

A Promotional Plan for the Newly Established Kindergarten with Montessori-Style of Education

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Zásady pro vypracování:

Vyzdvihněte přidanou hodnotu Montessori výuky a seznamte čtenáře s podstatou a fungováním tohoto systému.

Prozkoumejte moderní propagační metody 21. století a posuďte jejich možnou aplikovatelnost na Montessori instituci.

Zvolte si Montessori instituci, zaměřte se na její propagaci.

Provedte kvalitativní výzkum ve formě rozhovorů, na jehož základě navrhnete vhodné prvky propagace a její umístění.

Určete této soukromé instituci několik možností vlastní propagace.

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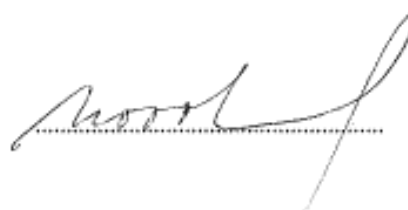
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ABSTRAKT

Bakalářská práce “Propagační plán pro nově založenou soukromou školku s Montessori stylem výuky” je zaměřena na vytvoření písemného plánu možných propagačních metod, které by byly v souladu jak s možnostmi zvolené školky, tak s podstatou Montessori vzdělávání. Práce je rozdělena do dvou částí. První část tvoří teoretické poznatky z oblasti B to B marketingu, marketingového mixu služeb, marketingového plánování, Montessori vzdělávání a segmentace trhu z dostupných literárních zdrojů. Dále následuje analytická část, kde je zahrnuta jak analýza dosavadních použitých propagačních materiálů a metod, tak mé nápady na jejich vylepšení. Nejdůležitější částí je vypracovaný plán nových propagačních metod, ve kterém jsou zahrnuty kalkulace některých z nich a také graficky zpracované mé návrhy propagačních materiálů.

Klíčová slova:

Montessori vzdělávání, propagace služeb, marketingový plán, marketingový mix služeb, segmentace trhu, analýza, identita firmy, grafický návrh.

ABSTRACT

My bachelor thesis “A Promotional plan for the Newly Established Private Kindergarten with Montessori – Style of Education” is focused on creation of a written promotional plan that includes those promotional methods that comply with the possibilities of the chosen private kindergarten as well as with the Montessori education. The thesis is divided into two parts. The first part consists of theoretical knowledge concerning marketing, marketing mix of services, promotional planning, Montessori method and market segmentation from available literary sources. The first part is followed by the analytic part, where an analysis of used promotional materials and techniques is included as well as my ideas for possible improvements. The most important part of the analytical part is the new promotional plan that embodies calculations of some of the suggested promotional techniques and graphic designs of some of them.

Keywords:

Montessori style of education, promotion of services, promotional plan, marketing mix of services, market segmentation, analysis, corporate identity, graphic design.

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INTRODUCTION

In my bachelor thesis, I am going to focus on creation of a promotional plan for the private kindergarten with Montessori style of education.

Montessori školka a miniškolka Zlín is a newly established private educational institute that was founded in the second half of the year 2011 by Mrs. Petra Dolníková. Although Montessori system itself is more than hundred years old, it came to Czech Republic about 6 years ago and even nowadays, it is still not well established here and most people are not aware of the fact that it exists. Promotion of schools at its lowest level is not common as well as promotion of any educational system in general. The promotion that is based on added value of a service is also not seen. That is why I decided to try to put all these factors together and design a promotional plan for this kindergarten that is based on added value of this service.

The aim of the thesis is to design a promotional plan that would help the kindergarten to promote itself as well as the Montessori Method in a way that would comply with the nature of the method and would serve as a guide how to build corporate identity and gain new customers.

The theoretical part deals with B to B marketing and marketing of services and corporate identity as well as with marketing mix of services, promotional planning and its steps and with favourite promotional techniques of the 21st century. The important part of the theoretical part is a description of Montessori system because the reader needs to be familiar with its functioning to be able to understand the reasons for chosen promotional methods that I designed in the practical part.

The practical part begins with brief information about the kindergarten. This chapter is followed by the chapter about the target group of customers and client division. Then the next chapter is an analysis of 7Ps of the kindergarten's services and it is followed by their evaluation and suggestions for their possible improvement. The Practical part is closed by a chapter that includes the promotional techniques that I recommend using; calculations and graphic designs of some of them are there too to give a complete idea of the promotion I suggest.

I. THEORY

1 B TO B MARKETING VS MARKETING OF SERVICES

In this chapter of the bachelor thesis, the reason, why promotion of services is considered to be harder than promotion of a tangible product, is emphasised and why it is believed that it is a challenge for a marketer to design the interesting and effective campaign for a service. This chapter deals with a difference between marketing of products and marketing of service and points out the importance of a good reputation. The last part of the chapter briefly summarises the idea of promotion of schools.

1.1 Tangible vs. intangible, product vs. service

When a material thing is considered, it has some visual characteristics, it can be made out of different materials, the technologies can differ, a design and also price can be significantly diverse at the end of the manufacturing process. Services are typical for being intangible and physically immeasurable. We can pursue the result at the end of the process which means that we can see the quality of it just at the moment when it is finished. What is more, we cannot make the service in advance and store it somewhere. This kind of business requires a great deal of trust between the service provider and his or her customer. (McDonald 2012, 28)

It is now understood that when buying a tangible thing, customer can see it in advance, a company and a customer, they both can store it and they can see what is it made of and finally, customers are able to compare prices in contrast with the quality before the purchase itself. On the other hand, services are the direct opposite.

1.2 Importance of reputation

Consequently, it must be pointed out that an owner of the company that provides services should put a great deal of attention on the reputation of his/her company, because word of mouth is usually the best possible promotion that the company can get. For example restaurants or hairdressers are typically associated with good or bad reputation. If a person wants to get something nice for the dinner, he asks his or her friends, what they suggest according to their experience.

The same case comes with the hairdressers. If women meet, they tend to mention every visual change and if they like the haircut of their friend, they would ask for the contact. Those are the significant words that are emphasised here. An **experience and contact**. This is what the world of services and generally business is based on nowadays.

1.3 Promotion of schools

A question, why is promotion of schools different from promotion of any other service, can be asked. The reason why it is important to deal with this question is simple. The fact that kindergartens and schools are attended by children in certain ages plays an important role in promotional techniques that the company would use.

In the concept of traditional school marketing, students are considered to be the customers. Their needs and desires concerning their education must be satisfied by the school as well as possible. Due to the fact that there are big differences in their behaviour, hobbies and needs, the school is trying to use the segmentation of their customers, later using it to satisfy the different needs of certain group in the specific way. (Světlík 1996, 23)

1.3.1 Focus of marketing mix of schools

Used marketing mix is primarily focusing on:

- A) Adjusting the programme of the school to the needs of the students,
- B) supplying the offer for the appropriate and suitable price so as it is worth the value that is pursued by the customer,
- C) corresponding charge that is put on the students,
- D) providing the service in suitable place and in good educational environment,
- E) supporting the services of the school by right means of promotional mix,
- F) creation of marketing-oriented organizational structure of the school.

(Světlík 1996, 24)

2 CORPORATE IDENTITY AND VISUAL COMMUNICATION

When a famous company is mentioned, most of people think of its logo, famous product, its motto, its representatives and their behaviour, appearance of its shops, colours that are associated with the company or its ideology. All these things are part of marketing strategies and if they are well-designed, they can bring enormous profits to a company.

2.1.1 Corporate identity vs. corporate image

While corporate image represents how the company is perceived from the outside, corporate identity is the opposite. It is the way that the company is built from the inside. It consists of its culture, history, representatives and their behaviour, reputation, philosophy and other characteristics. (Black, 1994) In this case, a company can be seen as a person and how the person perceives himself/herself while his/her image is something that other people around him/her judge.

A company is identified according to its external visible ways of how it represents itself. The visual aspects of this presentation are those that are mainly judged, evaluated and perceived by the public audience. Visual side of the company is very important and it is believed to have been evaluated more than other forms of communication between the company and its customers. (Black, 1994)

Although “the reputation of the company will always be based on the quality of its product and added value services,” (Black 1994, 94) visual communication can be helpful when addressing potential customers because what looks good, sells these days and that is what companies are well aware of and they do not hesitate to contact an agency with a demand for creation of a completely new identity.

2.1.2 Goals of corporate identity

Companies know that reputation, buzz marketing and design sell. Basic goal of corporate identity is to establish certain rules in the company and build a good reputation of the company, meaning that it builds certain picture of the company in people’s minds as well as in minds of their partners, employees and customers. Corporate identity support the company’s position on the market and also supports believe in its own strengths. When a company has a well build corporate identity, it maximises its potential value. (Black, 1994)

3 PROMOTIONAL PLANNING

A term that is tightly connected with advertising and promotion is promotional planning which is the core part of the thesis. Therefore, it must be understood. This chapter deals with description of a promotional plan, it also gives advice what should an effective plan include and describes each part of the promotional plan into more detail.

