

# **A Competitiveness Analysis of Hotel Pohoda and Improvement Proposals**

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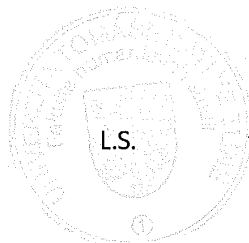
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## **ABSTRAKT**

Tato bakalářská práce se zabývá analýzou konkurenceschopnosti hotelu Pohoda a návrhy ke zlepšení. Teoretická část bakalářské práce je zaměřena na popis pojmů potřebných pro praktickou část. Praktická část se zaměřuje na marketingovou strategii a marketingový mix hotelu Pohoda a analýzu vybraných konkurentů. Návrhy na zlepšení a doporučení vyplývají z vyvozených závěrů z provedené analýzy.

Klíčová slova: Konkurenceschopnost, Marketingový mix, Konkurence, SWOT analýza, Návrhy ke zlepšení

## **ABSTRACT**

This bachelor's thesis deals with a competitiveness analysis of hotel Pohoda and improvement proposals. The theoretical part of this bachelor thesis focuses on the characterization of concepts that are needed for the practical part. The practical part is focused on marketing strategy and marketing mix of Hotel Pohoda and the analysis of selected competitors. Improvement proposals and recommendations result from constructive conclusions of the analysis.

Keywords: Competitiveness, Marketing mix, Competition, SWOT analysis, Improvement proposals

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## INTRODUCTION

No company exists alone in the marketplace. There is always competition and knowing as much as possible about your competitors can make your business more successful because you can plan competitive strategy. Thanks to this strategy you know in what areas you are superior to the competition and the business gains the ability to compete. An Analysis of your competitors may help to uncover weaknesses and strengths of your competition. This analysis may better your product because you know what you can do better compared to your competition. Moreover, a competitor analysis helps to create a good marketing strategy. Being able to compete also means to identifying your customer. The customer chooses a unique marketing mix and with a right marketing mix customers may choose the hotel Pohoda instead of rivals.

In the practical part, the hotel Pohoda will be described via its marketing strategy, its segmentation and its marketing mix. Eventually, the hotel Pohoda will be compared with the identified competitors (marketing strategies, products, prices, channels and promotions will be compared). Satisfaction of guests will be explored in a research to understand what the hotel Pohoda should improve. An analysis of the hotel Pohoda and analyses of competitors, swot analysis of the hotel Pohoda will lead to improvement proposals. The whole analysis should answer to the question if the hotel Pohoda is able to compete with selected competitors.

## **I. THEORY**

## 1 COMPETITIVENESS

To analyse a competitiveness of hotel Pohoda it is crucial to explain what competitiveness means. Competitiveness may lead against two options. The more pleasant one is when you are strong enough to win and to be better than your competitors. Although, every firm cannot present the best market share or introduce itself as able to compete. The important thing in life is not triumph but the struggle. The essential thing is not to have conquered but to have fought well. It is fine to claim this statement in sports and mainly if what matters is enjoyment out of a game. In a wider business environment people just want to achieve more and operate business that is competitive. (Zich 2012, 15-17)

Competitiveness can be seen as a potential of a plant, the potential that a plant can achieve in the future. It differs from competition which is a real output of a plant. To explore the phenomenon more it is important to think of a potential as about a possible change which will happen or must happen. Competitiveness includes alternative characteristics: universal and special. Universal characteristics are probable variations that are caused by innovation of an original potential or there is a beginning of a new potential of a firm. It also includes resistance to change. Special characteristics are connected with a real existence of a firm's competitor.

To sum up, a real output of a plant (for example a service in a hotel) is not considered as characteristics of your current competitiveness, it is considered as a result of foregoing utilization of your potential. You have to determine a summary of your potentials because a fundamental entrepreneurial potential is an entrepreneurship. To find out your concrete potentials for a concrete real situation means to find out fundamentals of your competitiveness. A beginning of a new potential may start with a crazy idea. However, even a crazy idea can result in future success of your firm. (Mikoláš 2005, 33-53)

