

Czech Agriculture University of Life Sciences Prague

Faculty of Economics and Management

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Diploma Thesis

Evaluation of Marketing Communication

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CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

Faculty of Economics and Management

DIPLOMA THESIS ASSIGNMENT

Ing. Michal Prokop

Economics and Management

Thesis title

Evaluation of Marketing Communication

Objectives of thesis

The objective of this thesis is evaluation of marketing communication accompanying the introduction and first year of life of the new version of the e-shop Golfger.cz which has a very narrow focus on the specific target group – golf players.

Methodology

The thesis consists of two parts. First part deals with elementary theoretical overview. It deals with theory of marketing communication and its evaluation. The review is based on information gained from study and comparison of relevant resources. The fundamental, empiric part is focused on marketing communication of a particular enterprise. Data for the empiric part are gained using chosen data collection technique. Based on the research, the relevant conclusions of the thesis are drawn.

The proposed extent of the thesis

60 – 80 pages

Keywords

Marketing communication, communication mix, promotion, marketing mix, marketing, evaluation, public relations, sales promotion, advertising

Recommended information sources

ARMSTRONG, G. – KOTLER, P. *Principles of marketing*. Harlow: Pearson, 2012. ISBN 978-0-273-75243-1.
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Declaration

I declare that I have worked on my diploma thesis titled “Evaluation of Marketing Communication” by myself and I have used only the sources mentioned at the end of the thesis.

In Prague on November 7, 2016

.....

Michal Prokop

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In this place, I would like to thank to Ing. Tereza Balcarová, Ph.D. and Richard Selby, Ph.D. - supervisors of my diploma thesis for their willingness, time, patience and useful advice during the diploma thesis writing.

Hodnocení marketingové komunikace
Evaluation of Marketing Communication

Souhrn

Tato diplomová práce se zabývá vytvořením, realizací a zejména následným vyhodnocením marketingové komunikace, která provází spuštění a první rok provozu nové verze e-shopu GolfGear.cz. Tento e-shop je provozován společností GCZ s.r.o. a je zaměřen na prodej vybavení pro golfisty.

Hlavním cílem práce je určení vhodných nástrojů marketingové komunikace pro úspěšnou propagaci tohoto typu e-shopu. Za úspěch bude v tomto ohledu považováno naplnění cílů e-shopu, a sice: zvýšení návštěvnosti webu, růst obrátu a zvýšení konverzního poměru.

Praktická část se nejprve zabývá samotným výběrem potenciálně vhodných nástrojů marketingové komunikace a jejich následnou implementací. K výběru významně přispělo provedené marketingové šetření mezi hráči golfu. Následně jsou všechny vybrané a použité nástroje, a jejich vliv na cíle e-shopu, vyhodnoceny. K vyhodnocení je použito porovnání ekonomických výsledků e-shopu a také dat z on-line aplikace Google Analytics. Součástí závěrečného hodnocení výsledků jsou doporučení pro budoucí vývoj marketingové komunikace spojené s provozem GolfGear.cz.

Klíčová slova:

Marketingová komunikace, Komunikační mix, Propagace, Marketingový mix, Marketing, Vyhodnocení, Public relations, Podpora prodeje, Reklama

Summary

This diploma thesis deals with the processing, implementation and mainly subsequent evaluation of marketing communication that accompanies the launch and first year of running of the new version e-shop with name GolfGear.cz. The e-shop is operated by GCZ Ltd. and is focused on the sale of equipment for golf players.

The main objective of the diploma thesis is to determine the appropriate tools of marketing communication, which lead for the successful promotion of this kind of e-shop. In connection with this statement, achieving the overall objectives of the e-shop (namely: increasing website traffic, increasing sales and growing conversion rate) will be considered as the successful result of chosen marketing communication.

The first sections of the practical part are concerned with the selection of potentially appropriate tools of marketing communication and their subsequent implementation. Marketing survey conducted among golf players significantly contributed in this part of thesis. The evaluation of the chosen tools and their influence on overall targets of the e-shop follows in next sections. Comparison of the economic results and the data outputs from Google Analytics are used for this evaluation. Recommendations for the future development of marketing communication associated with the operation GolfGear.cz are also part of the final evaluation of the results.

Keywords:

Marketing communication, Communication mix, Promotion, Marketing mix, Marketing, Evaluation, Public relations, Sales promotion, Advertising

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1. Introduction

The beginning of the 21st century is represented by huge boom of internet influence, which penetrates almost into all spheres of human activities. Due to internet, some activities are going through complete revolution and changes of the existing approaches. The retail business is considered as one of the most affected sector. People are more and more searching for goods on the Internet. The share of goods purchased on the Internet is also increasing every year. Of course, all this are at the expense of ordinary retail sales in stores. This trend cannot be stopped and the time of only electronic form of business is getting close. It means that if company wants to be successful and keep touch with customers in the retail business, there is no other way than to operate an e-shop.

But only launch business on internet may not be enough for the way for success. Appropriate marketing communication is very important in connection with running of an e-shop. But even in this regard, new things require new approaches. Marketing and promotions are going through same internet revolution as a retail business. There are more and more new tools of marketing communication. They are looking for a place alongside traditional ones, or even displace them. Approach to the traditional ones could be also changed with the use of internet business, etc. There are a lot of combinations, there are many potential ways for success, but of course it is possible to make a lot of mistakes and the company's budget and time are often being limited. Finding the optimal mix of marketing communication tools is therefore a difficult task.

This thesis is focused just on issues related to marketing communications connected with the launch and running of e-shop, in this example, of the e-shop GolfGear.cz operated by small company GCZ Ltd. It is looking for a way to the optimal mix of the tools, during the first year of the new version GolfGear.cz, despite the limited budget and time. Contributions of the individual tools are subsequently evaluated, as well as the overall success of the chosen marketing communication.

The overall methodology of the selection of appropriate tools and evaluation of the used ones, along with recommendations for changes and adjustments in the conclusion, may be interesting inspiration, how to do it, for other small companies, which deal with the similar issues.

2. Thesis Objective and Methodology

2.1. Objectives

The diploma thesis is focused on marketing communications of GCZ Ltd. Company, which is connected with the introduction of the new version of the e-shop GolfGear.cz. The primary goal of this thesis is devising of marketing communication strategy, its own processing and final evaluation of it. Chosen marketing communication strategy should be implemented during the introduction and first year of life of the new version GolfGear.cz

Various marketing campaigns and ways of promotion of this e-shop will be applied during this time period. Partial goals of this work are evaluation of individual steps. The result should be to determine the effectiveness of steps and the future selection of those, which are useful in promoting of this type of e-shop. Recommendations for some improvements and changes of these ways of promotion are also included.

2.2. Main Research Question and Hypothesis

The main research question of the diploma thesis is:

Which tools of marketing communication are most suitable for the successful promotion of the small company's e-shop, bringing an increasing number of visitors and increasing sales?

Based on research question, basic knowledge of e-commerce and preliminary research, the main hypothesis of the thesis is:

It is assumed that electronic and internet tools of marketing communication are more successful for e-shop than all others.

2.3. Methodology

The following procedures and methods will be used during the processing of diploma thesis:

1. Study of literature and Internet resources - theoretical background
2. Gathering information and data from:
 - a. Internal system of company - revenues, turnovers, etc.
 - b. Evaluation of existing and previous marketing activities of GolfGear.cz website
 - c. Google Analytics
3. Marketing research among users and golf players
 - a. Evaluation of research results
 - b. Application of the results for improving of the website
 - c. Processing of results for choosing of relevant propagation tools
4. Preparation of marketing communications and strategy
 - a. SWOT - GolfGear.cz
 - b. Choosing of appropriate tools of marketing communication – by criteria evaluation of the individual tools
5. Starting with marketing activities
 - a. Start of individual tools
 - b. Continuous monitoring of tools
 - c. Continuous implementation of possible and relevant changes
6. Evaluation of the results – comparison of the values after marketing communication with the values before marketing communication
 - a. Google Analytics
 - b. Economics evaluation
7. Conclusions and recommendations for the future

3. Literature Review

3.1. Marketing and Marketing Communication

A number of authors are engaged in marketing and they use various definitions for this sphere of human activities, but with very similar meaning. For example it can be mentioned:

Marketing is concerned with creating and sustaining mutually satisfying exchanges of value between producer/servers and their customers. It has both a managerial orientation and an organizational/social function. [6]

Or: The process by which companies create value for customers and build strong customer relationships in order to capture value from customers in return. [1]

3.1.1. Marketing Strategy

Every company creates value for their customer by different approaches, which are determined by company objectives, plans, culture or whole strategy. The way how company create those values is called the **marketing strategy**.

Marketing strategy is the marketing logic by which the company hopes to create customer value and achieve profitable customer relationships. [1]

After determining its overall marketing strategy, the company is ready to begin planning the details of the marketing mix, one of the major concepts in modern marketing.

3.1.2. Marketing Mix

Marketing Mix is the set of decisions about price, channels of distribution, product, communications, and customer relationship management that implements marketing strategy. [3]

It is also well known as the 4P model [1]:

- **Product** means the goods-and-services combination the company offers to the target market.
- **Price** is the amount of money customers must pay to obtain the product.
- **Place** includes company activities that make the product available to target consumers.
- **Promotion** means activities that communicate the merits of the product and persuade target customers to buy it.

Table no. 1 – Elements of 4 Ps

Product	Price	Place	Promotion
Variety Value Usefulness Quality Services Design Features Brand name Packaging	Price list Discounts Payment period Allowances Credit terms	Channels Coverage Locations Inventory Logistics Transportation Retail Wholesale	Marketing communications Advertising Personal selling Sales promotions Public relations On-line marketing

Source: Author's own compilation based on data from sources [1] and [10]

Actually, in the modern marketing, in the beginning of the 21st century, there are needs for update 4P by adding new Ps, for example:

- **People** – employees are critical for marketing success and marketers must view consumers as a people with their needs and wants [5]
- **Processes** reflect all the creativity, discipline, and structure brought to marketing management. [5]
- **Programs** reflects all the firm`s consumer-directed activities. It encompasses the old for Ps as well as range of other marketing activities that might not fit as neatly into the old view of marketing. [5]
- **Performance** is defined, as in holistic marketing, to capture the range of possible outcome measures that have financial and nonfinancial implications and implications beyond the company itself. [5]
- **Physical evidence** – almost all services include some physical elements even if the bulk of what the consumer is paying for is intangible. [10]

3.1.3. Communication Mix

Concept of the 4P is determined from the seller's view of the market, not the buyer's view. From the buyer's viewpoint, in this age of customer value and relationships, the four Ps might be better described as the four Cs. [1]

The 4C concept is considered as the communication mix [6]:

- Product can be interpreted as **customer solution** to a problem or way of satisfying a need.

- Price is the **customer cost** of acquiring the customers solution or satisfaction
- Place is **convenience**
- Promotion is connection or in better way: **communication**

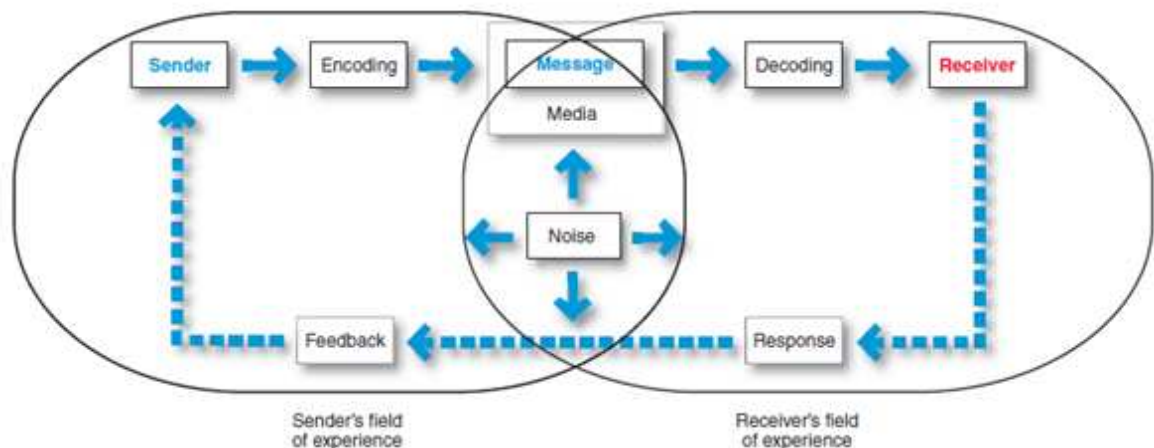
This diploma thesis is focused on the last one of original 4P - Promotion, what also can be called marketing communication, according the concept of 4C.

Promotion or **marketing communications** are the fourth and most visible instruments of the marketing mix. They involve all instruments by means of which the company communicates with its target groups and stakeholders to promote its products or the company as a whole. [2]

3.1.4. Communication Model

First, before the development effective marketing communications, it is necessary to understand the **general communication process**. To communicate effectively, marketers need to understand how communication works. Communication involves the nine elements shown in picture no.1. [1]

Picture no.1 – Elements of communication



Source: [1]

Two of these elements are the major parties in a communication - the sender and the receiver. Another two are the major communication tools - the message and the media.

Four more are major communication functions - encoding, decoding, response, and feedback. The last element is noise in the system. [1]

- **Sender** - the party sending the message to another party
- **Encoding** - the process of putting thought into symbolic form - for example ad agency assembles words, sounds, and illustrations into a TV advertisement that will convey the intended message
- **Message** - the set of symbols that the sender transmits
- **Media** - the communication channels through which the message moves from the sender to the receiver
- **Decoding** - the process by which the receiver assigns meaning to the symbols encoded by the sender - a consumer watches the commercial and interprets the words and images it contains.
- **Receiver** - the party receiving the message sent by another party (customer)
- **Response** - the reactions of the receiver after being exposed to the message
- **Feedback** - the part of the receiver's response communicated back to the sender
- **Noise** - the unplanned static or distortion during the communication process, which results in the receiver getting a different message than the one the sender sent

This model points out several key factors in good communication. Senders need to know what audiences they wish to reach and what responses they want. They must be good at encoding messages that take into account how the target audience decodes them. They must send messages through media that reach target audiences, and they must develop feedback channels so that they can assess an audience's response to the message. [1]

3.1.5. Marketing Communication

Marketing communications are the means by which firms attempt to inform, persuade, and remind consumers (directly or indirectly) about the products and brands they sell. In a sense, marketing communications represent the voice of the company and its brands; they are a means by which the firm can establish a dialogue and build relationships with consumers. By strengthening customer loyalty, marketing communications can contribute to customer equity. [5]

Marketing communications also work for consumers when they show how and why a product is used, by whom, where, and when. Consumers can learn who makes the product and what the company and brand stand for, and they can get an incentive for trial or use. Marketing communications allow companies to link their brands to other people, places, events, brands, experiences, feelings, and things. They can contribute to brand equity - by establishing the brand in memory and creating a brand image - as well as drive sales and even affect shareholder value. [5]

3.1.6. Integrated Marketing Communications

Consumers today are bombarded by commercial messages from a broad range of sources. All too often, companies fail to integrate their various communications channels. Mass-media advertisements say one thing, while an in-store promotion sends a different signal, and company sales literature creates still another message. And the company's Web site, e-mails, Facebook page, or videos posted on YouTube say something altogether different. The problem is that these communications often come from different parts of the company. However, whereas these companies have separated their communications tools, customers don't. Mixed communications from these sources result in blurred brand perceptions by consumers. [1]

Today, more companies are adopting the concept of **integrated marketing communications** (IMC). Under this concept the company carefully integrates its many communications channels to deliver a clear, consistent, and compelling message about the organization and its brands. [1]

Traditional communications strategies are based on mass media delivering generalised transaction-oriented messages. IMC are much more personalised, customer-oriented, relationship-based and interactive. They are aimed not only at changing awareness and attitudes, but also at directly influencing behaviour. [2]

IMC calls for recognizing all touchpoints where the customer may encounter the company and its brands. IMC ties together all of the company's messages and images. Its television and print ads have the same message, look, and feel as its e-mail and personal selling communications. And its PR materials project the same image as its Web site or social network presence. Often, different media play unique roles in attracting, informing,

and persuading consumers; these roles must be carefully coordinated under the overall marketing communications plan. [1]

IMC can produce stronger message consistency and help build brand equity and create greater sales impact. IMC should improve the company's ability to reach the right customers with the right messages at the right time and in the right place. [5]

3.1.7. Strategic Communications Research and Strategic Advertising Research

Marketing communications have to be embedded in the overall marketing strategy of the company. It has to be consistent with the overall marketing objectives, it has to be aimed at the desired market segments and it should reflect the positioning strategy defined. Strategic communications research, and more particularly strategic advertising research, will therefore partially overlap with strategic marketing research. This research enables the communications manager to establish a solid base on which the communications strategy can be built. [2]

Given the integrated nature of marketing communications, strategic research cannot be confined to advertising, but should cover the whole range of communications tools. Elements that have to be studied and prepared in this stage are [2]:

- **Product** - what are its unique strengths and weaknesses, what is the unique selling proposition to be advanced, what is the advertising platform, i.e. the arguments with which to convince the target group, etc.?
- **Market** - what are the market size evolution, market shares, market segments, competitors' strategies, consumer characteristics and behavior, etc.?
- **Environment** - what are the legal restrictions, cultural and political trends, the economic situation, etc.?

The research can be done by [2]:

- **Communications audit** - all forms of internal and external communications are studied to assess their consistency with overall strategy, as well as their internal consistency. The audit can be carried out on the basis of an internal analysis, but should ideally be based on research with the various audiences and target groups of the company to determine the impact of all overt and non-overt communications.

