

**ČESKÉ VYSOKÉ UČENÍ TECHNICKÉ V PRAZE**

**MASARYKŮV ÚSTAV VYŠŠÍCH STUDIÍ**



**BAKALÁŘSKÁ PRÁCE**

**Pomoc fotbalové společnosti proniknout na zahraniční  
trh: Definování strategie mezinárodního rozvoje**

**Helping a Football Company to penetrate Foreign  
Markets: defining an International Development  
Strategy**

**2024**

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Vala Patrik. *Helping a Football Company to penetrate Foreign Markets: defining an International Development Strategy*. Praha: ČVUT 2024. Bakalářská práce. České vysoké učení technické v Praze, Masarykův ústav vyšších studií.



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V Praze dne: 25. 04. 2024

## **Acknowledgements**

Words cannot express my gratitude to my professor Vincent Blaise Montenero, Ph. D. for his expert guidance of my bachelor thesis, providing valuable advice, informative background information and patience during the writing of my thesis. Furthermore, I would like to thank the company Bohemians Praha 1905, a. s., especially Matouš Větrovec, who helped me a lot with the preparation of my practical part. And also, to all my colleagues who were very helpful throughout the observation.

## **Abstract**

This bachelor thesis focuses on the analysis of the strategy of Bohemians Praha 1905 a.s. for entering the international market and proposes changes that should help the company. The theoretical part describes internationalization as such and the importance of marketing involvement. In the practical part, a double investigation was carried out. The first one was a comparison between a brick-and-mortar store and an e-shop. The second investigation was devoted to foreign customers, where they are from and which goods they most often purchase. The analysis of the company as a whole offered several conclusions. In order to improve the entry into the international market, I suggest updating the e-shop as soon as possible, a better division of roles in the structure of the organization and more investment in marketing.

## **Keywords**

Fan shop, Revenue, Fan zone, research, data analysis

## **Abstrakt**

Tato bakalářská práce se zaměřuje na analýzu strategie klubu Bohemians Praha 1905 a.s. pro vniknutí na mezinárodní trh a navrhuje změny, které by měly společnosti pomoci. Teoretická část popisuje internacionalizaci jako takovou a důležitost zapojení marketingu. V praktické části bylo provedeno dvojí šetření. Prvním z nich bylo porovnání mezi kamennou prodejnou a e-shopem. Druhé šetření bylo věnováno zahraničním zákazníkům, kdy se zjišťovalo odkud jsou a jaké zboží si nejčastěji pořizují. Analýza společnosti jako celku nabídla několik závěrů. Pro zlepšení vstupu na mezinárodní trh navrhuji, co nejdřívejší aktualizaci e-shopu, lepší rozdělení rolí ve struktuře organizace a větší investice do marketingu.

## **Klíčová slova**

Fan shop, tržby, fanouškovská zóna, výzkum, analýza dat

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# Introduction

Globalisation and technological advances mean that businesses are increasingly focusing on expansion into foreign markets to grow and remain competitive. These businesses include sports organisations that are looking for opportunities to develop their brands and business activities internationally. One such organisation is the football company Bohemians Praha 1905, which has ambitious goals for expanding its presence in international markets.

The choice of the company was not a big nut to crack for me, as I work for Bohemians Praha 1905, which also has a fan shop under its supervision. Among other things, I have played football all my life and spent a significant part of my football career with Bohemians Praha 1905. Therefore, the club is not only a place of work for me, but also an important part of my life and sports career.

This bachelor thesis focuses on analysing and defining an international development strategy for the Bohemians Praha 1905 fan shop. The aim of this thesis is to provide a comprehensive view for this company's entry into international markets and to propose strategies that will help it to successfully penetrate and develop in these markets.

The first part of the thesis deals with the theoretical concepts of marketing and international business, which are key to understanding the strategic decisions and processes associated with international expansion. The second part then focuses on a specific analysis of Bohemians Praha 1905 and the proposed strategies for entering selected foreign markets.

The analysis and strategy proposals will be based on thorough market research, identification of the competitive environment and understanding the preferences of the target foreign market segment. A key part of this thesis will also include an assessment of the potential risks and opportunities associated with the international expansion of Bohemians Praha 1905 and the formulation of recommendations for the successful implementation of the proposed strategy.



# **THEORETICAL PART**

# 1 Internationalisation

The process of internationalization of a company is defined as a process during which there is a transition from occasional export to permanent realization of goals in the international market (Gwiazda 1992, cited by Dymitrowski, 2014). This process represents a growth strategy and development opportunity for both small and medium-sized enterprises (Dominguez, 2018), and is subject to the principles of strategic management as defined by Grasse, Dubec and Rehak (2012).

These strategic management principles include three main groups of processes: preparation and identification of the baseline, strategic planning and implementation, and monitoring and evaluation of the strategy. This paper focuses on the first two phases, as shown in Figure 1. Using strategic analysis methods, namely external target market analysis and internal environment analysis, the results are summarized in a SWOT matrix. On the basis of this matrix, strategies are then generated and the form of entry into the foreign market is selected, together with the model and strategy for implementing this entry.

For successful internationalisation, it is crucial to consider other factors that have a significant impact on the success of foreign expansion. These factors include knowledge of the target foreign market, product quality, qualifications and language skills of key employees, effective marketing, flexibility, credibility, strength of relationships between cooperating companies, and the ability to use programs to support foreign activities as identified by Kubíčková (2013) and Kuchynková (2016).

## 1.1 Forms of foreign market entry

A company that strategically decides to enter a foreign market has the opportunity to choose from several forms of such entry. It chooses the form which, in view of the conditions of the chosen market best supports the stated objective or objectives, i.e. fulfils the essential motives of the management that led to this strategic decision.

The forms of entry of companies into foreign markets can be divided into several aspects, with aspects that determine the choice of the form of entry. Herrmann and Datta (2002) provide a division according to the level of ownership and control, in which they identify full and shared control. Huang and Sternquist (2007) distinguish between the level of ownership control in addition to foreign operations, the level of resource commitment Klug (2006) adds a breakdown by the full list of aspects: market entry risk, transaction costs, potential returns, time horizon or duration to market readiness (rated according to the level achieved on a scale of: low, medium, high).

According to capital intensity, which is the most commonly used aspect, Janatka (2017) classifies, Huang and Sternquist (2007) and Klug (2006) forms of foreign market entry into non-capital and equity. Morschett (2015), as well as other authors (e.g. Buchta, 2008, and Paliwoda, Thomas, 2001), further define direct and indirect exports in the category of non-capital forms (and import) and international movement of know-how carried out through contractual regimes.

### 1.1.1 Export of goods and services

Direct and indirect trade in goods and services, as already mentioned, is considered to be the easiest, least demanding and usually the first step in the internationalisation of an enterprise, which does not require large investments from own resources and is less risky. Direct exporting is defined as relying on distribution channels by foreign entities not linked to the enterprise, based on agreements concluded between the parties.

**Direct export:** Machkova et al. (2014) present the five most common ones:

- **Exclusive sales (distribution) agreement** - The Supplier undertakes to supply products only to the exclusive distributor to the exclusion of other potential resellers. This means that it provides products only in a specific territory and to only one dealer. There are also advantages associated with this type of export, such as relatively low cost and risk of entry, as well as speed of entry into the foreign market. The disadvantage, on the other hand, may be the lack of market contact.
- **Contract of commercial representation** - The commercial agent, whether his position is exclusive or not, negotiates the terms of contracts and mediates them for the represented company or directly concludes contracts on behalf of and on behalf of the represented company.
- **Commission contract** - A commission contract is a legal agreement between two parties where one party, called the commission agent, acts in the name and on behalf of the other party, called the principal. The commission agent buys or sells goods or services on behalf of the principal, but the commission agent's own assets are not involved in the transaction. The commission agent usually receives a fee for his services, which may be set as a fixed amount or a specified percentage of the volume of business.
- **Piggyback** – The most common partnerships are between one large and well-known company and several smaller companies operating in the same sector. The large firm gives these smaller firms access to its distribution channels abroad for a fee. Some companies consider the piggyback method as a means to expand their product range to a complete range for their customers. The benefits for these smaller partners include not only marketing and logistical support, but also the opportunity to benefit from the expertise of their export partner.
- **Export alliances** - An export alliance is an association of small and medium-sized exporters who are active in a related field of business and whose products or services complement each other. The alliance typically takes over the function of an export department and represents its members abroad. In the Czech Republic, these alliances are supported by CzechTrade. The main advantages associated with this model are the reduction of export risks, cost reduction, use of the positive image of the alliance and improved bargaining position, which can lead to increased profitability. Disadvantages include a possible loss of a certain degree of autonomy and an imbalance of relations or inequality between the different members of the alliance.

