

An analysis of the Competitiveness of Fitness POHODA, Ltd.

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Zpracujte analýzu konkurenceschopnosti společnosti
Proveďte výzkum spokojenosti zákazníka s poskytovanými službami
Zhodnoťte současné postavení společnosti Fitness POHODA, s.r.o. na trhu
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ABSTRAKT

Hlavním cílem této bakalářské práce je analýza konkurenceschopnosti společnosti Fitness POHODA, s.r.o. a následné navržení efektivního opatření k jejímu zvýšení. Tato práce obsahuje dvě části, a to teoretickou část a praktickou. V teoretické části jsou definovány pojmy týkající se konkurenceschopnosti, konkurence a konkurenčního prostředí. V praktické části se zaměřuji na představení výše zmíněného fitcentra a popsání jeho hlavních konkurentů. Z výsledných analýz jsem sestavila určitá doporučení, která by měla vést ke zvýšení konkurenceschopnosti Fitness POHODA na daném trhu.

Volbu tohoto tématu ovlivnila skutečnost, že jsem spoluzakladatelkou a zaměstnancem analyzované společnosti, tudíž se zajímám jak o tržní prostředí, ve kterém firma působí, tak o její vývoj.

Klíčová slova:

konkurence, konkurenceschopnost, konkurenční prostředí, SWOT analýza, BCG matice

ABSTRACT

The main aim of this bachelor's thesis is to deal with analysis of Fitness POHODA Ltd. competitiveness and subsequently to suggest effective measures leading to its increase. It includes two parts, theoretical and practical one. In the theoretical there are defined the terms concerning the competitiveness, competition and competitive environment. In the practical part I focus on detailed introduction of fit centre mentioned above and description its main rivals. I drew up particular recommendation based on the resulting analysis that should lead to the increase of the competitiveness of Fitness POHODA in the market.

The choice of this topic was influenced by the fact that I am a co-founder and an employee of the analyzed company, which means that I am interested in both – market environment, in which the firm operates, and in its development.

Keywords:

competition, competitiveness, competitive environment, SWOT analysis, BCG matrix

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INTRODUCTION

The main aim of each company, which incomes to the market and wants to be successful, is a profit achieving. The company is able to acquire a profit, if it is able to satisfy customers' needs and it is able to compete. Nowadays it is really difficult to offer such products or services, which are unequalled or even unique by some element. What is more, here is also exists a fact, that the world was affected by an economic crisis and actual recession. For this reason people contemplate greatly what they spend their financial means for.

The opinion that only large companies, with long-standing tradition, can withstand in the market, is very frequent. According to my opinion it is possible for newly founded companies to find their place in the market, and also to keep it consequently. An essential requirement is well chosen company's strategy. It is necessary to select a strategy, non-focussing just on a company itself, but also on the market, its trends and customers.

Monitoring of competition and their products is fundamental. If the company wants to succeed in the competitive struggle, it has to monitor new trends offered by the market, it has to have an overview of competitive products and of innovations. Only by this way the company is able to offer some added value to the clients.

The customers are the primary subject in this economic cycle. Only customers are able to make a company successful. For this reason their behaviour must be observed properly. The company has to identify customers' needs correctly. Then it is able to satisfy these needs. In the case that the customer is satisfied by the offered services, he becomes a source of getting new customers for the company. Many companies err in affording discounts very often. A bid always has to overtop the running costs. Otherwise the company has no chance to survive in the long term.

The theoretical part of this thesis follows up elucidation of basic terms and analysis that have to be known if a person wants to work with them and also use them from the practical point of view.

The practical part goes through Fitness POHODA's introduction and presentation of service portfolio. Afterwards I identify the main competitors and analyze POHODA's rank in the market.

As a Fitness POHODA, Ltd., co-founder and a chief, I am emotional by attached to this subject. My goal is to develop a prospering company, renowned for its first-rate services, high number of customers and brilliant reputation. For this reason I have chosen this topic

for my bachelor's thesis, because I have free access to inside information and strategies, therefore I am able to work out the analysis of its competitiveness.

I. THEORY

1 THE COMPETITION AND COMPETITIVENESS

1.1 The competition

Subjects, which can be defined as a competition, offer an identical type of product, or a service in a specific territory, which satisfy potential customer's needs.

According to Čichovský the competition is an open set of competitors, building up a functional multiplying effect with mutual interaction of force spheres of particular rivals, in the given time and area. [1]

Porter understands competition as an ability to get a competitive advantage. He has an opinion, that competitiveness is the main factor making the company successful. [2]

The competition can have many attributes – it can be liberal, perfect, imperfect, monopolistic, unfair, destructive, functional, oligopolistic or international –all these terms are utilized in the economic literature. The answer to the question “What is the competition?” depends on time of asking, who is asked and which aspect of competition wants to be emphasized. The replay immediately coheres with the effects of competition and its impact on economy.

During the explanation of competitive phenomenon, primarily two aspects are advanced:

- The competition as a structure of the market
- The competition as behaviour of company.

In the case of market structure, predominant characteristics are quantity of companies in the market, companies' share market (market concentration) and incoming barriers. [3]

1.1.1 The perfect competition

The perfect competition occurs when homogeneous products or services are offered and their producer is unable to affect good's price in the market. Makers and consumers are perfectly informed about services and products costs.

This situation for companies is plight, if they decide to change a selling price. When the firm marks its commodities up, customers reroute their inquiry to the companies offering identical products for a better price. On the other hand, an attempt for price cutting can be risky, because a height of selling price would amount to production costs, consequently a profit would be nearly null one. A long-term maintenance of that situation is impossible.

1.1.2 The imperfect competition

The imperfect competition is characterised as a situation, when a company, which is able to affect a market price by its status or its commodity, comes into the market. In this case it is necessary to decide not only for output but also for product's price level. As sources of imperfect competition's origin are cited political restrictions, an insufficient information about market subjects and legal restrictions (etc. trademark). [4]

The imperfect competition has two forms:

- **Monopoly** – according to the dictionary is possible to translate it as *monos* – unique and *polein* – to sell. We get words sole seller. Monopoly is very often denoted as an opposite to the competition, however first of all it is a market, where is that commodity sold by one maker. No similar substitutes to that commodity do exist. For this reason, subject has a noble obligation and a capability to decide about the height of price. Types of monopoly: a cartel, a syndicate, a trust, a concern
If the monopoly exists, there is no possibility for competitive being.
- **Monopolistic competition** - it is presented by a large number of companies and companies. The buyers perceive product's difference, what is a reason for acquisition.
- **Oligopoly** - this group is perceived as a formation of companies providing an identical service. Companies in the bidders' position set the price and a trend. Typical is an addiction. If one subject marks its product up, it is followed by the rest of subjects. By the influence of a market power, the firms can fix a price higher than the marginal costs are.

Types of oligopoly: a homogeneous oligopoly, a contractual oligopoly, oligopoly as a predominant company.

1.1.3 Monitoring of competition

Monitoring is necessary in order to keep the existing clients and to obtain new ones as well. First of all, the company has to observe, how the rival company addresses potential clients, what it offers and what the competitor's price is.

The monitoring is helpful for recognizing product which is offered. What is more it is also effectual in immediate reaction on price changing.

Regarding the competitors monitoring, the enterprise is able to detect rival's strengths and weakness and to implement precautions increasing its own competitiveness.

Unfortunately, this activity is really downgraded by corporations in nowadays.

1.2 Competitiveness

According to Čichovský the competitiveness is rival's positive attribute and his final speech of interaction with a spectrum composing of competitors in a competitive environment. Competitiveness is mentioned as a result of working competitive forces in the competitive environment. [1]

The competitiveness defines a capability to obtain against the competitors in the competitive conflict, where the main points are price, quality and originality.

1.2.1 Factors of competitiveness

1.2.1.1 a) internal factors

Company has a possibility to affect these factors by itself. The internal factors are an eligibility of employees, labour costs, a company's innovative ability, an attitude to capitalization, supplying a quality services to purchasers, goodwill. As another example of company's internal factors, we can adduce a motivation of employees, logistic systems, an efficiency of interdepartmental procedures, etc.

The company's value can be increased or decreased by the factors mentioned above.