- **Competitor communications strategy research** - Competitive ads, promotions, PR material, etc., can be collected and analysed to judge competitive (communications) strategies in order to define target groups and positioning strategies more clearly for the company's own products. In addition, competitive media strategies and media mixes can be studied, not to copy them, but to get an idea of the competitors' communications budgets and shares of voice, target groups, positioning and communications strategies.
- **Communications content research** is used to help communications creatives generate ideas about the content of new communications stimuli. When a new campaign is to be launched, brainstorming sessions can be organised, involving creatives, advertisers and consumers.
- **Management judgement test** the ad execution proposals are presented to a jury of advertising managers, to check whether all the crucial elements of the strategic brief are correctly represented in the execution elements proposed.

3.2. Developing and Design of Marketing Communication

The procedure of the design and development of marketing communication can be divided into following steps [1] [5]:

- Identify the target group – target audience
- Objectives of marketing communication
- Design a message
- Establishment of the budget
- Choosing of marketing communication tool
- Collect feedback and evaluation

3.2.1. Segmentation and Identify the Target Group

Market segmentation is dividing a market into smaller segments with distinct needs, characteristics, or behaviour that might require separate marketing strategies or mixes. [1]

Market targeting is the process of evaluating each market segment's attractiveness and selecting one or more segments to enter. [1]

The process of developing of marketing communication must start with a clear **target audience** in mind: potential buyers of the company's products, current users, deciders, or influencers, and individuals, groups, particular publics, or the general public. The target audience is a critical influence on the communicator's decisions about what to say, how, when, where, and to whom. [5]

3.2.2. Objectives of Marketing Communication

Communication goals must be set if the activities and resource usage of the marketing department are to be best deployed in contributing to corporate business goals. [6]

Four possible objectives of marketing strategy can be defined [5]:

- **Category Need** - establishing a product or service category as necessary to remove or satisfy a perceived discrepancy between a current motivational state and a desired motivational state.
- **Brand Awareness** - fostering the consumer's ability to recognize or recall the brand within the category, in sufficient detail to make a purchase.

- **Brand Attitude** - helping consumers evaluate the brand's perceived ability to meet a currently relevant need.
- **Brand Purchase Intention** - moving consumers to decide to purchase the brand or take purchase-related action.

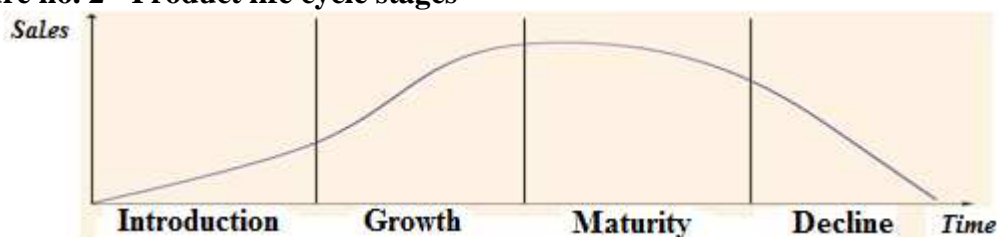
A good set of communications goals should have a number of characteristics [2]:

- It should fit in with the overall company and marketing goals.
- It should be relevant to the identified problems and specific to cope with threats or to build on opportunities in the market.
- It should be targeted at different target audiences, which implies that different target groups (such as countries, socio-demographic groups, heavy and light users) could need different communications objectives.
- It should be quantified in order to be measurable, which allows a precise evaluation of the campaign results to be made.
- It should be comprehensive and motivating to all involved persons but at the same time be realistic and achievable.
- It should be timed to enable specific scheduling of the campaign as well as planning the evaluation of results.
- It should be translated into sub-goals when necessary.

Stages in the Product Life Cycle and Marketing Communications Objectives

The choice of the most appropriate communications goals depends on a number of factors that originate in the marketing strategy and the situation analysis. One of the more important factors in choosing objectives is the phase of the life cycle of a brand or product. The live stages of products can be divided into four periods, which are on picture no. 2. [2]

Picture no. 2 - Product life cycle stages



Source: [2]

Introduction: A company that is marketing a completely new product will have to develop the market. Consumers will have to learn what the new product is about. The major communications objectives in this market situation will be creating category need, brand awareness and brand knowledge. The communications strategy has to stress the basic selling points, i.e. the central functional advantages of the products. [2]

Most introductions are new brand launches rather than real product innovations. Evidently, in this case it is not necessary to communicate the central functional product features as consumers are aware of them from their experience with other brands. The goals are to create brand awareness and support psycho-social brand image connotations. [2]

Growth: Consumers are aware of the brand, the product and the most important characteristics and features. Other brands have entered the market with a comparable offer. Communications strategies in this stage of the product life cycle will be aimed at defending the brand's position against possible competitive attacks. Marketers will have to create brand preference by emphasising the right product features and benefits to differentiate the brand from competitors and position it as unique. [2]

Maturity: A brand in the mature stage of its life cycle has to cope with strong competition in a market that is scarcely growing. This implies that an increase in the return of one manufacturer will be reflected in a decrease in a competitor's revenues. Communications strategies will focus on increasing the brand loyalty of consumers. Customers should be induced to be less open to the advantages of competing brands. [2]

Decline: When manufacturers are confronted with declining products or brands and decide to milk or harvest the brand, they will probably turn to sales promotions such as prizes and lotteries. If they decide to renew the life of the declining product or brand (and believe in life-cycle stretching), they can use the following strategies: [2]

- communicate an important product adaptation or change
- draw attention to new applications or moments of use
- increase the frequency of use
- attract new target groups

3.2.3. Design a Message

The objectives and target audience are parameters which determine the design message of the communication.

Ideally, the message should get attention, hold interest, arouse desire, and obtain action (a framework known as the **AIDA** model). In practice, few messages take the consumer all the way from awareness to purchase, but the AIDA framework suggests the desirable qualities of a good message. When putting the message together, the marketing communicator must decide what to say (message content) and how to say it (message structure and format). [1]

Message Content

The marketer has to figure out an appeal or theme that will produce the desired response. There are three types of appeals [1]:

Rational appeals relate to the audience's self-interest. They show that the product will produce the desired benefits.

Emotional appeals attempt to stir up either negative or positive emotions that can motivate purchase. Communicators may use emotional appeals ranging from love, joy, and humour to fear and guilt.

Moral appeals are directed to an audience's sense of what is "right" and "proper." They are often used to urge people to support social causes, such as a cleaner environment or aid to the disadvantaged.

Message Structure

Marketers must decide how to handle three message structure issues. The first is whether to draw a conclusion or leave it to the audience. The second message structure issue is whether to present the strongest arguments first or last. The third message structure issue is whether to present a one-sided argument (mentioning only the product's strengths) or a two-sided argument (touting the product's strengths while also admitting its shortcomings). [1]

Message Format

The marketing communication also needs a strong format for the message. It is necessary to choose texts, colours, pictures, sounds, video shots, which are relevant for message, audience and objectives of the marketing communication. [1]

3.2.4. Establishment of the Budget

Once marketing objectives have been set, a corresponding set of communication objectives can be decided. Only then can an overall budget be decided and an appropriate allocation among advertising, personal selling, publicity, sales promotion, exhibitions, and so on. [6]

One of the most difficult marketing decisions is determining how much to spend on marketing communications. How do companies decide on the communication budget? We will describe four common methods. [5]

- 1. The affordable method** - company set the communication budget at what they think the company can afford. The affordable method completely ignores the role of promotion as an investment and the immediate impact of promotion on sales volume. It leads to an uncertain annual budget, which makes long-range planning difficult. [5]
- 2. The percentage-of-sales method** – communication expenditures are set at a specified percentage of current or anticipated sales or of the sales price. [1]

Supporters of the percentage-of-sales method see a number of advantages. First, communication expenditures will vary with what the company can afford. Second, it encourages management to think of the relationship among communication cost, selling price, and profit per unit. Third, it encourages stability when competing firms spend approximately the same percentage of their sales on communications. [5]

In spite of these advantages, the percentage-of-sales method has little to justify it. It views sales as the determiner of communications rather than as the result. It leads to a budget set by the availability of funds rather than by market opportunities. It discourages experimentation with countercyclical communication or aggressive spending. [5]

- 3. The competitive-parity method** - Some companies set their communication budget to achieve share-of-voice parity with competitors. There are two supporting arguments: that competitors' expenditures represent the collective wisdom of the industry, and that maintaining competitive parity prevents communication wars. Neither argument is valid. There are no grounds for believing competitors know better. Company reputations, resources, opportunities, and objectives differs so much that communication budgets are hardly a guide. And there is no evidence that budgets based on competitive parity discourage communication wars. [5]
- 4. The objective-and-task method** calls upon marketers to develop communication budgets by defining specific objectives, determining the tasks that must be performed to achieve these objectives, and estimating the costs of performing them. The sum of these costs is the proposed communication budget. [5]

The objective-and-task method has the advantage of requiring management to spell out its assumptions about the relationship among dollars spent, exposure levels, trial rates, and regular usage. [5]

3.2.5. Choosing of Marketing Communication Tool

The communicator must select the channels of communication. A number of essential parameters are necessary to take it into consideration during the process of choosing appropriate tools of marketing communication [6]:

- **Reach** - number of people who pay attention, geographic coverage, and penetration of the total population
- **Audience type** - profile of those who can and do pay attention – values, lifestyle, etc.
- **Audience size** - how many people to be contacted?
- **Budget** - production costs and media purchase
- **Communication objective** - what can be accomplished and what response is required?
- **Time** - timescale for intended response, relation to other media use, etc.
- **Media-buying constraints** - air time is sold through competitive bidding and requires booking many weeks in advance

- **Restrictions** - regulations exclude certain products from certain media
- **Competitor activity** - where, when, and why are competing providers advertising?

Tools should be selected for their effectiveness (suitability) and efficiency (performance). The effectiveness of a tool is its capacity to generate a desired outcome or condition in a particular situation or context, i.e. to accomplish a desirable communication objective. The efficiency of a tool is the amount of resource (time, money, effort, etc.) expended in striving for the accomplishment of the desired communication objective. [6]

Before deciding which media will and will not be included in the media mix, the different media should be evaluated on several criteria. These criteria can be categorised as [2]:

Quantitative criteria - Reach, Frequency, Selectivity, Geographic flexibility, Speed of reach (delayed or not), Message life, Seasonal influence

Qualitative criteria - Image-building capability, Emotional impact, Medium involvement, Active or passive medium, Attention devoted to the medium, Quality of reproduction, Adding value to the message (by means of the context), Amount of information that can be conveyed, Demonstration capability, Extent of memorisation of the message (β -coefficient), Clutter

Technical criteria - Production cost, Media buying characteristics (lead time, cancellation, etc.), Media availability

3.2.6. Tools of the Marketing Communication

Personal Selling

Personal selling is the most effective tool at later stages of the buying process, particularly in building up buyer preference, conviction, and action. Personal selling has three notable qualities [5]:

- **Personal interaction** - Personal selling creates an immediate and interactive episode between two or more persons. Each is able to observe the other's reactions.
- **Cultivation** - Personal selling also permits all kinds of relationships to spring up, ranging from a matter-of-fact selling relationship to a deep personal friendship.
- **Response** - the buyer is often given personal choices and encouraged to directly respond.

Sales Promotions

Sales promotions are all communication activities that provide extra incentives to customers or the sales force to achieve a short term customers [3]

It is designed to stimulate quicker or greater purchase of particular products or services by consumers or the trade. Whereas advertising offers the reason to buy, sales promotions offers an incentive to buy. Sales promotion includes tools for [4]:

- **Consumer promotion** – samples, coupons, cash refund offers, prices off, prizes, premiums, free trials and demonstrations
- **Trade promotions** – prices off, advertising and display allowances and free goods
- **Sales force promotion** – trade shows and conventions, contests for sales reps and specialty advertising

Direct Marketing

Any communication form that sends messages directly to a target market with the anticipation of an immediate or very short-term response; also any method of distribution that gives the customer access to the firm's products and services without any other intermediaries. [3]

Direct marketing covers [3]:

- **Direct mailing** – by post or in electronic form
- **SMS marketing**
- **Telemarketing**
- **Teleshopping**

Public Relations

Public relations (PR) involves a variety of programs designed to promote or protect a company`s image or its individual products. [4]

Unlike advertising PR and publicity are communications for which the sponsoring organization does not pay. PR normally takes the form of an article in a magazine or newspaper or in any other form on non-personal news distribution. [3]

PR covers [4]:

- **Publications** – annual reports, brochures, articles, newsletters or magazines
- **Events** – conferences, seminars, trade shows, exhibits contests and competitions
- **Sponsorship** – sponsoring of sport or culture
- **News** – favourable news about the company, products or get the media accept press releases and attend press conferences
- **Speeches** – sales meetings, talks at the trade associations
- **Public-Service activities** – built goodwill
- **Identity media** – visual identity that the public immediately recognizes: logos, stationery, business cards, buildings, uniforms, dress codes

Advertising

Marketing communication is often identified as advertising, despite that there are exists more components of marketing communication, which have been mentioned above. Maybe therefore, that people meet mainly with advertisement as a part of whole communication.

Advertising has traditionally been defined as any paid form of non-personal communication about an organization, product, service or idea by an identified sponsor. However, advertising is no longer non-personal because it can depend greatly on interactions between an individual customer and the organization. [3]

Traditional Advertising Tools:

Television can reach many people quickly and efficiently. It is also best medium for image advertising and movie-like action. On the other hand the production and media costs are enormous and out of range of many companies. In addition, it is difficult to narrowly target an audience with TV because of wide range of people who watch it. [3]

Product placement - products of company are placed into movies and TV series as props.

Radio is excellent medium because of its low cost, attentive audience and creative flexibility. It is excellent for targeting specific audiences, because each radio station has its own marketing strategy aimed at a particular market. Limitation is that product demonstrations are not possible. [3]

Magazines and newspapers – print version: Print is much better for complicated messages. It is also good for targeting because the huge number of specialised magazines and newsletters. Magazines are better than newsletters for colour reproduction and longest life. [3] The limitations are poor reproduction quality, small pass-along audience. [5]

Billboards are a good medium for reminder and image advertising, but the images can be fleeting as you drive by (except traffic jams). They are obviously poor for extended messages. [3]

Advantages are flexibility, high repeat exposure, low costs and low competition. Limitations cover limited audience selectivity and creative limitations for complicated messages. [5]

Public Spaces - Advertisers have been increasingly placing ads in unconventional places. Billboard-type poster ads are showing up everywhere. Advertisers can buy space in stadiums and arenas and on buses, subways, commuter trains, garbage cans, bicycle racks, parking meters, airport luggage carousels, elevators, gasoline pumps, the bottom of golf

cups and swimming pools, airline snack packages, and supermarket produce in the form of tiny labels on apples and bananas. Advantages and disadvantages are similar with billboards. [5]

On-line Advertising Tools:

Online advertising is advertising that appears while consumers are browsing the Web, including display ads, search-related ads, online classifieds, and other forms. [1]

SEO - Search Engine Optimization means the optimization of web structure and web content for utilization in the web search engines. Every web search engine has own internal evaluating and indexation system of web pages. The web pages are ranked in the web search engines and if user searching according the key words, search engine offers results according this ranking. [7]

For this purpose, creators of websites use specific metatags, page titles, reciprocal linking, hidden keywords and multiple domain names as these are the factors that influence search engine robots' behaviour. Today the dynamics (frequency of changing content, links towards the site, likes/shares of site content via social media such as Facebook and Twitter, etc.) on the site are also taken in consideration to rank the site in the result list [2].

Banner is a graphic advertising display on a Web page linked to the advertiser's Web page. When users "click" the banner they are transferred to the advertiser's site. The advantage is the ability to customize them for individual surfers or a market segment of surfers. The major disadvantage is the high cost of allocation to websites. [7]

Display ads or banner ads are small, rectangular boxes containing text and perhaps a picture that companies pay to place on relevant Web sites. The larger the audience is, the higher the cost is. Some banners are accepted on a barter basis. In the early days of the Internet, viewers clicked on 2 percent to 3 percent of the banner ads they saw, but that percentage quickly plummeted to as little as 0.25 percent and advertisers began to explore other forms of communication. [5]

Given that Internet users spend only 5 percent of their time online actually searching for information, display ads still hold great promise compared to popular search

ads. But ads need to be more attention-getting and influential, better targeted, and more closely tracked. [5]

Interstitials are ads that appear temporarily when loading a new web page. Sometimes they cover part of the browser; sometimes they take over the entire screen [2].

Superstitials are additional pop-up browser windows that are opened when a new web page is opened; they are very intrusive and irritating. Interstitials can be static (an image file) or dynamic [2].

Pop-ups are banners that appear in a separate window on top of or beneath the visited website [2].

The floating ads move over the browser in an animated way and are usually very effective in getting the attention of the website visitor. [2]

Search ads. A hot growth area in interactive marketing is paid search or pay-per-click ads, which now account for roughly half of all online ad spending. Thirty-five percent of all searches are reportedly for products or services. [5]

In paid search, marketers bid in a continuous auction on search terms that serve as a proxy for the consumer's product or consumption interests. When a consumer searches for any of the words with Google, Yahoo!, or Bing, the marketer's ad may appear above or next to the results, depending on the amount the company bids and an algorithm the search engines use to determine an ad's relevance to a particular search. [5]

Advertisers pay only if people click on the links, but marketers believe consumers who have already expressed interest by engaging in search are prime prospects. The cost per click depends on how high the link is ranked and the popularity of the keyword. The ever-increasing popularity of paid search has increased competition among keyword bidders, significantly raising search prices and putting a premium on choosing the best possible keywords, bidding on them strategically, and monitoring the results for effectiveness and efficiency. [5]

E-mail advertising means that company can send information to people or companies listed in mailing lists via e-mail. The advantages of the e-mail advertising approach are its low cost and the ability to reach a wide variety of target audiences. Most companies have a database of customers to whom they can send e-mail. However, using e-mail to send ads without the receivers` permission is considered spamming. [7]

On-line Marketing

There are several tools of marketing communication on the internet, which includes more tools, which are defined above. For example web pages can include advertising, PR, sales promotions etc. That is the reason why they are placed (in this diploma thesis) in separate category – on-line marketing.