3.1 What is promotional planning and a promotional plan

Marketing is described as a locomotive that pulls all other units of the company. If the metaphor widened, than a promotional plan could be seen as the rails that the train follows. Promotional plan does not help just with the co-ordination of the marketing aspiration but also it creates the framework of the overall planning of the whole company. (Majaro 1996, 219)

A promotional plan is seen as a summary of all actions a company is going to undertake in the future in order to remain competitive on the market. These actions are put together in such a way to help to fulfil aims of the company. Because the market is changing rapidly and constantly, strategic marketing planning is a never ending process for every company that takes care of its future and when it has a written plan, it forces its management to think systematically about its future and next steps that it is going to undertake as well as about the financial consequences of such steps. (Majaro, 1996)

3.2 Effectiveness of a promotional plan

The basic aim of the promotional plan is to achieve an integration of all important elements of a marketing mix. In order to make planning effective “it has to become part of the whole company and its importance for the future achievements of the company must be generally accepted by all staff members, who somehow take part in managing processes in the company.”(Majaro 1996, 220) When taken from the opposite point of view, effective plan enables the company to react to changes on the market, helps managers to understand the processes in the company, to reveal imperfections and discover a gap on the market. (Vašítková, 2008)

3.3 Elements of the promotional planning

According to Vašítková’s book on marketing of services, there are five main stages of strategic promotional planning. Those are:

- 1) Analysis of a current market position of the company
- 2) Establishment of corporate goals and goals of marketing

- 3) Identification and evaluation of strategic alternatives
- 4) Implementation of the chosen alternative
- 5) Checking and monitoring

(2008, 37)

The following parts of the thesis describe these points in more detail, bringing basic information about what actions need to be undertaken by the company in each stage of the strategic promotional planning.

3.3.1 Analysis of a current market position of the company

In this stage it is important for the company to get as much information as possible, analyse its current position on the market and work with it. The analysis should consider the market segmentation and deal with financial and personnel sources and their effective usage, which are the internal influencing factors. (Vašítková, 2008)

Internal factors are influenceable if a company wants to improve its situation. A company also analyses external factors that affect its situation, for example social, demographic, cultural and technical factors but these factors cannot be influenced and the company has to deal with them as they are. The outcome of this analysis of external and internal factors is called a **SWOT** analysis (Vašítková, 2008) and it is based on four main parts that look at **T**hreads, **O**pportunities, **W**eaknesses and **S**trengths of the company.

3.3.2 Establishment of corporate goals and goals of marketing

Basically, in this part, the company has to think about the point which it wants to reach, meaning where the company wants to be after a successful implementation of suggested methods of promotion. “First of all, it is important to define a message of the organization. That means to give reasons for its existence and importance” (Vašítková 2008, 37) from customer’s point of view, also asking how a company is beneficial for a customer. (Vašítková, 2008)

3.3.3 Identification and evaluation of strategic alternatives

This stage is trying to answer a question: How? How is the company going to achieve its goals and what techniques will be used for that purpose. There may be several suggested strategies written down – these are called action plans. (Vašítková, 2008)

3.3.4 Implementation of the chosen alternative

This stage deals with a detailed structure of the promotional techniques. It asks question: How is the company going to act while realizing the chosen strategy? For this purpose an operational plan is created. The plan describes how all the parts of a promotional mix should be handled. (Vašítková, 2008)

3.3.5 Checking and monitoring

This is a process when manager checks if the implemented strategy brought the results that were expected, followed by analysis that deals with possible reasons of failure or difference between the real result and an expected one. (Vašítková, 2008)

4 MARKETING MIX OF SERVICES

Marketing mix in general, is a kind of collection of promotional means that the company is going to use while promoting it and it is a very important part of any company's strategy. Marketing manager's role is to choose the right mixture of the promotional techniques in order to create an effective marketing mix. The goal of the marketing mix is to bring profit to the company and to satisfy customer's needs. (Vašítková, 2008)

4.1 Not 4 Ps but 7Ps

The original marketing mix consisted of 4 basic Ps. Those were: **Product**, **Price**, **Place** and **Promotion**. However, as services are different from traditional products, these four **Ps** were not suitable for using the services. Therefore, there had to be added another **3Ps** to create a complete and appropriate marketing mix of services. The newly established Ps are: **Physical evidence**, **People** and **Processes**. (Vašítková, 2008) This chapter describes these Ps in more detail because this information will be used in a practical part of the thesis.

4.1.1 Product

The product in services is meant to be everything that the company offers to its customers. Services satisfy customer's intangible needs and the most important thing about the service is its quality. (Vašítková, 2008) The quality of the service depends on used materials and abilities of the person who provides the service for a customer.

4.1.2 Price

Determining a good, reasonable and acceptable price of the product can be considered to be an art and it is a very important part of doing business because the amount of sales, consequently the profit, depends on it. Price can be established by several methods. When a manager establishes it, he or she looks at various aspects of the service the company offers. (Vašítková, 2008) For example, manager looks at the demand, price that the competition offers, at the function of price and other aspects. The most common way of pricing a product is basing it on expenses.

4.1.3 Place

Concerning services, place of distribution plays a very important part of the marketing mix, for a simple reason. The customer usually comes for a product personally and without him

or her being at the place of distribution, a service could not be realised. That is why services are, in most cases, situated in the centre of a town - to be close to their customers as much as possible, which means, to be accessible at any time. When purchasing a product, it could be send to you without you being forced to go anywhere.

On the other hand, when purchasing a service, a customer is the one who physically comes to a person or company that provides him or her with the service. That could be the reason why companies that offer services highlight their strategic position in the city while companies offering products, rather focus on other Ps of the marketing mix.

4.1.4 Promotion

Promotion is an important part of every company's planning. It is a process of giving notice of the product to the public. It can be the thing that brings the company success. An absence of promotion or poor promotion of the company can cause its failure and disappearance from the market.

4.1.5 Physical evidence

By physical evidence is basically meant the environment of a company. Due to the fact that the customer cannot judge the quality of the service in advance, company's environment is an element that supports company's prestige. It makes a big difference whether a company is situated in the centre of the town, has its own building, a room is stylish and nicely furnished, an equipment is clean and modern, or not. The customer must feel comfortable in an environment. Only then he/she will return for another service.

4.1.6 People

The same rule as with the physical evidence applies to the people as well. Service-oriented company should be careful about the choice of its employees much more because these people create the environment and amenity of the company too. The most important thought that the owners of service-oriented companies should bear in mind is that services are created and realized by people and a good relationship with a customer, based on trust and responsibility is the basic presupposition for a repeated purchase. All members of staff should be also educated in the field that a company provides services in because qualified employees guarantee a good quality service.

If the situation is looked at from the owner's point of view, he or she should take care of his or her employees well, should treat them fairly and should support them in their

further education, so as to keep up with modern trends to be able to provide the best services on the market. This means investing in trainings and courses.

4.1.7 Processes

Dealing with the way in what is a service provided to the customer is the topic of processes. Process, especially when being long can be tiring and exhausting. Companies deals with them because they want to save employee's time as well as customer's time. Analysis of processes can help a company to provide services in more effective way. Time management, which is connected to it too, is a helpful way how to save time and money and satisfy customer's needs.

5 MARKET SEGMENTATION

Every company has certain range of products or services. These products are sold as long as the demand is satisfactory. If there is no more demand the product is not produced any more and it is replaced by another one. Product is a thing or service that certain group of customers need – they have desire for it, so they buy it in case it is affordable for them. On the other hand, the same product can be considered useless for another group of customers. That is the reason why market segmentation is an important part of company's attention and it is also a part of preparation for marketing mix.

Market can be indifferent, but almost no company is able to satisfy the needs of every single customer. "To define a target market means to specify a group of customers that the company wants to provide its services to." (Payne 1996, 77) Before smaller and specific groups are specified, just one bigger group can be chosen and subdivided later on. "Defining a target market and its needs is an initial point of segmentation process." (Payne 1996, 78) The goal of this chapter is to determine what market segmentation is, what is it useful for and how is it realised.

5.1 Market segmentation and its role

Market segmentation is a process, where all people are grouped according to their common features. When all potential customers are grouped into segments, it means that a company found its target group (target segment) and only then, it is able to design promotion and the product itself according to their needs because it already understands customer's characteristics.

Market segmentation helps company while it is designing promotion, deciding what promotional techniques will be used, where promotion should be placed and when it should be realised. From the other point of view, segmentation of customers helps the company to adjust a price, design and function of a product according to what the customer wants. Understanding customer is a basic ability that a marketer should have because if a target group of customers is determined and a product fits its needs, the next step is a purchase which brings profit to a company.

5.2 Segmentation process

Segmentation process usually has three stages where in first one, the criteria are settled, in the second stage, alternative market segments are evaluated and in the last stage, a target

market segment is chosen. (Vašítková, 2008) This chapter provides reader with a basic description what is the target segment and states the criteria that were established to help form the final target group that a company is going to communicate with.

5.2.1 Target segment

A target segment is that part of a market that company chose from an indifferent market and it is chosen according to several criteria that a company defined. Market segments have some common features and it should be measurable. (Vašítková, 2008)

5.2.2 Segmentation criteria

Vašítková in her book established following criteria of segmentation process.

Geographical – the company has to decide, in how big region is it going to offer its services. However, from the other point of view, how attractive is the service for the customer.

Demographic – these criteria are those that focus on the average age of the customer, ethnicity, religion, sex, state, origin, size of the city they live in and others.

Socioeconomic criteria focus on customers's social status, income, and occupation as well as on family habits.

Psychographic – these criteria deal with customer's preferences and benefits that a customer seeks for.

Motives leading to purchase – are criteria that focus on what gave a customer the impulse for purchase- if it was a sudden impulse, purchase based on habit, carefully considered act or purchase based on fashion impulse.