1.2.1.2 b) external factors

We imply in the external factors an exchange rate, a rate of economic growth, a business cycle stage. Afterwards, these factors influence a potential of company to achieve profitability, although the company is not able to control them effectively.

1.2.2 Relation to customers

A customer is the top priority in the market, which company is addicted on. Consequently, a necessity is to constantly adapt them. The basic step for building a relation with a client is getting information about customer. After that step is possible better understanding of his needs. If the company understand client's demands, then it has an ability to afford such a high service level, that competitors has not.

When the customer becomes a regular one, here is bitten as an appropriate to provide services for lower cost to him.

The book Modern marketing says: Customer's election depends on their quality perception, perception of value and service perception. A provided value is a distinction between satisfaction and expended costs. [5]

Peppers and Rogers determine four steps how to proceed in the relation with customer:

- an identification of steady and potential customers
- an allocation of clients according to their needs and to their importance for company
- an individual approach to customers for creating a strong relation
- to make a communication between firm and customer easy with the aid of web sites and call centre [6]

1.2.3 Advertising

An important instrument in competitive conflict is advertising. What is more, it is a means of competitiveness raising – even so it is possible to define the advertising.

It is absolutely needful when a new commodity comes into the market. The main goal of advertising is to persuade a purchaser to try out promoted product, although he can select

from a wide range of its substitutes scale. Today's trends do not allow new product's getting into the market without an intense promotion. It would not exist for customers. Thanks to advertising the consumer society is acquainted with the quality, an availability and usage of promoted commodity.

1.3 Competitive forces

A competitive force is a resultant of factor's function determining rival's competitiveness. Thus competitive forces and benefit operation to rivals in competitive environment. [5] Porter literature testifies about existence of five factors influencing firm's competitiveness. The external factors are:

- a peril of new rival's admittance into the market (a threat depends on a high of admittance barriers, which averts company's assertion in the given competitive environment.
Customers prefer acquisition of product, they are accustomed on. We are speaking about a particular loyalty, which can be an entrance barrier for a new potential competitor.)
- a competitor's rivalry (in the case of weakness of this strength, the companies are able to mark prices up and by this way to achieve a profit heightening. The pricing competitiveness happens in the opposite instance.)
- bargain ability of customers (a threat of price compression, a quality rising, better service)
- bargain ability of suppliers (the threats happen if the company has to accede to raising price, or quality reduction)
- substitute threat (with existence of similar substitutes the price of products reduces and as a result the profit is also reduced) [7]

Factors above restrict the price and profit increasing.

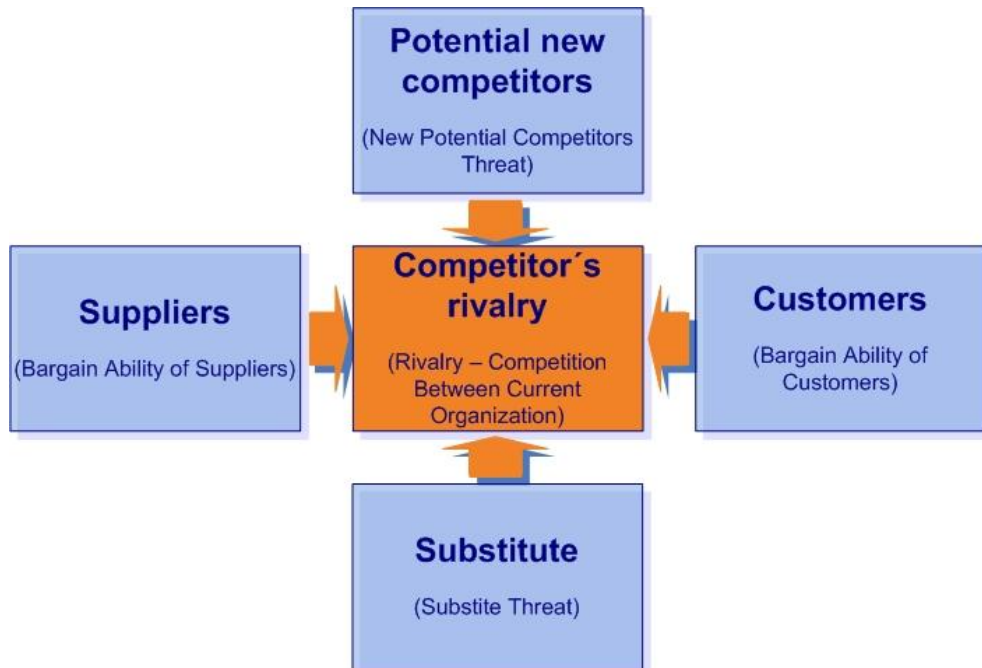


Fig. 1 - The five forces that shape industry competition [8]

1.4 Competitive environment

The competitive environment is the most dynamic one, which the company operates in. It is intended the place in the market where is two and more competitors, implementing the same or similar business activity, occur. These companies offer the products and services nearly identical. In this case comes a moment, when companies struggle for attracting the customers and survival in the market.

It is necessary to point out in the first place we have to comprehend a company's forms, identify its' strategies and manners and properly scrutinize products offering by rival.

Thanks to analysing of the competitive environment, company is able to select its competing strategies. Then company achieves a competitive advantage and consolidates its position in the market by selecting the right strategy.

According to Kotler the competitive advantage is defined as a doing particular things in the way that rivals do not contrive. The competitive advantage means the firm satisfies customers need in a better way or for a better price then competitors. [9]

Nevertheless, an important point is to hold this advantage, what is truly demanding.

2 THE ANALYSIS OF COMPANY'S POSITION

2.1 SWOT Analysis

SWOT analysis makes possible to pinpoint strengths and weaknesses of company. Based on the previous assertion, company makes the steps for minimise weaknesses and maximise strengths.

What is more, this analysis is a method for detection possibilities and threats in the company's environment. By dint of hereof effective tool, firm is able to use an appropriate strategy to achieve the aims.

SWOT analysis is instrumental towards identification, which stage the firm inheres in and in which stage it should be.

The subjects aim at two kinds of factor during the research:

- **internal factors** - the quality of employees, a capitalization, a market share, a goodwill
 - these factors are greatly important for firm's success or failure, they raise, conversely decline the company's value
- **external factors** - market trends, economic and political environment, technological development
 - can not be controlled by company
 - herein the opportunities and threats hinge on the intensity of competitors in a given branch, demands of market entry, an existence of substitutes and bargain ability of customers and suppliers [10]

The performing SWOT analysis is recommended to the expert managers.

2.2 BCG Matrix

BCG Matrix, also called as a Boston one, is a method developed by Boston Consulting Group in 1970's. This method is based on a product life cycle, used for assessment of product portfolio of a business unit, evaluating individual product and service.

The base of this model is a coherence of market growth rate and market relative share.

Model has two dimensions:

- **a vertical axis** - showing a market growth rate in a percentage, here is distinguished between rapidly and slowly growing markets. The boundary of measure is 10%, if the measure raises under this limit, then it is signified as a significant one. A vertical axis is an indicator of a market power and its future potential.
- **horizontal axis** - demarcating a relative market share in multiples, thus a rate of company's revenues to the revenues of the one or more biggest rivals in the branch [11]

		Relative Market Share	
		HIGH	LOW
Market Growth Rate	HIGH	★	?
	LOW	🐮	🐶

Fig. 2- BCG matrix [12]

- Dogs** - business units having weak market shares in low growth markets. Dogs may not require substantial cash, but tie up capital that could be better be deployed.

In this case the company should resolve, whether this unit keeps in the market.

Unless a dog has some other strategic aim, it should be liquidated if there are fewer prospects for it to gain market share. Number of dogs should be avoided and minimized in an organization.

Cows - represent units having a large market share and slow growing industry.

Cash cows require little investment and generate cash that can be utilized for investment in other business units. This quadrant is a key source of a profit for company. Cash cows has a limited life cycle, this fact is fundamental during the strategy planning. If the market share is lost, there is a need of unit's revitalization.

Questions mark - has the worst cash characteristics, because high demands and low returns. Question marks represent business units having low relative market share and located in a high growth industry. They require attention to determine if the venture can be viable. The company is in a predicament, because this group has a chance to begin a star.