Online marketing aims to market products and services and build customer relationships over the internet. [1]

Web Site

For most companies, the first step in conducting online marketing is to create a Web site. Web sites vary greatly in purpose and content:

- **Corporate (or brand) Web site** is designed to build customer goodwill, collect customer feedback, and supplement other sales channels rather than sell the company’s products directly. [1]
- **Marketing Web site** - a web site that engages consumers in interactions that will move them closer to a direct purchase or other marketing outcome. [1]
- **E-shop** is an online business that sells a variety of goods and services. E-shops are business-to-consumer oriented. They are just like a retail store but instead of having a physical location, its location is on the internet. E-shops are also referred to as an “e-store” or an “e-tailer.” The benefits of an e-shop are that customers can shop anytime they want without having to go anywhere. There are two types of e-shops, pure plays and click and mortar or bricks and clicks. E-shops must make the shopping experience for the customer as easy and attractive as it would be to shop at a regular retail store. [8]

Social Sites

Online Social Sites are online social communities - blogs, social networking Web sites, or even virtual worlds, where people socialize or exchange information and opinions. Countless independent and commercial Web sites have arisen that give consumers online places to congregate, socialize, and exchange views and information. More and more marketers are now riding the huge social networking wave. [1]

But participating successfully in existing online social networks presents challenges. First, most companies are still experimenting with how to use them effectively, and results are hard to measure. Second, such online networks are largely user controlled. The company's goal is to make the brand a part of consumers' conversations and their lives [1].

The most used social sites in the world are (ordered by number of users by estimated unique monthly visitors in year 2016) [11]:

1. Facebook (1,100,000,000 users)
2. YouTube (1,000,000,000 users)
3. Twitter (310,000,000 users)
4. LinkedIn (255,000,000 users)
5. Pinterest (250,000,000 users)

The other well-known are: Google Plus+, Instagram, Flickr or Snapchat

Viral Marketing

The Internet version of word-of-mouth marketing: Web sites, videos, e-mail messages, or other marketing events that are so infectious that customers will want to pass them along to friends. [1]

Other Forms of Marketing

Mobile marketing or wireless advertising consists of all the activities undertaken to communicate with customers through the use of mobile devices to promote products and services by providing information or offers. [2]

Interactive (digital) television, or i(D)TV, is television content that gives viewers the ability to interact with programmes and to use a number of interactive services such as t-government, t-banking, t-commerce, t-learning information, games, video-on-demand and communication (t-mail), all supported by a set-top box. [2] This relatively new medium offers new possibilities for marketers as they are now able to move buyers through the complete buying process. [2]

3.2.7. Collecting Feedback and Evaluation

After sending the message, the communicator must research its effect on the target audience. This involves asking the target audience members whether they remember the message, how many times they saw it, what points they recall, how they felt about the message, and their past and present attitudes toward the product and company. The communicator would also like to measure behaviour resulting from the message - how many people bought the product, talked to others about it, or visited the store. [1]

Collecting feedback and evaluation, as one of the main point of the diploma thesis, are described in following part.

3.3. Evaluation of Marketing Communication

The evaluation aspect of the marketing management process involves making carefully judged objectives and media selections and measuring performance results against predetermined goals. Evaluation enables managers to determine the effectiveness of their implementation and to plan corrective action where necessary. [6]

The evaluation process has 3 steps [6]:

1. Find out what has happened
2. Find out why it happened
3. Decide what to do about it

Tools for identifying misdirected marketing efforts are [6]:

- Sales volume analysis
- Market-share analysis
- Market cost analysis

Senior managers want to know the outcomes and revenues resulting from their communications investments. Too often, however, their communications directors supply only inputs and expenses: press clipping counts, numbers of ads placed media costs. In fairness, communications directors try to translate inputs into intermediate outputs such as reach and frequency (the percentage of target market exposed to a communication and the number of exposures), recall and recognition scores, persuasion changes, and cost-per-thousand calculations. Ultimately, behavior-change measures capture the real payoff. [5]

After implementing the communications plan, the communications director must measure its impact. Members of the target audience are asked whether they recognize or recall the message, how many times they saw it, what points they recall, how they felt about the message, and what are their previous and current attitudes toward the product and the company. The communicator should also collect behavioural measures of audience response, such as how many people bought the product, liked it, and talked to others about it. [5]

General marketing performance measures to be monitored for control purposes are [6]:

- unit sales
- sales value
- sales in specific market segments
- marketing costs
- production costs
- market share
- customer ratings of product quality
- customer ratings of service provided

3.3.1. Advertising Effectiveness

Most discussion of evaluation is centred on advertising because it is the most tangible of marketing communication activities in our general experience. Examination of advertising evaluation will provide us with a basis for considering the wider need for judging the most appropriate mode of communication and the effectiveness and efficiency of subsequent activities. Review and evaluation also provides an opportunity for learning, problem-solving, development, and refinement. [6]

Managers primarily evaluate communication activities and programme to check that communication objectives have been met and that communication strategies deployed have had the desired effect(s). Secondly, evaluation ensures a check on the efficiency with which resources have been used. [6]

Advertisers should regularly evaluate two types of advertising results: the communication effects and the sales and profit effects [1].

Measuring the communication effects of an ad or ad campaign tells whether the ads and media are communicating the ad message well. Individual ads can be tested before or after they are run. Before an ad is placed, the advertiser can show it to consumers, ask how they like it, and measure message recall or attitude changes resulting from it. After an ad is run, the advertiser can measure how the ad affected consumer recall or product

awareness, knowledge, and preference. Advertisers have gotten pretty good at measuring the communication effects of their ads and ad campaigns. [1]

Sales and profit effects of advertising are often much harder to measure, because they are affected by many factors other than advertising - such as product features, price, and availability. One way to measure the sales and profit effects of advertising is to compare past sales and profits with past advertising expenditures. Another way is through experiments – for example comparison of results from two different areas with same ads strategy. [1]

Pre-testing and Post-testing of Advertising

A variety of methods and techniques are developed for testing of advertising efficiency. They can be divided into two categories according the time of use.

Pre-test - Advertising stimuli are tested before the ad appears in the media. The general purpose is to test an ad or different ads to assess whether or not they can achieve the purpose for which they are designed. A campaign can be tested internally by the advertising agency and/or the advertiser by means of a checklist or readability analysis. [2]

Examples of pre-testing methods are [2]:

- Pre-test checklists
- Readability analysis
- Physiological test
- Recall tests
- Direct opinion measurement tests
- Split-scan test
- Theatre test
- Trailer test

Post-test is a test of the effectiveness of a single ad after placement in the media. Post-tests are only meaningful if there is a before measurement or a control measurement as a benchmark. Three types of post-tests can be distinguished [2]:

- **Measurement of exposure** - the extent to which an ad has reached its audience. [2]
- **Communications effect tests** - tests whether a customer notices your ad or not. Examine the impression on consumer memory by interviewing several hundred people, often on the day after the advertisement ran. [6]

Communications effect tests:

- Recognition tests
 - Starch test
 - Masked identification test
- Recall test
 - Gallup–Robinson Impact test
 - Day After Recall (DAR) test
- **Measurement of behaviour** - the number of enquiries directly generated can be gauged from response cards, returned coupons, and telephone calls, as well as from the number of orders placed. [6]

Advertising Campaign Evaluation Research

Campaign evaluation research focuses on the effectiveness of a whole advertising campaign and it is more relevant than post-tests, which focuses only on one of ads.

Integrated marketing communications imply that it is very difficult or even irrelevant to assess the effects of one single medium or ad. Rather, the effects of the whole communications mix should be assessed. [2]

Campaign evaluation tests focus on the brand-related effects of the campaign, such as brand recall and recognition, attitude towards the brand, purchase intention and, most importantly, behavioural or commercial measures, such as trial, repeat purchase, loyalty, sales and market share. [2]

Some recommended tools of advertising campaign evaluation research are:

- **Unaided awareness test** - the consumer is asked which brand of a specific product category is the first one that comes to mind. [2]
- **Aided awareness test** - number of brands are mentioned, and the consumer has to indicate the ones he or she knows [2]
- **Scale techniques** - aims at measurement of the change of the target group's opinion about certain aspects or attributes of a brand. [2]
- **Net promoter score** - based on the question: "To which degree would you recommend the following brand to your family or friends?", measured on a 0–10-point scale. [2]
- **Communications effect tests** are similar with post-tests for one ad.
- **Activation measures test** are focused on the extent to which people actively react to advertising by, for instance, looking up further information, talking to friends (buzz), and going to a store. [2]
- **Sales tests** are poor indicators since sales can only come from past actions and are only partly the result of these. Only direct-response sales and enquiries can show the result of advertising, and only then if properly monitored. [6]
- **Financial analysis** is essential for those products for which advertising expenditure is a major resource. Variance analysis, for example, shows deviation from planned expenditure. [6]
- **Tracking studies (consumer panels)** use regular interviews among consumers to gauge impact on their attitude to a brand during a campaign, thus allowing adjustments to be made quickly if necessary. [6]

However, because so many factors affect advertising effectiveness, some controllable and others not, measuring the results of advertising spending remains an inexact science. Although they sense that the returns are worth the sizable investment, few can actually measure or prove it. Managers often must rely on large doses of judgment along with quantitative analysis when assessing advertising performance. [1]

4. Practical Part

4.1. Golfsmith CZ&SK - Introduction of the Company

GCZ Ltd. (trade name of the company), was founded in 2004. Activities of company were closer to hobby of its two owners than the regular business in first few years of its existence. They started to run their business with the name GolfGear.cz, but after short time they got license for running global known brand - Golfsmith, and they started to use the brand name: Golfsmith CZ&SK. The offer of GCZ was highly specialized in service and repairs of golf clubs, although the market with golf equipment itself, same like whole golf, were in the start of their existence in Czech Republic. But after few years, in years 2009 - 2010, the business activity of the company had started to grow with growing development of golf in CZ. Owners left their jobs and started with full time work for company. Nowadays, company has 2 other employees and turnover of the year 2015 crossed border of 12.5 million of CZK.

Golfsmith CZ&SK is not only a classic retail dealer, the company's business activities are as follows:

- Wholesale - GCZ is exclusive distributor Masters & Golfsmith Europe - equipment for golf workshops, components of golf clubs and the wide range of golf products of these two brands. GCZ is also exclusive distributor of some other brands and goods: Alpha - golf clubs, Tour Edge golf clubs, Ogio - golf bags, FlightScope - analyzers of golf swing, Bettinardi - golf putters, ClubCrown - stickers for golf clubs, Lambda - golf shoes
- Retail - GCZ is not a typical retail dealer as its competitors. Company runs only small ProShop with 45m² - where customers can find ordinary golf goods.
- Fitting center - the main retailing takes place here. Golfsmith CZ&SK has retail accounts of most well-known global manufacturers of golf clubs. But almost no stock of clubs is in company. This differentiates GCZ from other competitors. Main idea is to offer golf equipment for individual customers according their requirements, playing style and financial possibilities. The equipment is entered into manufacturing after confirming configurations and prices by customer. Finished orders are distributed to customers in the ProShop.

- Workshop - repairs and modifications of golf clubs. Orders are set in ProShop and finished orders are distributed to customers in the same place as well.
- E-shop www.golfgear.cz

4.2. GolfGear.cz E-shop

Although the business of company is still operated under the name Golfsmith CZ&SK, brand Golfgear.cz was never been completely closed. The reason is that the official license for brand Golfsmith is held by the owner from USA. There is a potential threat of withdrawal of permission to use this brand. This threat is additionally increased in recent years due to the multiple changes in the structure of the license owner. Therefore, the brand GolfGear.cz was maintained in a frozen state. Only old version of e-shop was operated by this brand, but with very small care and almost without any marketing communication.

In current years e-business plays more and more important role in market of goods and services. Also GCZ feels needs for development in this field of retail. This is the reason, why the company started with developing of new version of e-shop. With regard to the situation surrounding the property rights of brand Golfsmith, with regard to the broad and growing portfolio of services and product range of local company, the company decided to return to the brand GolfGear.cz. New start with building of owns independent brand emerges as pivotal to the future. Of course it doesn't mean the cancel of Golfsmith CZ&SK, it will be still used for static presentation of company GCZ.

Summary of Reasons for New E-shop:

- Building of own independent brand - reasons was described above
- Sales via the e-shop - certainly the main reason for building of new version. Internet business is necessary part of business in the beginning of 21th century. Many customers are switching to internet purchases and the companies needs to keep contact with them. Internet sales should help to increase sales and profits.
- On-line product catalog - e-shop is useful not only for direct selling, but also as a portfolio overview. Many customers browsing the internet to getting information about products and prices. After that, they buy products in shops based on this

information. Thus GCZ will have a comprehensive offer of products portfolio in one place, as an advertisement for them.

- Simplifications of the wholesale - wholesale orders are currently being accepted via e-mail, phone, or personal visits. Sometimes, this process is lengthy, unnecessarily complicated and it is accompanied by communication errors. As already stated, e-shop is also the catalog of products. A comprehensive wholesale offer will replace a range of price lists and catalogs. Automatization of process thought the e-shop should improve whole wholesale. Wholesale interface has not included in the new version yet. This will be implemented in the future. But the new version of the e-shop is first step to reach this point.

Schedule of Development:

Given that one of the owners is a programmer and one of the employees has a good knowledge of web development and databases, it was decided that the development of e-shop will be operated internally. This ensures maximum control over the development for needs of the company business.

- 2013 - first plans for development. Decision for re-using brand GolfGear.cz
- 2013-2014 - developing of functions, improving and developing, improving of product database - still in the old graphical version
- 11/2014 - 5/2015 - developing of new graphical version, implementation of new web tools, preparing of payment methods, setting the deal with bank about the payment gate.
- 6/2015 - the official launch of the new version
- 7/2015 - 8/2015 - testing, debugging, improving of functions
- 9/2015 - start with marketing communication

4.3. Description of GCZ Company's Marketing Activities before the Launch of New E-shop Version

It can say that only personal selling is very strong point of the company. Other marketing communication was and still is weak point of company activities. One of the main reasons is the limited time for marketing activities. There is no person who is specialized only on marketing. It is impossible in small company with four persons. Everyone is responsible for more activities and everyone must be able to replace the other one in case of absence. The next important reason is limitations of budget in small company. It is not allow employing new person for marketing purposes. Every marketing activity is under the budget limitation and must have been well analyzed and approved.

The most important marketing and propagation tools and activities were used before the launching of new e-shop version:

- www.golfsmith.cz - website of company with link on old version GolfGear.cz
- Fitting car - GCZ owns the van Iveco Daily, which has special equipment for presentation of company products. Customers can try out golf clubs and they also can use service of workshop. GCZ held about 15-20 promotional events per year during the tournaments in different locations across the Czech Republic. This is the most effective marketing activity of the company.
- Golf Show - The fair with name Golf Show was held every year in February. Through a partnership with the organizers of fair, GCZ had strong position and good conditions at minimal cost. But the level of fair was decreasing from year to year. Last presentation of company on Golf Show was in 2014.
- PR articles - Golfsmith writes vocational and PR articles about golf equipment, fitting and services for special golf web pages or magazines (Golf.cz, LevnyGolf.cz, Forgolf, Golfcourses,...). However, this cooperation is not regular - about 10-15 articles per year
- Cooperation with the organizers of tournaments - prices, especially vouchers for fitting and small gifts, for partners, who organize tournaments.
- Billboard on Yard Resort - on golf course close to Prague

4.4. GolfGear.cz E-shop Turnover and Traffic before Launching of Marketing Communication

The evaluation of previous status is necessary for future comparison. Progress has to be evaluated by comparing of current and future values. In the case of e-shop (and webpages), three main performance indicators could be observed:

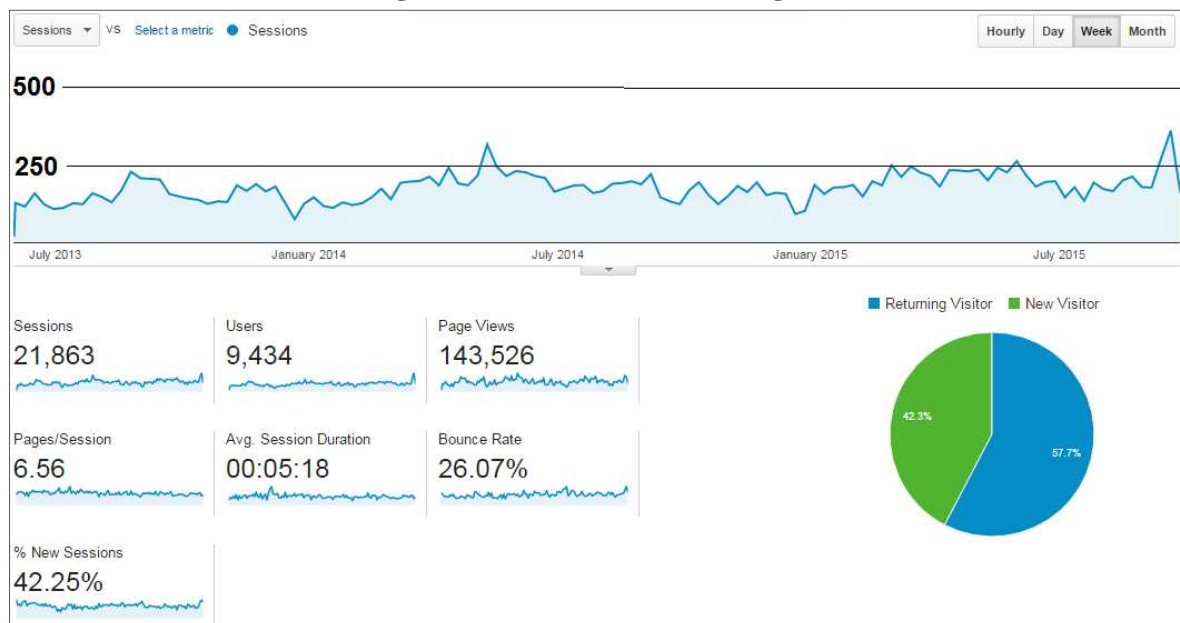
4.4.1. Number of Visitors

The main indicator of the popularity (brand awareness) of website is its number of visitors (traffic). **Web traffic** in essence reflects the success of connected marketing communication. The traffic is easy to measure by using **Google Analytics**. Chart no.1 shows number of sessions on GolfGear.cz.