Time – concerning some services, customers buy products or services in certain time of the year. For example, before Christmas and Easter, before seasons and after seasons or before and after certain established seasons. (2008, 40)

6 MARKETING RESEARCH

While market research studies the market, its customers and their behaviour, marketing research collects and analyses information about certain goods. It studies effective ways of how to successfully get the product on the market and consequently, to satisfy customer's needs (Majaro, 1996) and maximise the profit of the company. The aim of this chapter is to describe difference between quantitative and qualitative research and mention various possibilities of collecting data about customers.

6.1 Collecting data

Before a marketer launches a new product on the market, he/she has to be sure that the product will be accepted by customers and that it will be sold and bring profit to his/her company. That is the reason why it is important to analyse the customer's needs and preferences. Information can be obtained through several methods and every method must be chosen according to what kind of information does a company need to get out of it because not every method is suitable for different products or services. Also an outcome of every method is different.

6.1.1 Types of researches

Qualitative research is asking open questions which gives a great deal of freedom to a person that is answering them. An interviewee can express as much as he/she wants. The result of this research is a sum of thoughts, ideas, suggestions or opinions that are analysed afterwards. The aim of the research is to get an inspiration from interviewees about certain problem. **Focus group** is a kind of group interview where an interviewer asks open questions. There are 6- 10 people on average and the aim of this method is to get direct reactions. Results of this method are very hardly measurable. (McCarthy and Perreault, 1995) However, the company does not do this kind of research in order to get any percentages or figures. **Personal interview** provides interviewer an opportunity to create relaxed atmosphere where an interviewee answers open or closed questions. Interview is a method that involves free conversation. Qualitative research is done when a company does not need to address lots of customers but when it needs to get inspiration or opinion on certain problem.

Quantitative research is done in case that the company needs to come to a conclusion based on figures. Closed questions or multiple choice questions provide a company with

clear percentages of how many people responded in the same way and statistics can be drawn from these collected information. This kind of research is suitable if a company needs to address a large number of people in order to get reasonable and predicative data. Research can be done in many different ways. For example via e-mail, telephone, personal contact or via questionnaires that are distributed among people.

7 MONTESSORI STYLE OF EDUCATION

Being able to learn just by observation and personal experience are abilities that children have and Montessori Method has been working with for more than a hundred of years now. The purpose of the thesis is to design a promotion that would be suitable for a private kindergarten that practices Montessori Method of education. For this reason it is absolutely necessary that the reader understands at least basic functioning of the system itself, its uniqueness and added value that it provides in comparison with the traditional kindergartens or traditional style of education. Promotion of this educational method must be planned carefully so as it complies with its ideology and essence. This chapter provides reader with all necessary information about Montessori system.

7.1 Maria Montessori and history of Montessori style of education

Maria Montessori is an Italian origin woman that was five times nominalised for the Nobel Peace Prize due to the fact that she devoted her life to children and their education. She based her research on observations. She observed how children behave, in what conditions do they learn best and how they react to certain impulses. In the year 1907 she was offered a chance to establish an educational centre for children from poor families in Rome. The school was called Casa di Bambini and its programme was based on results from her observations. (International Montessori School of Prague, 2011)

7.2 Goals of Montessori education

The main goal of this unique educational method is to bring up children – people who are responsible, independent, competent, adaptive who have no problems with solving problems and learning new things. Montessori takes advantage of natural curiosity of children and uses it to encourage them to want to learn new things without even noticing it.

The method is based on hands-on experience and natural ability of children to absorb information and learn from their mistakes. Children learn through senses because materials that were especially created for this method have certain system thanks to which children are taught to understand more and more abstract terms step by step. For example time, length, weight and temperature.

The important fact about Montessori Method is that a child is already perceived as a personality that has certain emotional, physical, social, aesthetic and cognitive needs that are equally important. Teachers teach students to respect and to understand the

environment, nature and encourage them to be carrying and sensible to both people and nature. (International Montessori School of Prague, 2011)

7.3 Classroom environment

When a person steps into the Montessori classroom, it is neat, clean, well-organised and has lots of items made out of wood. It is called **Prepared Environment** which means that all pieces of furniture and other materials are smaller in order to be convenient for children to use. This is called **child- centred**.

All materials in the classroom and also the classroom itself are always structured to help in developing sense of order, concentration, coordination and independence. Items are labelled and every educational aid has its own place and they are sequenced from simple to complex ones and teacher presents them in the classroom in a logical order throughout the whole school year.

Advantage of these classrooms is that children are age-mixed which means that they can help each other and the sense of community is supported by this too. The room is quiet, children work individually and there is a balance between freedom that is given to them and their responsibilities. Every child is required to prepare and clean his/her place when he/she is finished with his/her work. On the other hand they have a certain freedom to choose which material they want to work. This is called **freedom within limits**. (International Montessori School of Prague, 2011)

7.4 Teachers

Teacher's role is not to stand in front of the class and give lecture. Teachers in Montessori Method are rather a kind of mentors, who observe children, it is a person who understands them and gives clues when a problem occurs. He/She serves as a **guide** throughout children's education.

Teacher's attitude towards children is way much different than in traditional educational system. For example he/she person bows forward in order to be able to look straight to child's eyes when talking to him/her. He/She goes around the class, supervises and if there is a problem, he/she does not give answers straight away. The teacher must be a good psychologist who is able to determine the right moment to introduce new activities and materials to individual children or to a group and to be able to understand every child's personal needs.

The relationship between a child and a teacher is based on respect so there is no need to call a teacher with a title and his/her surname. Children call their teachers with their first names and the politeness is expressed by using *please*, *thank you* and *could you* a lot from both sides. Teachers were originally called the **directress** because their role is obviously different from a role of a traditional teacher who is in the class to give lectures and the communication is rather one way and no personal needs of children are being taken into consideration.

7.5 Environment and materials

The room is divided into two parts. One is full of tables – each one placed in a different direction (but only in North, South, East, West position of the class, not diagonally) and different distances. The floor in this part is wooden which changes when the carpet comes. The carpet symbolises the playing- educational part where the children go to work with the educational materials. Every shelf is organised logically and everything has its certain place. There is also a separated shelf for bags. Not as much of the art works can be found in the class, as they are mostly projects.

7.5.1 2321 times 2 in first grade? Yes, possible.

Educational materials are made so logically that counting seems much easier and the child is able to count $2321 \cdot 2$ with it easily with no assistance of a teacher. The aid consists of a wooden box that is divided into few parts. Each part contains small colourful squares with numbers – 1000, 100, 10 and 1. The child is given an example $2432 \cdot 2$. So he takes two squares with thousands and put it into column then takes six hundreds and also put in into column next to the thousands ect. Than the child knows that he or she has to count it twice so he puts the same amount of thousands, hundreds, decades and units again under the already given one and counts it again and he already knows the answer. Then the child writes it at the prepared paper for it which was given as the part of the aid. If it is important, the teacher asks the child to rewrite it to the math notebook.

Whether there is a problem, the child calls the teacher to poke him a bit or help him. There is also a printed guideline with every aid. Pupils are shown the amounts of things and timelines to help them imagine such abstract things.

Aids are accompanied with beautiful photos and wooden models. They are playful and the important fact about them is that children can try them, touch them, and hear them. They engage as much senses as they could. Based on presented facts, it is now understood how Montessori school and system work to educate children naturally not including memorization but including a help of carefully and logically constructed aids and caring teachers.

7.6 Uniqueness of the method

The “whole child” approach. The primary goal of Montessori program is to help each child reach full potential in all areas of life. Activities promote the development of social skills, emotional growth than physical coordination as well as cognitive preparation. The holistic curriculum, under the direction of a specially trained teacher, allows the child to experience the joy of learning, time to enjoy the process and insure the development of self-esteem, and provides the experiences from which children create their knowledge. (International Montessori School of Prague, 2011)

The other things that make Montessori special are the prepared environment itself, materials that are logical and well structured, the directress and the harmony that rules the class.

7.7 Outcomes of Montessori education

To conclude this chapter, it is now understood, what is the difference between traditional education and Montessori style of education. The benefit - an added value is the system itself that provides children with a quality education from an early age and enables them to grow naturally and reach their maximum.

When children attend Montessori institute, they finish it with a sense of responsibility and social awareness, he/ she is independent, able to solve problems creatively and deal with their own mistakes. The child also respects other people and nature as well. Children are evaluated literally, not by grades, so they are able to understand what they are good or bad at and what exactly they can do better, so they have a sense of self-evaluation and they are not afraid of getting bad marks.

8 COMMON PROMOTIONAL TECHNIQUES OF 21ST CENTURY

Promotion is mostly visual representation of a company. Before television, the most powerful tool for promotion was press, door to door sale and specialised shops were common feature. Than television boom brought commercials that were able to address even more people. When computer and access to internet spread around the world, commercials turned into global issue and competition between businesses became even tougher and the market united globally in a way. Technology improves every year and it brings many different and brand new opportunities for company's promotion. The goal of this chapter of the thesis is to list several modern methods of promotion that companies use to communicate with customers.

8.1 Personalised items

The first chosen method is creation of personalised items. In last few years, they became an important part of corporate identity and while presenting itself, the company uses these items in order to get into people's subconscious. In the past, they were used mostly in connection with some big events that the company took part in but these days, they became part of any kind of promotion at any time. Personalised items have many different forms that include traditional corporate items of everyday use like pens or papers and technological items like flash drives or teacups that are branded. Many companies use branded representative products as Christmas present for their business partners, important distributors or customers. "Effectiveness of branded presents was confirmed while looking at receiver's behaviour. It is likely to be kept and it is also catches the attention of other members of a target group."(Schwalbe 1993, 82)

8.1.1 Pros and cons of personalised items

The great advantage of branding is that almost every item can be branded. The price of these products can be seen as a disadvantage because it is lower when a big amount of items is ordered rather than when just a few ones are. This applies with small companies mainly because the big ones can usually afford to order hundreds of pens or branded cups.