Star - units having large market share in a fast growing industry. Groups located in this cell are attractive as they are located in a robust industry and these business units are highly competitive in the industry. If successful, a star will become a cash cow when the industry matures.

[12]

What the important is to avoid mistakes of implementing BCG matrix. For instance:

- retaining of high amount of question marks instead of change them in the stars
- insufficient financial aid for cash cows and consequential its position weakening

3 ACQUISITION OF INFORMATION ABOUT COMPETITION

3.1 Identification of competition

This process consists of the evaluation of the competition, strengths and weaknesses of rival companies and strategies. Many firms assume the competition's identification is plain. However, the reality is in the inverse. The rival is perceived very often as a subject advertising the same product or service for a similar price to the buyers.

Competition's identification is possible to perform from two positions:

- a branch conception of competition – companies offer the same product or service, which are similar by their characteristic
- a market branch of competition - companies satisfying the same group of buyers and their identical needs [13]

Kotler distinguishes four sorts of competitors:

- firms offering products to the same group of customers for the identical price
- firms providing the same services
- any kind of firm showing an effort to get purchaser's means
- firms producing similar products of each category [14]

3.2 Identifying strategies and goals of competition

Mintzberg defines the strategy as a sequence of decisions and activities, when the result is not merely what company plans to do, but also what it has to do for stack up against competition. [15]

Dedouchová describes strategy in two ways: in traditional form the strategy is taken as a document, defining long-term aims of company. Strategy in the modern interpretation is defined as firm's future preparedness. [16]

The primary step for formulation of an applicable strategy is a competitor analysis. This analysis consists of four diagnostic components: future goals, current strategy, assumptions and capabilities. [17]

Thanks to understanding these four components, it is possible to predict rival's reactions.

Competitor Analysis Components

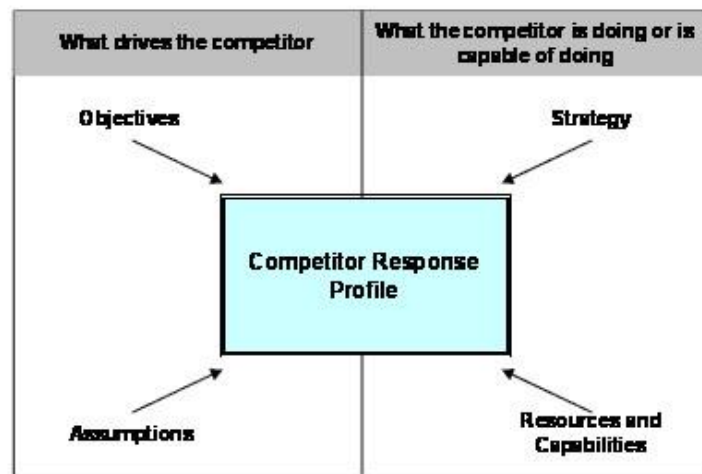


Fig. 3 - The components of a competitor analysis [17]

In the primary phase there is important to decide, which competitors will be an object of research. In fact, threats are both important existing rival companies and also potential competitors.

Future goals - in the case of analyzing competition's goals, company can assess whether the rival is satisfied with its present position. Afterwards it is able to predict, if competition will change its strategy or not.

This analysis helps companies to avoid a strategy leading to developing a warfare by threatening competitor's goals.

Assumptions - are divided in two categories:

- the competitor's assumptions about itself
- the competitor's assumptions about the industry and the other companies in it

Based on these assumptions the company is perceived by itself.

Assumptions set firm's behaviour and reaction to given occurrences.

Current strategy – it is an identification of the current strategy of each competitor.

The strategy is taken as a “key operating plan” of each company.

Capabilities - all previous components influence likelihood, timing, nature and intensity of competitor’s reactions. Its strengths and weaknesses determine ability of competitor to change strategies and react to events that occur. [17]

3.3 Strengths and weaknesses of competition

There is necessary the identification of strengths and weaknesses for implementation of selecting strategies and to achieve given goals.

The most important points are important to know about competition:

- selling
- profit
- investment return
- sales
- new investments
- utilising capacity

To obtain the information above is really difficult, for this reason companies obtain them from secondary sources or by hearsay. [13]

One of the possibilities, how get these information, is to do a research into the competition’s customers and suppliers.

It is essential to mention about specific virtues of company. The specific virtues distinguish a company from competition, because the virtue imitation is much difficult for competitors. Nevertheless, for company itself is really complicated to keep its specific virtues for a long term.

4 SUMMARY OF THEORETICAL PART

Present competitive environment is very dynamic. Stable companies occur in the, new incoming companies that find their position in the market and keep it, but also new incoming firms, which operate in the entrepreneurial world only for a short time.

To survive in the market and succeed in the competitive environment, the company has to observe several rules, which are keys to success.

Primarily, it has to define itself correctly by using internal analysis. Company has to ascertain its strengths and maximize them. On the other hand, it is necessary to identify firm's weaknesses, eliminate them or minimize them at least.

Many factors can secure a company's success – quality products and services, credible suppliers and purchasers, capable employees, a superior management, an ability and power to compete.

However, we do not find a manual, how to establish a prospering company in any book or guide.

As a solution I suggest a necessity of competition monitoring, an ability to competition warfare, but primarily be always in the position before a competitor.

II. ANALYSIS

5 A PROFILE OF COMPANY

5.1 Basic facts

Trade name:	Fitness POHODA, Ltd.
Company address:	Dostihová 624, Slušovice
Executive director:	Jana Vojáčková
Company registration number:	292 94 410
Establishment address:	Santražiny 5342, Zlín
Objects clause:	providing of sporting services Keeping tanning salon Selling tanning cosmetics
Number of employees:	3
Liable person:	Lucie Pavlasová
Phone number:	+420 774 855 000
E-mail:	fitnesspohoda@seznam.cz
Web:	www.fitnesspohoda.cz

5.2 An establishment of company

Fitness POHODA, Ltd. was founded on 30.9.2011 by Ms Jana Vojáčková. However, the idea of founding the fitness centre firstly appeared in 2007. The main preoccupation was to establish a company, varying from each other by individual attitude and friendly atmosphere.

5.3 Philosophy

As the name of company can indicate, the director's aim is to offer an effective manner of exercising to the clientele, what is more selecting the appropriate manner for each customer, taking into consideration their physical ability. For this reason Fitness POHODA's employees treat each client individually and construct a fitted training plan.

We did not back off from our primary plans. Fitness POHODA'S devices are an affable attitude and settled employees, as our clients mention.

5.4 Introduction of company

An establishment is situated in the centre of Zlín town, on Santražiny Street. The advantage of this location is not only easy accessibility of transport, but also its own parking. The parking is endowed with parking places for six cars. An area for using measures 145 m², which means that Fitness POHODA can be joined in medium size fitness companies in Zlín.

Four vibration machines KATRINA, four running simulators GALLOP and one elliptic simulator TACOMA are available for usage. All these machines belong to the prime products of INSPORTLINE Company.

Because of a high number of machines that POHODA owns, it is able to satisfy 216 customers, if we bank on using one machine for 30minutes by one client and provided that it is a working day when the working hours are from 8 to 20. It would be the maximal capacity per one day.

An additional service is pursuing a tanning bed ULTRATAN.

The fitness POHODA's working hours are from 8 to 20 during working days; weekend's working hours are adapted from 9am to 12 and from 16 to 19, if it is holiday the working hours are the same as at the weekend.

In the case of minimal occupation, that is three machines, there is possibility to open fitness except for working hours.

MAIN ACTIVITIES OF FITNESS POHODA

Service supply:

VIBROGYM

The year 2000 meant an enormous revolution in fitness world. In that time Power plate entered into the market. These machines were regarded as an absolute innovations, the reason of uniqueness is the exercise is accompanied by vibration. Three-dimensional vibration occasions that a person's body moves in each three planes. Producing of muscle's contraction signifies that exercise becomes much more effective and it is reached improvement of strength and performance by this way.

This vibration activates muscle's reaction several times in one second and speeds an effect of training up. According to many researches was proved that vibrogym course lasting 30 minutes is as equally efficient as 90 minutes of active training in a gym.