The traffic was caused by the link on the site www.golfsmith.cz and also by frequent visits of developers. The database of products and some functions were developed in the old version. In some cases, links to products details were sent by e-mail to customers (as a reference, for image, etc.)

This was the cause of observed traffic. But it was very low, no more than 250 sessions a week.

Chart no. 1 - Traffic on Golfgear.cz before the marketing communication



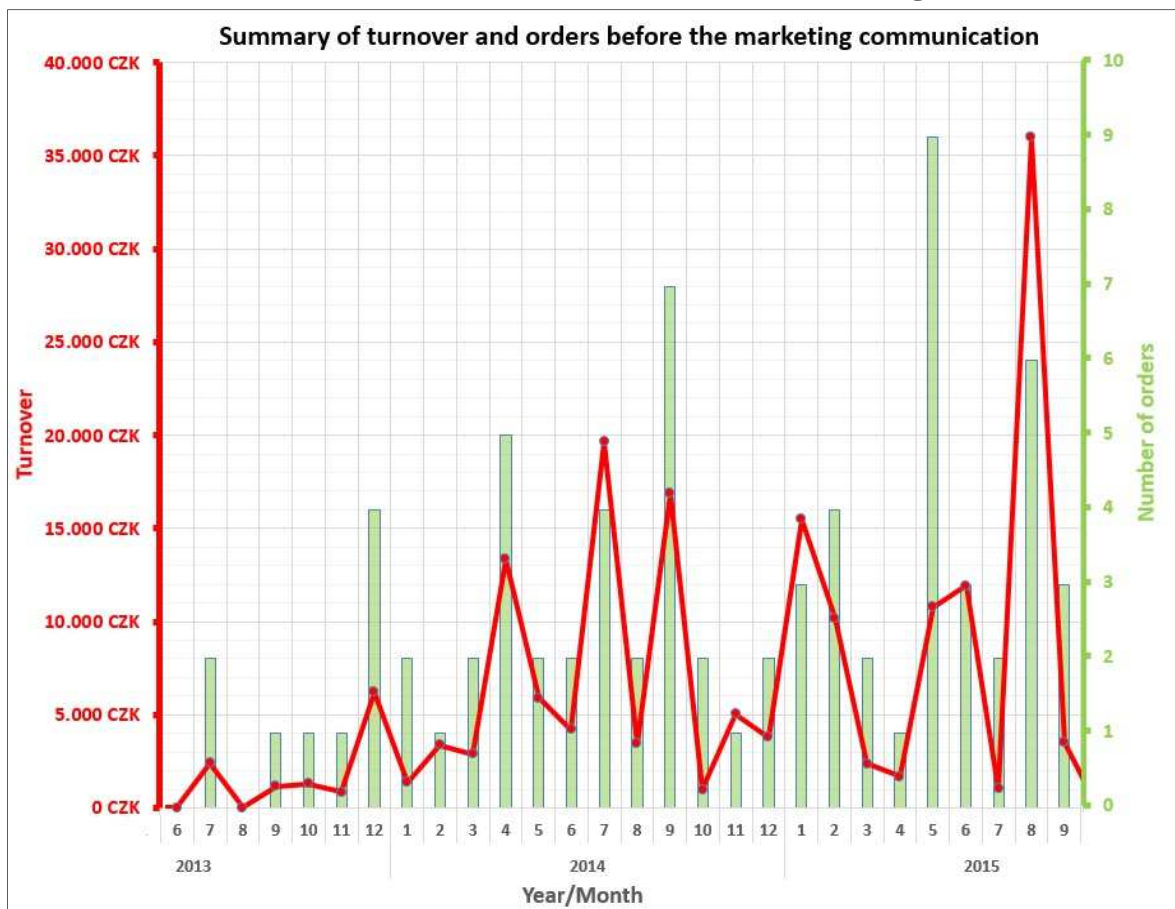
Source: Google Analytics

4.4.2. Economic Performance - Turnover

Turnover is one of the most important indicators of economic performance of e-shop. It reflects the success of the brand and of course connected marketing. GolfGear.cz allows to browse all orders from past. It is possible to sum all finished orders and get values of turnover.

There were several orders through e-shop, although the marketing support was almost zero. E-shop was still functional for buying during the development of new version. The database of products always contained current goods and some of them were possible to order on internet only on GolfGear.cz due to exclusive distribution. Some loyal customers of GCZ also used the old version for buying. That meant the low turnover which is depicted in chart no.2. The chart shows the turnover and number of orders. It can be say that both figures grew with the improving of functions and with expansions of offered products in database.

Chart no. 2 – Turnover and number of orders before the marketing communication

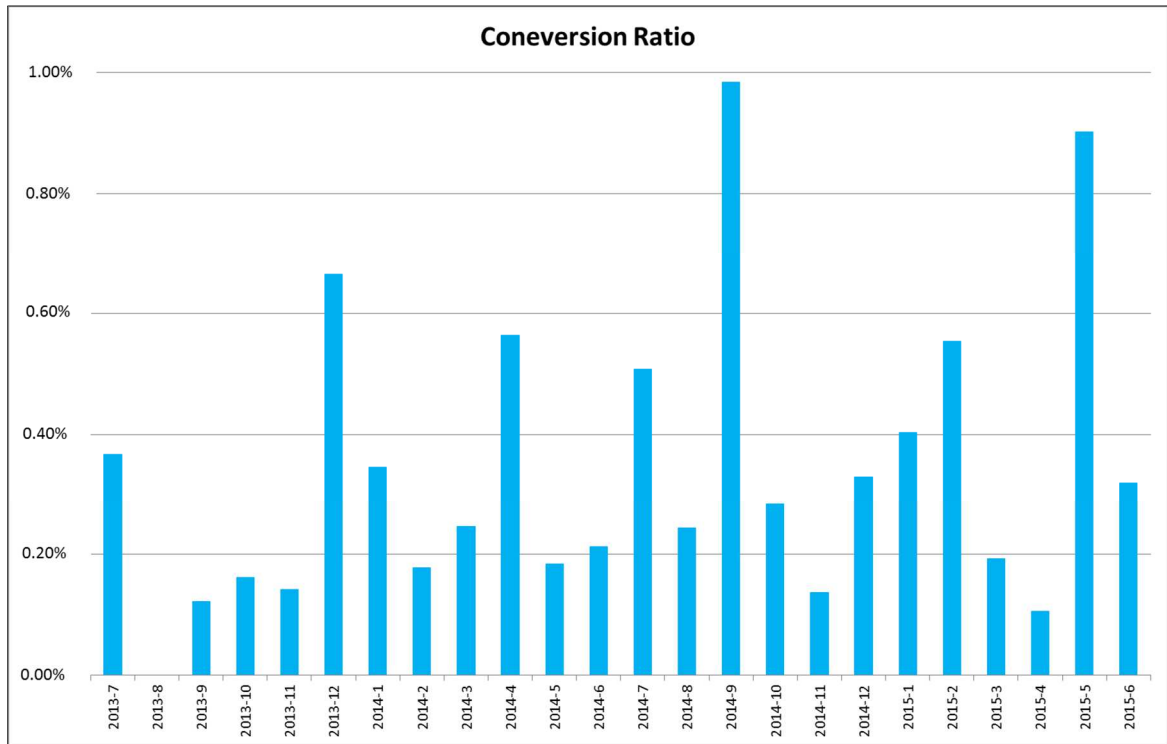


Source: Author's own compilation based on data from GolfGear.cz

4.4.3. Conversion Ratio

Conversion ratio (number of orders compared with number of visits in this example of e-shop) is the last important and numeric indicator of the performance of e-shop. It is simply calculated from previous indicators.

Chart no. 3 – Conversion ratio before the marketing communication



Source: Author's own compilation based on data from GolfGear.cz

4.5. SWOT Analysis

SWOT analysis was created to find points that could be useful for marketing communication - for finding of the base stones of individual marketing campaigns. It should also help to evaluate the position of the new version of the e-shop on the market and the firm's ability to succeed on the field of e-shop business.

Table no.2 – SWOT analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Exclusive distribution for certain products • Golf club configurator - wide options for personalization • Good brand awareness of Golfsmith company • Wide product portfolio • Strong and growing GCZ company's position in the market • Own development of web pages 	<ul style="list-style-type: none"> • Limited time of employees • Low budget • Low experiences with marketing • "Do it yourself" and "Doing by learning" approaches
Opportunities	Threats
<ul style="list-style-type: none"> • Potential new wave of popularity with reinsertion of golf to Olympic games • The current economic growth • New products from suppliers, which are exclusive distributed by GCZ • Growing market with golf in Poland, Slovakia and other countries in east Europe 	<ul style="list-style-type: none"> • Removing of exclusive distribution • Strong competition and oversupply • Very small growth of golf in the Czech Republic • Competition and the popularity of other sports

Source: Author's own compilation

SWOT analysis shows, that the future promotion should reflect the identified strengths. Individual campaigns should be based on exclusive distribution of certain products and the wide product range. Beginning promotions should be based on strong brand awareness Golfsmith with which customers have a good experience. Customers should understand that quality of GolfGear.cz in internet sales means same quality as Golfsmith in personal selling.

Limited time of employees and their experience are negative side. GCZ could be able to eliminate it by optimization of some other activities in the company. The company

can get time for marketing activities by simplification of some other processes. An acquired time will be much better utilized with increasing experience. Low budget is another problem. But it is possible to increase it with growing of economic success of whole company.

The company could take advantage of some expected opportunities during the marketing communication, for example Olympics games in short term. Inclusion of golf back into Olympic sports offer not only growing interest in this sport, but also wide potential of marketing opportunities. Expansion on Polish or Slovak market could be also good opportunity in long term, because this market is on start in those countries. It is also necessary to be prepared for the unexpected offer, as new products in exclusive distribution.

It is difficult to be prepared for all mentioned threats, because some of them could be very fast and unexpected, for example removing of exclusive distribution. It is not good to rely on just one source for some products; it is good to know about substitute channels and products. Also it is necessary to constantly keep up with the competition and retain regular customers.

4.6. Marketing and Advertising Research – Questionnaire

Marketing and advertising research was used as a part of diploma thesis. Originally it was supposed to be just a simple questionnaire, focused on research of marketing tools, which could be useful for e-shop promotion. But with developing of the questions was decided about much wider scope. The aim was not only to ask for questions about marketing tools, but also on the customer's perception of the e-shop - evaluation of functions, content, graphic design, etc... The aim was to get more useful information during the one research. With this approach, time and costs associated with the research have been spent much better. The final form of the questionnaire had 35 questions.

The Tools of the Research

After setting of the goals and developing of the questionnaire, it was necessary to prepare distribution to customers. It was decided that the easiest form of distribution will be transfer of the questionnaire into on-line form.

There are more web pages in internet, which are focused on research, data processing and evaluation of results. The web page tool **Survio.cz** was chosen for this purpose. Except the modern design of on-line questionnaire, it contains a lot of useful tools. It was also decided to use paid version, because it allows personalization of survey according the company needs - branding by logo, etc. The fee of this level for one month is 1.299 CZK.

Motivation for Respondents and Marketing Effect of Survey:

The GCZ Company tried to find some marketing potential also in the research itself. The questionnaire itself informs customers about the existence GolfGer.cz. It forces respondents visit this site and thinking about it. The customer may also get the impression that participates in the development. Many respondents visited the web for the first time or after a long time. This can be a good way of advertising. It is a big chance to remember the web.

To increase the motivation of respondents, which were involved in research, the questionnaire was also supported by prize competition. 23 people were awarded by material prizes and mainly vouchers for services GCZ. An additional marketing potential has been added by this step.

Distribution of Questionnaire:

The link for survey was distributed by those ways:

- Direct e-mail to customers and partners from company database
- On the Facebook page of Golfsmith
- On web page 19.jamka - golf forum

Results of Research and Application in the Thesis:

The questionnaire and the brief summary of the results are shown in supplement no.1 of this thesis. As already mentioned, questionnaire is very extensive. Complete analysis and utilization of all answers are much far beyond the scope of this work. But a number of partial results play an important role in some following sections of this work. The results of the research are referred to in these relevant parts.

4.7. Objectives of Marketing Communication

It is necessary to determine the goals of marketing communication before its own proposal. These goals, which we want to achieve, should help to find the optimal tools for communication. And of course they are very important for future, when it is needed to evaluate the success, whether they were achieved or not.

Desired Goals of Marketing Communication:

Traffic and brand awareness:

- 600 visits per week
- Minimum conversion ratio 0.5% (3 orders per week)

Economics outcomes:

- E-shop turnover = at least 5% of the total turnover of company. It means approximately 60,000 CZK per month
- Revenues from e-shop should at least cover the costs incurred in the marketing communication

4.8. Target Group

The target group for marketing communications is **golf players**. It seems that it is very general criterion, but the number of golfers in Czech Republic is only 56.352 (year 2015, [9]).

E-shop and its propagation need to reach all of them, because the very wide product portfolio of GCZ can cover needs of all types of players.

The number of possible marketing tools is very various. Therefore, in some cases, it is possible to take into account some restrictive conditions for setting of the target group:

- **Sex - Males:** 68% of all golfers in Czech Republic are males. [9] According sales experiences of GCZ, men often make decisions about golf equipment for their female partners. Except the apparels which are not almost included in company portfolio. Therefore campaigns should be more targeted to men.

- **Age 18-65 years:** 11% is younger than 18 years. [9] Advertising works on youth. But parents are the ones, who make a final decision about purchase. On the other side, retired people are using the internet for shopping less frequently. Also there are not many golfers between them.
- **Territory Prague and Central Bohemia:** GCZ is based in Prague and most golfers are from Prague and its surroundings.

4.9. Budget for Marketing Communication

The computation of budget for beginning project is difficult question. The method “percentage of sales” can be used, but there is no known sales and turnover (except the low known from old version). But it is possible to suggest approximate budget from required target outcomes from part 4.7. The targets are turnover 60.000 CZK per month and that the revenues should cover costs. Approximate net margin of products sales by the company is 20%. It means that monthly budget could be 12.000 CZK. But this estimation has been found as quite optimistic. Finally it was decided that the budget should move in the borders of 5-10 thousand CZK per month. The exact amount will be affected by the periods of the season and by observed results.

4.10. Choice of Marketing Communication Tools

Brainstorming of GCZ owners and one employee (author of the diploma thesis) was used for selection of propagation tools, which could be useful and appropriate for GolfGear.cz e-shop.

Individual tools were evaluated according to seven various criteria:

- **Customer feedback from the questionnaire** (placed in supplement no.1) - Customers in the survey answered a series of questions about various forms of promotion. Especially question no. 4 is focused for this topic. It should be selected those tools, which are preferred by customers.
- **Relevance of the instrument** for the promotion of e-shop - Is selected tool a good way for website promotion?
- **Impact on the target group** - Is it possible to make impact on target group (golf players)?
- **Price of tool** - Can the company afford to pay for this tool?
- **Time** need for development, implementation and control - What are time requirements for work with tool?
- **Demands on know-how** - What know-how has company for work with given tool?
- **Possibility of control** - How is it possible to check the results? Is it possible to check results during the process of promotion? Is it possible to make a change and improvements during this period?

















































































































The results of the evaluation are mentioned in the Table no. 3 (on the following page).

Table no. 3 - Choice of marketing communication tools

Rating scale:

 Good, High, Recommended	 Moderate, Satisfying, Indeterminate	 Bad, Low, Poor, Not recommended
--	--	--

Results:

	Survey	Relevance	Impact	Price	Time	Know-How	Control	Result
Personal selling								Rejected
Sponsoring								Rejected
Direct marketing tools								Rejected
Exhibitions and fairs								Rejected
TV advertisement								Rejected
Radio advertisement								Rejected
Newspaper ads								Rejected
Advertising leaflets								Rejected
Billboards								Rejected
Magazine ads								Accepted
Sales promotion								Accepted
PR or ads articles and reviews								Accepted
PPC advertisement								Accepted
Facebook, social sites								Accepted
Emailing, newsletter								Accepted
Banners								Accepted

Source: Author's own compilation

Examples of Evaluation Process

Several examples were selected from the Table no. 3, for a better explanation of the evaluation. Evaluation and result are described more detailed by words for those examples.

Rejected

TV advertising - Although there are not the large base of golfers in Czech Republic, TV coverage of this sport is relatively wide. Public channel ČT4 broadcasts PGA and Czech Tour Tournaments and also has special TV show for golfers. There are also some specialized satellite channels, one is in Czech language. Possible impact on target group could be very good. But almost all other criteria are not positive. Especially cost for TV ads are very high, unreal for GCZ budget. Also respondents have not found interest in this kind of promotion for e-shop.

Billboards - There are more than 100 golf courses in Czech Republic and lot of other training grounds. It would be easy to prepare some billboards direct on courses or on the roads around. But the price is relatively high and potential effect of this tool in example of e-shop is unpredictable. It is very difficult to measure any feedback. Changes in advertising message could be easy, but with high costs. Also respondents do not prefer this tool.

Accepted

PPC in web search engine - It is one of the best possible tool for e-shop promotion according the results. The price is low and paid only for direct effect - click. Results and cost could be checked anytime. Whenever it is possible to make changes in advertising message, in addition, it is very easy. Customers use search engines very often for looking for info about golf products according the survey. Also targeting of this tool offers good range of options. The negative is only that it needs some time to learn it and get know-how how to do it well.

Advertising in magazines - There are four magazines focused on golf in Czech Republic. But the price of this kind of advertising is relatively high. Impact on target group exists, but according the theory, it is not always easy to get reader's attention. But according the respondents, it is relevant tool. But it is not easy to get feedback and have control on this tool. However GCZ has some know-how and contacts how to do it.