## **Indirect export:**

This is a transaction where a company supplies its products or services to a domestic export company or a domestic branch of a foreign importer. Transportation to the final customer abroad is arranged through an intermediary. This type of export is mainly recommended for enterprises that have little experience of international trade and the associated transport. It can be a disadvantage for enterprises as they are dependent on an intermediary. [Sharan, 2013]

### **1.1.2 Know-how**

The second of the non-capital forms of foreign market entry - the international movement of know-how - is also referred to by some authors as contractual regimes because of its nature. These are long-term relationships between companies from home and host countries that involve the transfer of technology or human skills. With this definition, we distinguish several forms of contractual arrangements-licensing agreements, franchising, management contracts, and turnkey projects.

#### **1.1.2.1 License Agreement**

A licence agreement is a legal agreement between two parties in which the second party (licensor) grants the first party (licensee) the right to use certain intellectual property, such as patents, trademarks, copyrights, or know-how, as defined in the agreement. The licence agreement allows the licensor to receive remuneration for the use of its intellectual property, while the licensee receives the right to use this property for its business purposes. The agreement may be limited geographically, temporally, or otherwise, and often contains details of payment terms, duration, and obligations of both parties.

#### **1.1.2.2 Franchising**

Franchising is a business arrangement (closely related to a licensing agreement) whereby one party (the franchisor) allows the other (the franchisee) to sell the same product line using its trademark, logo and operating procedures, usually for an upfront fee (the purchase of the franchise) and a subsequent percentage of the proceeds. Support from the franchisor, including supplying equipment, tools, providing contacts for raw material suppliers and other subcontractors, training employees, and assistance with business management.

#### **1.1.2.3 Management contract**

Management contracts are a specific type of agreement that differs from other forms of international know-how transfer in that they often involve other forms of entry, such as franchising, strategic alliances, or joint ventures. Through these agreements, a domestic company provides management support, technical know-how or specific services to a company abroad for a certain period of time and for a fixed financial remuneration. There is significant interest in these 'packages' of training for middle and senior management in the management and control of the business, particularly in industries that emphasise quality, care and service, or in countries where foreign ownership of businesses is prohibited.

#### **1.1.2.4 Turnkey project**

At the heart of turnkey projects is a commitment by the company to build and run an entire manufacturing plant in a foreign country to the client's specifications, for which it receives an agreed fee. This approach is often used in countries where foreign direct investment in a specific industry is prohibited. Refining operations are the processing of raw materials or semi-finished products to a higher level of finality based on the instructions of the foreign customer. The main objective of these

operations is to use available labour capacity, lower labour costs and, in some cases, less stringent labour or environmental regulation.

### **1.1.3 Kapital inputs**

Forms of entry into foreign markets that require high capital investment represent the highest level of internationalisation. These forms are typically associated with high investment costs and are therefore often undertaken by large and financially strong companies. Capital investment can be divided into two main categories: foreign direct investment and portfolio investment.

#### **Foreign direct investments**

Foreign direct investment is a form of international investment where a company or individuals from one country invest their funds directly in businesses or assets in another country. This form of investment usually involves the acquisition of a controlling interest, or at least a significant ownership interest, in the target enterprise. The objective of foreign direct investment may be to gain access to new markets, to expand business activities abroad, to increase competitiveness or to gain access to new technologies or know-how.

- **Subsidiary company**
- **Mergers and Acquisitions**
- **Joint venture**

#### **Portfolio investments**

Capital gains on portfolio investments provide a means of short-term appreciation of available funds abroad. The main objective of these investments is to achieve an optimal asset structure, which is assessed in terms of three factors: performance, risk and liquidity.

## **2 Market analysis**

### **2.1 Macroenvironment**

Before drawing up a business plan, it is important to think about the situation of the economy as a whole, the macro environment in which the company will operate. This external environment affects all entities in the economy, usually without exception. Management must consider economic, political, demographic, technological, cultural, and natural factors. These factors interact with each other, and through their analysis a comprehensive picture can be obtained of the environment in which the new corporate entity wishes to engage. [Foret, M., 2004:41]

#### **2.1.1 Economic and political environment**

For entrepreneurs, it is important to analyse the main economic forces, which according to Donnelly's inflation rate, interest rate, real household income, GDP, the unemployment rate, the exchange rate, the size of the government budget and the trade deficit. [Donnelly, J. H, et al., 1997]

The economic environment is closely linked to the political context, as the state plays a key role in both areas. Through direct and indirect measures, the state implements policies that influence the economy. These instruments include fiscal policy, monetary policy, trade policy and pension policy. It is important for business to monitor the use of each policy instrument. These can directly affect the size of the tax burden, interest rates in the market, and export and import promotion or restrictions. In some sectors, there may be interesting opportunities to support production, such as obtaining government subsidies.

#### **2.1.2 Demographic environment**

The demographic environment plays a key role in business as it influences the composition of the population and its characteristics, which has a major impact on the market and consumer behaviour. An analytical view of demographic factors provides businesses with important information for strategic decision-making. The study of population structure, including age structure, gender composition, ethnic distribution, and geographical distribution of the population, is crucial for identifying the target market and designing marketing strategies. Analysing the migration and mobility of the population allows for a better understanding of the movement of people between regions and countries, which can lead to the identification of suitable locations for business expansion or to tailor supply to the needs of the migrant population.

Demographic indicators such as birth rates, mortality rates and life expectancy have a significant impact on the demand for different products and services and can thus influence a company's product development and marketing strategy. Analysing education and employment in the population provides a better understanding of the available workforce and skill levels, which has implications for human resource strategy and job development and training. Sociocultural trends associated with demographic changes, such as changing lifestyles, preferences, and values, can affect the demand for products and services. These trends should be considered when planning marketing strategies and new product development.

Overall, understanding and analysing demographic trends allows businesses to better respond to market needs and optimise their strategies to better reflect the dynamics and changes in their business environment.

#### **2.1.3 Technological environment**

Embracing technology and technological advances is an integral part of our lives. Almost none of us can imagine today's world without a television, computer, car or even a mobile phone, which

each of us uses several times a day. Technology is constantly evolving and new and better things are being created, which naturally attract the attention of people who are inwardly yearning for something new. The pace of change is indescribable, as a few years ago some things didn't even exist and now we can't imagine life without them.

Therefore, it is very important for management to be able to respond to changes in technology. For example, marketing is now relying more and more on social networks and the possible promotion with the help of "influencers". A major risk for companies can therefore be a delayed reaction to trends or developments in production or manufacturing, where the company ignores new products and inventions and thus loses potential new customers while losing existing ones.

#### **2.1.4 Political and legislative environment**

Kotler and Keller (2007) argue that the political-legislative context has a significant impact on marketing decision-making. Businesses are required to comply with applicable laws that may constrain their activities, as well as government regulations and interest group pressures. However, not all new legislative measures are negative; some may bring new opportunities for businesses. For example, the recycling obligation has led to the emergence of new companies that use recycled material to produce new products. Businesses' marketing strategies are often influenced by stricter legislation and the growing influence of interest groups.

According to the authors, business legislation pursues three main objectives:

- **To protect businesses** from unfair competition through antitrust and economic competition laws.
- **Protect consumers** from unfair business practices by prohibiting low-quality production, providing false information in advertisements and misleading consumers with labels and prices.
- **Protect society** from the negative impacts of business behaviour by holding businesses accountable for the social costs of their activities and products.

Kotler, Wong, Saunders, and Armstrong (2007) further highlight another important aspect of the policy environment, namely the increased attention to ethical behaviour and social responsibility. Businesses seek to protect their customers and the environment through codes of ethics and corporate practices.