8.1.2 Distribution of personalised items

Big companies have much more opportunities to use promotional items as they present themselves on various conferences, expos and other big events. The products can be offered as prizes to tombola, they can be distributed at festivals and competitions, balls,

company events and celebrations. These events are most commonly used as Christmas presents for best employees, good partners, new customer as loyal customer or distributors.

8.2 Media

For big companies, media are the main communication channel between it and its customers. The biggest advantage is that media are able to address millions of people at the same time. However it is extremely financially demanding to place a commercial on television and even more expensive to place the advertising on primetime. Media involve not just television but also press. To publish an advertisement is also expensive method of promotion and so, it is not affordable for small companies. Smaller companies can publish an advertisement in local newspapers or journals. Prices are not as high and it will address almost all citizens of the town or city, which is enough for local company.

8.2.1 Social media

Usage of social media like Facebook and Twitter has spread across the world very quickly in last few years. Many companies create a Facebook page and use it for their promotion and use it as representative visual material. These media are based on contacts, as services are.

The advantage is that creation of Facebook page is for free and adjusting it and adding new information is very easy, so a small company does not necessarily need to have web pages which cuts expenses for external graphic designer. The other advantage is that in the moment that a person likes the page, the new comments and promotion of the company automatically occur on his wall which gets the company into person's mind unconsciously. Facebook is mostly used by young people, varying from 15 to 45 mainly.

8.3 Buzz marketing

Marketing is about communication between a company and public. Buzz marketing is giving topic for discussion. It attracts the attention of people and media to such an extent that it is entertaining and interesting for them to talk and write about a company. The process of buzz marketing always starts in the same way. By sending a message to customers who share this message with their friends and they share it with another friends and that is how the buzz rises and spreads very fast. It is important that

the message is interesting, funny, strange or shocking. Otherwise the buzz would not work and the message would not spread.

The importance of buzz marketing is rising every year and in services, it is one of the most important ones because good reputation is the best advertisement that a company can get. Verbal advertisement is said to be ten times more effective than the written one. (Hughes, 2006)

8.3.1 Push the buttons

Raising buzz can seem to be rather difficult, but it can be quite easy when a company knows what to do – which buttons should it push. Taboo, extraordinary, scandalous, funny, bizarre or secret things are those 6 basic buttons that work every time. It is enough to push one of them and the buzz will spread immediately. (Hughes, 2006)

8.4 Event marketing

Event marketing is a way of promotion that is used by companies to encourage good relationships with their partners or employees. It involves organising an event that will give participants certain memories and positive feelings. It is not focused on big target group at all but rather on small amount of people who will then serve as referrals and spread the buzz that they get from the event.

The event is usually planned by some external company and in most cases it is an advertising agency that organises the event according to the instructions and preferences of the company. The main goal of event marketing is to strengthen relationships within the company and image of it from both inside and outside. The importance of event marketing has been rising throughout last decades because the importance of good relationships and reputation is rising as well. (Šindler, 2003)

8.4.1 Event marketing activities

Outdoor activities, balls and similar social gatherings, teambuilding activities, opening parties, company parties, conferences, or celebrations of anniversaries are the most common examples of events that can be taken as event marketing activities. (Šindler, 2003)

8.5 Out of home advertising

This kind of advertising used to be nothing special. However, as technology is developing and improving every day, the possibilities for companies to use it in this field rapidly grow

along with it. Out of home adverts are huge group of materials that include billboards, posters, flat screens, vehicle wraps, banners, labels and much more. Out of home does not necessarily mean outside, but it means out of the company's premises.

8.5.1 Placement of OOH advertising

The materials can be placed **indoors** in shopping centres, various shops or public restrooms as well as **outdoors** on public places like bus stops, street furniture or facades of buildings and along the motorways. These kinds of adverts are widely used during elections. Another group of out of home advertising is **moving advertisement**. Basically everything that is branded and moves can be considered to be a type of moving advert. This category is extensive as it became very popular and companies are constantly trying to find new original ways of promotion themselves.

The most important type of moving advertisements is **vehicle wraps and decals**. They are very popular for both small and big companies because they are not that expensive and they are easy to change in case it is needed because the wrap is not covered by the layer of transparent paint. It involves vehicle wraps that can be placed on public transportation like tramcars, busses, tube trains or planes. Moving advertisement is widely used in companies when company cars are being decorated with decals and labels of different designs. Wrapped company cars are beneficial for both small and big companies. (Marketing journal, 2008)

8.6 Slogans and mottos

Motto is a short phrase that represents the moral aim or a purpose of the company and slogan is described as a catch phrase that is easy to remember and it is used by politics or other organisations while promotion themselves. Slogan or motto represents company's corporate identity, values and ideology. It should characterise the company well because a person who has never heard about it needs to understand the basic about the company at the first sign. They are used when a company launches a new product on the market, when new company is introduced on the market or when a company changes its values or specialisation. Slogans are low cost, flexible, catchy and if created wisely, they are very effective (Entrepreneur, 2013) and they can be entertaining as well thanks to possibilities that languages offer.

8.6.1 How to make it effective

A good and effective slogan should have at least some of these following characteristics. It should be short, catchy, funny and personal, it should include imperative, verb *do*, involve emotional verbs like *love*, it can rhyme, appeal to senses and it should be easy to remember.

8.6.2 Reformulating famous quotes

From the business point of view, many companies use original popular quotes and modify them because customers will immediately recall it. It is something that they have known for ages. Consequently, the company does not have to create a new and unknown slogan that would take time to spread among people. Furthermore, when people recall something that they have known for ages, it may seem that they know the company longer and it evokes that the company already has some history. That means that people will trust it a bit more easily.

II. ANALYSIS

9 CHOSEN MONTESSORI INSTITUTE

This chapter gives basic information about the Montessori kindergarten I chose to base the practical part of the thesis on and provides a brief history of this private educational institute. Due to the fact that it is a private kindergarten, it has to be seen as a traditional small company that also needs promotion to be able to deal with its competition and to stay on the market.

9.1 General information about the chosen Montessori institute

Official company name: Montessori školka a miniškolka Zlín.

Owner: Petra Dolníková

Address: Potoky, 4318, 760 01 Zlín

Email address: montessoripodhori@gmail.com

Web pages: www.montessorizlin.cz

9.2 History of the kindergarten and planned changes

The kindergarten is a private institute owned by Mrs. Petra Dolníková. It was established in 2011 when, in September, first students started to attend it. Although the Montessori Method was created more than a hundred years ago, it reached the Czech market just in recent few years and nowadays it is gaining more and more popularity, the kindergarten itself is very young and that is a reason why it needs promotion. The kindergarten has moved in October of 2012 to the centre of the town and one more classroom is going to be opened by the next school year. Due to this fact a reconstruction will be realised and it will take place during summer holidays when the kindergarten organises a camp and children are not going to enter the premises of the kindergarten.

10 PROMOTIONAL PLANNING OF THE CHOSEN MONTESSORI INSTITUTE

In the theoretical part I have mentioned the guide how promotional planning should look like. On the other hand, Montessori kindergarten is not a big company and neither is it a typical company. Therefore, I have to adjust the planning according to these facts. I am also not going to deal with prices or the product itself for the following reason. The Montessori system already has its given rules that cannot be broken. Otherwise it would not be Montessori system any more. Consequently, the service would not serve its purpose and it could not be called Montessori kindergarten.

While for the traditional service like hairdressers, the company adjusts its provided services to the customer's need, and follows latest trends, Montessori system is given and the customer purchases it with a perfect understanding of how it works and with assurance that it will not change, because that is exactly the service that they want. Therefore, the thesis is focusing purely on the promotion that has already been realised, its evaluation and suggestions for its improvement and recommending new promotional techniques that are suitable for the chosen kindergarten and Montessori system in general.

The most important part of the planning is, in this case, determining the specific characteristics of the target group of potential customers and analysis of current situation in the company. Than second most important step in planning is to design the right and suitable forms of promotion – so called operational plan. Also important, however in this case not significant act is analysis of competition.

The following four chapters of this thesis are focused on these steps and they create a complete promotional plan for the Montessori institute I have chosen to do it for. Because the kindergarten does not have any written promotional plan, this thesis will serve as one that it can follow. Suggested new promotional techniques have graphic design prepared and also prices are there to provide kindergarten with complete information. For all suggested new promotional methods are given reasons why they are suitable for the company.

11 TARGET GROUP

Earlier in the theoretical part of my thesis I cited a book which said that target customers of schools are their students, which is not applicable in case of kindergartens and primary schools because these children are too small to decide about their future education. This means that it is necessary to adjust the marketing mix according to the preferences and needs of mothers of these children. As stated in the thesis, market can be divided into groups according to several criteria. This chapter defines target customer according to most of them.

11.1 Geographical criteria

The basic rule that implies with traditional kindergartens is, that mothers usually opt for the one that is the nearest so as they save time. As long as the Montessori kindergartens are just two in the town of Zlín and mothers are aware of its added value and uniqueness, they are also ready to commute for some reasonable time. The area is primarily the Zlín town and its suburbs and surrounding villages that the public transportation reaches.