Advertise products which are exclusively distributed by GCZ and write PR articles about the company is planned for season 2016. References to e-shop could be added to these articles and advertisements.

4.11. Application of Marketing Communication

4.11.1. Personal Selling

Personal selling, as defined in theory, could not be used clearly for promoting e-shop. However, workers of GCZ can use references for products during the communication with clients. E-shop serves as database of products and info about them. It should be used especially during the communication with clients by e-mail. For example, it is necessary to place links on products into e-mail instead of attached pictures, etc. Especially every visitor of fitting centrum receives special PDF form by e-mail with results of testing and with offer of products. This form has been extended with special rows for direct links on products in e-shop.

Immediate purchase through e-shop is not the goal at the moment of receiving info. This tool should be helpful for raise brand awareness. It increases the chance of remembering by the customers and their possible direct use e-shop in future.

Costs: 0 CZK, The implementation is part of the standard work of people in the company and does not carry additional costs.

4.11.2. Sales Promotions

Marketing Research - Competition for Prizes

Questionnaire and competition for prizes is the first kind of sales promotion, which is possible to mention with connection of marketing communication of GolfGear.cz. All detailed info about that tool was given in point 4.6 of the thesis and in the supplement no. 1.

It is possible to say that the tool was successful. The target was to get at least 100 responses. Finally 237 people visited web page with research and 121 respondents completed whole questionnaire. The target number of respondents was more than achieved.

According the Survio.cz results, 34.1% respondents spent 5-10 minutes and 53.7% respondents 10-30 minutes. This suggests a rather intense interest in research and with big chance of remembering of brand GolfGear.cz.

Also 23 prizes were awarded, mainly vouchers for fitting and service. It can bring customers back into store with high chance of future purchase.

Costs: Survio.cz monthly fee 1,299 CZK, Acquisition price of prizes: 4,875 CZK, Total: 6,174.- CZK

Discounts – Promo Codes

Discounts are another method, how to attract potential customers. Respondents from survey placed discount vouchers on 4th place of promotion as a relevant tool (Supplement no. 1 - Question no. 4). Distribution of discount promo codes, which is possible to use during the order in e-shop, is very popular and used tool. It was decided to use promo codes in website GolfGaer.cz, but e-shop had no option for processing of this method yet. It means that it will be necessary to extend the functions by this tool. This implementation is not so easy from view of programmer and requires a lot of time and testing. Unfortunately, it has not completed prior to submission of this thesis.

Costs: 0 CZK, not yet realized

4.11.3. PR, Advertising Articles and Reviews

Employees of the company contribute by technical articles and reviews in couple internet magazines about golf - Golf.cz and LevnyGolf.cz. The cooperation is based on barter agreement. Server gets interesting article for free, but article can contain references and photos of products from GCZ. Also the logo and name of the company is mentioned at the end of every article with author's name.

This cooperation is irregular. Articles are written on the occasion of some relevant and interesting topic and also, if it is enough free time for writing. Approximately one article per one or two months is published in average.

Advertising, PR or review articles are very good advertising tool according the results of research. Actually, they are ranked as the first relevant tool according the respondents (Supplement no. 1 - Question no. 4). Also according the experiences of GCZ

company, this kind of articles is also helpful for building of personal PR of employees. Thanks to PR, consumers perceive employees as the true specialists in the sector of golf clubs retailers.

Logo and link to GolfGear.cz (together with well-known Golfsmith CZ&SK) have begun to be attached to all articles from September 2015. Customers should thus began to perceive the existence of e-shop as a part of proven company GCZ.

Effectiveness of article can be evaluated by number of impressions and also by direct click on GolfGear.cz link in article. It is shown in next Tables no. 4 and no. 5

Table no. 4 - List of published articles (9/2015 - 8/2016)

Title	Author	Date	Web Page	Impressions
Shaft – skutečné tajemství hole	M. Prokop	4. 10. 2015	Golf.cz	1596
Padělek nebo originál	M. Prokop	14. 10. 2015	LevnyGolf.cz	1002
Shaft: Pružnost a váha	M. Prokop	29. 10. 2015	Golf.cz	1318
Není grip jako grip (část 1.)	M. Prokop	7. 12. 2015	LevnyGolf.cz	628
Není grip jako grip (část 2.)	M. Prokop	11. 1. 2016	LevnyGolf.cz	646
Jak poznat fake hole	M. Prokop	29. 2. 2016	LevnyGolf.cz	1532
Shaft: Kick-point a Torze	M. Prokop	2. 3. 2016	Golf.cz	951
Shaft (část 1.)	M. Prokop	19. 4. 2016	LevnyGolf.cz	686
Shaft (část 2.)	M. Prokop	10. 5. 2016	LevnyGolf.cz	554
Shaft (část 3.)	M. Prokop	2.6.2016	LevnyGolf.cz	475

Source: Author's own compilation based on data from LevnyGolf.cz, Golf.cz and Google Analytics

Table no. 5 - The sum of direct clicks (9/2015 - 8/2016)

Web Page	Total Impressions	Sum of Clicks
Golf.cz	3865	56
LevnyGolf.cz	5523	366

Source: Author's own compilation based on data from LevnyGolf.cz, Golf.cz and Google Analytics

Cost: 0 CZK, the writing of articles is part of the standard work of people in the company and does not carry additional costs. Publishing is in the framework of the cooperation agreement.

4.11.4. Web Banners

According to the theory, web banners are a very used tool of marketing communication but with low effectiveness. Users do not pay much attention to banners while browsing web pages. Banner placement is also usually expensive in comparison with final effect. On the other hand, looking at the research, we find that banners are attractive for users (3rd place - Supplement no. 1 - Question no. 4).

But the company has not decided to invest too much into this tool. Respectively, only current partners and friends were approached with potential possibility of placing banner on their website for free or for some agreement of barter fulfillment (discount on goods for owners, etc...)

The agreement with the operator of "19.jamka - forum for Czech golfers" is among the most interesting of these websites. Banner was placed on 19th April 2016. There is recorded 150 clicks to the end of August 2016 (Google Analytics). The number is not very high, but with zero cost. Forum is quite popular and banner placement helps with building of brand awareness in customer's memory.

Links and banners were also placed on several other sites (Birdigolf.cz, Wogoma.cz). But their current significance is minimal.

Costs: 0 CZK, in the framework of the cooperation agreement

4.11.5. Advertising in Web Search Engines

Advertising in Web search engines are among the most effective ways of promoting e-shop. This is also confirmed by research participants (2nd place - Supplement no. 1 - Question no. 4).

GCZ therefore decided to base the promotion especially on this tool. But the important question was: which web search engine is better for Czech golfers. The result of Question no. 5 conclusively says that Google is best one with 81% of votes.

AdWords

AdWords is the tool for creation of advertising in Google web search engine. GCZ divided work on this tool into two periods. The first one can be called as teaching period. It was held in the autumn of 2015. There was created one campaign, where functions, words, costs and results had been tested. The running of this campaign is shown in supplement no. 2. The costs of this one were 2,851 CZK. This campaign was the good preparation for the second period – the main AdWords promotion in 2016.

The main AdWords promotion has divided into **four campaigns** according the main topic of each one. Each campaign can be more subdivided into several ads with own key words. The practical reason for it is better overview and control on different parts. These campaigns are:

1. **Golf Gear e-shop** - general campaign with one shown advertisement, which is based on general keywords about golf retail
2. **Golf Gear service** - focused on services of GCZ and on golf workshop and service equipment. It was created on the basis of SWOT analysis. The main goal is to highlight origin in well-known brand Golfsmith and specific product range on Czech market. This campaign contents 11 different advertisements. One for general service and 10 for specific brands of golf club grips and shafts. The goal is to say to customer: “Are you looking for something from golf workshop services? Here we are with the widest offer.”
3. **GS Brands** – Campaign is focused on selling of popular products (except workshop and services) exclusively distributed by GCZ. Also known from strengths from SWOT. Divided into three ads.

4. **Junior golf** - GCZ has exclusive distribution of wide product range of golf equipment for kids and juniors. Separate campaign with two ads has been created according this fact.

The AdWords promotional have been started at the beginning of March 2016. This term corresponds with the beginning of golf season, when customers start to be more active with preparation for new season.

The whole running of AdWords promotion till the end of August 2016 is captured on chart no. 4 (on the next page). Initial daily budget was set at about 200, - CZK per day. Campaigns content has not been static for the duration of the promotion. These fundamental changes took place:

- Optimization of keywords according the results
- Budget changes for individual campaigns for reach better effectivity - supporting of successful ones and reducing the cost of a less successful ones
- Starting and stopping ads according to the current market situation and the needs of the company

The main concrete points and changes in AdWords promotion:

- Junior Golf campaign was inefficient, despite of many changes in content. The costs for click were high and with almost zero effect. No orders for this kind equipment were registered. Also the abandonment rate in short time of visit was high. That was reason for stop of this campaign in middle of April. The budget has been transferred into other ones.
- All campaigns were stopped in May from 11th to 18th. The unwanted reason was exhaustion of invested funds. It was mistake, which would not be repeated.
- All campaigns except the "Golf Gear servis" have been stopped at the beginning of June 2016 - approximate term of the end of main selling season. The reason was to save budget for more efficient periods. "Golf Gear servis", with the best results, has been chosen as campaign for keeping contacts with audience.

Costs: Teaching period 2,851 CZK, Main period 18,640 CZK, Total: 21,491 CZK

Chart no. 4 – Process of main AdWords communication

Search campaigns

Custom: 1 Mar 2016 - 21 Aug 2016



+ CAMPAIGN													Edit	Details	Bid strategy	Automate	Labels
<input type="checkbox"/>	<input checked="" type="radio"/>	↓	Campaign	Budget ?	Status ?	Campaign Type ?	Campaign sub-type	Clicks ?	Impr. ?	CTR ?	Avg. CPC ?	Cost ?	Avg. Pos. ?	Labels ?			
<input type="checkbox"/>	<input checked="" type="radio"/>		GolfGear - servis	CZK50.00/day	Limited by budget	Search Network with Display Select	Standard	912	26,605	3.43%	CZK7.99	CZK7,283.47	1.6	--			
<input type="checkbox"/>	<input type="radio"/>		GolfGear - e-shop	CZK80.00/day	Paused	Search Network with Display Select	Standard	893	98,919	0.90%	CZK7.33	CZK6,549.01	2.8	--			
<input type="checkbox"/>	<input type="radio"/>		GS Brands	CZK50.00/day	Paused	Search Network with Display Select	Standard	425	33,512	1.27%	CZK8.25	CZK3,507.46	2.7	--			
<input type="checkbox"/>	<input type="radio"/>		Junior Golf	CZK50.00/day	Paused	Search Network with Display Select	Standard	145	5,670	2.56%	CZK8.97	CZK1,299.97	2.5	--			
Total – all but removed campaigns								2,375	164,706	1.44%	CZK7.85	CZK18,639.91	2.6				
Total - search				CZK100.00/day				2,375	164,706	1.44%	CZK7.85	CZK18,639.91	2.6				

Source: Google AdWords

Google Shopping

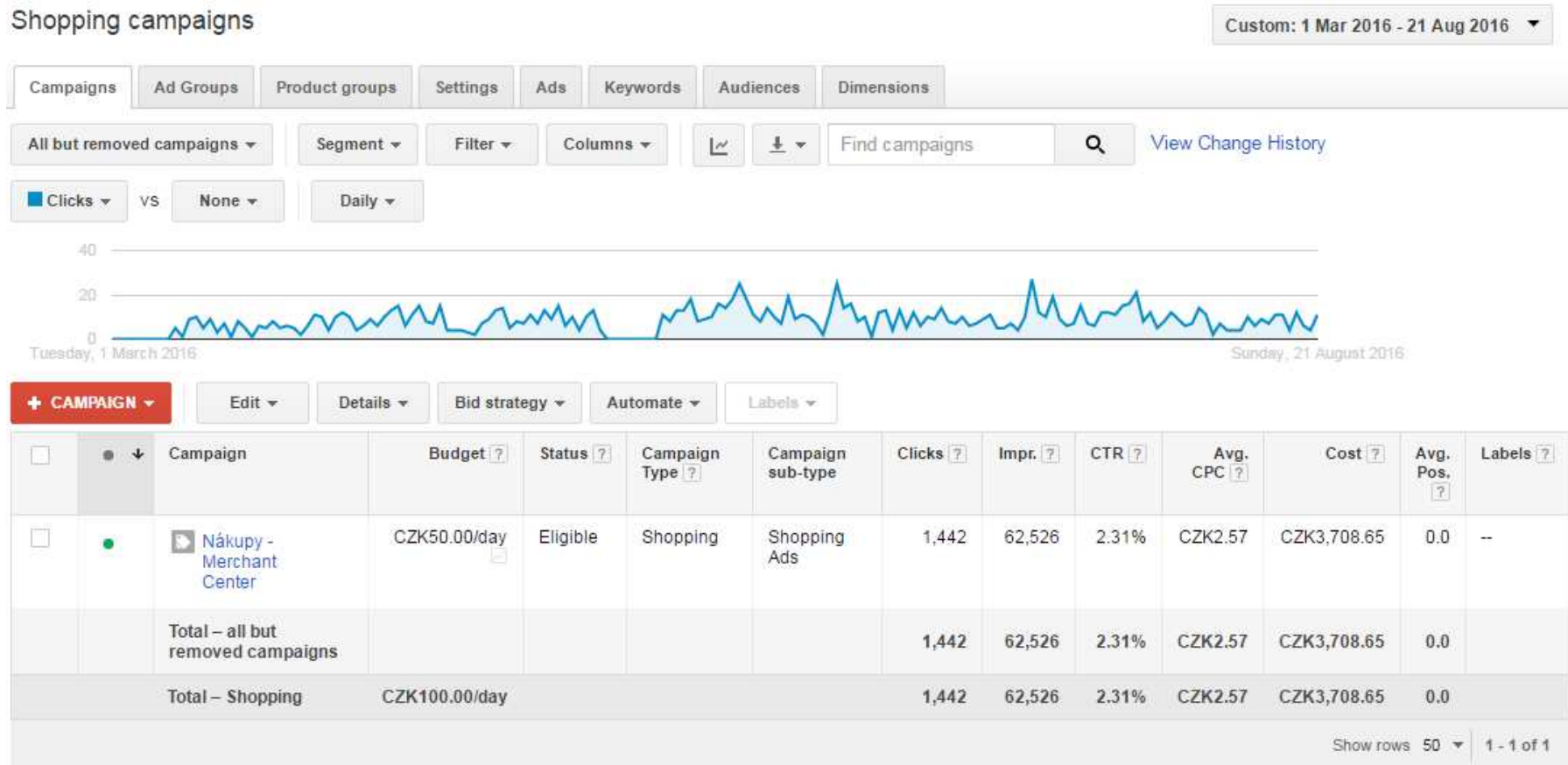
Google shopping is advertising tool which is based on similar principle as AdWords ads. The database of product can be optimized and implemented into advertising Google account of company. If user looking for some product in Google, link and picture on wanted product can be shown in results.

The database was optimized and recorded into Google at the beginning of March 2016 (same term as main AdWords` promotion launch). The main aim is to take advantage of a large portfolio of products, which are offered only in GolfGear.cz. There is high display probability of ads to customers searching for these specific products according their exact name.

The whole running of Google Shopping promotion till the end of August 2016 is captured on chart no. 5 (on the next page). There are not high number of clicks, because the products are specific, not widely sold and with lower demand. But it is efficient because if someone is looking for this kind of goods, he or she can find them only on GolfGear.cz and it is shown in Google. The big advantage is also low costs for click; three to four times lower than in standard AdWords ads.

Costs: 3,708 CZK

Chart no. 5 – Process of the Google shopping



Source: Google AdWords

4.11.6. E-mail Newsletter

E-mails with news, offers and discounts are very popular marketing tool and furthermore with low costs. But respondents ranked this kind of promotion as the 5th most popular promotion tool (Supplement no. 1 - Question no. 4). On the other hand, the interesting is that 95% of them are subscribers of newsletters from some golf e-shop (Supplement no. 1 - Question no. 6). Most of them (93%) accept information through this channel from more than one e-shop, even 30% from more than four (Supplement no. 1 - Question no. 7)! 27% of respondents read the content regularly and 39% with attractive title, 24% a little and only 10% very rarely (Supplement no. 1 - Question no. 8). All these results indicate the popularity and utility of email newsletter as the promo tool.

GCZ has database with about 1,800 e-mail contacts, which could be used for distribution of newsletter.

But optimization of database, choice of relevant program for realization and obtaining the necessary know-how for compilation of newsletters is relatively time consuming. The work on this tool has not been complete till the deadline of submission of the content of this thesis. The current status is close to finish and sending of first e-mail. Database has been consolidated. The program tool has been selected. **Mailchimp** (www.mailchimp.com) seems as very suitable tool for needs of GolfGear.cz. Currently, it is working on assembling of template for newsletter (august 2016).

Costs: 0 CZK, not yet realized

4.11.7. Social Sites

Facebook

Social networks are very popular form of entertainment in recent years and advertising has grown to be the integral part of them. And Facebook is the most popular one. Especially options of targeting are really good, because they can be identified by interests of users, which are captured very easy from users' data. It seems, however, that this type of promotion is not very popular among golfers (7th place - Supplement no. 1 - Question no. 4).

Only 26% of respondents are fans of some golf e-shop on Facebook (Supplement no. 1 - Question no. 12) and according the Question no. 13, they are not much motivated by published posts.

Despite this finding, it was decided to creation of Facebook page. The reason is that the basic profile is free of charge. It could be used as a supporting tool with zero or minimum costs. And it is also important to be in touch with Facebook community. The page was launched in September 2015.

There are regularly posted new products in e-shop, interesting videos about products or there are shared posts from Golfsmith CZ&SK page. Average reach of post is about 50 impressions, but there were also some highlights with hundreds of impressions. This is big advantage of Facebook posts, that users can share interesting information and make promotion for free (organic reach as it is called in Facebook).