## 2 A COMPETITOR ANALYSIS

What is a competition? The definition presents that a competition is a rivalry between a supply (sellers) and a demand (buyers). This only functions in a market economy. A competition varies in its forms and signs. Nevertheless, a basic division in microeconomics describes the competition across the market, the competition on demand side and the competition on supply side. In the first case, sellers want to maximize profit and buyers try to buy goods and services for the lowest price. Both sides try to reach these goals to the nines. The competition on demand side is not common and happens when a demand is higher than supply. The competition on supply side means that sellers try to compete between themselves and try to weaken their competitors. There are different tactics how to attain to this objective. They are called price competition and non-price competition. With regard to price competition you as a competitor can decline the price of your product or reduce costs, sales and others to attract more customers. In the course of non-price competition you can use an advancement of quality of your products or you can enhance a packaging of your product, after-sale support, advertising and others to attract more customers to buy your product. (Mikoláš 2005, 65-67)

Michael E. Porter, the founder of **five forces analysis**, describes competition not only as competition among rivals but Porter suggests that it consists of five competitive forces:

- New entrants
- Substitutes
- Buyers
- Suppliers
- Competitors

Concrete configuration of these five forces determine the structure of an industry (its profitability - profit = price - cost) and helps to understand how the industry operates.

In addition, this analysis answers the question - what is going on in your industry? It should follow real evidence and while using it you are supposed to learn something new.

Let's focus on new entrants. There are barriers of entering an industry. For instance, to require capital may be nearly impossible in some cases. The set up and R&D costs of pharmaceutical plants are very high and as a result to enter this industry seems dramatically difficult for new entries. Legislation or government regulations may be a problem, too (e.g., to gain trade license).

Substitutes, products or services, satisfy needs of customers in an alternative way. Imagine you want to get somewhere and you have to choose a form of transport. You have the same need but alternative way how to satisfy it. You can choose to go by bus instead of train because it will be cheaper and more comfortable. Furthermore, substitutes do not support rising of profitability in an industry.

Buyers will try to keep the price low or will ask for higher value. For instance, a travel agency that provides a big group of guests for a hotel may want to lessen the price for each guest. And this leads to weakening of potential profitability.

Suppliers try to keep the price high or will ask for better conditions. An industry needs suppliers more than vice versa because there might be no alternatives at some time (China produces 95 % of neodymium that is used for manufacturing of electrical engines).

The marketplace is full of competitors and if the competitors compete to a fault it may happen that the value of a firm loses its importance because the competitors lessen the price of products or services or increase the cost for competitive proceeding.

“As a general rule, the stronger the competitive forces, the lower the profitability in a market.” (Magretta 2012, 41-56; Baines, Fill and Page 2013, 52-55)

Why is important to know your competition (competitors)? Nowadays, a firm has to have competitiveness and to be competitive because markets whether global or local dispose of a strong competition. It is not enough to satisfy customers' needs and wants, to be successful means to offer something that competition does not offer. Moreover, the perception of your competitors is the key how to be successful in competitiveness. To be able to plan a competitive strategy you must get information about your competition and to know as much as possible about them. And competitive strategy helps to gain competitive advantage. This competitive advantage describes what are you good at, unique features of your company what are you superior to the competition. In other words, it is needed to analyse your competition to create a competitor analysis and by that to gain competitive advantage. In addition, a competitor analysis compares your goods or services with the goods and services of your closest competitors. This is the way how to find weaknesses and strengths of your competition and this can help you to better your product or service because you know what the competition does not handle well and what you do better than your competition and vice versa. You are able to see strengths of your competition and you can try to be equal to them or even better than them. (Mikoláš 2005, 65; Kotler 2007, 568)

## 2.1 Identifying competitors

Let's say that you want to identify who your competitor is. Be ready to determine your competitors by all means. To identify your competitor may seem easy but when you look at it in a wider range of competitors you may find out that you must broaden the range of your competitors. Sometimes, it is even impossible to recognize your competitor because you focus on your products, on improving of the goods and you lose the track of time and your product is not the thing that your customers need anymore.

Casually, you should know your competitor. For instance, a clothes store H&M anticipates that Orsay is its competitor. Similar products that are for similar price and for similar customers. This phrase is used to understate a competition according to a product category. A firm produces products that are similar as products of another firm, they use similar price for goods and services and these goods are sold to similar customers. As a result, H&M should not anticipate that Gucci is its competitor because the goods made by Gucci are much more expensive.

Frequently, your company must face a broader range of competitors. Identifying all companies that offer the same goods and services or class of products as you is a different way how to identify your competitors. A clothes store H&M would anticipate not only Orsay as its competitor. It could add all clothes stores, more broadly, outlets called a second hand. The reason is that these outlets also sell clothes and it does not matter that people had already worn it. Moreover, the price differs in these two types of outlets. Clothes stores sell goods that are much more expensive. Nonetheless, H&M can choose a second hand as its rival and it deviates from a competition according to product category described above. Finally, e-shops "can steal H&M's consumers" and play a part of their competition. This is a potential scenario because the selection of clothes on e-shops is better or some people may feel this way.