11.2 Demographical criteria

Nursery school is attended by children from the age of 3 to 6. Because of this fact, my target group for the promotion are logically their **mothers** as being the ones who decide where their child should be educated. Their age can differ from **20 to 40 years old**, but to be more precise, the age is likely to be from **25 to 35** thanks to the fact that people tend to have children later than it used to be 20 years ago.

11.3 Socio-economic criteria

Mothers on the maternity leave are the ones who create the primary target group of customers. The price of the kindergarten is comparable to other private kindergartens in Zlín, but considering the fact that maternity benefits are low, we can assume that members of the target group are from a **middle or upper class**. Also when the same fact is taken into consideration it logically implies that these mothers are likely to be **married** because if they are single and do not have any other income than maternity benefits, it would be very hard for them to afford a private kindergarten.

11.4 Psychographic criteria

Moreover, mothers of these kids are already quite familiar with the system and they believe that education from the early age is good for their child and that it will give them the unique opportunity to be intelligent and consequently attend better schools and universities later in their lives. As a result of this, the price is not so important for them because they are likely to **value education over money**.

11.5 Motives leading to purchase

According to what I have found out, in most cases, parents are trying to find the right kindergarten **in advance** because the number of places in kindergartens is limited and not every child is allowed to attend the chosen one. As my research has shown, mothers look for information on the internet or ask other mothers who have already gone through this long and tiring process.

11.6 Time

My primary target group consists mainly of women, however parents usually decide about such important things together. So men play an important role too. The decision is made in advance when their child reaches the age of two they start to look for the right kindergarten.

11.7 Secondary target group

There is also a secondary target group, which consist of grandparents, who usually help mothers to take care of the babies and share their problems and give advice. Having always been considered to be people with traditional opinions and polite manners, grandmothers also support children in proper behaviour and stress the importance of education. These women are from 50 - 70 years old, most of them have already retired and they have free time to spend in cafes with their friends, who also have daughters and grandchildren in the same age. Here is the important moment where buzz marketing and word of mouth strategy plays an important role in promotion.

11.8 Clients

Division of clients is important when a company designs its promotion. The promotion is adjusted to characteristics of these clients and following subchapter gives reasons why these groups are important for the kindergarten.

11.8.1 Current clients

While children attend the kindergarten for several years, the relationship with current client is a time limited process and due to this fact the kindergarten should pay attention to it. Kindergarten's current clients are good referrals and it is not financially demanding to attract them and to maintain loyalty and responsibility based relationships. Although the relationship with current group of customers is restricted, it is important for the kindergarten to pay attention to such relationships with it because it is likely to happen that young mothers will decide to have another child in next decade of years and when then deciding about the kindergarten, they are likely to come back to the same kindergarten.

11.8.2 Past Clients

Past clients of the Montessori kindergarten are important as well because if the mother is satisfied with the kindergarten and she decides to have another child in the future, there is a possibility that she will opt for the same kindergarten again, especially if she has two children right one after another or with just a few years long difference. The second reason why this group should be important for the owner of the kindergarten is that its past clients serve as a group of referrals as services are based on recommendations.

11.8.3 Potential clients

A locution saying that our children are our future is applicable at potential clients too because they could be considered to be a future for the kindergarten. In my opinion, if the campaign works well, potential customers do not necessarily have to become our customers. Their role I consider more important is that they serve as people who spread general awareness of the kindergarten's existence and Montessori system. So these people are tools of working buzz marketing for the company. As my research proved and as it is generally known, mothers usually create a net of contacts because they meet at certain sessions, events, trainings, lessons and courses for children. That means that information that occur, spread very quickly.

Every mother wants the best for her child, so she seeks for new opportunities and if she finds some, she tells about it to other mothers and they want to try it too. This is a great opportunity for Montessori kindergarten because even few presentations or lectures about Montessori could be enough to start positive buzz among members of the primary target group.

12 ANALYSIS OF CURRENT AND PAST PROMOTIONAL METHODS THE KINDERGARTEN USE OR USED

As stated in the theoretical part, before suggesting new promotional techniques to be used to promote a company, it is very important and financially not that demanding to analyse and to improve the current methods of promotion because those are the ones that already had some effect on customers. For this purpose the analysis and evaluation has to be done. This chapter provides reader with complete analysis of current and past promotional techniques that the kindergarten has already realised or is using these days.

This chapter points out imperfections and gives reasons for using certain methods, mentions their pros and cons and by this, describes the company and its functioning. It is a first step at creating a new promotional plan that starts with analysing all 7Ps of marketing mix of services of the chosen Montessori institute one by one.

12.1 Product

The product of the kindergarten is a sum of services that it provides. The following subchapters describe each of them to show the full range of possibilities that the kindergarten offers.

12.1.1 Education of the preschool children and nursery school

Primarily, the kindergarten offers quality education to children of the preschool age – meaning the age from 3 to 7. This is the main purpose of the kindergarten. Then there is a nursery school for children from the age of 2 to 3 which is a second most important service and they are both core services of the company.

12.1.2 Courses for parents and children

Apart from mentioned basic education courses, the kindergarten offers a range of other services. The newly established service is the Montessori course for parents with their newly-born to the age of 2. The second one is a Montessori workshop for parents and children from the age of 3 to the age of 5. The same course is available also for older children from the age of 5 to the age of 10, where children are still accompanied by their parents.

12.1.3 Courses for children

The kindergarten also offers English course called *Cookie and friends* and a handcrafting course called *Tvoření pro radost. Play wisely* is the last educational course. The educational courses are accompanied with an activity course of Lali yoga and baby massages are also available. All these services are aimed at children's satisfaction.

12.1.4 Courses for parents

The third group of courses are courses aimed at parents themselves. The kindergarten offers babysitting out of the premises of the kindergarten and various courses, seminars and workshops that teach parents how to create the Montessori environment at home, how to practice it and how parents should talk to their children and how they can bring them up with a healthy respect.

12.1.5 Boarding

The last service that is important to mention is providing children with food and the regime connected to it. The kindergarten provides children with healthy, nutritionally balanced packed box delivery. It consists of 2 snacks and a lunch that is warmed. The change is going to be done because the food will be delivered from the near-by kindergarten and it will be served as continental breakfast. The kids will have the opportunity to take the right amount of food that they will be able to eat, not more not less. This supports the Montessori education and teaches children not to waste food.

12.1.6 Flexible attendance

As the owner of the kindergarten says, it is better to attend Montessori just two times in a week than not having an access to Montessori education at all. For this reason she decided that she will enable mothers to put their child to her kindergarten for less than a full working week. Children can stay in the kindergarten for the whole day, meaning until 16:30 or until 13:00. Montessori mini kindergarten - aimed at children from 2 to 3 years old can be attended from 1 to 4 days in a week and the lessons are from 7:30 to 13:00. It gives a child an opportunity to socialize and learn as well as spend time with his/her mother. The flexible choice gives mothers- customers the opportunity to create their own regime according to their preferences. The freedom is given to them when offering them such possibilities. The company adapted itself to the needs of its customers and created a variety of services that possibly every mother can choose from.

To conclude, the kindergarten offers a great variety of services, adjusts itself to the customer's needs, which is very important when company is service-oriented. There does not seem to be any space for improvement, as the flexi time attendance has just been introduced. Education of the children is the main aim of the kindergarten, but other courses for children with their parents, parents themselves are offered as well as language course and activity groups are included in the program of the kindergarten. Therefore, I do not suggest any changes in it.

12.2 Price

The prices have not changed during kindergarten's existence. Apparently, they are going to be lower because after the kindergarten is signed in the register of official educational institutes of Zlín region, it will be given subsidies. These subsidies are planned to be used to partly pay for boarding, so the closing price of the service per child is going to be about 400 crowns lower then. Nowadays the price of the kindergarten depends on the amount of days that a child spends there and the age of the child and it varies from 4000 crowns to 5000 crowns per month. As an addition to this, extra money is paid for boarding.

12.2.1 Basic price

The aim of the thesis is to deal with promotional plan for the kindergarten. Price is one of the parts of the marketing mix. The kindergarten has the same price from its beginning which is 4900 crowns per month per child with 5 day attendance in a week and full time regime - meaning from 7 o'clock in the morning until 16:30 in the afternoon. Then the price changes according to a number of days that the child attends and amount of hours. The mentioned price does not include food.

12.2.2 Discounts

Discounts are considered to be a good marketing strategy. The kindergarten offers 5% discount for the second child and the same discount when the school fees are paid in advance for a half a year time period. The 3% discount is offered to each child in case of twins.

12.2.3 Analysis of prices of competition

In comparison with the competition, the chosen Montessori institute has approximately similar prices as the other private kindergartens in Zlín that do not practice any method. If compared to the direct competition, the only other Montessori kindergarten situated in Zlín, the prices are about 40% lower, which can be seen as a big advantage for the company.

12.3 Place

12.3.1 Former place in Podhoří

The place is an important part of marketing mix and it influences the clients greatly because if the service is easily accessible, it does not mean any obstacles for the customer. The kindergarten started at the suburban part of Zlín called Pohoří in the premises of the local primary and secondary school. The position was strategic due to the fact that it was right under the forest and nature, which is very important for Montessori education.

The school is situated on the hill, overlooking the whole Zlín, getting fresh air. As the owner of the kindergarten reported, the position was also well chosen because mothers from Malenovice and other parts of Zlín in that direction did not have to commute for a long time and they did not have to get through the morning traffic jams, which saved them time.