#### **2.1.5 Social and cultural environment**

Kotler, Wong, Saunders, and Armstrong (2007) emphasize that culture and the factors that influence it affect the underlying social values and beliefs that shape individuals' preferences and behaviors. The authors distinguish between primary and secondary human attitudes, with primary values usually remaining constant and being passed on from generation to generation. Individuals' primary attitudes are further shaped by school, religion, corporate culture, and state institutions. Secondary ones, on the other hand, are more flexible. Which means that they can change. Therefore, society is more likely to manage to change these secondary human attitudes.

Secondary values, unlike primary values, can change as a result of cultural trends. Cultural changes often influence secondary values as people adopt trends in dress styles, hairstyles and life goals from media models such as movie stars or music groups. Marketers try to catch these cultural changes early, as they present both opportunities and threats. In addition, people automatically adopt core social values that affect their relationships with themselves, other people, organizations, society, and nature.

Changing secondary values are often associated with cultural changes. People today show an increased interest in social issues and seek long-term and deep relationships. This has led to the

development of a market for products that promote social activities and improve interpersonal communication. Marketing strategies are also influenced by people's attitudes towards organisations, society and nature. Businesses are therefore looking for new ways to gain the trust of their employees and customers, often changing their advertising campaigns and engaging in philanthropic projects to reflect current social values.

### **2.1.6 Natural environment**

The environment is an integral part of the macro-environment because the company not only influences the environment but also uses and draws on natural resources. In recent years, environmental degradation and climate change have been mentioned very often. Therefore, it is very important for companies to react to this trend and to face and address these problems in a targeted manner.

The accumulation of litter and plastics is a major modern-day bogeyman, as is the rise in the global average temperature. This is most likely due to industrially produced chemicals that destroy the ozone layer. Or another problem is greenhouse gases in the atmosphere, which are produced by the burning of fossil fuels and play a significant role in warming the planet.

Lack of raw materials is the biggest factor affecting the environment. Natural resources are divided into three categories, renewable, semi-renewable and non-renewable. The most typical examples for renewable resources are water, air and solar energy. However, nowadays, even these resources seem to be exhaustible at some point. This is due to deteriorating air and water scarcity. Semi-renewable resources include forests and food. After cutting down a forest, logging companies must plant new trees in the same place to ensure enough wood for future generations. Food is a bit more complicated, as the current society is more focused on building new roads and houses. All of this leads to the simple conclusion that we may not have enough food. There will be more and more people, but the agricultural land will become scarcer. We are already facing this problem in third world countries (especially in Africa). Companies also need non-renewable resources to operate, which are mainly oil, gas, and coal. As these resources gradually diminish, their price will also rise. However, companies will not be able to fully pass on the rising costs to their customers. It is therefore very important to try to find other alternatives or to improve technology.

The depletion of the oil resource has increased the price of energy. Therefore, industrial companies are looking for other alternatives. For example, they try to use nuclear, wind or solar energy. The biggest game changer could be a new technology using fusion, but this is still most likely within a few decades.

Another issue is the increasing pollution of the environment, of which industry is the largest contributor. We and our industry are putting things into nature that nature cannot cope with on its own. These are all kinds of chemicals, nuclear waste, plastics and, in general, any kind of waste. Plastic waste, microplastics and a lot of mercury pollute the water quality. Soil pollution, on the other hand, is mainly due to chemicals from factories. Therefore, there is increasing public pressure on companies, but also on government departments, to place greater emphasis on environmental protection.

## **2.2 Microenvironment**

To analyse a company's microenvironment, the most used method is the industry enterprise analysis method or also known as Porter's 5 forces model.

### **2.2.1 Porter's 5 forces model**

According to Porter (2008), the economic structure of an industry is a key factor determining the level of competition in each environment. This structure influences not only the actions of competitors, but also the decision of which competitive strategies a firm will choose. Porter's model



of industry competition identifies five forces that affect a firm: competitors, customers, suppliers, substitutes, and potential new competitors. The interaction of these forces has a significant impact on the profitability of the firm in the industry. According to Porter, the objective of competitive analysis is to identify strategic positions that will enable the firm to minimize the risks associated with the competitive environment.

- **Potential new entrants**

New companies are above all a threat, as competition naturally increases. Increased competition after a new company enters the market can lead to lower prices for products and services or to higher costs. Whether one or the other occurs the result will be the same, namely that the company already operating in the market will see its profits reduced. Companies face entry barriers before entering a new market. Entry barriers include capital intensity, product differentiation, economies of scale, access to distribution channels, cost disadvantages independent of the size of the firm and economies of scale achieved, government policy and transition costs.

- **Subscribers**

Customers are a very important driver of the profitability of the industry, as they have a significant influence on the demand and price at which they are willing to purchase services. Businesses are forced to provide better and higher quality services and products to avoid losing customers to competitors and to attract new customers.

- **Suppliers**

Suppliers have bargaining power because they can influence prices, or the quality of products and services provided. It is crucial for any business to choose suppliers with quality products, who adhere to set prices and offer reliable delivery. Quality of goods, price, logistics, availability, complaints, and other factors are important when choosing a supplier.

- **Substitutes**

Substitutes are all products that are perceived by the customer in the same way. Therefore, undertakings providing substitute products compete with each other in the industry. However, when there are too many such firms in the market, the industry loses its attractiveness.

- **Competition in the sector**

Another factor in Porter's model is competition, which significantly influences the environment in which the firm operates. There is competition between firms for customers and market share. One type of this competition is price competition, where firms reduce the prices of their products. This competitive pressure can be difficult for some businesses. For a business trying to stand out, it is important to focus primarily on the quality and price of its products and services.

## 3 Marketing

In the third part of this bachelor thesis the concept of marketing is introduced first. Then we take a closer look at the marketing mix together with all its components. Subsequently, the concept of marketing in a sports environment is defined in this section and the conclusion of this first chapter is devoted to marketing research. Marketing is not only synonymous with advertising. According to Kotler and Armstrong (2014, pp. 29-30), marketing relies on relationships with customers and these relationships are crucial for a successful business. Modern marketing approaches emphasize creating value for customers and satisfying their needs. Marketing can therefore be defined as a process that aims to satisfy customer needs while generating profit.

One of the most well-known definitions of marketing comes from the American Marketing Association, which characterizes it as "an activity, set of processes and practices aimed at creating, communicating, delivering and exchanging offers that deliver value to customers, partners and society as a whole" (Karlicek 2018, p. 19). Marketing is at the core of any business and its success or failure depends on the company's ability to create value for the customer. A key factor for successful marketing is understanding the needs and wants of the customer and being able to respond to those needs effectively. Strategic marketing issues focus on identifying customers, offering value, ensuring long-term satisfaction, gaining a competitive advantage, and maintaining it (Karlicek 2018, p. 19).

### 3.1 Marketing in sport

Nova and her colleagues (2016, pp. 133-134) present marketing in sport as a means of selling products and services using various sporting events. These events are not limited to professional competitions, but also include amateur or school competitions. Promotional strategies can be diverse, ranging from advertising on television during the broadcast to the placement of billboards on the field during the game. Another option is promotional efforts by athletes promoting specific brands or products. The authors outline two main approaches to marketing in sport: direct marketing of sport, which focuses on the sport products and services themselves, and marketing through sport, which uses sport events to promote non-sport related products or services.

In this context, sponsorship, which is an essential part of sports marketing, is often used. This type of promotion allows companies to reach customers at a lower cost than traditional advertising. Sponsorship often links a brand or product to a particular sports team or event, although it can also take other forms, such as material. For athletes and sports teams, sponsorship represents a significant source of revenue. (Nová et al. 2016, s. 173)

### 3.2 Marketing mix

Professor Neil H. Borde is recognized as the pioneer of the first concept of the "marketing mix". In 1964, Professor Jerome McCarthy introduced the current form of the marketing mix, known as the "4Ps", which includes product, price, place, and promotion.

Kotler defines the marketing mix as the set of tactical tools, such as product, pricing, distribution, and communication policies, that a firm uses to tailor its offerings to target markets and influence demand for its product.