A market point of view and an industry point of view are further ways how to identify competitors. From an industry point of view firms manufacture substitutes. For instance, the price of Coca-Cola increases and people will be buying bottle of Pepsi instead. In other words, Coca-Cola and Pepsi are substitutes and this point of view can be applied in the oil industry, pharmaceutical industry or beverage industry. Furthermore, a bottle of something that is used to quench your thirst can be seen as a competitor for Coca-Cola from a market point of view. Strictly speaking, bottled water, juice, mineral water and others can become Coca-Cola's competitors (or can be identified as competitors). Every firm should try to

interconnect a market point of view and an industry point of view because the key how to identify competitors or how to create a competitor analysis embodies in this interconnection and one extra addition named market segmentation. (Kotler 2007, 569-571; Kotler and Armstrong 2014, 548-551)

To sum up, identifying competitors may seem as an easy task. The problem is that a firm usually faces wider range of competitors and it also has to be aware of market and industry analysis. During the process of identifying competitors a firm should not forget about market segmentation. With all these ingredients a successful recognition of your competitors can be done.

## **2.2 Determining Competitors` Objectives**

Every firm tries to meet different objectives and attaches different importance to them. Usually, the goals of any firm are to maximize profit and to reach the best possible market share growth. However, new and diverse approaches can be introduced. Strictly speaking, a firm may try to reach main objectives (or attach great importance to) like lowering of expenses, technological innovations, service leadership and others. If you know competitors` objectives and the intensity of satisfaction with their prevailing situation, you will be able to estimate their reaction to your competitive actions. Imagine a firm that tries to be as successful as possible in low-cost leadership and you as a competitor will discover something that reduces costs efficiently. The next step of your competitor is going to be more aggressive in comparison to the same competitor`s increase in public relations, for example. (Kotler 2007, 571-572; Kotler and Armstrong 2014, 551)

## **2.3 Identifying Competitors` Strategies**

A strategic group is a group of companies that have the same or a similar strategy in an industry. If you are familiar with your group, you are able to identify competitors` strategy because you know your strategy and your strategy resembles the strategy of your competitor. The competition among firms is stronger when their strategies resembles. Moreover, success of a firm is possible when the firm exerts strategic advantages over other firms included in a strategic group. In other words, you know what you do and what your competitors do and you know the strategy of yours and you know what to do better to be successful.



Nevertheless, a competition can be found among groups, too. There are two reasons for that. The first one describes firms that do not stick with only one customer segment. The second reason is customers. Sometimes, they do not see the difference between goods or services of these firms that are included in the same group. (Kotler 2007, 572-573; Kotler and Armstrong 2014, 551-552)

## **2.4 Assessing Competitors` Strengths and Weaknesses**

Techniques used by companies to determine competitors` strengths and weaknesses are normally secondary data, word of mouth and personal experience. Secondary data provide data that may be impossible for a plant to gather itself. Word of mouth describes the situation when a consumer is satisfied, gives a credit to a firm for goods and services by spreading good words about the firm.

On the other hand, primary data may be used, too. A researcher can gather information from customers, suppliers, other stakeholders or by visiting competitors` web pages and social networking sites. The other possible way how to collect primary data is called benchmarking and practically this means that you learn from your competitors. You learn about their strengths and weaknesses and you try to figure out how to improve the quality of your product because you may compare your and their approach to customers, for instance. (Clow, Kenneth and James 2014, 70; Kotler 2007, 573; Kotler and Armstrong 2014, 552)

## **2.5 Estimating Competitors` Reactions**

Let`s think like that – you have identified your competitors, assessed competitors` objectives, strategies, strengths and weaknesses and now a marketing manager can ask a question. How will our competitors react? Some firms can react more strongly than others. For example, Czech banks are attacking in advertising and it indicates strong reactions to company moves. Nevertheless, firms do not always have to notice the move or they do not have enough money to react to these moves. (Kotler 2007, 575-576; Kotler and Armstrong 2014, 552-553)

## **2.6 Selecting Competitors to Attack and Avoid**

Estimating Competitors` reactions is followed by selecting competitors that we choose to attack or avoid. This step divides competitors into three groups.