12.3.2 Moving to the centre of Zlín

The former place was not unsuitable. However, the kindergarten has moved to the centre of Zlín, now having their own premises that are bigger than the previous ones, also having their own small garden and a public playground is literally just around the corner. The current premises are bigger and it is more convenient for mothers to commute. The garden is now being rebuilt to an interactive playground for children and from the next school year, the kindergarten opens one more class.

12.3.2.1 Pros and Cons of moving

The owner admits that the change in the position had its pros, but the cons too. The advantage is that the company is now more accessible and mothers who work do not have to finish at work earlier, because the kindergarten is not that far away for them as it used to be. That was the reason why it moved - to adjust to the customer's needs. The first

disadvantage is the access to nature, which is solved by the garden that the kindergarten has. This small garden is now being recreated into a wise and creative playground for children. The other but not less important disadvantage that also struck the budget was that 7 children stopped attending the kindergarten when it moved because it became too far away for those mothers who live in Malenovice and its region.

12.4 Promotion

This chapter deals with promotion of the chosen Montessori institute and describes the promotion that has already been realised. Mrs. Dolníková is an experienced person when dealing with customers and promotion is taken into account. The kindergarten itself already tried many different ways of promotion including those that a customer may not expect of a small company. The following part of the thesis describes there already used methods in more detail.

As my research and also the interview with the owner showed, the best promotion is considered to be a good reputation when offering services. It complies with the fact that services are realized by people and communication is the main aspect that influences the good relationship in the business.

12.4.1 Analysis of visual promotional materials

The company promotes itself not just through its products or services it offers, but also through its employees and visual materials that support the corporate identity. People are very sensitive to colours and especially mothers are sensitive to it because they buy colourful and bright clothes and toys for their children so as that all appeals to them. In addition to this, my research has confirmed this statement and proved that the primary target group - mothers on the maternity leave, like nice and colourful web pages.

12.4.1.1 Web pages

When looking at the websites of the chosen private kindergarten, they are clear, well structured as well as decently colourful. Dominating colours are light pea-green, which is often connected to nature, environment, spring and hope and light sky blue often seen as calming and friendly colour and as a colour of medicine and education, wisdom and intelligence. Green provides us with the idea that metaphorically, children are in the spring time of their lives, they are beginning their educational process and Montessori itself supports them in being curious and interested in education. The logo is well picked

because it consists of a circle of children of all nations, holding their hands and in the centre of the circle, there is a tree with roots, having a rich treetop, symbolising the element of nature and so, emphasising the relationship between Montessori and nature. In the right upper corner there is a motto – *Help me, so as I can manage it myself* – that represents the whole idea of Montessori style of education perfectly.

12.4.1.2 Company car

The kindergarten uses the motive of chain of kids also on their company car. As it is visible in the photo, the car is silver and the labels are not in contrast with it, so they are lost and not distinctive enough, which is neither visually nor economically effective. These labels are the only decoration that the company car has. None of the windows has any labels or decals.

12.4.1.3 Logo

Logo was created with an intention to represent the Montessori system as a whole and the kindergarten itself at the same time. There is a circle of 24 children, holding their hands, is there to represent original number of children who started to attend the kindergarten at its beginning. The tree is placed in the centre of the circle, it is green and it has roots and rich tree-top. The tree itself represents the relationship of Montessori Method to nature and roots represent stability and safety that children get in the kindergarten prepared environment.

12.4.1.4 Facebook page

The owner of the kindergarten said that mothers on the maternity leave were on the Facebook all the time. That is true. Generally speaking, mothers use internet for buying clothes, exchanging experience, searching for the solutions of some problems or for an inspiration. Having said that, the Facebook page of the Montessori centre offers photos from different events, inspiration for both Montessori and non-Montessori practicing mothers, stories of people educated in this way and other useful information that support the promotion of Montessori system in general.

Providing mothers with photos from everyday life in the kindergarten, the owner gives them the opportunity to know, what is happening there nearly every day and mothers are assured that their child is in good hands. By this, the loyalty, trust and responsibility are being built in the relationship between the kindergarten and mothers. The Facebook page

itself looks neat and simple. The logo of the kindergarten was chosen to be the profile picture and as the cover picture, the photo of two children was picked to represent the company. The page has 136 likes now and the latest set of pictures was posted on the 18th of April, reporting from the DEN ZEMĚ event, where children took part in.

To conclude, the Facebook page can be seen as a way of promotion that the owner uses to maintain good relations with her actual customers and attracts the new ones.

12.4.1.5 Billboards

The owner used 3 billboards in order to promote the kindergarten during two month time in February and March of this calendar year. However, she did not report any changes in demand. This fact supports the theory that a good reputation is slightly more important than good promotion concerning services.

12.4.1.6 Leaflets

The leaflets were created as a way of promotion that was spread among children's doctors, dentists and to the fitness centres. These are the places that mothers on the maternity leave have to go with their child or as for the fitness centres. Those are the places where mothers go to relax when they have some free time during winter season.

12.4.1.7 A camp

The kindergarten organises the children's camp. The camp is aimed at both Montessori and non-Montessori children and serves as a way how to attract new customers through showing the system in practice. It is a great opportunity for children to become interested in Montessori system.

12.4.1.8 Den Země

Taking part in various events organised for families is a good way of promotion. The kindergarten has the workshop and show room there and explains the system, shows the educational aids and promotes itself. This event gives the kindergarten the opportunity to personally contact many potential customers at once. What is more, as I have mentioned earlier, the personal contact is very important while offering services, so being part of such a big event can really help. In addition to this, this event is not organised by the kindergarten itself, but is already well known and established action in Zlín, so the kindergarten does not have to organise anything else than its own activity for the event, which saves the precious time.

12.4.1.9 Seminars

The seminars can be found among the services that the kindergarten offers as a part of their programme for parents. These seminars are partly connected to the Montessori Method or they are directly dealing with the topic of Montessori education.

Respektovat a být respektován is the name of the first seminar which is aimed at parents who want to start to practice the method at home. This seminar will teach them how to talk to children, how to understand them and how to respect them. The basic principles are described at this seminar.

Seminar about usage of cotton dippers for children and about the method that enables mothers not to use dippers at all is the second seminar provided for mothers.

12.5 People, physical evidence, processes

The last three Ps play an important role in marketing mix of services. Based on the theoretical part, where all these three Ps are described into detail, it does not have to be repeated for the simple reason. Montessori is about rules that have to be obeyed. Otherwise it could not be called Montessori system any more.

As it has been stated and described in theoretical part, the teachers have to have certain education, they have to behave in certain way and processes in educating children in Montessori style of education have strict and given rules. The same applies with environment of the class and premises in general. Everything is ordered, labelled and the classroom is child-centred. Presented factors and demands are obeyed by the kindergarten completely.

12.5.1.1 People

Nowadays, there are four teachers in the kindergarten, all women. They all have the necessary education to be able to teach in Montessori style. Then there are external teachers who come to teach English language, yoga and to do the massages.

13 EVALUATION OF THE CURRENT PROMOTION AND SUGGESTIONS FOR THEIR IMPROVEMENT

This section of the thesis focuses on the analysis of already used promotional methods and for some of them, it provides suggestions for their possible improvement so as they become more effective. The company should deal with already used methods first because those are the ones that the company already invested in, so these changes are not costly and can become more effective and though serve as a support for the future promotional means that will be used. Furthermore, if the company improves its current promotion it encourages an improvement of its corporate identity as well.

13.1 Web pages, logo and slogan

The web pages themselves are spotless from my point of view. All necessary information about the kindergarten and Montessori system that all three groups of clients need to get is given. The texts are coherent and cohesive and none of them is there just to fill the space – each of them has its own purpose, they provide reader with facts but also with an inspiration. Therefore, I would not change anything.

The logo also fits its purpose and represents the overall idea of Montessori education precisely. On the other hand when a person who has never seen it before in bigger scale sees in on the web pages it may be too hard to distinguish that the circle is created out of many little children. The kindergarten already has more than 24 students, so I strongly recommend using fewer children in the circle and making them bigger to make the logo clearer and simpler. The symbolism would be kept and the logo would become easier to remember.

The only detail that could be improved about the slogan that is now placed in the right upper corner of the page is its font and size. I suggest making it two times bigger and writing it with a different font in order to make it distinctive and eye catching.

13.2 Car labels

I suggest changing the labels completely. The same motive would be used but used but placed on the white or light blue ground to make it more outstanding. Rear window offers great opportunity for further promotion. A label paste all over the rear window would have the same design as the foreshide of the business card, providing the basic motto, name of the

company and contact. The colours would match because silver goes with blue, white and green very well. The car would then represent the company much better, I suppose.

13.3 Facebook page

As the owner of the company confirmed that customers already use Facebook page for communication with the kindergarten, so it is obvious that it works well and it does not need any changes. Visually, I suggest exchanging the profile picture and use the whole Montessori logo as the cover picture because the logo with the circle of kids and the tree is quite detailed and the profile picture is so small that the logo is not clear and so, it does not serve its purpose well.

When using the whole logo as the cover picture, it would be visually more significant and therefore it would represent the company much better and people would remember the logo quickly. Than the profile picture could be a portrait photo of the staff member or a child attending the kindergarten and it could change every day according to who has the name day or birthday on that day.