There are also "Paid reach" - paid advertising, where the content is shown to users according their interests. This tool was used only two times. One time as "boost" of standard post on the user's wall (costs: 250 CZK), one time as a paid advertising on the right column of Facebook page (costs 373 CZK). Both were targeted at men, aged 15-65 from Prague and Central Bohemia. The first option was much more successful with more active interest of users. The second one have had wider reach but with almost zero interest (for detailed result see supplement no. 3).

The page currently has 123 fans (August 2016) and their number is gradually increasing with low growth. But as has been said, Facebook promotion is not main interest of GCZ. Therefore, it is not a bad result.

Costs: 623 CZK

Other Social Sites

Other social sites are used only in very minimum range (Supplement no.1 - Question no. 14). To keep the other social accounts in actual company's status would be also very time-consuming. This is the reason, why GCZ has not used them yet.

Costs: 0 CZK, not implemented

4.11.8. Advertising in Magazines

GCZ paid for advertising in seven editions of Golf Digest Magazine for year 2016. Golf Digest is the most widely read golf magazine in the country. 11,000 pcs are distributed in every edition and it has about 4,000 prepaid readers.

The agreement contained seven articles of PR and advertising - format A4, seven advertising places - format A6, presentations of fitting and services at two events organized by the magazine and several opportunities of product placement in photographs in magazine. Total costs were 100,000 CZK. Advertising were focused on portfolio of services (fitting and workshop) of GCZ and also on products in exclusive distribution.

Only promotion of e-shop in magazine has not been main goal of this activity. The main goal has been set to highlight whole GCZ Company. But of course, almost every part of article or advertising contained also at least minimal references on GolfGear.cz. That's the reason why, it is possible to include this tool among other tools of promotion of e-shop in this thesis.

Costs: 0 CZK, although the total costs of advertising in Golf Digest were 100,000 CZK, they are not included in the total costs of e-shop promotion. The reason is that this advertising would have been purchased even without the existence of e-shop.

5. Evaluation of Results and Recommendations

Evaluation of marketing communication is divided in two important parts:

- 1) Meeting the goals which were set before the start of communication
- 2) Evaluation of chosen tools

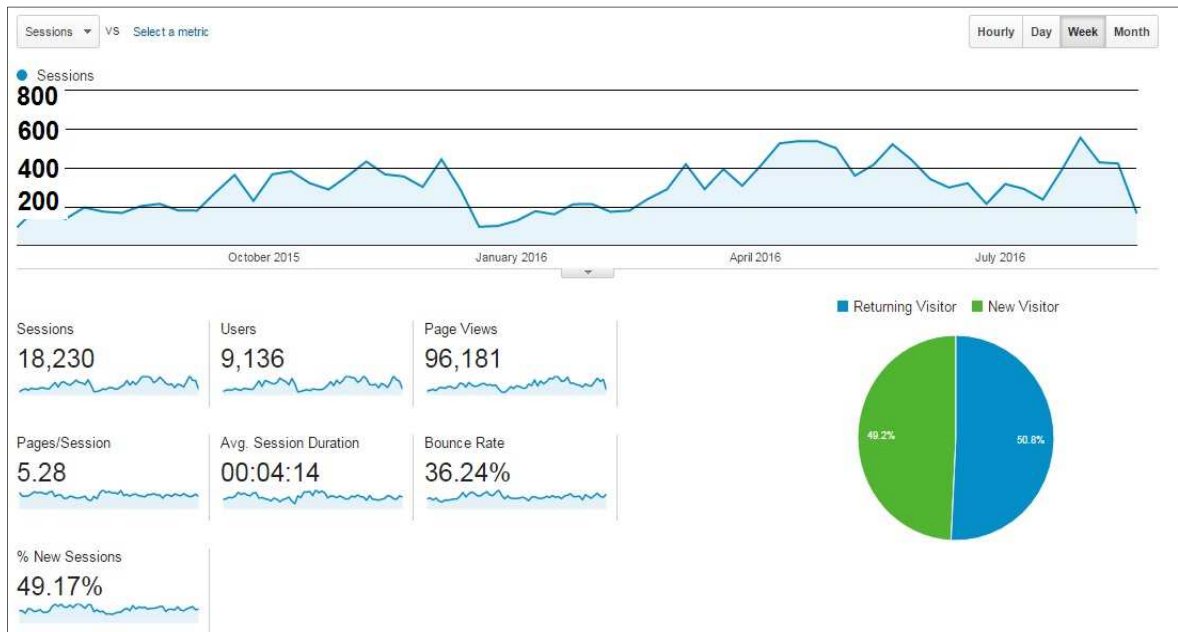
5.1. Meeting the Goals

5.1.1. Traffic

The first objective has been set to increase traffic to websites. The target border has been 600 visits per week. The number of visits during the reporting period of marketing communication is captured in chart no. 6. As can be seen the target was not met. The maximum number of visits is about 500 to 550 per week, reached in second half of April, in beginning of May and in one week in August.

The effect of promotional tools is well visible in the chart, especially in periods, where AdWords and PR articles were used. But it is necessary to say, that chart also copy the running of sales season: peaks in autumn and spring and decrease in January and February.

Chart no. 6 - Traffic on GolfGear.cz during the marketing communication



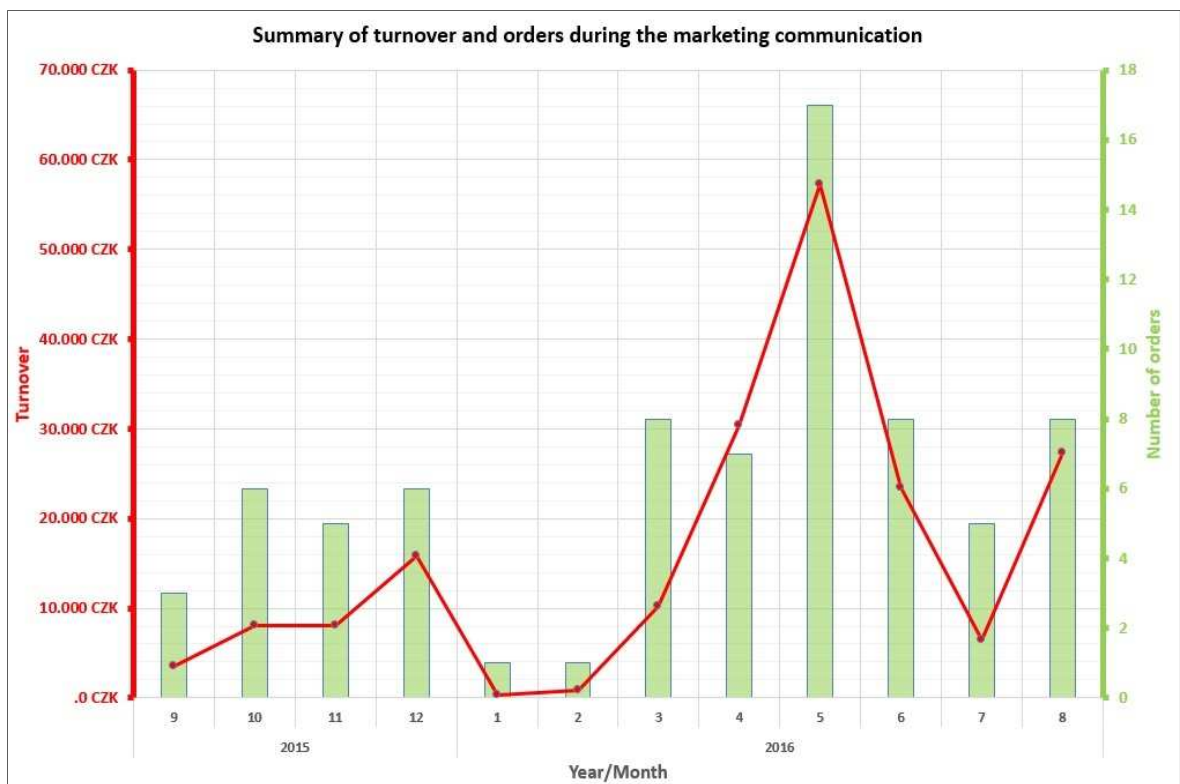
Source: Google Analytics

5.1.2. Turnover

The target of monthly turnover has been set on the 60,000 CZK level. Unfortunately, this target has not been reached in any month during the reporting period. Results are captured in chart no. 7.

Especially out of season months, January and February 2016, were very poor. The target was almost achieved only in one month - May 2016, what is often main season's month in the year.

Chart no. 7 – Turnover and number of orders during the marketing communication



Source: Author's own compilation based on data from GolfGear.cz

5.1.3. Revenues vs. Costs

The total turnover of reported period was 191,864 CZK. The estimated revenues are approximately 38,373 CZK. It was calculated based on the 20% net average margin of GolfGaer.cz. The list of costs on marketing communication is in the following table no. 6. Total costs are 31,996 CZK, what is the lower number than the value of total revenues. It means that the positive balance was reached.

Table no. 6 – The total costs of marketing communication

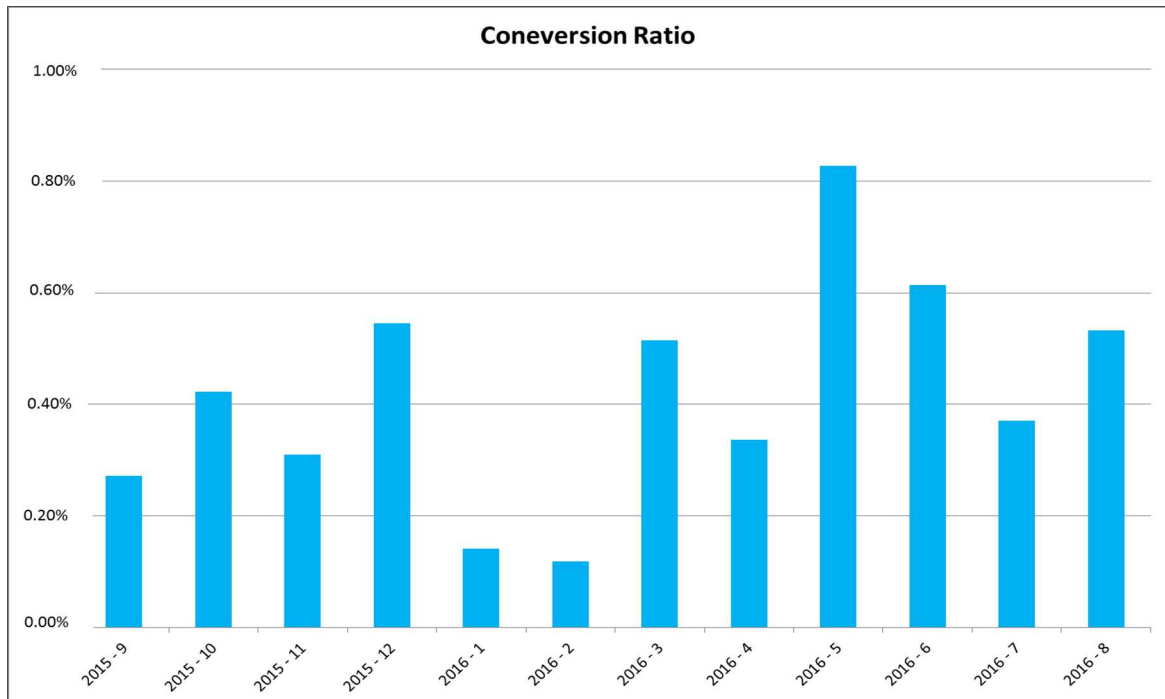
Tool	CZK	Share on total
Personal selling	0.-	0%
Marketing research - Competition for prizes	6,174.-	19%
PR, advertising articles and reviews	0.-	0%
Web banners	0.-	0%
AdWords	21,491.-	67%
Google shopping	3,708.-	12%
Facebook	623.-	2%
Advertising in magazines	0.-	0%
Total	31,996.-	-

Source: Author's own compilation

5.1.4. Conversion Ratio

The last selected indicator is conversion ratio. The target border has been set 0.5% as minimum. Ratio is computed from number of visits compared with number of orders. Already previous results of turnover and visits suggest that this objective has not been achieved in all observed months. The results are captured in chart no. 8. The ratio crossed the border of 0.5% only in May and June 2016.

Chart no. 8 - Conversion ratio during the marketing communication



Source: Author's own compilation based on data from GolfGear.cz

5.1.5. Meeting the Goals - Conclusion

When the communication is evaluated only according achieved goals, it is need to say, that it was not much successful. Three of four targets have not been reached.

The **web traffic** was not as high as was required. On the other hand, the traffic was two times higher than with previous almost zero marketing communication (max 250 visits). This fact is at least a partial success and promise of good chosen way for future. This growth has meant that marketing communication was not entirely in vain and has at least partial success. The results will be better with growing brand awareness in time, but it also needs some changes and more investments into marketing. However, it will be difficult to avoid of seasonal fluctuations.

Especially **turnover** in out of season months is low, but it is also not satisfactory in general. In connection with this fact, the result of question no. 3 should be noted (Supplement no. 1). 35% of users browse e-shops only for information and they buy goods in stores based on this info. Same customers' behavior is recorded according the testimony of GCZ employees from the ProShop. Examples of buying of additional goods, in the time when customers came to pick up order from e-shop, are also recorded. Although this whole turnover could not be exactly quantified, it can be say, that the e-shop and its marketing communication have higher economic effect, than is represented by direct e-shop turnover. This argument can be partially proved from the total turnover of GCZ Company. The total turnover from January to August 2016 is 15% higher than in same period from last year. It can be assumed, that the new version of e-shop, as marketing tool itself, has high share on this growth.

Comparison of **costs and revenues** has **positive balance**. Of course it is positive result. But the total costs are much lower than had been planned (only 2,666 CZK per month, 5-10 thousands CZK had been planned). From one point of view it means good management of money. But question is what would be expected with increasing investments in marketing? Maybe it will bring also higher revenues. The company should to try investing more. Although it should be noted that the budget for GolfGear.cz itself

was also negatively affected by investments into marketing communication of whole company - mainly ads in Golf Digest, which was not be cheap.

Conversion rate underlines the results of your website traffic and sales. It is necessary to keep the ratio up to border 0.5% in future. Because the target of communication is not only to lure customers for visit of GolfGear.cz, but of course sell goods. It should mean for example improving of the content of the website and adding good offers regularly - push customers to action direct on the website.

5.2. Evaluation of Marketing Communication Tools

Numerous tools of marketing communication have been used during the first year of GofGear.cz existence. Study of different information sources and executed marketing research revealed appropriate tools for promotion. These chosen tools confirm the main hypothesis of the diploma thesis: internet and electronic forms of promotion are more useful and better useable than traditional ones.

The main basic stone of whole promotion were advertisements in Google search engine - **Google AdWords** and **Google Shopping**. The most part of investments (together 79% for both) were spent for Google tools. These investments were cost-effective. One of the evidence is shown on the picture no. 3. There are sources of visits from whole reported period. The organic searching (standard searching - free of charge) in Google brings the 3rd most source of visits. It proves popularity of Google among the users, what is also confirmed in results of marketing research. Organic search is closely followed by paid Google tools on the 4th place. This, together with mentioned data from AdWords and Shopping, suggests good results of campaigns. Definitely, GolfGear.cz should continue with this type of promotion. Especially “Shopping campaign” should not be ever stopped, because it brings high performance with low costs. AdWords campaigns should be continuously monitored and updated depending on market conditions and seasonal fluctuations. Continuous control of the budget is also necessary. Exhaustion of the budget cannot be repeated. Conversely, budget should be increased, especially during the main season periods.

Picture no. 3 - Source of visits (K = thousands):



Source: Google Analytics

Facebook is represented at the 5th place of visits sources. The popularity of this tool is not so high, but also not costly. It should be hold in same running as yet:

- Gradually increasing number of fans through direct links on GolfGear.cz and by publishing of organic Facebook posts
- Paid boosting of posts or creating of ads - occasionally

Increasing activity on Facebook is not taking in consideration now.

Other influence of tools on web traffic is not purely clear from the picture no. 3. The link on Golfsmith.cz is the greatest source of traffic. The traffic on Golfsmith.cz itself is the mix of different activities of GCZ, which are not fully specified in this diploma thesis. **Advertising in the magazine Golf Digest** has certainly high share on this kind of visits, although it was not directly included in GolfGear.cz promotion. The whole contribution on success of ads in Golf Digest will be evaluated at the end of 2016. After that it will be decided about the continuing with it.

Ads in Golf Digest contributed for the direct traffic - the second source in the picture no. 3. The number is composed by direct writing of Golfgear.cz address into web browser and by direct links in e-mails and pdf docs (results of fitting). This traffic was partly based on improving of **personal selling** - adding of links into offers and e-mails. This simple way of references will be keep also in future.

The last number (3,9K) on the picture no. 3 is comprised from all other sources. **PR articles** and **web banners** have important place in this point. PR has response mainly in long term period. The main purpose is to build long term good reputation of the company and the e-shop GolfGear.cz is part of it. Of course articles will be published in the future. Banners have not important position in marketing communication of GolfGear.cz. But they are used in places, where are free of charge - web of friends and partners. They will be continued in the future and their number will be increased according the opportunities.

Some kinds of marketing communication have not been started despite the fact that they were chosen as a relevant tool. Only executed marketing research in combination with

competition for prizes can be regarded as part of successful **sales promotion**. It is necessary to improve e-shop with discount codes in future as a part of sales promotion.

The last thing that remains to be done is **e-mail newsletter**. This tool is very important and highly recommended for promotion of e-shop (not only according the result of survey). The work on this tool has begun and will be hopefully finished as soon as possible. These unfinished tools reveal main problem connected with marketing communication of GCZ - the time deficit. This problem is hard to solve. It is necessary to find reserves and optimize some activities for getting more time for marketing.