People increase joint's mobility, strengthen and form their bodies and prevent of stress by using a vibratory mechanism.

The physical exercise with the vibrogym is also helpful to cessation of muscles loss.

In nowadays is distinguished between many types of vibrogym. Each type differs in a name, a price, a size, a weight and functions.

Fitness POHODA offers the machines KATRINA for application, whose producer is a company INSPORTLINE. KATRINA has digital display with animation of exercising and a controller.

Each exercising lesson takes 30minutes and consists of five sections: a stretching, a bodybuilding of lower limbs and buttocks, an abdomen, upper limbs and a final relaxing massage.

The training can be either static or dynamic; according to lector's consideration.

What is more, the lecturers also use many gym products as medicine balls, gymnastic balls or rubber exerciser. Certainly a presence of music during the courses may not be missed.

In the case of routine attendance (two times or three times per week as recommended), we are able to guarantee to our clients a visible result in one month.

Vibrogym courses are suitable almost for everybody except for children. It is convenient for men, women, old and young people.

However, the client is familiarized with existing contraindication before starting of each course.

Contraindication:

- pregnancy
- DVT/ venous thrombosis
- cardiovascular disease
- postoperative wound
- synthetic joint
- urgent hernia
- spondylolysis
- slipped disc
- diabetes
- epilepsy

- inflammatory disease
- migraine
- intrauterine device
- metal bolt, joint
- tumours
- difficulties with retina

I would like to emphasize these contraindications do not signify a strict prohibition of using vibrogym, thorough it is recommended to consult it with the client's doctor, who decides, whether the course is suitable for the client or not.



Figure 4 – Power plate [18]



Figure 5 – Vibrogym Katrina [19]

RUNNING SIMULATOR

The running simulator is efficient mainly for a weight reduction. Nevertheless if the client wants to achieve a reducing subcutaneous fat, he has to adhere to two main rules: to keep the pulse repetition frequency when comes to the fat burning, to use the running simulator more than 30 minutes. The reason is that an organism draws energy on from the fats after 30 minutes of physical effort.

A recommendation is at the start of training apply a lower speed of running, after warming your muscles up speed up, in the final stage.

Fitness POHODA's running simulators are as bountifully used as the vibration machines. Customer's pulse repetition frequency is automatically calculated by a lector. Client is acquainted with a proper frequency to loose his weight. The frequency is scanned by sensors on simulator or by chest belt that is lent for free.

A pattern for pulse repetition frequency calculation:

$$\text{Maximal pulse repetition frequency} = 220 - \text{client's age}$$

It is necessary to calculate 60% and 75% of the result above to get a rate of frequency during loosing weight is passed off.

Fitness POHODA offers to its clientele the running simulators GALLOP for using. The producer is as same as vibrogym one. Among to technical equipment belongs LCD display, indicating speed, incline, distance, time, calories and pulse repetition frequency. In the process of founding fitness was supposed that running simulators will be not as much used as vibrogyms. Nowadays was indicated, that owning of these simulators means another one competitive advantage of the company.



Figure 6 – Customers in Fitness POHODA [20]



Figure 7 – Running simulator Gallop [21]

ELIPTICAL SIMULATOR

As running simulator's lectures passes off without lector, these lectures are also not under supervision of trainer. This type of machine was bought only as an additional service, by reason of supposing an older people's attendance, because the older people are a focus group using elliptical simulator in the market. An age of these people is in the range of 45 and 67. An important factor and the main advantage of this machine usage is non-burdening of joints, for this reason it is known as a rehabilitation facilities. It's forming abilities: mainly to strengthen lower limbs, buttocks, as long as you involve upper limbs in

exercise, then you also train the parts of body like a back, arms and chest.



Figure 8 – Elliptical simulator Tacoma [22]

SELLING TANNING COSMETICS

An integral constituent of Fitness POHODA is a tanning bed. By reason of contingency price, was decided for a cheaper alternative - buy a second-hand one. ULTRATAN PARAGON was purchased from one of the front company clued-up on producing and selling the tanning beds. This company called Sun City, owner of numerous tanning salons in many towns the Czech Republic.

Tanning beds of ULTRATAN brand are known for their exceptional suntan effect. A tanning salon attendance is higher primarily during the wintertime, however average participation amounts to ten people, meaning that operating in this business is not as profitable as was expected.

On the other hand, a profitable asset is a selling of tanning cosmetics, which are sold with almost 100% margin. Fitness POHODA employs employees qualified in skin typology, for this reason they are able to advise to clients to make a right decision about choosing a suitable tanning cosmetic and recommend them a suitable number of minutes spent in a solarium.

There is an available Art of Sun cosmetics.

What intriguing is, if somebody wants to run this type of trade, he needs to be medical educated, or has one-year experience in a tanning salon. If somebody default it, he has to be guaranteed by a keeper.



Figure 9 – Art of sun cosmetics [23]

5.5 Customers

Our sport facility is mainly characterised as a women fitness centre, however nine men belong to a permanent clientele. These men were fascinated by Pohoda's services, for this reason their attendance is regular – minimally two times per week.

Nevertheless, the target segment is a female population in the 16 – 65 age group. Because the age category is absolutely diverse, we pursue the satisfaction of the needs of each client category. This can be seen as another positive attribute of this fitness centre. Discount web portals are a favourable instrument to gain a clientele. With their help, the high number of people found their way to the POHODA. Although a radio promotion was also tried, I have to admit, that this kind of advertising was not an asset for the company.

The trailer was lasting for fourteen days, five times per day, in different times. Unfortunately, only one customer was addressed by radio Zlín. In this case this advertising was inefficient.

In the view of sport facilities' promotion does not concern a massive ad campaign, the main promotion instruments are especially a standard of provided services, a quality of services and the goodwill.

In contrast to others fitness facilities, aiming at the addressing and obtaining new customers, POHODA prefers a strategy to hold fixed customers and build long-term relations with them.

Nowadays, the fixed clientele consists of one 182 customers. In this group is involved a person, who buys a season ticket at least two times per month, therefore it is possible to decide, that person does not attend any rival company.

According to many researches was proved, that an unsatisfied customer conveys the negatives to much more people, than person who is satisfied by services.

DEMOGRAPHIC DIVISION OF CUSTOMERS WITH REGARD TO AGE AND GENDER					
Range of age	16 – 25	26 – 35	36 – 45	46 – 55	56 and more
Female	42	57	49	18	7
Male	2	5	1	1	0

Table 1 – Demographic division of customers with regard to their age and gender

ATTENDANCE FREQUENCY		
One-time per week	Two-times per week	Three and more times per week
17	93	72

Table 2 – Attendance frequency

5.6 Price

The prices for the customers are an average. Necessary is to say the prices are not the highest in the comparison with the competitors. Except for price advantages, the clients pay a charge for each attendance.

	Time of using	Price
VIBROGYM	30 minutes	89,- CZK
RUNNING SIMULATOR	15 minutes	29,- CZK
	30 minutes	59,- CZK
	45 minutes	75,- CZK
	60 minutes	89,- CZK
ELIPTIC SIMULATOR	15 minutes	29,- CZK
	30 minutes	59,- CZK
	45 minutes	75,- CZK
	60 minutes	89,- CZK

Table 3 – The price list of services

Fitness POHODA realizes various sales for its customers each month. It means the season tickets are available to buy for lower costs. As the most requested is training combination of vibrogymms and running simulators. This ticket entitles the customer to attend five

lessons with vibrogym and also for running simulator, which can be used five times for fifteen minutes. Ticket is called 5 + 5 and costs 299, - CZK instead of 590, - CZK.

There are also customers who attend the company mainly in the morning. These people have a possibility to purchase a one-month ticket. One-month membership, at the price 500, - CZK, entitles customers to unlimited usage of all sport machines. For instance, if the client's attendance is five times per one week, then he would pay 1.780, - CZK in a standard cost. However this ticket can be applied in the time from 8:00 to 14:00. Fitness was utilized minimally in the morning, for this reason we made that step. By that implementation the rate of visit was increased by 15%.