13.4 Billboards

Billboards served the original purpose that was – to get into the public’s mind and then to come up to their minds when dealing with the problem of choosing the right kindergarten for their child. The primary goal was to become generally known for which we do not have any evidence if it happened. For that reason, I do not recommend doing any similar big visual promotion because the company does not have any feedback about its effectiveness which is then useless and can be considered to be a waste of money.

13.5 Leaflets

When looking at the leaflet, it is clear, well-structured and colourful. There are also pictures, which are important to be there because Montessori Method is still unknown among public. Thanks to the photos, the receiver is shown how the working environment looks like. The major colour is green – with is a symbol of nature. It looks well in contrast with the white paper. The content of the leaflet is also well picked. The leaflet provides the reader with basic information about the programme and the services offered by the kindergarten and there are contacts too.

What I value the most, from the promotional point of view, is this text that is mentioned at the bottom of the leaflet that could be translated like this: *Why to choose us?*

We have Montessori education and experience, we love our job, are parents too and we are still trying to find the best for you. Linguistically by mentioning *you* the leaflet addresses the audience personally. By talking what staff is like in the kindergarten, we promote our qualities and personal experience. The word *love* expresses feelings and use of the third grade *the best*, the leaflet ensures the reader about making a good choice when heading for Montessori. Based on presented facts above, I do not suggest any changes neither in visual part of the leaflet nor the content of it.

13.6 Camp

Organizing a camp is a time consuming activity, but it is not aimed to be a promotion. The promotional role of the camp is just a secondary effect of it. It can be considered to be part of event marketing because it gives children experience and positive memories. When children come from the camp and are happy, their mothers are satisfied with kindergarten's service which improves the relationships between the institute and current customers who serve as referrals.

13.7 Den Země

I consider taking part at such a big events being a very good and strategic step for the following reasons. The event itself is already well known in Zlín, it is promoted by a company that organises the event, it is organised by an agency and it takes place in the centre of Zlín. All these facts can be considered to be beneficial for the kindergarten because it saves expenses for the promotion, time of organising and it also saves the owner's energy because everything is already organised. The only thing that the owner has to do is to prepare her own presentation and materials for the event. Therefore, I recommend taking part in more similar events like Den Země is.

13.8 Conclusion

The changes provided in this chapter suggested slight changes in current way of promotion. I believe that if these changes are realised, they will bring the company attention of public and support its future promotion. A perfect design is about details, but overall impression depends very much on detail and simplicity and clear message that have to be put through by clear signals. The recommended changes would make the logo more significant. After being redesigned it should be visually less rugged but more significant on the first sight.

Nevertheless these changes are not expensive. The company will need few hours of graphic designer's time and expenses.

14 OPERATIONAL PLAN

This chapter is the core of the thesis that deals with new possible ways of promotion, includes not just suggestions for the new methods of promotion to use, but also its calculations and possibilities of their realisation and their graphic designs. Following propositions are based on the research and they are adjusted to the company's needs and intentions. They are designed in a way so that they support the campaign well, by not being aggressive and they should build the general awareness of the company and the Montessori system itself. These promotional means are chosen according to their appropriateness for the Montessori system, because the system and the kindergarten are so specific services that they need special attention. This can be seen as a creation of especially designed campaign as a part of the process of building of a corporate identity.

14.1 Slogans

The webpage of Montessori kindergarten I chose for this thesis already has a slogan placed on its pages. However, in my opinion the placement is not appropriate as it would be more visible if put somewhere to the foreground and written with different and bigger font because in this case, we are not promoting just some ordinary company that offers some touchable goods. With this company we promote a service that is somehow special and we also promote a lifestyle, added value and ideology that are connected with this particular style of education. Slogans are suitable means of promotion for untouchable goods we sell, because by using a slogan, we offer a kind of metaphor that represents what we do and people are able to imagine what the service looks like. Slogan or motto represents values and morals of the company.

14.1.1 Current slogan

The slogan that is used on the web pages could be translated as *Help me, so as I can manage it myself*, which I consider being well picked. On the other hand, I would use more of them with different types of promotion. The one on the web pages could stay the same, but business cards could have a different one on the backside of the card, right in the centre of it - as my design in the picture of the new business cards shows.

14.1.2 New slogans

To have more range of slogans to choose from I suggest following ones:

Play in a witty way. This slogan presents the kindergarten as playful one as well as the education-oriented. From the linguistic point of view, it is short, it rhymes and alliteration makes it easy to remember.

Let your child absorb naturally. I used the metaphor of bathing sponge because little children have a great ability to learn naturally a lot of things just by observing and repeating. Based on what I said in my theoretical part about Montessori style of education, we now understand that it supports children in this inquisitive behaviour and it does it naturally. I intentionally did not use the word *learn* instead of *absorb* because again from the linguistic point of view, connotative meaning of the word *learn* engages words like drill, work hard, learn by remembering ect.

I will guide you through your education. This slogan involves the rule that applies in Montessori education that the teacher is not forcing children to remember something. His or her role is rather being there when a child needs help when completing the tasks. Teacher's role is to guide the child through the tasks and give them hints not solutions to a problem.

I come, I see, I experience, I remember. By using Julius Caesar's modified quote we strike on person's knowledge. The original quote evokes achievement, strength and accomplishment. This slogan represents the children's point of view because they are taught how to be independent while fulfilling a task. As I have stated in the previous theoretical part of this thesis, this style of education is based on children's natural curiosity and ability to absorb knowledge. Linguistically, alliteration provides an easy way how to remember it.

Naturally brightly, naturally Montessori. This slogan is another one I consider suitable for promoting Montessori style of education. As Montessori is connected with nature, natural ability to learn and curiosity, this slogan fits to all these ideas. I used repetition of the word *naturally* so as to make it easy to understand. According to the rules that apply in logics the slogan evokes that being bright is what Montessori supports and evolves. This slogan could be used on any kind of printed promotional materials that would be spread among the members of the target group. From my point of view, it is short and direct enough to be striking.

All slogans could be translated in Czech or stay in English to emphasise that the kindergarten offers courses of English and most young people have basic knowledge of English too.

14.2 Event marketing

This promotion involves not just taking part in different social events like Den Země is. Event marketing is also about the moment when the company itself organises events like camps for children that the kindergarten has already done. There are many similar events organised in Zlín where the target audiences are children and their mothers. The advantage of such events is, that they are already well established in the town, the promotion is realised by the organisers of the event and the audience is much bigger.

14.2.1 Suggestions

Being part of big events organised in Zlín already showed as a good promotional step. Therefore I suggest being part of more events like this. For example Filmový Festival pro děti a mládež that has a 53 year old tradition in Zlín. Bambiriáda is the second possibility and Den s MF DNES is the third one.

International Film Festival for Children and Youth has 53 years long tradition and it is attended by thousands of children of all ages. Supporting programme is rich and the event itself is 6 day long. If a company wants to become a part of the supporting programme, it is advisable to apply for it as soon as possible. The right timing is a year in advance when the company writes an application and sends it to the marketing department of the film festival or to Mrs. Iva Janálová, who is an owner of production and modelling agency and helps the festival to create the supporting programme. The big advantage is that the kindergarten does not have to pay anything for the promotion because it is realised by her company and there are no other fees. **Mrs. Janálová** is organising more events like Film Festival so she would be the right person to contact in case the kindergarten would like to take part in similar events.

14.2.1.1 Self-organised events

Slunečnice is a café that is famous for being a place where mothers get together very often because it has garden and it is situated in the centre of Zlín. I suggest organising the seminars called *Respektovat a být respektován* there. Also an event called *Hrátky s Montessori* could take place there. This event would serve as promotion. The kindergarten would bring the materials that are used and children and their mothers would be able to try them. The promotion of these events would be realised through leaflets that would be placed in the cafe and through Facebook page and kindergarten's web page.

As I have found out, it would be free. Just in case that electricity was needed, 500 crowns would be given to the owner of the cafe and she does not have a problem with placing the leaflets on the tables two weeks before the event itself. The reservation of tables is needed too.

14.2.2 The stand on social events

14.2.2.1 Appearance of the stand

The stand itself will be white, one long white table and two white chairs inside. A banner would hang from the table and the stand would be covered with colourful balloons filled with helium. On the table, there will be leaflets and labels displayed. The representatives of the kindergarten should be wearing at least the same t-shirts, ideally branded as well. My goal in this subchapter is to design the stand that the kindergarten would use at these actions.

Creating a fairy tale look is the plan for the events where the kindergarten will promote itself. Based on the fairy tale for children called *Up*, where an old wooden house of an old widower is flying in the air thanks to thousands of colourful balloons, is my next suggestion. 200 balloons with kindergarten's logo printed on them would create the fairy tale imagination. The booth stand would be remarkable way how to become distinctive among the other stands. The stand would be covered with colourful balloons filled with helium.

14.2.2.2 Distribution

These balloons would be distributed among children. These children would walk across the town, bringing them to their homes, keeping them for a while. From the promotional point of view it will serve as moving promotion as well as the car with a vehicle wrap.

14.3 Visual materials

The company presents itself mostly via visual materials of all kinds. I designed three visual materials to be created in addition to the leaflet that the kindergarten already has. What is more, I personally think that one paper leaflet is not enough when the kindergarten promotes itself. The visual materials that I suggest and that I have designed would serve as a supporting material while doing event marketing activities because these materials would be distributed among participants of these events.