6. Conclusion

This diploma thesis has been focused on the marketing communication for the electronic form of retail business through e-shop, which is important sales tool for almost every retail company on the threshold of the 21st century. It has been assumed, that this kind of modern business requires also new and modern tools of marketing communication, mainly in electronic form instead of traditional marketing tools. The main hypothesis and research question of the thesis has been based on these assumptions. E-shop named GolfGear.cz and operated by GCZ Ltd. has been the concrete subject for finding of answers for this topic.

In this place, at the end of thesis, we can accept the main hypothesis. Electronic and internet tools of marketing communication are really more useful and more successful for e-shop than all others. This statement is proved especially by marketing research, which is one of the most important parts of the whole thesis. 98% percent of all respondents (golf players) are using internet for browsing of products, 63% did purchase on internet, 95% are subscribed for some e-mail newsletter, etc. Most of them prefer some kind of electronic form of marketing communication (AdWords, Newsletter, on-line promo codes), instead of traditional ones (leaflets, ads in newspapers, TV or radio). Electronic tools are also more useful from the point of view of the marketing operator. They offer better control during the using, relatively lower price and mainly better targeting, what has been proven by criteria evaluation of individual tools (point 4. 10 of the thesis).

Thesis has not focused only on answer on the question of the suitability of different tools in example of e-shop. It is also focused on the combinations of appropriate tools for promotion of GolfGear.cz, where selection, settings, control and running are included. Evaluation of the individual tools and whole marketing communication has been also important goals of the thesis. Measurement of selected performance indicators (turnover, web traffic and conversion ratio) have been set for the evaluation of the marketing communications.

Evaluation has been performed by comparing the values before and after communication, where the borders of success were set on start. These partial targets have not been fulfilled. The web traffic has increased from an average of 200 visits to 400 (max 550 in May 2016). But stable 600 have been required. Turnover has been set on 60.000 CZK, but this border has not been reach in any month. And conversion ratio has not been

stable. Only one target has been fulfilled: Revenues from the sale are higher than the marketing cost. Unfulfilled goals have two main causes. The first one is that the selected and suitable tools has not been implemented (e-mail newsletter, promo codes). The limited time for work of workers in small company causes time deficit for marketing activities. There is necessary to optimization of processes in company for finding of available time. The second cause is that the budget for marketing communication has been lower than has been planned. Some marketing activities, as AdWords or Google Shopping, have been good developed. There could be place for higher investments. The fact that the targets of performance indicators have not been completely reached does not mean general low success. All indicators have had increasing trend, which indicate right direction of process.

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8. Supplements

List of Supplements

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Supplement no. 1 - Marketing Research - Questionnaire and Results

Questions from survey are mentioned in following pages. There are also included results of the research.

Important notes:

- The target was to get at least 100 responses, 237 people visited web page with research, from which 121 respondents completed whole questionnaire. The target number of respondents was achieved.
- The results are processed in charts or by text according to type of question.
- Pie charts with percentage are used for questions with one possible answer.
- Stripes charts with absolute values are use at places, where respondents could choose more than one option.
- Evaluation questions resulted in marks.
- The most common answers are mentioned for open questions.
- Some answers in questionnaire meant skip over some following questions. Also some questions were not obligatory to answer. The numbers in parentheses at the end of questions show, how many respondents answered (from total number).

Questionnaire - Introductory text

Hello, Golfsmith CZ&SK is coming up with the new version of the e-shop GolfGear.cz. We are still working on design, functions and attached marketing. We would like to continually improve our services for you satisfaction. Therefore, we need to know your opinions. So, we would like to ask you for 10-15 minutes of your time to complete this questionnaire.

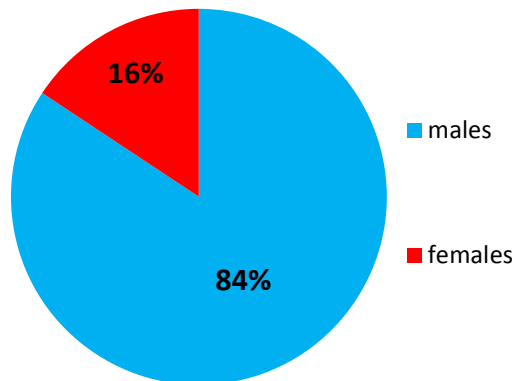
Because we appreciate your time, comments and opinions, after evaluation of the questionnaires, we will select 23 of you, who will be rewarded with some exciting prize.

What can you get? List of 23 prizes...

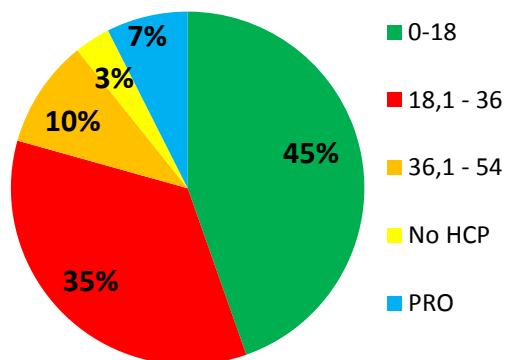
Who has the best chance to win? The most meticulous!

Thank you for your help! Your team of Golfsmith CZ&SK and GolfGear.cz

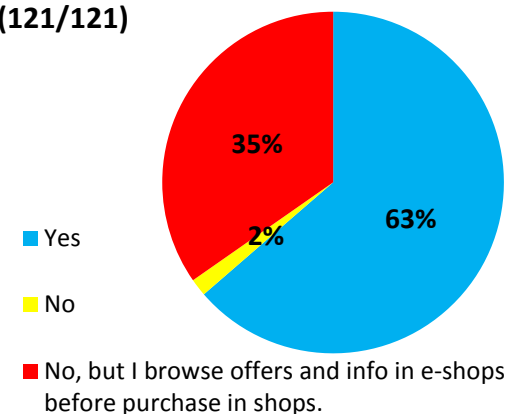
**1) What is your gender?
(121/121)**



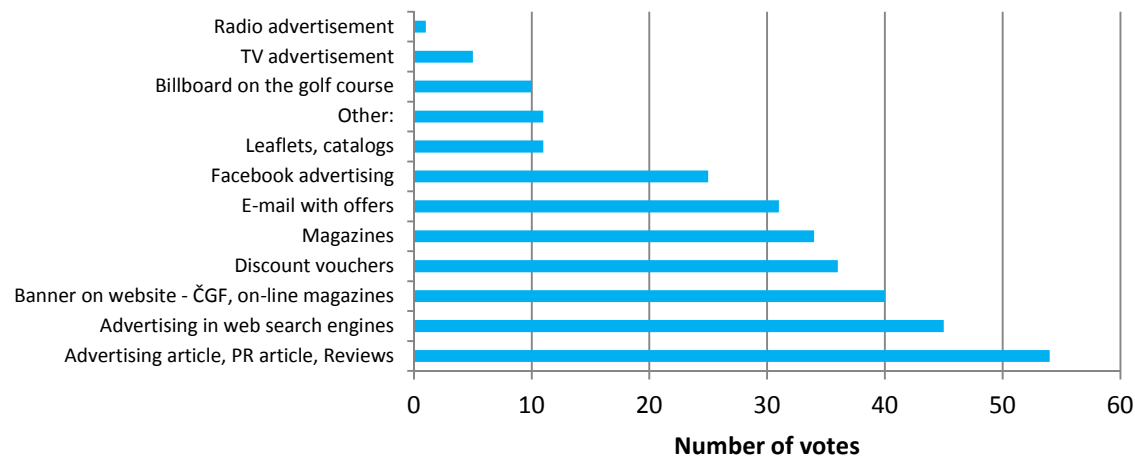
**2) What is your golf handicap?
(121/121)**



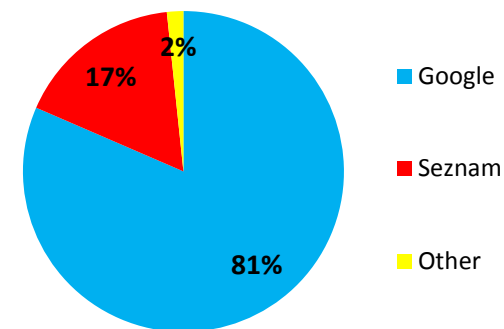
**3) Do you use the Internet to purchase golf equipment?
(121/121)**



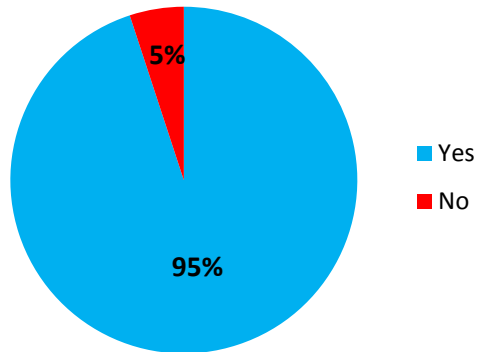
**4) What kind of propagation of e-shop attracts you the most?
(choose up to 3) (119/121)**



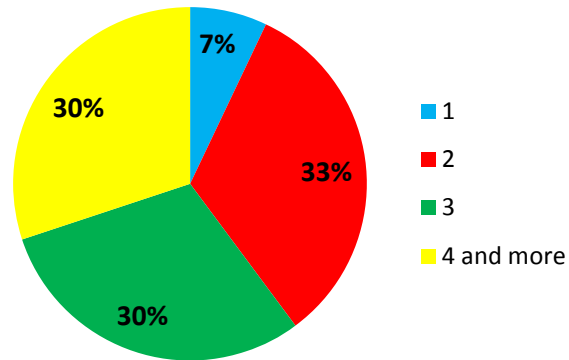
**5) Which web search engine do you prefer to search for information about golf products?
(119/121)**



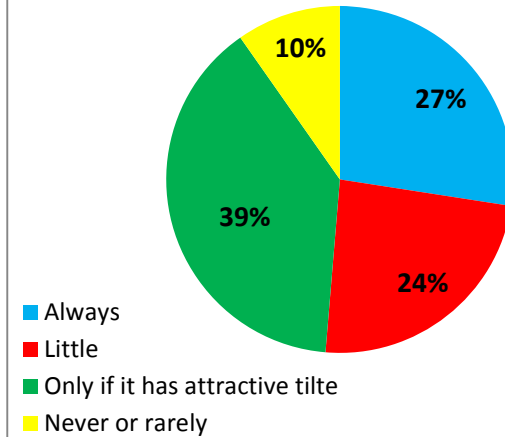
6) Are you subscribed to newsletter from some e-shop? (119/121)



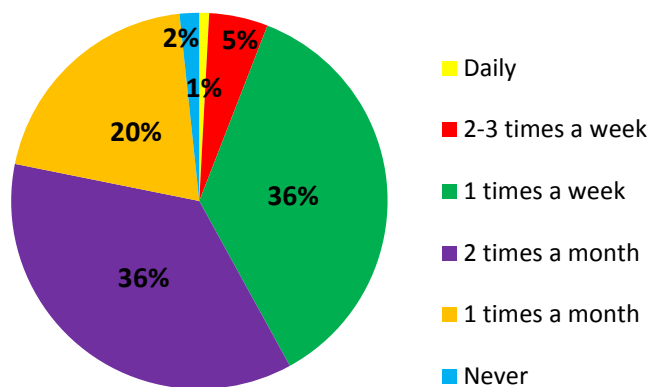
7) If yes (Q6), From how many stores? (113/121)



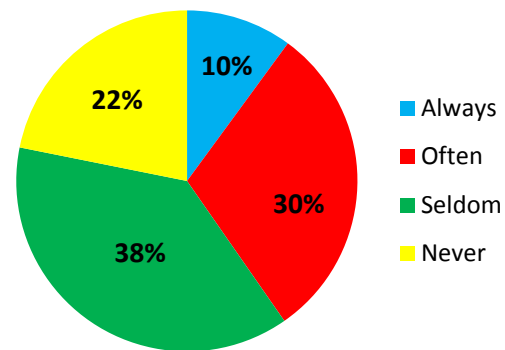
8) Do you read it? (113/121)



9) How often would you wish to receive newsletter, which is interesting for you so much, that you like to read it. (119/121)



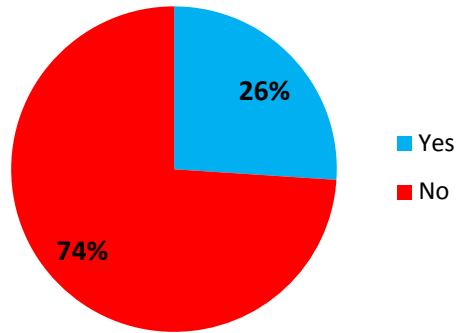
10) Do you use web focused on price comparison, when you buy golf goods? (119/121)



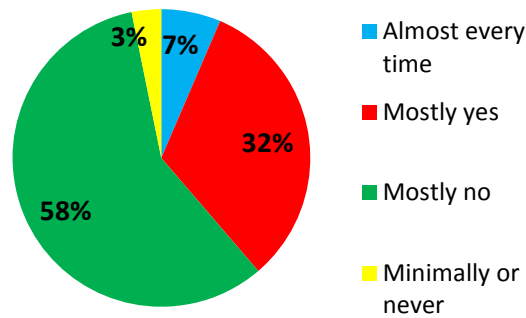
11) If yes (Q10), please align info from price comparators how it is relevant for you. (93/121)

- 1st The lowest price
- 2nd Immediate stock availability or fastest delivery
- 3rd References from other users
- 4th Other

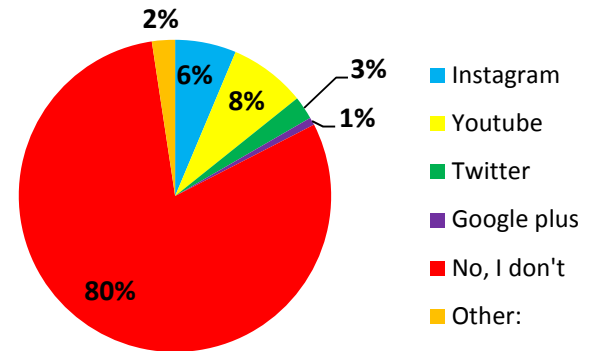
12) Do you like some e-shop on facebook? (119/121)



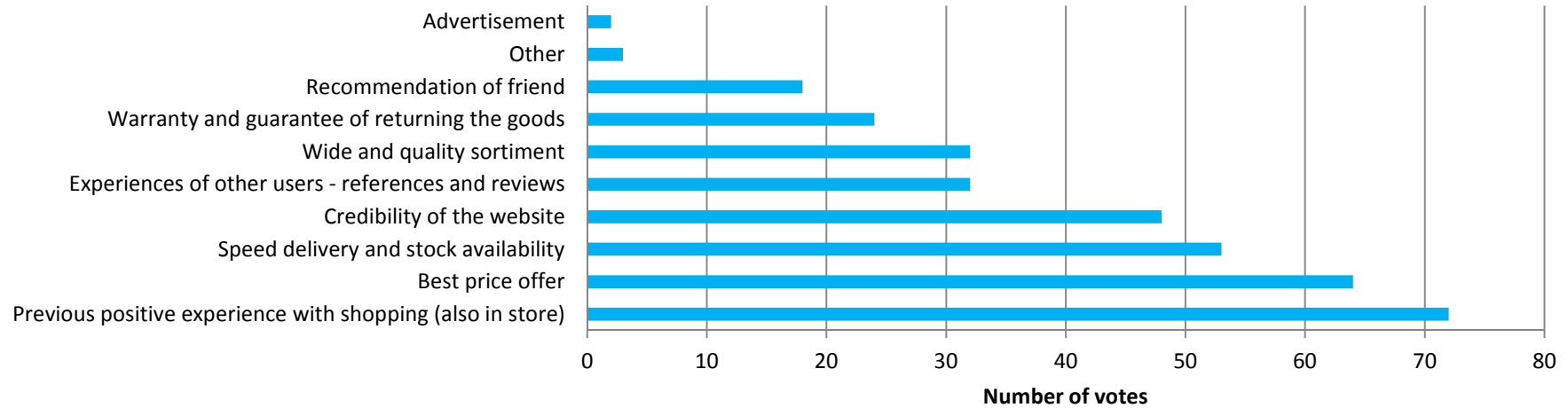
13) If yes (Q12), are you motivated to visit page, if you see facebook post? (31/121)



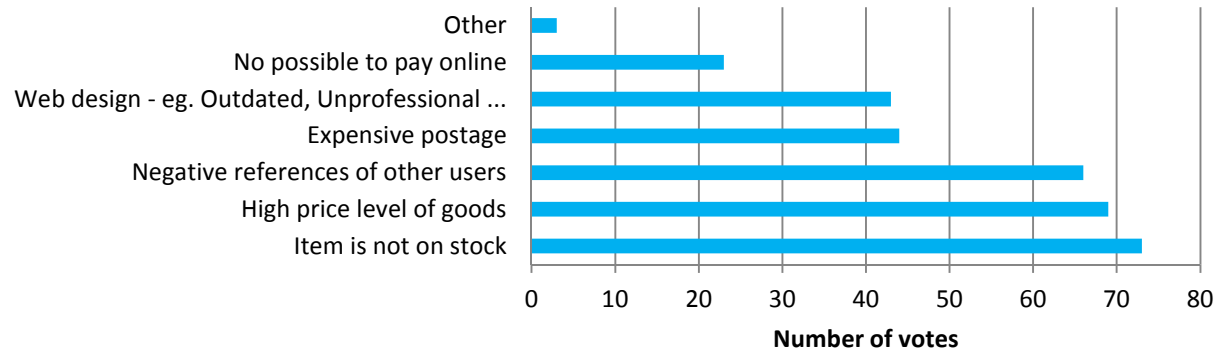
14) Do you follow some eshop on any other social site? (119/121)



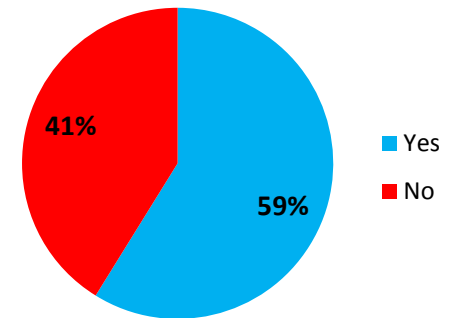
15) What is most important for you for purchase in given e-shop? (Please tick up to 3 options) (119/121)