When creating a marketing mix, it is crucial to know the target customer and set it up appropriately to make successful sales. The marketing mix encompasses all the key elements that a company uses to address the market and customers and that determine its success. Its basic elements are product, price, place and promotion, often referred to as the '4Ps'. Although these four elements are important, sometimes in some industries they fail to adequately address all the specific needs of the market. For example, in the hotel industry, the human factor, i.e. the hotel staff, is a key element

of service delivery. In this context, the human factor can be considered as an additional fifth marketing tool.

### 3.2.1 Product

A product can be defined as any output of a company intended for sale. For the purpose of my bachelor thesis, I will borrow P. Kotler's definition of a product: "A product is anything that can be that can be offered, that can attract attention, that can be consumed, that can satisfy some human desire or need." [Kotler, P., 2001]. A product does not have to be only a material but also an intangible good or service.

In the same book, Kotler defines four areas, called product layers, that serve to satisfy consumer needs.

- Basic product - satisfies basic needs such as thirst or hunger.
- Perceived product - represents an extension of the basic product by adding physical characteristics such as brand, colour, quality, design, or materials used.
- Enhanced product - this layer may no longer be directly related to the product itself, but may include customer bonuses, discounts, additional services or, for example, shipping or product assembly. This is often an area of competition as convenience of shopping becomes an increasingly important factor for customers.

Potential product - this layer refers to future and planned product extensions or enhancements and answers the question: what should, or could the product be in the future?

#### 3.2.1.1 Product life cycle

The product life cycle is a key aspect in marketing, based on the premise that products go through certain phases of existence, much like organisms in the living world. This cycle influences the nature of the product, technological development, and consumption behaviour. The shortening life cycle of products is particularly evident in consumer electronics, cars and household appliances.

The traditional product life cycle includes four phases - introduction, growth, maturity, and decline. Each phase has specific characteristics, such as sales size and dynamics, profitability, and cost structure in different marketing activities.

- **The product launch phase** - is characterised by low revenues and zero profits because customers are not yet aware of and familiar with the product. Investment in promotion is necessary at this stage.
- **Growth phase** - characterised by increasing sales, which requires strengthening of distribution channels and continued investment in marketing communication.
- **Maturity phase** - in this phase sales reach their peak and the company achieves its highest profits. The costs of marketing communication are shifted to sales promotion in this phase.
- **Decline stage** - this stage is characterised by an unstoppable decline in sales. All marketing costs are reduced, and the price is reduced. Eventually, the product is withdrawn from the market altogether.

### 3.2.2 Price

Price is one of the key components of the marketing mix that brings profit to the company and is therefore very important. It is essential to select appropriate pricing methods and combine them effectively. The basic methods include:

- **Cost-based pricing:** sets the price by calculating the cost of producing one unit of a product plus a required margin.
- **Demand-oriented pricing:** estimates the price based on expected sales volume. Higher demand may lead to a higher price than the cost-based price.
- **Competitive price:** Used when a new product enters a market with existing competition. The firm considers competitors' prices, especially for homogeneous products.

The appropriate combination of these methods produces a pricing strategy. The four basic types of pricing strategies are:

- **Low-cost orientation:** an effort to reduce costs and increase output, often through standardization.
- **Unique features orientation:** Seeks to differentiate from competing products through modifications or unique features, which may lead to higher prices.
- **Combination of the two previous strategies**
- **Adjustment strategy:** Responds to competitors' prices, either maintaining the average price in the industry or lowering the price to gain more market share.

### 3.2.2.1 Price adjustments

Along with the price, extensive payment terms (e.g. deferred payment, installment payments, leasing, etc.), including related discounts, are always considered. These discounts often have a strong influence on customer behaviour and are important for maintaining customer loyalty and the competitive position of the business. A discount policy is therefore of considerable importance to both parties.

However, perceptions of low prices, discounts, bonuses, surcharges and payment terms in general vary between customers depending on the volume and structure of goods purchased, the timing of purchases, corporate objectives and attitudes towards long-term customer relationships.

### 3.2.3 Place (Distribution)

One of the key tasks that every budding entrepreneur must solve is identifying the target market and potential customers for their product. By defining the market segment that his product will address, the entrepreneur will facilitate the search for appropriate distribution channels. It is crucial to understand where the potential customers are, when and under what conditions, and to design the supply strategy of your product accordingly. The marketing distribution channel can be understood as "the set of organizations that provide the movement of goods and services to the consumer" (Foret, M., et al., 2004:120). In developed economies there are many ways of product distribution. However, the nature of the product or service is crucial in the choice of distribution channels, as the mode of distribution can influence customer perceptions of the product. The entrepreneur usually has a choice between two basic options:

- **Direct selling** - selling directly to end customers (for example, through own point of sale).
- **Indirect sales** - sales through external intermediaries such as wholesalers or retailers.

In practice, different sales channels, both traditional and modern, are often combined.

### 3.2.3.1 Online sales

In practice, different sales channels, both traditional and modern, are often combined. Today, the use of online sales is increasingly being considered. Thanks to current technological possibilities, this type of distribution is also available to smaller businesses. A study by The Boston Consulting Group, an independent company, showed that the Internet contributed around 3.6% to total GDP in 2009, which is a significant share. Nevertheless, every business must consider whether it is able to manage an e-shop and meet the terms and conditions set for online sales.

### 3.2.4 Promotion

We understand the term promotion as "all communication tools that can help the target, to convey a message to an audience." [Kotler, P., 2000:124]

We distinguish the following promotional tools:

- **Advertisement** - usually a paid presentation of our brand or product. According to research by SPIR (Sdružení pro internetový rozvoj), companies in the Czech Republic will spend nearly 60 billion crowns on advertising in 2023. This research also shows a clear trend where the cost of advertising is increasing every year.
- **Sales Support** - This is the short-term use of various forms of price advantages (e.g. product discounts, customer cards, coupons, points collection programs, promotions such as 3+1 free, contests, giveaways, etc.) to increase sales volume immediately. This strategy may have its drawbacks, as discount promotions reduce product margins and may result in a decline in future sales as customers may purchase inventory.
- **Public relations** - This is an interesting element of the communication mix, where the company tries to positively influence the public, for example through press articles that appear to be independent. Simply put, it is a form of advertising designed to look like independent editorial content. Sometimes public relations also include sponsorship or lobbying. [Lesly, P., 1995:13]
- **Personal sales** - It is an element of communication that emphasizes personal interaction between the company and the customer through the salesperson. The main advantage is the possibility of personal contact, which allows for quick feedback, individual conversation and potentially the creation of customer loyalty. A key element is tailoring the offer to the specific needs and preferences of the customer. Personal selling can be an effective strategy, especially if a trusting relationship with the

customer can be built. The best use of this approach is often in the B2B market, where smaller groups of customers are targeted.

- **Direct marketing** - It is a direct contact with the target customer, where the main objective of direct marketing is to target narrow customer segments and provide them with a suitable offer of products or services with an immediate response. There are several variations of direct marketing: the first involves sending direct mail such as catalogues and leaflets, which can be delivered by post. Another option is telecommunication methods such as telemarketing and mobile marketing. The third option is emails and electronic newsletters. Companies often use customer databases to use direct marketing effectively, which allows them to target their marketing communications more precisely to specific customer segments.

### 3.2.5 People

People are a key factor influencing the quality of services provided. On the one hand, there are the fanshop employees who are responsible for providing the services, and on the other hand, there are the customers who use the services. Employees are closely linked to the service provided, and their knowledge, quality of work and behaviour are key to the success of the service. It is the staff who answer the phone, serve customers, perform housekeeping and other activities that contribute to the overall customer experience.

A customer is a person or organisation that pays for a good or service and its associated benefits.

As far as employees are concerned, their training and motivation to work is important. Most of the work tasks in the shop are done in a routine way and most of them are relatively simple. Thus, training new employees is not too difficult.

Employees can be divided into three groups:

- **Contact staff** - most of the time it is the sales staff on the shop floor who are properly trained and ready to serve customers every day. These are the staff who are in direct contact with customers and have the responsibility to meet their needs.
- **Management** - Direct contact with customers is rare, but their contribution to the quality of service and especially the quantity of goods is crucial. They are involved in marketing and in the actual creation of strategies for the production and subsequent sale of goods.
- **Support staff** - Most often these are temporary workers who help with the restocking of goods before and especially after the game. They also ensure the smooth running of sales during matches and are a helping hand for the contact staff.