14.3.1 Label

14.3.1.1 Design

It is generally known that children like colourful things and sometimes that collect stickers. Labels are also good promotion because they represent the company and a person can stick them on the diary, car, furniture or any other surface. I recommend making a label out of the round logo, adding there a webpage link, Montessori logo and a contact and putting it on a white background. White represents purity and is modern and considered to be 'new black' in the world of design. The label should have 10 cm mean radius, so at the logo is distinctive enough when stick on the car or any big piece of furniture.

14.3.1.2 Distribution

The distribution of the labels should be inevitable part of promotion at those events that the kindergarten would take part in. They would serve as a support material distributed among children as well as among adults.



Picture 1: Label

14.3.2 “A child in the car” label

14.3.2.1 Design

This label will be designed in the same way as the typical *cautious, children in the car* label. The big, red triangle would carry the following signs. Two children on the white background, holding their hands will be in the centre of the triangle. At the bottom line will be the red banner saying ‘Dítě v autě’ written in capital letters. Under the triangle there will be Montessori logo and name or the kindergarten with smaller webpage link in blue font. The whole triangle will have transparent background.

14.3.2.2 Distribution

Primarily, the label could be distributed among the kindergarten mothers. Secondly it could be distributed on the events that the kindergarten would participate as the supporting material along with the other label and designed leaflets.



Picture 2: Warning triangle label

14.3.3 Leaflet

A more detailed leaflet is needed when company wants to promote itself at big events because there will be people who have never heard of it. It would contain more details as well as more info about the Montessori system, and example of the educational aid and some story to represent the system. 300 pieces of leaflets would cost around 5600 crowns.

14.3.3.1 Places of distribution

Doctors, dentists, Galaxie, Slunečnice and town swimming pool are the basic places where it is advisable to place these leaflets because while people wait at doctor's office they tend to read just anything in order to entertain. Then the swimming pool – leaflets would serve as support of the banner. Slunečnice – leaflets would be placed there in advance before the event and they would be distributed at the events as information sheets.

14.3.4 Business cards

The kindergarten does not have business cards yet, which I consider to be a big mistake because they serve as instant form of promotion. They support the good impression while meeting personally with potential customer because they are visual and represent the company's ideology. The following picture is my design of such representative business cards.



Picture 3: Business card- front page



Picture 4: Business card- back side

14.3.4.1 Price of business cards

500 pieces of business cards would cost around 1600 crowns as my research has shown when I contacted Advertisement agency called DMD agency, s.r.o. It needs to be understood that the price can vary according to surface treatment.

14.3.5 Vehicle wrap

As I have stated earlier, I consider the appearance of the company car insufficient. Apart from the changes I recommended concerning the existing labels that are on the car, I suggest decorating the car with a decal placed all over the rear window that would have the same design as the business card. There are several possibilities. The decal can be for 2, 5 or 7 years and the price would differ according to it, varying from 700 to 1100 crowns.

14.3.6 Promotional banners

Two promotional banners, one placed next to the 50 meters long swimming pool in the building of Zlín city swimming pool and the other one placed in amusement park for children called Galaxie at Vršava, is my next recommendation. My research has shown that mothers gather there in order to attend swimming courses with their toddlers and they go to Galaxie with them few times in a year mostly during winter season or when the weather is bad during summer. That is the reason why I suggest placing one banner to Galaxie for 6 months only – from October to May. It costs 4000 crowns for this period of time. The banner next to the swimming pool would stay there for the whole year because people go

there throughout the whole year. The charter costs 12 000 crowns per year but the price could change if the banner and its fixture was done by the same company. Extra agency is the company that takes care of all promotion that is placed in Zlin city swimming pool. One banner could be also placed at open air pool Zlené. It costs 2000 crowns to have the banner there placed for three months during summer. The employee of this agency told me that a banner would cost about 800 crowns. These banners and their fixture could be realised by Extra agency, s.r.o. and prices that I have mentioned above are those prices that the agency offered.

I suggest making three or four banners. Two of them would be placed in Galaxie and next to the swimming pools and the fourth one would serve as supporting material at all the events that the kindergarten would take part in. This would be a long term investment that could pay off, I suppose.

14.4 Branding

As I have stated in theoretical part of the thesis, branding means creation of personalised products. Such promotional items are ordinary things of everyday use like pens, mugs, flash drives and shopping bags that carry a name, logo or design of a certain company. The logo of the chosen Montessori institute is, nice, significant and colourful that is why I recommend taking advantage of it as much as possible. Branding provides a unique chance how to do it, because it is applicable almost on every item. Following subchapters offer a list of items I suggest for branding.

14.4.1 Air balloons

Balloons can be used at both - events that are organised by the kindergarten itself and also at events organised by the town to make the stand different from the other ones. The usage of them is described in the section which deals with event marketing. The price of balloons could be about 1800 crowns for 300 branded balloons that are available in 24 colours. The contact person is Mr. Krahula from the company Smart Balloons, s.r.o. who offered me this price.

14.4.2 Coffee mugs

I recommend ordering and branding coffee mugs and using them as Christmas presents for parents and employees of the kindergarten. The picture number 5 shows my design of such coffee mug. The cup will be white. Bottom line will be lined with a chain of children,

holding their hands, carrying colourful air balloon letters. Letters will be used from the logo of the kindergarten.



Picture 5: Coffee mug design

14.4.3 Kids- sized teacups

They could be used as espresso or cappuccino cups for adults or as teacups for children. Distribution and design should stay the same, as designed in the picture number 5 that I suggested for the coffee mugs. The theory stated that personalised items are most commonly kept by customers and especially if they have nice design and if they are items of everyday use. I strongly believe that these cups are very good items that every child would love to keep and they would probably work for the adults too.

14.4.4 Reflex wrist bands

Reflexive bands are used for prevention of an accident while doing any kind of outdoor activity like roller skating, cycling or just walking back from school during winter months. A person is visible very well for a driver so wearing them is a kind of safety precaution. Reflex wrist bands could be distributed among both children and adults as rewards at events or as souvenirs.

14.4.5 Pens

Pens are very handy souvenirs at the conferences, events and competitions of any kind. The pen would be branded with the kindergarten's logo on one side and a motto on the other side. They could be distributed among kids as well as adults and could be used as rewards at events and a part of conferential materials.

14.4.6 Umbrellas

White umbrellas with 20 cm long logo and a line of kids holding their hands going around it is the design I suggest. Umbrellas could be used as Christmas presents for partners and mothers and the company could be seen in bad weather too. It is also a kind of moving promotion.

14.4.7 Other options

In my opinion, there are many other things that could be branded. Another item that would be definitely worth branding is a **cotton shopping bag**, because women are the ones who usually do shopping. What is more, the target group of a Montessori kindergarten is represented by women. The price must conclude also a price for graphic's work which is about 600 crowns per hour. This price was established by DMD agency, s.r.o. and may vary from agency to agency. DMD agency, s.r.o. is a company that is able to ensure delivery of all these products as well as the graphic designer.

14.5 Media

Media are a costly way of promotion. For the purpose of Montessori promotion I contacted *Náš ZLÍN* journal and asked about prices of articles. A $\frac{1}{2}$ page costs 15 000 crowns, $\frac{1}{4}$ page costs 8000 crowns and $\frac{1}{8}$ page costs 4000 - 5000 crowns. There are 45 000 copies distributed among citizens of Zlín, Otrokovice and other suburban parts of Zlín.

Although publishing an article is an expensive thing, I managed to contact the editor and he told me, that he is going to write an article about what should mothers do if their child does not get into public kindergarten and he aims to include there some contacts on private kindergartens. This is the way I managed to get the Montessori institute to press. The article is going to be released in the middle June.

14.6 Conclusion

All these methods of promotion are suitable for the Montessori institute I chose, I suppose. The places of distribution are based on the qualitative research I did among mothers from Montessori environment as well as mothers from non-Montessori environment. The research itself was held to give me hints and inspiration about where to place the advertisement and if it is likely to be effective. I also did an interview with the owner of the kindergarten to find out about the history of the kindergarten, changes in demand

and prices and about the changes that the kindergarten is going to go through in the nearest future, what are owner's plans and what kind of promotion has she already realised.

I assume that the designed campaign would increase the general knowledge about Montessori Method and raise public awareness of the kindergarten itself through the branded items I have mentioned above.

CONCLUSION

The primary goal of this thesis was to design a promotional plan that would help the kindergarten to raise profits and raise the public awareness of Montessori Method by various promotional techniques that are chosen according to their suitability for the kindergarten and their compatibility with an essence of Montessori's system of education, which was achieved.

The aim of the theoretical part was to study all the relevant literature, concerning B to B marketing, promotional planning, promotion of services, market segmentation, Montessori Method and modern and favourite promotional techniques.

In the practical part, I have at first introduced the *Montessori školka a miniškolka Zlín* and its business. Then I have described all 7Ps of this service offering company and I have also summed up recent promotional techniques that the kindergarten has already realised or the ones that it is currently using, including all visual materials, I evaluated them in the following chapter and suggested improvements for them. The practical part also deals with importance of the target group and importance of different groups of clients.

Afterwards, based on my qualitative research, I created a list of new possible and suitable promotional techniques that would support the corporate identity of the kindergarten and those that could possibly attract new customers. As I am interested in design, I created 4 designs of visual promotion of the kindergarten that I believe comply with the nature of the method and they also keep the original logo.

I believe that this thesis will offer sufficient materials and ideas to serve its purpose as well as it will provide a great deal of inspiration for the kindergarten and I hope that it will be a significant contribution for the future development of *Montessori školka a miniškolka Zlín*.

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