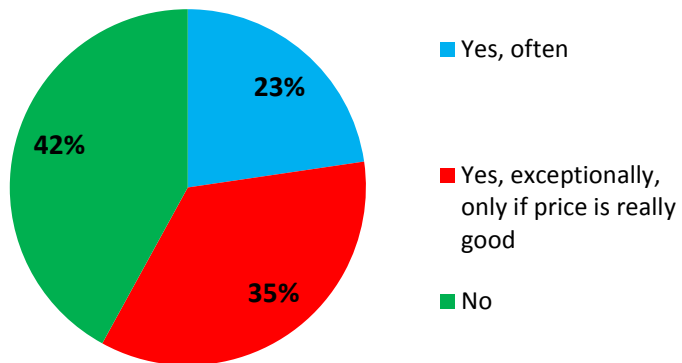
**16) And what you find most discouraging? (Select up to 3 options)
(119/121)**



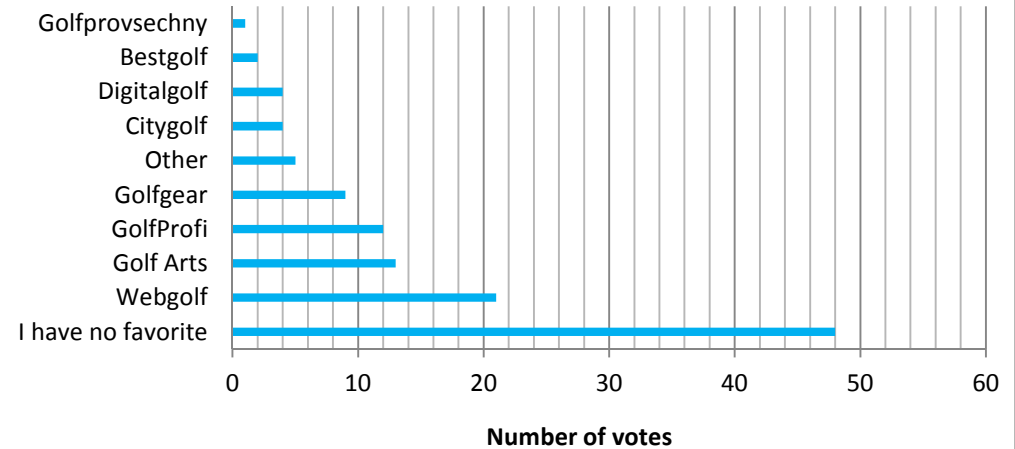
**17) Do you mind to pay a deposit for ordered goods?
(119/121)**



18) Do you buy golf goods in foreign e-shops? (119/121)



19) What is the your most favourite e-shop in Czech Republic? (119/121)



20) What are your reasons for this one (Q19)? – Open question (78/121)

Most common answers:

Good previous experience with retailer (also in store) - repeating of purchases

Wide offer of products and stock availability

Low price level + frequent discounts

Closeness and accessibility of the store

21) Do you have any negative experience with shopping in golf e-shop? Which? – Open question (86/121)

Most common answers:

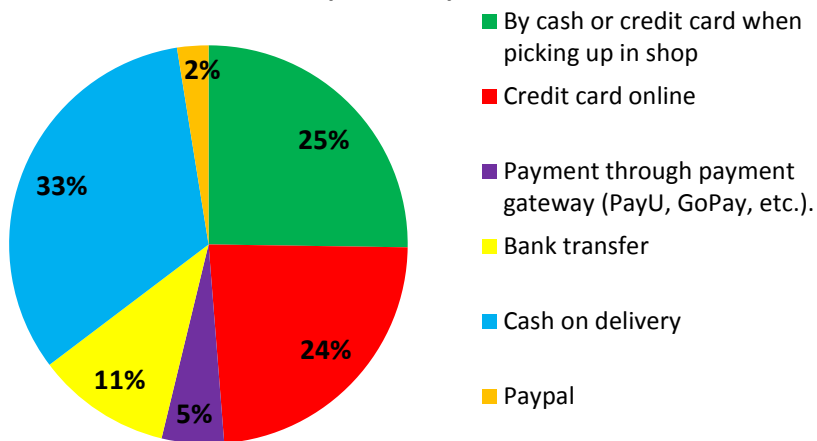
The goods was in e-shop as a available in stock, but not in reality

Long delivery terms

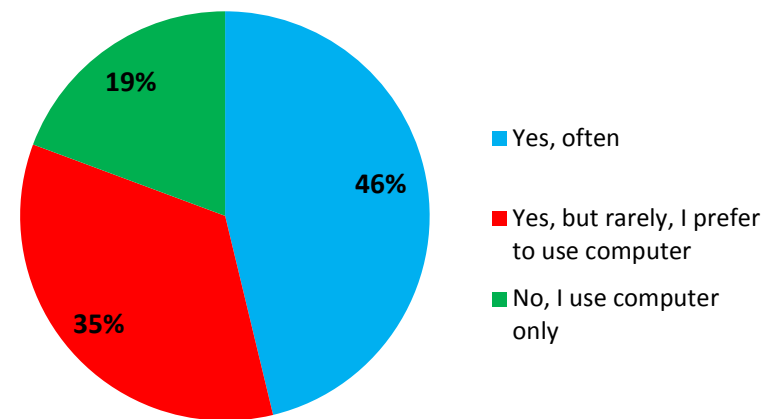
I got different goods, than I ordered

Bad sales support - seller's feedback

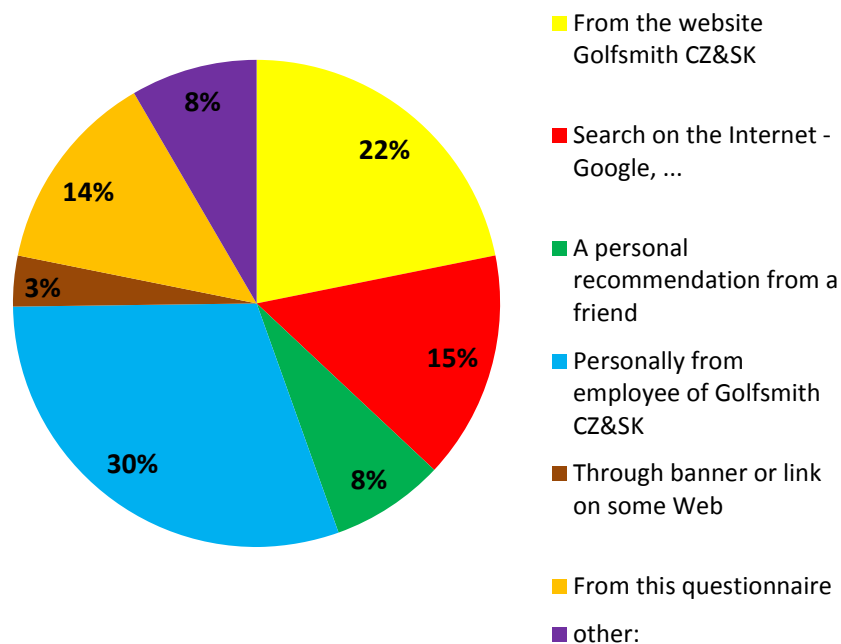
**23) What is your favourite way of payment?
(119/121)**



**24) Do you use tablet or mobile for shopping?
(119/121)**



25) How did you learn about the existence of GolfGear.cz? (119/121)



26) Could you evaluate individual parts of GolfGear.cz? (1-5, 5-worst) (114/121)

Part	Average Mark	Answers
The overall graphic design of the e-shop	2.33	114
Content of the homepage	2.25	114
Distribution of products into categories - searching	1.80	113
Product detail - clarity, sufficiency of information, images, etc.	1.98	114
Configurator golf clubs	1.64	113
Static information (fitting, contacts, business conditions, ...) - content and clarity	1.73	112
Viewing of the e-shop in mobile or tablet device	2.01	103

27) Do you have any comments and recommendations for parts from previous question (Q26)? (50/121)

Most common answers:

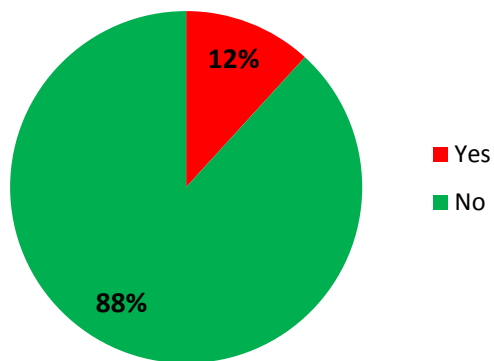
It needs of better and more modern design - more attractively golf environment

Some descriptions of products are missed

More info about sales and news on main page

Better filtration of some categories

28) Have you ever bought something in GolfGear.cz? (119/121)



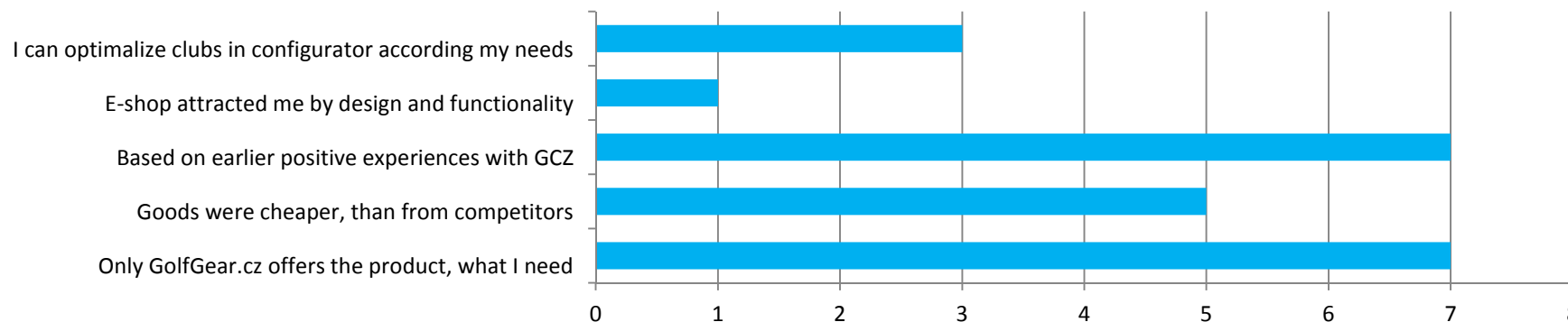
29) If yes (Q28), could you evaluate individual next parts of GolfGear.cz? (1-best, 5-worst) (14/121)

Part	Average Mark	Answers
Shopping basket	1.64	14
Order processing	1.57	14
Payment - options on the smooth running of the chosen method	1.64	14

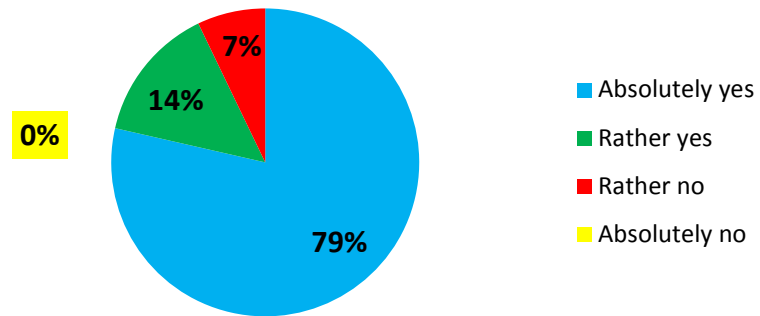
30) Do you have any comments and recommendations for parts from previous question (Q29)? (4/121)

Only one relevant answer – I miss possibility of PayPal payment

31) Why did you buy goods in GolfGear.cz? (Please tick up to 3 options) (14/121)



32) Were you satisfied with purchase? (14/121)



33) If you were not satisfied, please let us know why: (3/121)

I needed more pieces of goods than number, which were in stock in the moment of purchase
I got different grip with golf club, than I ordered

34) Are there anything, what you want to tell us? (34/121)

Most common and relevant answers:

Update of design on more modern version

I miss wholesale interface

I wish to add some other brands (Callaway,...)

Close categories without any products

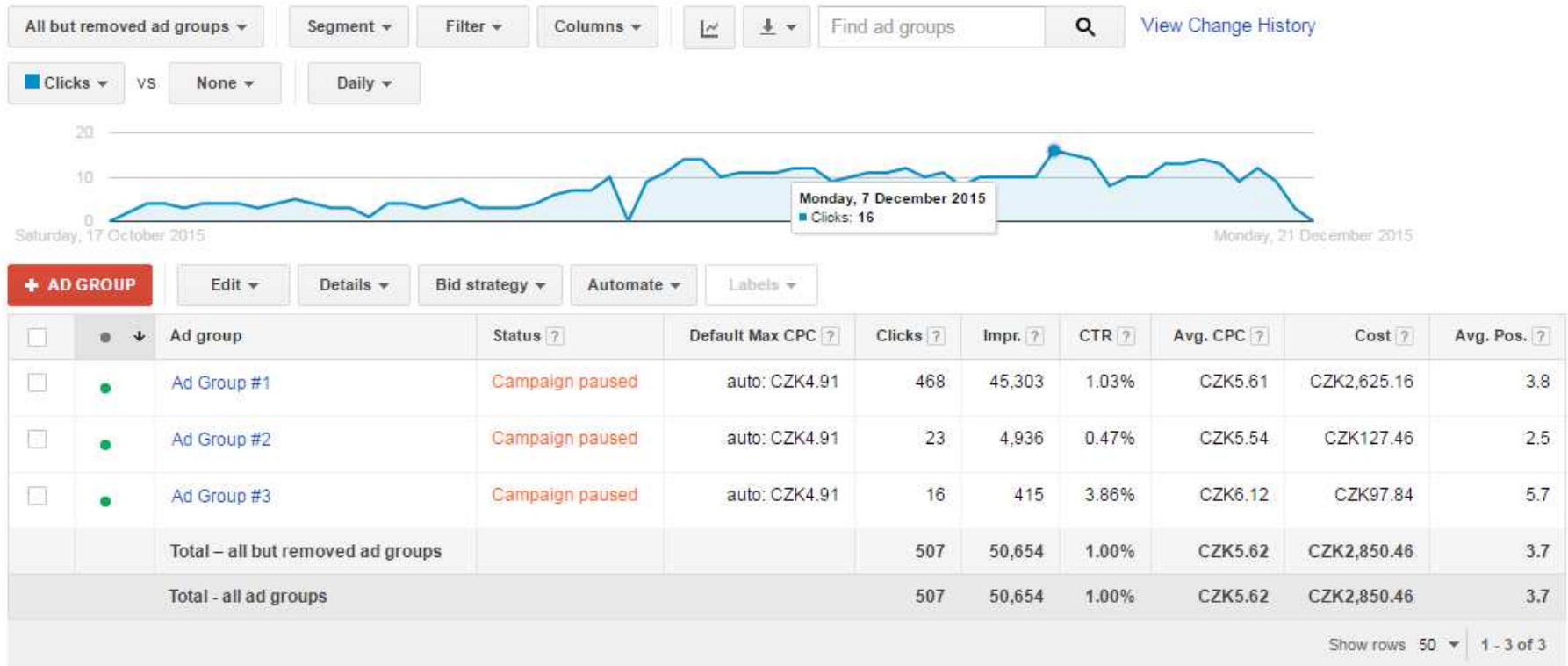
Add option of chat with seller

35) If you want to join for competition for prizes, please let us your e-mail. (106/121)

Unpublished in diploma thesis with regard to the protection of personal data

Supplement no. 2 – AdWords “Teaching” Campaign

Chart no. 9 - AdWords “Teaching” campaign



Source: Google AdWords

Supplement no. 3 – Examples of Facebook Paid Advertising

Picture no. 4 - The boost of standard Facebook post

GOLF GEAR GolfGear
Published by Marek Sajner (91) · 18 January · €

Vážení zákazníci, naše společnost je dodavatelem vysoce kvalitních produktů amerického výrobce holí a komponent f. Tour Edge - Exotics.... novou modelovou řadu 2016 pod označením EX9 můžete zakoupit v našem eshopu a nebo otestovat v našem fitting centru třeba již zítřka.... 😊

EXOTICS
NOVÝ MODEL
TOUR **EX9**

1,806 people reached

View Results

Pavel Kršek, Aleš Svoboda and 19 others

1 Share

1,806 People Reached

27 Likes, Comments & Shares

26 Likes	21 On Post	5 On Shares
0 Comments	0 On Post	0 On Shares
1 Shares	1 On Post	0 On Shares

37 Post Clicks

25 Photo views	0 Link clicks	12 Other Clicks
--------------------------	-------------------------	---------------------------

NEGATIVE FEEDBACK

1 Hide Post	0 Hide All Posts
0 Report as Spam	0 Unlike Page

Source: <https://www.facebook.com/Golfsmith-CZSK>

Picture no. 5 - Advertising in right column of Facebook web page

Send Message Promotion
Completed

Send Message
Vybavení a služby pro golfisty Nejširší nabídka ...

Promoted by Marek Sajner on 08/06/2016

2,378
People Reached

1
Button Clicks

Kč372.61
Spent at Kč124.00 per day

Source: <https://www.facebook.com/Golfsmith-CZSK>

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List of Abbreviations

4C	Concept of the communication mix: customer solution, customer cost, convenience, communication
4P	Concept of marketing mix: product, price, place, promotion
AIDA	AIDA model - attention, interest, desire, action
Cs	elements of the communication mix concept
CZ	Czech Republic
CZK	Czech koruna
DAR	Day after recall test
GCZ	GCZ Ltd. Company
IMC	Integrated marketing communication
Ltd.	Limited (company)
PR	Public relations
Ps	Element of the marketing mix concept
SEO	Search Engine Optimization
SK	Slovak Republic
TV	Television
USA	United States of America