In the sales time, the customers can opt for satisfactory ticket of these varieties:

- 1) A discount for ten entrances customers can exercise the vibrogym for ten times
 - the ticket costs 499, - CZK instead of common price 890, - CZK
- 2) Ticket 5 + 5 - consists of five exercising lectures with vibrogym plus 15 minutes of a running simulator using. This costs 299, - CZK instead of 590, - CZK standard price.

Fitness POHODA also arranges seasonal sales. At the Christmas time was selling a "Christmas pack", involving 10x free entrance for vibrogym lectures, 10 x 15 minutes using of running simulators and 8 minutes of sun bathing in tanning studio. Selling price was 890, - CZK, which refers to clause that the discount amounted 30,2%.

Discounts are provided for tanning studio also. The pricing is for each minute. One minute of sunbathing costs 12, - CZK. But customers get a possibility to get a suntan for a better cost in a discount time. Then 30 minutes costs only 210, - CZK, thus the discount is in the scale of 42%. An abundant visit rate is especially in the winter time and ball season.

6 ANALYSIS OF COMPETITION

6.1 Competition

I focus on fit centres that offer an exercise with vibrogym as a main product, in this description. These rivals offer the same services and use almost the same strategy as the Fitness POHODA, so they mean the biggest threat for POHODA.

I found out of accessible source (Google.com), there are seven fitness centres in Zlín, concentrating on the same way of entrepreneurship. Some of these fitness centres are in operation for nearly 2 years, it means they already have a strong clientele and they are in the subconscious mind of potential customers. However, Fitness POHODA is a newcomer. Prices for entries are extremely different, depend on the city. For example, people pay for one-time entry around 300,-CZK in Prague, entrance into vibrogym studios in Brno and Olomouc costs 200,-CZK. Applicants in Zlín pay the lowest price, it is 96,-CZK in average.

As a main rival companies Power plate studio Zlín, Fit Hany Bany, Schwinmaty, Fitness 47, Studio powerplate4best.

6.2 Power Plate Studio Zlín

6.2.1 Introduction of company

Power Plate Studio was opened in 3rd May 2010, as the first studio concentrating on absolutely revolutionary style of exercise. It was fully occupied during the first year of running. Clients had to make a reservation three weeks in advance. This could be a reason of discourage for people. Naturally, it built up a strong clientele, thanks to its uniqueness in that time.

As well as many other companies, Power plate studio enable customers to buy permanent passes for concessionary prices that are organized one per month. The price for one-time entry is 98,-CZK in comparison with others it is a common price for Zlín town.

As benefits I have to mention parking places and online reservation system that power plate studio owns.

The first and major drawbacks of this facility are the power plates themselves. No professional machines for commercial usage Power plate PRO are used, but machines that

are produced for household using. According to my own experience, machines in this studio are noticeably worn-out. Another disadvantage is cramped space, in where is studio situated.

According to my experience from 2010, an average occupancy per working day is around 40 customers.

6.2.2 S-W analysis

STRENGTHS	WEAKNESSES
the first company in the Zlin market online booking systém parking	unprofessional machines narrow space aces to the facility

Table 4 – S-W analysis of Power Plate Studio Zlín

6.3 Fit Hany Bany

6.3.1 Introduction of company

One of next rivals was founded in January 2011. It is one of the biggest fit centres in Zlín and it provides wide range of services. Except of power plates, Hany Bany offers lectures of TRX, Vacushape, Fitbox, Salsa and Zumba.

Wherein the Hany Bany is completely different, it is the categorization into fitness chain. Its subdivisions are in Zlín, Prague and in 8 more cities in Czech Republic.

Hany Bany can offer hairdressing service, massage, thus it can be called a “complex house for body care”.

Its disadvantage is insufficient parking, since it is situated in industrial area Svit.

The price for entry is 120,-CZK, which is the highest price in comparison with other fitness centres.

The average occupancy is 38 people per one day.

6.3.2 S-W analysis

STRENGTHS	WEAKNESSES
professional consulting service online booking systém utiny of services	location in Svit area absence of many parking places unstable employees

Table 5 – S-W analysis of Fit Hany Bany

6.4 SCHWINNMATY

6.4.1 Introduction of company

This company providing many services is located in Růmy Street. Priority of this company is badminton and tennis hall that are well known among Zlín inhabitants.

Exercising with power plate is just an additional service. Maty has only three machines placed in a really confined space. Customers are not primarily interested in power plate in Schwinn maty. Maty's clientele prefer exercise like spinning or alpinning which are traditional in this studio.

An appreciable asset is a large parking in Maty's area and a room for children.

6.4.2 S-W analysis

STRENGTHS	WEAKNESSES
arranging a collective sports activities during the weekends online booking system large car park	specialization mainly in spinning and alpinning do not give discounts bad access during the winter

Table 6 – S-W analysis of Schwinnmaty

6.5 FITNESS 47

6.5.1 Introduction of company

One of the exclusively lady fitness is Fitness 47, situated in Náměstí Míru. It belongs to beginners in this branch. Besides owning power plates, fitness 47 also provides vacushape, cardio zone and slim belly. Slim belly is also a revolutionary method for loss of weight. This product is designated for women who want to decrease a volume of belly. Slim Belly is a belt that is connected with running simulator and thanks to its vacuum promotes blood circulation in belly region.

Company producing Slim Belly provides exclusivity for owning this magic belt to this studio, for this reason Studio 47 is unique one in providing this type of service.

6.5.2 S-W analysis

STRENGTHS	WEAKNESSES
company cooperation with company producing Slim Belly	no parking no online booking system no giving a discount

Table 7 – S-W analysis of Fitness 47

6.6 STUDIO POWERPLATE4BEST

6.6.1 Introduction of company

The above mentioned facility works less than year. In my opinion it is the weakness segment of the POHODA's rivals. Vodní Street is its location in house of bathroom studio. Daily occupancy is range from 4 to 12 customers, it says about low rank of the company in the market. Studio's disadvantages are deficient number of machines, constricted space and absence of parking places. It is a question whether these findings are the cause of customer's lack of interest, or if it is necessary finding the cause in something else.

6.6.2 S-W analysis

STRENGTHS	WEAKNESSES
online booking system frequent discounts location in the centre of the city	narrow space irregular working hours

Table 8 – S-W analysis of Powerplate4best

Company	Occupancy	Price	Private parking	Other machines except for vibrogyms
Fitness				
POHODA	37	89,-CZK	YES	YES
Power plate studio	40	98,-CZK 120,-	YES	NO
Hany Bany	38	CZK 100,-	YES	YES
Schwinn Maty Power plate	Unknown	CZK	YES	YES
4best	7	90,-CZK 120,-	NO	NO
Studio 47	15	CZK	NO	YES

Table 9 – Analysis of competition

I chose the method of SW analysis for this chapter. I made this decision, because the opportunities and threats for companies providing sports services are almost identical.

The opportunities and the threats are defined as external environment of company. They are facts, which can not be influenced by a company. Nevertheless, the company can make precautions to cope with them. These precautions should be based on monitoring the market and the environment.

The perception of life style is the one of the opportunities. Nowadays, the healthy life style is really promoted. Here, healthy food and plenty of exercise can not be missed.

The doctors recommend to include more exercise in the patients' way of life. According to my personal experience, I am able to state that more and more people are accepting to this healthy life style trend.

Another opportunity is the cooperation with various subjects, for instance food consultant, individuals providing services focusing on body care. People prefer the services that are in the one place.

Reference is the next factor in the case of positive response of clients. The company can gain new customers and increase the profit by this way.

The existence of a new strong competitor in the market, the present competition, the evolution of technology, people's aging, easy imitation of provided services are examples that can lead to bankruptcy of company, and for this reason it is necessary to not only to focus on the company itself, but also consider the market and the situation there.