# **PRACTICAL PART**

## 4 Bohemians Praha 1905, a.s.

Bohemians Praha 1905 is a Czech football club based in Prague. The club was founded in 1905 as AFK Vršovice. Over the years it has undergone several changes of name and ownership, but currently bears the name Bohemians Praha 1905, a.s. The club is known for its long history and passionate fans. It is a club with a large group of dedicated fans who are known for their passion and support during matches. Despite turbulent periods in history, the fans of Bohemians Prague 1905 remain strong and loyal to their club.

Historically, the club has been successful in the Czechoslovak league, winning the title several times. Its greatest success came in the 1980s, when the club became Czechoslovak champions twice (in 1983 and 1985). At that time, Bohemians Praha 1905 had a strong squad and was one of the most respected teams not only in Czechoslovakia but also in Europe.

However, the club faced financial difficulties and even went bankrupt in 2005. The fans did not give up, however, and founded a new club called Bohemians 1905, which subsequently acquired the rights to the name Bohemians Praha 1905 and is now officially used.

### 4.1 Origin of the name and emblem

The club got the name Bohemians thanks to a legendary trip to Australia in 1927, where an international tournament was taking place. The Australians could not pronounce the then name AFK Vršovice, so the name Bohemians - Czechs- was finally chosen. Thanks to the very successful results, the team deserved a couple of kangaroos given to them by the Australians. This is how the new emblem and mascot for the Bohemians club was created. The new mascot and emblem are still part of the club today. The locals didn't even know that Czechoslovakia existed, but after this expedition they will never forget us.

PICTURE 1: EMBLEM



Source: my own

### 4.2 Current market situation

Bohemians Praha 1905, a.s. ranks fourth in sales of merch associated with the football club in the Czech Republic. It keeps in close contact with companies such as AC Sparta Praha fotbal, a.s., SK Slavia Praha - fotbal a.s., or FC Viktoria Plzeň, a.s. It is fascinating how such a small club is able to keep up with such giants. After all, the share capital of these three companies is many times higher than that of Bohemians Praha 1905, a.s. For comparison, Sparta has CZK 3.5 billion and Slavia CZK 1.7 billion. While Bohemians has only CZK 33.1 million at its disposal. Despite these not very fair starting conditions, the company thanks to its loyal fan base is in the first place in terms of merchandising.



## **4.3 Organisation of the company**

### **4.3.1 Top management**

The company, as a professional football club, has two highest bodies in its organizational structure, which are the Board of Directors and the Supervisory Board.

#### **4.3.1.1 Board of Directors**

The purpose of the Board of Directors of Bohemians Praha 1905 is to ensure the overall development and success of the club in the sporting, business, and organizational spheres, in accordance with the traditions and values of the club. The Board is responsible for the effective management of the club with the aim of achieving the best possible sporting results and sustainable financial health, considering the interests of fans, players, staff, and other stakeholders.

- Ing. Dariusz Jakubowicz - Chairman of the Board
- Mgr. Petr Svoboda - Vice-Chairman of the Board of Directors
- Miroslav Držmíšek - Vice-Chairman of the Board of Directors
- Ondřej Novotný - Member of the Board of Directors
- David Vodehnal - Member of the Board of Directors

#### **4.3.1.2 Supervisory Board**

The Supervisory Board plays a key role in ensuring the responsible and effective management of the company and protecting the interests of its shareholders. Its work is crucial to maintaining confidence in the company and achieving long-term success.

- Martin Kurka - Chairman of the Supervisory Board
- JUDr. Pavel Fráňa - Member of the Supervisory Board
- Ing. Jaroslav Janda - Member of the Supervisory Board

### **4.3.2 Employees of the company**

The director of the club is Darek Jakubowicz. The staff is further divided into different departments, which we will now introduce.

#### **4.3.2.1 Business department**

The commercial department is responsible for the economic stability of the company, associated with the search for new sponsors and partners. They are also involved in communication and negotiations with TV stations regarding broadcasting rights. They are involved in the company's marketing strategy, and above all, they supervise the media department to ensure that it sticks to these strategies and that everything runs as it should.

- Pavel Brož - Sales Director
- Ing. Daniel Krch - Sales Manager

#### **4.3.2.2 Sport department**

This department is responsible for arranging maximum care for players, signing new players or extending existing contracts. They are responsible for the functioning of the A-team as a whole. They arrange transport, accommodation and meals for players and other staff.

- Miroslav Držmíšek - Sports Director
- Libor Koubek - Sports Manager and Secretary

#### **4.3.2.3 Media department**

The main purpose of this section is public relations, promotion and marketing. It is behind the creation of articles and posts that appear on the website and social networks. They manage all the outputs that go out from the club to the public, where the outputs in question have to undergo content review and approval for publication.

- Petr Koukal - Director of Communication
- Jan Strýhal - Member of the Media Department, head of the B-team

#### **4.3.2.4 Technical department**

They take care of all tasks related to the operation of the shop, the stadium, and also the training centre. They must be able to plan their workload well for the whole day, as it often happens that they have to move several times during the day between Uhříněvsí (training centre) and Vršovice (stadium with offices). They arrange the gradual reconstruction of the stadium, provide water and electricity for the refreshment stands, arrange for the outdoor fan shop.

- Milan Boubín - Technical Director
- Milan Boubín Jr. - Assistant Technical Director

#### **4.3.2.5 Club**

This section includes employees who interact directly with fans, sponsors, and partners of the club. They are responsible for spreading the good word about the club and always behaving in a friendly and professional manner.

- Barbora Bendová - Assistant to the Club Director
- Vladimír Pavlík - Supporters Liaison Officer (SLO)

The SLO, is the liaison for communication between the club and the supporters who participate in the chants and choruses during the game. He is involved in the organisation and execution of supporter trips to away games.

#### **4.3.2.6 Fan shop**

The fan shop employees form a unit that is responsible for the cleanliness of the shop, the sale and replenishment of goods, and above all for positive and friendly communication with customers. Being a salesperson is no longer just about selling at the cash register but is the sum of many intertwined activities. As sales increased, it was necessary to expand the warehouses for the goods and, as a result, it was also necessary to expand the group of employees.

- Matouš Větrovec – Fan shop Manager
- Lucie Strouhová - Sales Manager
- Patrik Vala – Sales Assistant and Assistant Manager
- Aleš Fictum - Sales Assistant

It should also be mentioned here that for each match it is necessary to multiply the workforce several times, where at least 8 temporary workers must always be found to help with the preparation of goods and premises for sale. In addition to this, two to three temporary workers must be added to sell the Klokán magazine.

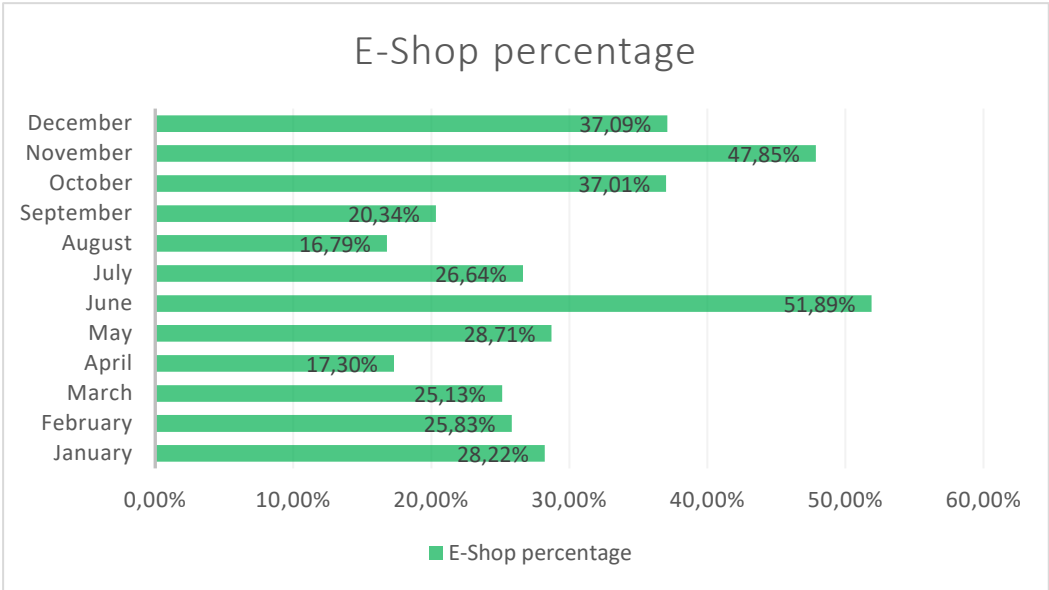
# 5 Data analysis

## 5.1 Comparison between a shop and e-shop

The first unit of measurement I prepared was a comparison between a brick-and-mortar store and an e-shop. I will first go through the percentage of e-shop, explaining recurring trends if they are present. Next, I will explain the variation in the amount of money each month. And last but not least, I will try to suggest measures and solutions for better functioning of the e-shop along with the brick-and-mortar store. It should be added that the tables and graphs attached to this document will only contain percentages, not detailed sales and calculations.

