select	Bungo	41	9	0	1	0
Select	Toyama Maki 8 ks	39	13	0	1	0
Select	Ume Set	39	11	0	1	0
Select	Edamame	38	4	0	0	0
Select	Tori Teppanyaki	36	11	0	1	0
Select	Samurai Ice Tea	36	9	0	0	0
Select	Genso	35	3	0	0	0
Select	White Orchid Dezert 4 ks	31	11	0	0	0
Select	Tom Yum Polévka	31	7	0	0	0
Select	Cranberry Fizz	31	11	0	0	0
Select	Rising Sun	30	7	0	0	0
Select	Guru	30	8	0	0	0
Select	Pak Choi	29	7	0	0	0
Select	Choya Royal	27	9	0	0	0
Select	Mojito	23	6	0	0	0
Select	Bungo Salát	20	7	0	0	0
Select	Russian - Japanese Harmony	20	5	0	0	0
Select	Kanki Dezert	15	6	0	0	0

Survey Statistics

Site : ▼

Start Date :

End Date :

Jak se Vám u nás líbilo?	
Báječné	101
Velmi dobré	55
Dobré	11
Perfect	5
Good	5
Už nikdy se nevrátím	1
Could be better	1
Very good	6
Jak Vám u nás chutnalo?	
Báječné	108
Velmi dobré	42
Dobré	11
Perfect	6
Good	7
Kvůli jídlu už se nikdy nevrátím	3
Could be better	1
Very good	3
Jak jste byli spokojeni s obsluhou?	
Báječné	57
Velmi dobré	36
Dobré	10
Good	5
Díky špatné obsluze už se nikdy nevrátím	3
Could be better	1
Mohlo to být lepší	4
Very good	7
Perfect	3
Jste spokojeni s novým menu u nás v Planet Sushi?	
Ano	99
Yes	13
No	3
Ne	5
Co byste v eMenu vylepšili a uvítali?	
Více akcí	11
Více nápojů	21
Více her	5
Více jídel	10
Preferujete stůl s eMenu nebo bez eMenu?	
Bez eMenu	8
With eMenu	1
S eMenu	42

Máte pro nás nějaký další vzkaz? :)	
improve fotos on menu outside	1
napojovy listek+moznost zapauzovat hry:)	1
ano :-)	1
Napište nám vzkaz	3
moc děkujeme za úžasný zážitek a výbornou obsluhu:)	1
ahoj	2
Domino bylo uzasne :-)	2
užo	1
rozvažte konečně jídlo domu too stále zde chybí	2
plz make it sooner.it's tooooooo late.	1
chodime sem pravidelne a velice mile jste nas prekvapili s novymi obrazovkami :)	1
jen tak dál :-)	1
vyborne to bylo jako vzdycky!!!	1
hezke vanoce	1
vratit polevku suygioza do jidelnicku	1
bylo to v celku příjemné	1
uprimne nam troch prekazela tato uzasna obrzovka ktera bohuzel zabira misto	1
:) haj	1
Je to tady báječné jako vždy. Pozdáv pro pana Vlastníka.	1
exelentni	1
báječné :o)	1
obrazovky jsou cool.big up pro pana Vlastníka.kdy budou i v TGI?	1
awesome dude	1
bylo by fajn přes emenu i objednavat	1
we were sad and disappointed that there was only one tuna maki option :(((1
moc kyselá TOM YAM	1
spinave sklenice	1
we want gyoza!	1
Tady jsme byli my!	1
zed ktera oddeluje nekuraky od kuraku	1
byl jsem tady FANTOMAS	1
moc se mi tu libilo :)	1
obslluha neumí poskytnout info o jídle a není moc ochotná	1
jen tak dál	1
zlevnit	1
bylo to hustý-super	1
to be served faster	1
jen tak dál	1
chutna vyborne a s obrazovkama je zabava!!	1
moc děkujeme!!	1
japan world cup=nejvetsi zabava!!	1
zruste displaye u stolů svitici obrazovka obtezuje	1
sushi is a bit too expensive but the emenu is really fun and creative !!!!	1

Category statistics for eMenu in “Planet sushi” restaurant

The category statistics were taken directly from the company’s website www.emenu-solutions.com, where not only we, but all our clients, can take a look at the statistics and compare the results.

Category Statistics

Site :

Start Date :

End Date :

Name	Clicks
	9603
Jídelní lístek / Menu	4353
Hry / Games	1874
Zábava / Fun	440
Dezerty / Desserts	420
Naše Restaurace / our restaurant	343
Bestsellers!	326
Velký hlad – Sety / Sets	256
Doporučujeme / Recommended	252
Souboj vědomostí / Mind games	249
Hlavní jídla / Main dishes	238
Lehké přemýšlení / Simple mind games	189
Exotické Hotto Maki / Exotic Hotto Maki	165
Pro děti / For kids	148
Saláty / Salads	135
Hry s obrázky / Games with pictures	112
Cocktails	80
Akční / Action games	23