7 SWOT ANALYSIS OF FITNESS POHODA

STRENGTHS	WEAKNESSES
private parking location in the centre of the town good accessibility by public transportation new modern machines individual attitude to clientele questionnaire for client's comments employee's stability friendly atmosphere	glassed in space low temperature in exercise zone low number of machines one shower collective changing room for men and women one employee for maximal occupancy absence of online reservation system limited services
OPPORTUNITIES	THREATS
references from customers cooperation with Author Trilife cooperation with Greinwalder company training courses for lectors advertisement	increasing rival companies price wars change of perception of healthy life style by people bankruptcy of the supplier innovation of new machines

Table 10 – SWOT analysis of Fitness POHODA

The internal analysis is elaborated from the internal point of view. It is about strengths and weaknesses, which company can change by its actions. A significant factor is parking. Each company providing sport services should own it. The customers perceive car park as the strength. Online booking system is an item, which could not be missed. It works for customers' comfort.

As a result, each company should own the above mentioned attributes.

The threats and opportunities are almost the same for each fitness centre.

As the threats I would like to mention the newly incoming competitors, which offer cheaper and new forms of exercise. The next threat can also be aging of population and their financial situation.

The opportunities for fitness centres are perception of healthy life style, more free time and purchasing power of people.

8 RESEARCH OF CUSTOMERS' SATISFACTION

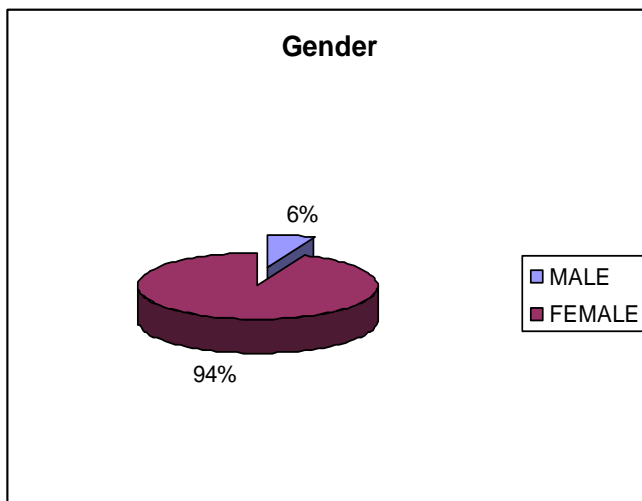
I selected a survey as a tool for the research of customers' satisfaction. Sixty-two clients were asked in total. The questions were formed clearly to not be temporal exigent. The survey consisted of eleven questions. It included especially yes - no questions for better scoring. There were also offered open questions to the respondents, because of better expression of their opinions and attitudes.

Questions number nine and ten were included in towards to find out if there is any trainer in the fitness who is not popular with clientele.

The survey was realized during December 2011. The return of survey was one hundred percent. The main aim of this analysis was to devise arrangements leading to increasing of customers' satisfaction and also to increase the Fitness POHODA's competitiveness."

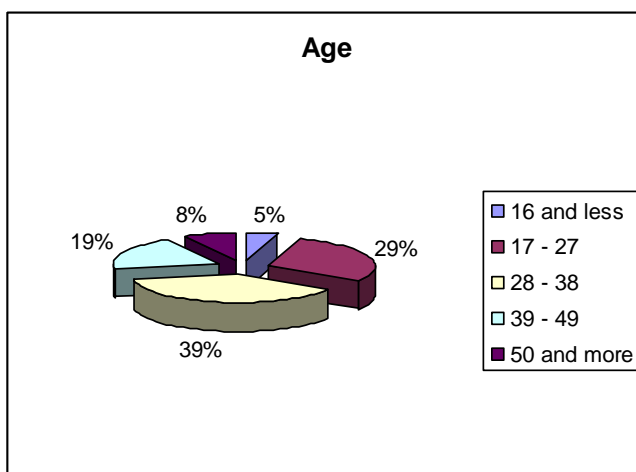
Each question and the answer are depicted below graphically.

Graph 1 - Gender



Graph number one shows, that the majority of respondents were women. This fact is logical, because Fitness POHODA's clientele is formed mainly by women.

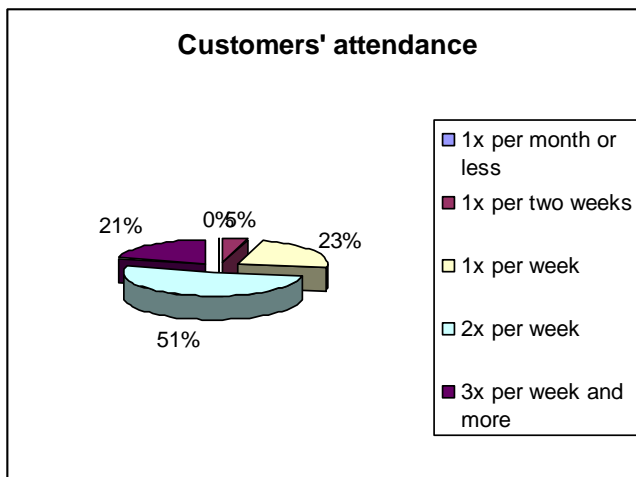
Graph 2 - Age of customers



As can be seen in Graph number two most customers are women in the age between twenty-eight and thirty-eight years. For this reason we can predict

that our clients are women having schoolchildren or younger. Non-negligible part of clientele are women in the age between seventeen and twenty-seven. According to my personal finding, I am able to say, that this group is formed by students and working women with no children

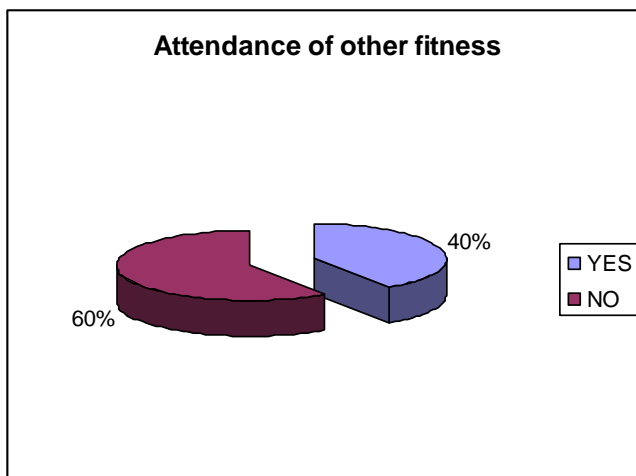
Graph 3 - Customers' attendance



More than one half of respondents, or more precisely thirty-two questioned people, attend Fitness POHODA twice per week. Fourteen respondents claim, that they enter the Fitness minimally once per week, which is almost the same number as thirteen people who attend three times per week fitness centre three times and more per week

and three customers come to there once per two weeks. No one respondent comes to fitness once and less per month.

Graph 4 - Attendance of other fitness

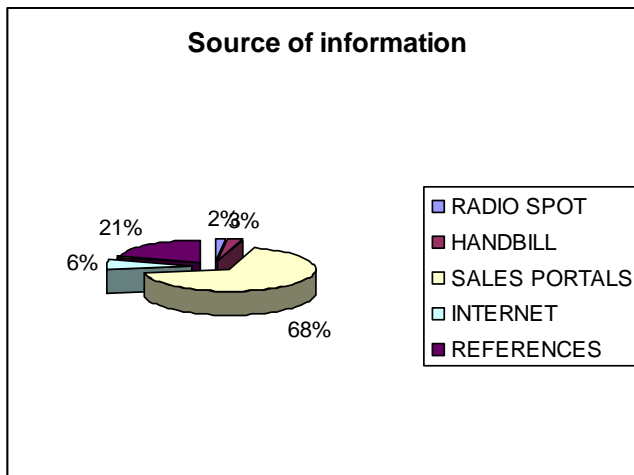


From this graph follows, that sixty percent of questioned people, exactly thirty-seven customers, are devoted to company POHODA. Remaining forty percent, exactly twenty-five customers visit another fitness centres apart from POHODA. In the case that the respondent answers YES, he should write the name of fitness. Four people

did not write the name of company, eleven people are customers of Power Palte Studio Zlín at the Thomas Bata Avenue, six people are regular clients of Studio Powerplate4best

at Vodní street and remaining four interviewed people visit HANY BANY in Svit areal. None of respondents visit any company centring on sports services in another city.