### 5.1.1 E-shop

TABLE 1: E-SHOP PERCENTAGE (2023)



SOURCE: MY OWN DATA

The chart shows that, on average, 30.23 % of fan shop revenue in 2023 was achieved through e-commerce. This year, the percentage is higher so far, 42.25 % to be exact. The first thing that comes to mind is that the increase in revenue this year is from the e-shop. But as you can see the revenues are essentially identical to those of last year. Over 86 % in January (2024) is striking, but on closer evaluation it is apparent that this is due to the small brick and mortar store sales. While it may not seem like it at first glance, this anomaly has a very simple explanation. This is the first month after Christmas, which was exceedingly successful. Thus, logically, some goods sold out and had to be reordered and replenished. This would not have appeared to be a big problem if there had not been a change of manager at the turn of the year. Because of this, inventory needed to be taken first to ensure a smooth handover of the position. So, after the first week off, there was a three-day closure of the shop for the inventory. This was followed by a few days when it was open, but this situation did not last very long. As it happens, the handover of a position does not always go smoothly and according to plan, and this handover was not without complications. Our complication was nothing less than a botched inventory, when it had to close again for 3 days, and everything had to be recalculated. Because of these nearly two weeks of being closed we were unable to entice enough customers to visit. Of course, the cold and inhospitable weather and the fact that people don't exactly have another spending spree on their minds after Christmas contributed to this.

The e-shop is still holding steady at around 25 % on average. Obviously, the percentage increases in proportion to the amount of home games. The fewer home games, the fewer customers can come to shop. A lot of fans live far away from Prague and can only visit the store during the game. This trend is evident in the middle (end of the season) and end of the year (winter break).

In April and May, total sales increased rapidly as Bohemians made it to the European Cups (European Conference League) after an incredible 36 years. It didn't affect the e-shop sales that much, as matches were still being played and people could still go and get things in person. Another feature that plays into this personal touch is the option on the e-shop where the customer will pick up the goods in store and pay on the spot. Unfortunately, this system is not yet able to recognize when a customer arrives to pick up the reserved goods from the e-shop. This reservation is cancelled on the spot and the goods are subsequently sold via the checkout. This imperfection in the system has caused such a disparity between the sales in the shop and the e-shop. For these reasons, the overall comparison is not entirely conclusive, and the e-shop has a larger share in the result than it may appear at first sight.

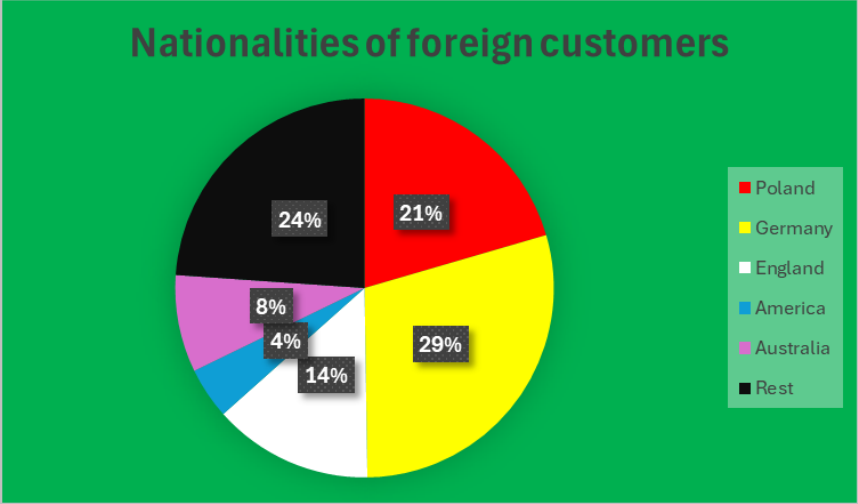
### **5.1.2 Proposal for e-shop improvements**

I consider the most important element of the change to be the need to create a completely new website, which will be updated visually and, most importantly, to unify the product photos. Visually, this is one of the oldest e-shops in the entire first football league. For the internationalization itself, it is inevitable to create a website that will be user-friendly for customers with foreign countries. English is a given, but German should not be neglected for too long either, after all two of our neighbours have German as their official language. The English website would be almost useless if it did not provide the possibility of shipping to at least the neighbouring countries, but it would be best if it could be arranged for a reasonable fee to the whole of Europe. As a final suggestion to improve the observation and subsequent comparison between bricks and mortar and e-shop, I would suggest the abolition of personal collection with the option of payment on the spot. I don't mean that in-store pickup should be abolished. I just think it would be better if customers paid for the goods and then picked them up at any time. This would also eliminate the number of missed orders and repeated returns to the warehouse.

## 5.2 Research March 2024

One research I did with three colleagues focused on the month of March. We chose this month because the season is back in full swing (after the winter break). Therefore, sales and attendance should not be affected by the absence of games and warm weather. In March we focused mainly on finding out where the foreign customers come from.

TABLE 2: NATIONALITIES OF FOREIGN CUSTOMERS



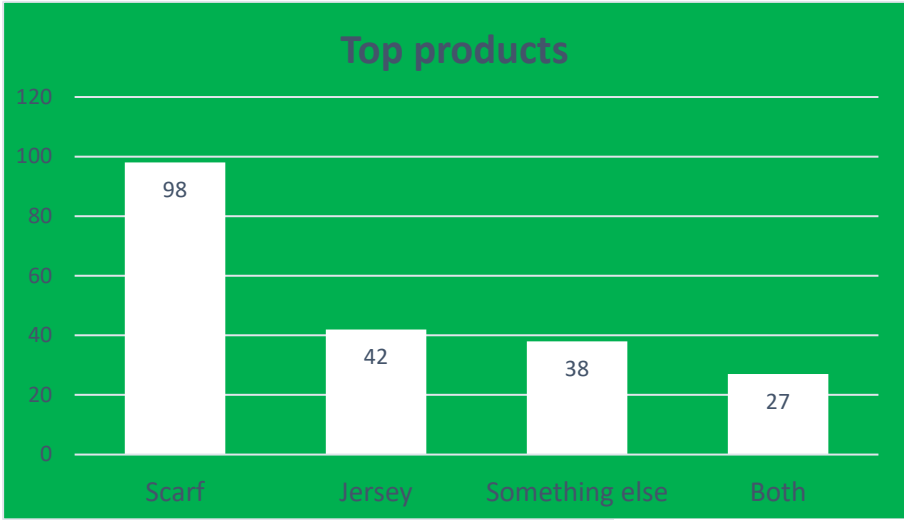
SOURCE: MY OWN DATA

The table 2 clearly shows that the most frequent customers are people from Germany and Poland. These two nationalities together accounted for 50 % of all foreign customers. England also made it into the top three, more specifically the UK as Welsh, Scots and Irish are included. In the Rest group, Spaniards and Italians are the most represented. The most interesting thing remains the fact that customers from Australia know about the club's history. The kangaroo in the emblem and the history starting with the expedition to Australia certainly lends itself to this, but we were still fascinated by how much some visitors know. On the contrary, the Italians in particular, who come to Prague more for entertainment and beer, knew the least about the club as such. Attending a football match and buying souvenirs is just a bonus.