Graph 5 - Source of information



Absolute majority of purchasers, formed by forty-two respondents, found out about POHODA from the advertising in the sales portals on the internet. According to this fact, I conclude, this is the most expedient way of advertising for the new company entering into market. Compared with the advertising

through the radio spot (Fitness POHODA interested only one person by this way), promotion on the sales portals is really effective. As the second very effective way for promotion is recommendation from regular customers. By the recommendations were interested thirteen clients. References are highly-valued for companies, because it is a sign, that the companies make their business in the best way and the purchasers are contented with services. The result is that the purchasers spread their satisfaction. Not many people were addressed by handbills (only three people), by the internet (four people) and by the radio spot (just one person). The radio spot was the biggest disappointment for us. It was considerable investment in getting customers and in the final finding was found out, that only one person was gained.

Table 11 - Marking of contentment

	MARKS					RESPONDENTS	NUMBER OF
	1	2	3	4	5		
PRICE	12	32	12	2	4		
FITNESS EQUIPMENT	26	22	11	1	2		
LOCATION	47	15	0	0	0		
LECTORS' ATTITUDE	42	16	4	0	0		
STANDARD OF EXERCISE	42	16	4	0	0		

I selected an evaluation by way of table in this question. The question consisted of more factors, thus it also includes more answers.

Respondents should rate these factors by school marks, what it means:

1 – excellent

2 – very good

3 – good, average

4 – sufficient

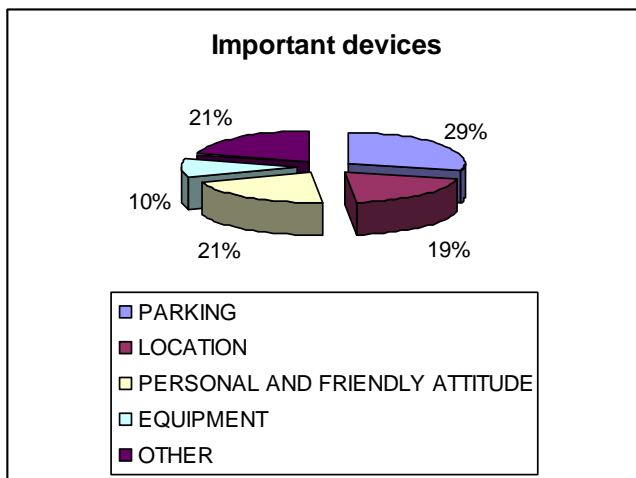
5 – insufficient

The first factor, that was asked, was the cost of service. According to the assessment I can state, that fifty-two percent judged the price as a very good. That is understandable, because nowadays people endeavour to save the money. Fitness POHODA markets the lower prices for their clientele, for this reason the clientele is satisfied by the service costs. The same number of respondents evaluated the price of services as excellent and favourable (the number of respondents was twelve). Two people assessed the price as sufficient and four of them like unsatisfactory price.

Overall majority is contented with the fitness facilities. Seventy-eight percent perceive the facilities as excellent or very good. Eleven people graded the machines as good and last three people graded the machines as sufficient or unsatisfactory.

The advantage of Fitness POHODA can be its location. According to the survey, it is evident that ninety-four percent of respondents are absolutely satisfied with fitness location. Another six percent described placement of POHODA as average. Nevertheless, nobody appraised this factor negatively.

Graph 6 - The biggest positives



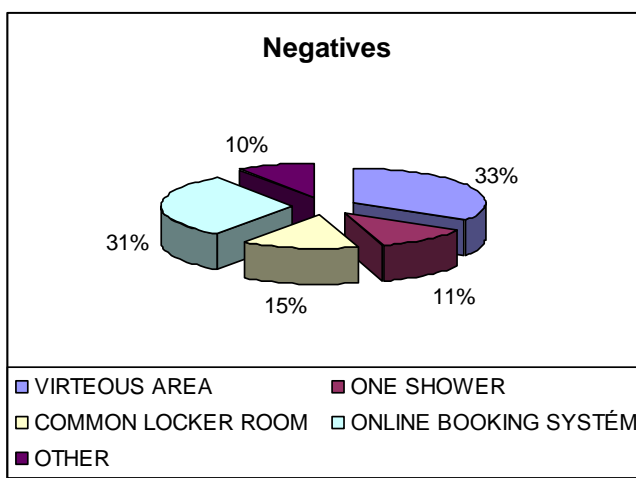
The next result was surprising, but expected. That result was about lecturers' attitudes. This factor was valued as excellent or very good.

Precisely, the sixty-eight percent of respondents see the trainers' approach as excellent, twenty-six percent people value the coaches in a very good way.

Only six percent classifies this factor as average.

The results evaluating the quality of lectures were absolutely identical to previous question. In the question, what are the biggest strengths, eighteen people answered car park. Thirteen customers selected personal and friendly attitude of employees to the clientele. Twelve respondents gave prefer the location. Six customers appreciated the equipment. The left thirteen queried people stated different factors as a fair price, sun bed, glassed in building, constancy of employees, a meeting requirements.

Graph 7 - The biggest negatives



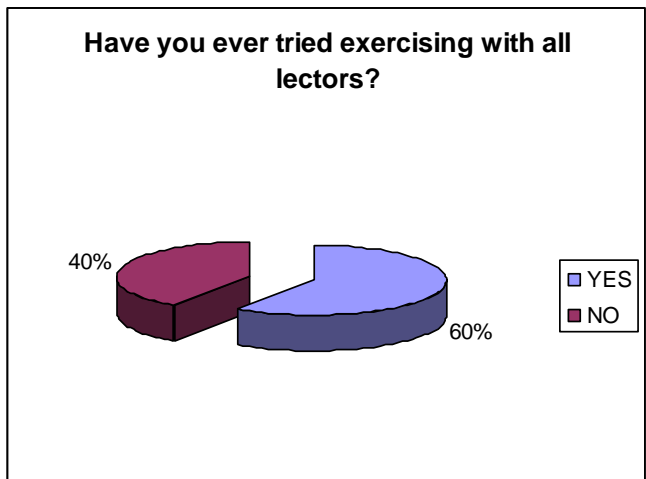
The largest number of respondents (twenty-one people) saw as negative the glassed in room. This fact was also mentioned in the previous question as the biggest positive.

Nineteen people lack the online booking system, where they could book the lectures without calling a Fitness centre. Seven people are

dissatisfied with only one shower and other nine respondents disagree with common changing room.

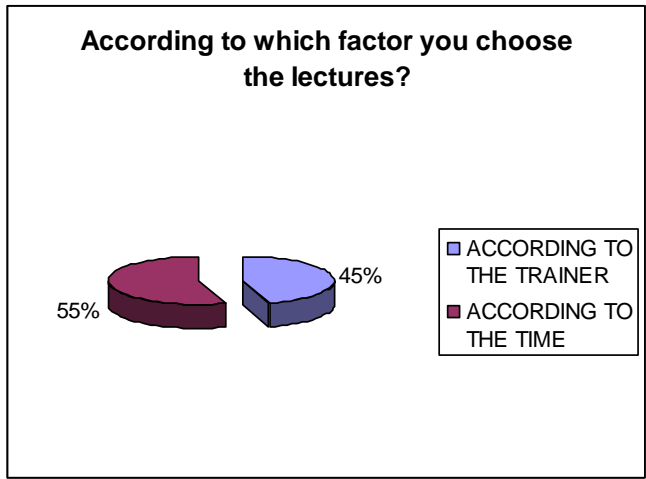
The lack of exercising machines, the long distance from the bus stop, the absence of children’s room and opening hours, these are another negatives for six people.

Graph 8 - Exercising with all coaches

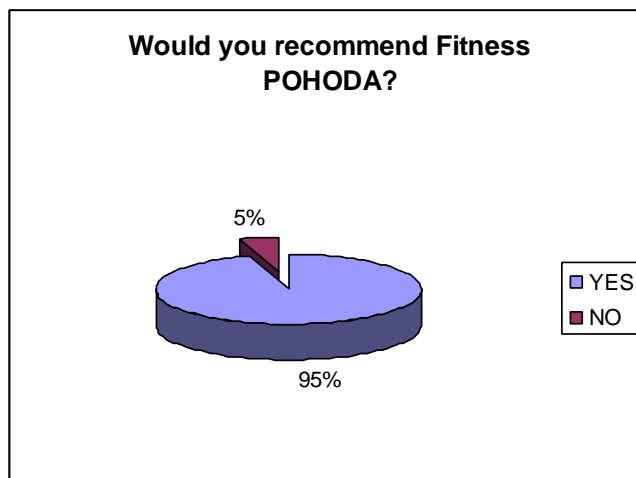


Overall majority has tried the lessons with each coach during the existence of POHODA. Only twenty-five questioned customers have not met one instructor minimally.