### 5.2.1 The best products of foreign customers

The second aspect monitored was the range of products that fans were buying. It could be said that scarves won outright, as they are the most purchased product on their own, but also in conjunction with a jersey. The scarf is and always has been the best souvenir of football fans around the world. It is distinctive, wearable with everything and also very storable to keep at home when you return. The jersey is a close second. Which is understandable. The Bohemian’s stadium is famous for its impeccable backdrop, with almost every spectator wearing a jersey or other green and white outfit. This is one aspect of why foreign customers may feel under some pressure if they don't own anything green and white. In this case, the jersey is the obvious choice two right after the scarf.

TABLE 3: TOP PRODUCTS



SOURCE: MY OWN DATA

### 5.2.2 Warehouse management

The current problem that the fan shop has is that there have been no new items since the beginning of the year. No new shirts, hoodies or other types of clothing have been introduced. On the other hand, as far as accessories are concerned, things have been much better there. There were new ratchets, frisbees, pins, headbands, or gym bags. However, these trinkets can never generate as much profit as just clothes.

The truth remains that 2023 was very rich in novelties and every Bohemians fan found in the assortment what suits him most. It is understandable that the company must focus on selling off stock at the beginning of the year, as all internal warehouses were filled to bursting before Christmas. Unfortunately, things are looking a bit thin and empty in the shop now. This is because the size of clothing that is currently available is always on display. Therefore, we are now faced with a situation several times a day where a customer likes something, but we don't have their size. This leads to unnecessary wastage, which is also caused by the inability to suggest an alternative, as the sizing problem is across the whole range.

### 5.3 Matches and "Fan zone"

Based on the data in the table 4 and 5, home games are a large source of one-off revenue. This is of course logical as it is a unique opportunity to gather a large number of people in one place. And these people are most often Bohemians fans, who are

very likely to buy some souvenir from the match. However, the club only realised this fact last year when the possibility of opening a "Fan Zone" was first discussed. This is the use of spaces in the immediate vicinity of the stadium to open various stands with refreshments, with an accompanying program or the aforementioned fan shop. The then SLO (Supporters Liaison Officer), who was in charge of communication with the fans, came up with the idea of having this "Fan Zone" in Danner Park. The idea is undoubtedly a great one, but there were a few problems. The club does not have enough partners to fill the whole park and the "fan zone" did not look austere. Another question mark was the actual security at the venue or later in the stands during the game. But the biggest problem turned out to be the lack of a water and electricity source in the park. We would have to get water there from either the stadium, which would be very expensive and the club cannot afford it. Or we would have to resort to an external supplier in the form of importing water tanks, which would both take up a significant area that we could otherwise use and also spoil the visual impression for the fans. In terms of electricity, these are the same options for a solution, but instead of cisterns there would be generators. Because of all these various issues, this proposal has been dropped. Also, it should be added that an SLO employee was on his way out when this situation began to be addressed in September. He wanted to leave feeling that there was something great and nice left behind and we all tried to accommodate him. However, it was not to his or any of our liking that we were able to resolve this.

Earlier this year we sat down again and re-opened the Fan Zone project. This time, however, we were looking for other location options that would not be as costly for us and would not require as many changes. The best suggestion was the Square, which is in front of the stadium itself, but is already behind the entrance gate. This completely eliminated the potential risk of danger during the match, as only people with a valid ticket can enter the zone. The Fan Zone has already been held twice this year and is proving very popular with fans, who can spend more time together with other friends and supporters right in the stadium.

In my opinion, it is a great pity that this is a zone that is behind the entrance gate, where the number of people who could attend the event is greatly limited. Of course, I understand all the security risks and problems that occur elsewhere. On the other hand, I think that electricity and lighting should not be a problem in the spring and especially summer months, as there will be plenty of heat and light outside without our input. With water, of course, it wouldn't be so easy, but there is the possibility of so-called food trucks, which are often self-contained and wouldn't need a water supply. With public toilets, unfortunately, I don't see a solution other than mobile toilets yet. In the planned reconstruction of the stadium, I would also like to suggest that this possibility of holding events in Danner Park should also be considered, so that toilets in the bowels of the stadium could be made available to visitors of the fan zone.

TABLE 4: MATCH (2024)

Year 2024	
Month	Match percentage
January	0%
February	33%
March	53%

TABLE 5: MATCH (2023)

Year 2023	
Month	Match percentage
January	28%
February	33%
March	25%
April	51%
May	0%
June	0%
July	21%
August	52%
September	40%
October	31%
November	19%
December	16%

SOURCES: BOTH MY OWN DATA



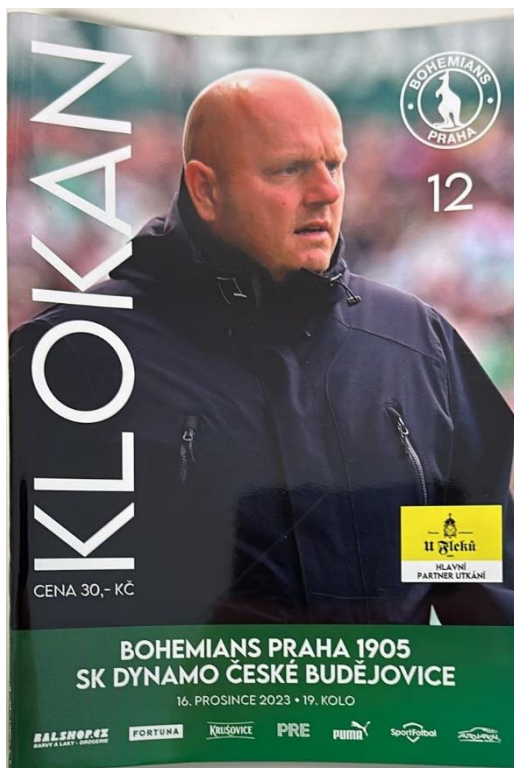
## 5.4 Promotion

### 5.4.1 Klokan magazine

The Klokan magazine is a printed paid-for pre-match magazine, which is always available on the day of a Bohemians home game. The magazine is in A5 format and is full colour set. The front page usually features a photo of the A-team player who is interviewed in that issue of the magazine. The magazine also features an interview with one of the B-team players, introducing the opposition, the current table, and recent results of both clubs. Amongst other things, the magazine also covers the junior and youth categories, anniversaries associated with the club or former players.

It is available in the fan shop, on the stands outside the stadium, in the main stand and now also in the home team's cauldron. The magazine is charged 30 CZK. This price is unchanged from the issue until the last copy is sold out.