Graph 9 - Choice of lectures



The customers are divided almost into two halves. Evidently, they do not give the preferences to any option. Thirty-four people answered, that they choose the exercising lectures according to their free time. The second half (twenty five people) opts for lectures according to the training coach.

Graph 10 - Recommendation

The replies to this question were greatly satisfactory, since fifty nine fitness clients would recommend the Fitness POHODA.

The customers' satisfaction and subsequent references are the best source of promotion.

Merely three respondents would not recommend our company, for this reason we have to improve constantly our services and perceive customers' requirements.

9 ANALYSIS OF COMPETITIVE ENVIRONMENT BY HELP OF PORTER'S MODEL OF FIVE FORCES

I have chosen the Porter's five force analysis for analyzing the competitive environment.

The main aim of this analysis is to identify competitive forces in the competitive environment and to discover the opportunities and threats.

The analysis of five forces focuses on five factors which I mentioned in the theoretical part. These forces have an effect on the company and its progress and on the competitive environment.

Potential competitors

The potential competitors are presented as the first force. The potential competitors are the companies not competing at the moment, but they can compete with us in the future.

The POHODA's potential competitors are every fitness centre or gym in Zlín. VITA SANA Club, Fitness Cat, Heat Fit, Sportcentrum K2, Fitness Relax, Contours, Fitness club F1 fall into the group of potential rivals. These competitors offer sport services that do not include vibrogym exercising. However, if they decide to acquire the virogym, they become real rivals. The fact, that these companies can become the threats for our fitness centre, depends on the height of barriers to entry. In this case, it is possible to entitle the price of machines, place, where the machines are placed, necessity to employ certified lecturers and also the operation costs increase the barriers.

Nevertheless, the potential competitor could be not only those, who already exist in the market, but also the new ones, which will be newly found and their business will be focused on the sport services.

Competitor's rivalry

The competitor's rivalry is another force in Porter's model. When the competitive force is weak, the companies can raise the prices of their products or services. In conclusion, the companies make a higher profit. On the other hand, if the competitive force is strong, then the price contests begin. [15]

Zlín companies providing sport services fall into fragmented competitive environment. The fragmented surroundings is an environment, there are many companies with the same business orientation. However, here is no company in the dominant position.

The competitive force was really weak in the Zlin market two years ago. The Power Plate Studio was a monopoly in May of 2010. However, the competition grew stronger during the same year. Fit Hany Bany came to the market in October 2010. Then Schwinnmaty, Studio Powerplate4best and Fitness 47 also started to run a business with vibrogyms. Fitness POHODA started with enterprise in October 2011.

It was common that the customer paid a disposable income, that was in the range between 99,- and 120,- CZK in 2010. The competition in 2012: Fit Hany Bany and Schwinnmaty offer one-month membership for lower price, Fitness 47 and Powerplate4best offer permanent passes including one free admission. Power Plate Studio and Fitness POHODA use discount portals, where they advertise special offers for new, and also for current customers.

I am able to declare that the competitive contest increases if the demand decrease. The company competes with other companies in attracting customers.

Bargain ability of customers

The next Porter's force is the bargain ability of customers. The customer has two faces. The strong customers can be a threat for the company, because they can press the price down. On the other hand, the weak customers are the promise of the profit for the company, during price increasing.

I would like to indicate that the competitive environment of Fitness POHODA consists of small companies, with a low number of customers. These facts lead to the dominant position of customers. [15]

Bargain ability of suppliers

The fourth factor of this model is the bargain ability of suppliers. Fitness POHODA's disadvantage is that nowadays only three vibrogym's suppliers exist in the Czech Republic. These three suppliers form an oligopoly and for this reason they determine the costs of products, the price of spare parts and complementary services. Suppliers are this strong, because the products, which they offer, do not have substitutes at present.

Substitute threats

The last factor of Porter's analysis is the substitute threats. Nowadays, this threat is not current, although it is not excluded that some substitute can appear in near future.

The threat can be an imitation of vibrogym coming from China. There are cheap labour force and production costs in the China, and for this reason Chinese vibrogyms can be sold for only a fraction of their current price. That price can be advantage for newly founded fitness centres.

Another threat can be new technology, new trends of exercising, based on the same principle of vibrogym exercise.

In present, there is not an imitation, which could substitute the vibrogyms in the Czech Republic. For this reason it is not necessary to bring down the price of services.

CONCLUSION

As a topic for my bachelor's thesis I have chosen the competitiveness of Fitness POHODA, Ltd.

The main aim was analysing the company to the competition and to take measures leading to position raise in the market in Zlín.

In the practical part, firstly I introduced the company, afterwards I made the S-W analysis of competition and SWOT analysis of Fitness POHODA. I applied Porter's model of five forces as another tool for analysis. The next step was a survey research among the POHODA's clients.

At the moment, I would like to come to the point of suggestions and recommendations, which could lead to the increase in Fitness POHODA's competitiveness in the Zlin market. I recommend an immediate implementation of booking system on the internet, because the online booking system is commonplace nowadays.

Another negative that needs to be removed is a collective changing room. Although, the men clientele is constituted of nine men, it is necessary to remove this imperfection.

I suggest a building of one more shower at least, because this strength was mentioned by many people in the survey.

Afterwards, I would recommend a partial prevent passer-by from looking into the exercising area. This could be provided by advertising film.

Personally, my opinion is that the service costs of Fitness POHODA are average. This Fitness centre does not belong to the most expensive fitness centre in the market. For this reason I would not change the price.

Of course, it is a good manoeuvre to offer the various discount to the customers.

The most important movement of POHODA is action of cooperation with food consultants. We already deal with consultants of NUTREND company. The cooperation will be consist in buying of food supplements and supplements for increase in physical performance. The next part of that cooperation will be food consultancy. The food specialist will visit the Fitness POHODA one day per month and he will give advises to our customers in the questions of diets.

The last important recommendation is service expansion. The POHODA's aim should approximate Hany Bany, which is known as a complex service centre. For this reason I recommend to approach massage therapists. This service is also one part of active relaxation.

Fitness POHODA can address a bigger spectrum of customers by the increase of the providing of services, it can obtain the dominant position in the market by this way.

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APPENDICES

P I Survey

appendix p i: Survey

Because we value our clients, we keep improving our services. Fitness POHODA wants to meet your requirements the best way. For this reason we kindly ask you to complete this short survey. It will be used as a basis for improving our services.

The survey, taking less a five minutes, is absolutely anonymous. In each question, tick only one answer representing your opinion. In the case that you will not find suitable answer, please answer in your words.

We would like to thank you for your time and kindness.

What is your gender?

- Male
- Female

What is your age?

- 16 and less
- 17 – 27
- 28 – 38
- 39 – 49
- 50 and more

How often do you attend Fitness POHODA?

- Once per month or less
- Once per two weeks
- Once per week
- Two-times per week
- Three-times per week or more

Do you attend any other facility providing the same services as the POHODA does?

(If you do, please write down the names of those facilities)

- Yes _____
- No

How did you learn about Fitness POHODA?

- From the radio spot
- From the handbill
- From the sales portals
- From the internet (Facebook, web sites, Google, ...)
- By the references

How are you satisfied with the following factors? Rate your satisfaction by the same grades at the school. 1 – totally satisfied, 5 – absolutely dissatisfied

- Service costs
- Fitness equipment
- Location
- Lectors' attitudes
- Standard of exercise

Specify the most important positive of Fitness POHODA.

—

What is the biggest negative of the POHODA according to your opinion?

—

Have you already visited lessons with all coaches (Pavel, Lucie, Nikola, Monika)?

- Yes
- No

According to which factor do you choose the lessons?

- According to the coach
- According to the time

Would you recommend Fitness POHODA?

Yes

No

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