PICTURE 2: FRONT PAGE OF THE MAGAZINE



SOURCE: MY OWN

PICTURE 3: BACK OF THE MAGAZINE

BOHEMIANS PRAHA 1905		SK DYNAMO ČB	
<b>SOUPIŠKY</b>			
<b>BRANKÁŘI</b>		<b>BRANKÁŘI</b>	
1	Roman Vokáč 06.01.1990	1	David Špiš 14.08.1998
12	Michal Reich 14.09.1992	29	Collin Andrew 25.02.2004
21	Lukáš Soukup 06.01.1995	30	Martin Janáček 22.09.2000
36	Martin Jedlička 24.01.1998		
<b>OBŘÁNČI</b>		<b>OBŘÁNČI</b>	
2	Jan Šnejbal 20.04.1994	2	Lukáš Havel 06.06.1996
7	Matěj Hybš 03.01.1993	3	Martin Králík 03.04.1993
14	Adam Kadlec 06.07.2003	4	David Broukal 15.03.1996
16	Martin Dostál 23.09.1989	5	Jakub Paffenz 10.02.2000
22	Jan Vondra 11.10.2000	6	Thomas Jungbauer 30.07.2005
23	Dennis Vela 13.09.1995	15	Ondřej Coudek 25.10.2004
28	Daniel Köstl 23.05.1998	22	Martin Sladký 01.03.1992
31	Lukáš Hölka 31.03.1995	27	Vincent Trummer 18.05.2000
34	Ondřej Petrák 11.03.1992		
	Antonín Klápka 22.01.1994		
<b>ZÁLOŽNÍČI</b>		<b>ZÁLOŽNÍČI</b>	
4	Josef Lindříšek 14.02.1981	9	Jiří Skalák 12.03.1993
6	Michal Beran 22.08.2000	10	Jan Suchan 18.01.1996
8	Adam János 20.07.1992	11	Vojtěch Hora 05.02.2004
10	Jan Matoušek 09.05.1998	12	Pavel Osmaňák 26.02.2000
11	Vojtěch Novák 20.01.2002	14	Samuel Štúr 31.10.2002
17	Martin Hála 24.03.1992	16	Marcel Čermák 23.11.1998
19	Jan Kovářik 19.06.1988	18	Patrik Hallebrand 16.05.1999
42	Vojtěch Smrč 20.01.1997	19	Wale Musa Ali 31.12.2000
88	Robert Hrubý 27.04.1994	20	Michal Hubínek 10.11.1994
		25	Matouš Níkl 02.02.2002
<b>ÚTOČNÍČI</b>		<b>ÚTOČNÍČI</b>	
9	Ladislav Mužik 25.07.1998	7	Quadri Aderiran 10.10.2000
20	Matyáš Kozák 04.05.2001	13	Zdeněk Ondrášek 22.12.1988
24	Davíd Půsňák 14.05.1993	17	Tomáš Zajíc 12.08.1996
33	Erik Prápek 08.10.1997		
37	Tomáš Necid 13.08.1989		
<b>Hlavní trenér:</b> JAROSLAV VESELÝ <b>Asistent trenérů:</b> DAVID BARTEK, IVAN HÁSEK <b>Trenér brankářů:</b> MIROSLAV MILLER <b>Kondiční trenér:</b> RUDOLF RONDZIK <b>Vedoucí týmu:</b> LIBOR KOUBEK <b>Lékaři:</b> JAN ČESKA, MARIEK KYSELA <b>Fyzioterapeuti:</b> MICHAL FIALA, ONDŘEJ STOUPA <b>Masér:</b> MICHAL HRUŠKA <b>Kuřák:</b> RADEK BALOG		<b>Hlavní trenér:</b> JIŘÍ LERCH <b>Trenér brankářů:</b> ZDENEK KŘÍBEK <b>Kondiční trenér:</b> JAKUB SINDELÁŘ <b>Vedoucí týmu:</b> IVO TÁBORSKÝ <b>Lékaři:</b> MARTIN HELD, MARTIN SCHEICHL <b>Fyzioterapeuti:</b> PAVEL JON, DANIEL CETTL <b>Masér:</b> DANIEL CETTL, DAVID TOMÁŠEK <b>Kuřák:</b> RADOMIL PROCHÁZKA	
<b>WWW.BOHEMIANS.CZ</b>			

SOURCE: MY OWN

### 5.4.2 Promotion in the stadium

As it is customary in football stadiums, there are advertising areas that are offered to the club's partners. The club's partners have advertising contracts with the club, which include:

- Time on LED panels
- Radio spot before/during the match
- Logo on Jersey
- Other options - to be decided individually

### 5.4.3 Social media

The club makes extensive use of social networks for promotion. Mostly Instagram and Facebook. The website has already undergone a revamp and can be found at [www.bohemians.cz](http://www.bohemians.cz), where it is a clear and uncluttered site. The largest fan base is over 25,000 fans on Instagram, followed by over 24,000 on Facebook and over 10,000 on the X platform (formerly Twitter). There is a YouTube channel **bohemkatv**, which has over 5 thousand subscribers but is growing thanks to the activity associated with the new podcast.

On social media, the club aims to be active every day and post something. But it is quite common for a post to not appear on the networks for several days, which I think unnecessarily hinders the growth of the networks. The media department has had several attempts to create podcasts, but it has always failed on a regular basis. The podcast is undoubtedly a great and newly popular platform for informing audiences. It's just a shame that only the fourth attempt was successful. Anyway, if the media department keeps up the rhythm, it could have a significant and positive effect on promoting the club.

Instagram has long been a medium that the club didn't know how to embrace. The posts didn't have a deeper concept and were more of a cluster of random posts from club events. When the media department expanded to include a graphic designer, the production improved rapidly. Now, the graphic concept of the posts has been unified into the club colours and the design has also been updated, as can be seen in the picture.

PICTURE 4: NEW DESIGN OF INSTAGRAM



SOURCE: INSTAGRAM BOHEMIANS PRAHA 1905

## **5.5 Club projects**

### **5.5.1 #NADRESU**

This is one of the most successful projects in the club's history, winning the first Sport Alive award in the Best Low Budget Project category. The club offered fans a unique opportunity to become part of the team. This element consisted of the fan being able to choose one of two options on offer. The first was an option with the name on one random jersey. The second option was the option to have their name on all jerseys. The project was very successful even though it had to deal with some fan boycotts at its start, as there was some question about one of the main sponsors, and so some fans thought it was just a way to get money out of them to replace a disappearing sponsor. However, despite all these difficulties, the project was able to fill the coffers with a considerable amount of money. This money gain was so great for one simple reason, and that was that it had almost no costs. The only costs associated with the project were at the end when the actual design of the numbers on the jersey had to be worked out with the graphic designer and then figuring out how to print them.

### **5.5.2 “Welcome to Ďolíček”**

The project "Welcome to Ďolíček" is focused on cooperation with small clubs, when a club near Prague is approached. It is necessary to mention that “Ďolíček” is the name of the stadium. Most often it is the parent clubs of the A-team players who approach them and invite them to a home game. This is an effort to build possible new Bohemians fans. Like the previous project, this one is low cost. The only cost here could be considered a reduced admission fee with possible gifts for the children (most often bracelets). This project is a great success especially with the children who enjoy such an event and give us great feedback.

## 6 Conclusion

Internationalization, or the process of a company entering an international market, is seen as one way of developing and growing both profits and the company. Therefore, I have focused on this process, where I have tried to point out how the company itself approaches this process, but above all I have tried to find the mistakes and try to propose solutions to eliminate them. And above all, prevention, so that the existing mistakes are not repeated. First, it must be said that not all the steps that the company takes are wrong. However, there are some shortcomings that lead to a reduced success rate of internationalization and overall growth even in the domestic market.

As far as internationalisation is concerned, there is a major problem, which is the complete absence of a website in English and the fact that, for the time being, shipping abroad is not even possible. If the company really wants to establish itself on the international market, it is very clear that they must focus on a new website and associated e-shop in English at least.

One of the main problems I see is the fact that this is a company that has a larger number of part-time or self-employed employees. It is not surprising then that employees sometimes prefer a private event to a club one. Therefore, there is often a failure to meet deadlines for submissions and news releases. Therefore, I think that Bohemians Praha 1905, a.s. should focus on reorganization and, above all, evaluate which employees it needs and offer them a full-time job offer.

Regarding the promotion of Bohemians Praha 1905, I would suggest only a few minor changes that should help the club to achieve better awareness among people. The company should focus on attracting new younger fans who will ensure a prosperous future for the club. On social media, I recommend more attention to consistency and uniformity of content. Before the start of the new season, the company needs to establish a clear concept of how it wants to present itself and stick to it. It is a great goal to establish yourself in the international market, but first the company must decide how much money they are able and willing to put into marketing. At the same time, it's great that they have something to build on as the company continues to grow in the domestic market and doesn't have to worry about a lack of funding.

The fan shop is working very decently overall, and they are trying to get their own social networks going with various competitions and regular activity. However, they must be very careful about the lack of merchandise. And the associated difficulties in generating new fans. It is already evident that the e-shop plays a significant role in the club's prosperity, so it is essential to focus on improving its functioning. It is very likely that if the personal subscription function can be changed and the e-shop is launched in English, I think the percentage of sales can be around 50 %. That would mean an almost twofold increase.

The aim of this thesis was to analyse the company Bohemians Praha1905, a.s., focusing on the functioning of the fan shop. I met the given objectives and proposed several measures and solutions that should help the company to continue to grow. I am looking forward to presenting these proposals to the management and I plan to continue to monitor all of the company's actions. Unfortunately, I didn't get to assess and evaluate the export of goods as we have not yet seen the promised website that would link us to the international market. Anyway, this is something we will address in the next meetings and will keep an eye on them to make sure everything goes smoothly. In the coming months we will focus on selecting a suitable and cheap carrier that suits us.

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## 8 Internet resources

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