- Strong or Weak Competitors

- Close or Distant Competitors
- Good or Bad Competitors

The first group represents strong and weak competitors. The major part of firms tries to attack weaker competitors and the reasons are clear. Firms do not have to invest so much money and it is not so time-demanding. Nevertheless, if a firm tries to attack a stronger competitor, the firm will gain a lot because strong competition usually has more consumers (consumers we want to attract).

The second group describes close and distant competitors. Mostly similar firms, which are not distant rivals, compete together. For example, Nike and Adidas are close competitors and compete together.

Sometimes, a close competitor can be seen as beneficial and companies do not need to “wipe off” the competitor. We talk about good and bad competitors. Good competitors might share the costs of market or total demand may enhance while bad competitors break the rules of the industry. They do not try to price products according to costs, do not accept certain market share, risk more, search out subsidies, generally, do the things that do not help the industry.

## **2.7 Designing a Competitive Intelligence System**

To design a competitive intelligence system means to design a system that is cost-effective. This system reveals information (collected by a research) that helps a marketing manager to decide about a competition issue.

To conclude, a competitor analysis helps firms to plan a good marketing strategy. The competitors have to be identified, assessed and then we are able to select which rivals we should attack or avoid. Comparison of your company and your rivals is essential because your marketing strategies, products, prices, channels and promotions have to be compared to strategies, products, prices, channels and promotions of close competitors to be able to gain potential competitive advantage and disadvantage. (Kotler 2007, 576-578; Kotler and Armstrong 2014, 553-555)

### **3 MARKETING STRATEGY**

A competitor analysis may be seen as a part of a marketing strategy and a competitor analysis helps firms to plan a good marketing strategy. Marketing strategy is an outline for direct selling and promotion that are two main means of sales for a hotel. In other words, it is a plan how to reach the goals of a company and it tries to follow new possibilities where they have not been found yet. It also helps to evaluate results of marketing department. The structure of a marketing plan seems rather complex. It includes situational analysis, SWOT analysis, outcomes, demand analysis, competitor analysis, market forecast, and market options of our institution, marketing objectives, strategy and tactics, strategy in detail, action plan, budget for the plan and sales organization.

#### **3.1.1 Situational analysis**

The first part of marketing strategy names situational analysis. There are eleven particular factors. Description of services, disposition of an institution, owner's name, its address and phone number, keeper's name, its address and phone number, top executives' names and phone numbers, description of locality, distance from city center (in minutes, too), accessibility to an institution, date of opening, type of a building, building capacity and description (purpose and others). (Křížek and Neufus 2014, 95-97)

#### **3.1.2 SWOT analysis**

SWOT analysis belongs to marketing strategy, too. It describes the current situation of a firm in a market. SWOT analysis helps to evaluate strengths (S), weaknesses (W), opportunities (O), and threats (T) of a company. Strengths are internal capabilities, resources, and positive situational factors that should be measured periodically (such as weaknesses). A company can influence them and these strong points of a company show what the company as a whole does very well. Weaknesses include weak points that show what a company does not handle very well. In addition, it includes internal limitations and negative situational factors. External opportunities are factors that a company can exploit to its advantage. On the other hand, threats are external factors that may threaten a company. The company cannot influence them. A company should attempt to overcome the weaknesses, to minimize the threats and realize strengths and opportunities. Opportunity and threat analysis monitors key business forces. These forces can be divided into macroenvironmental (for instance, political-legal and technological) and

microenvironmental (customers, competitors, and others). Ideally, a company should be high in main opportunities and low in main threats.

To summarize, SWOT analysis describes factors that a company can influence (strengths and weaknesses) and cannot influence (opportunities and threats). Actually, this analysis helps a company to realize what a company is good at in comparison to other companies and vice versa which factors need to be improved by a company. Internal factor evaluation (IFE) and external factor evaluation (EFE) sum up a swot analysis. (Kotler, Bowen and Makens 2014, 111-114)

### **3.1.3 Outcomes**

This part includes an analysis of outcomes gained in previous, current and planned period. This analysis evaluates goals and demands achieved through realized outcomes. It is often influenced by a reconstruction or a new investment.

### **3.1.4 Demand analysis**

Demand analysis describes a market situation. Furthermore, it is an analysis of customers of a firm for previous, current and planned period. For planned period we may determine our future customer (families, senior citizens, seminar groups, artists, sportsmen, local people and others). An analysis of your customer for current period consists of customer's needs and wants, country of origin, age, sex, occupation, proportion of old standers, customer's profile in a gastronomy. Attained turnover for a customer in previous, current and planned period is also a part of the demand analysis. (Křížek and Neufus 2014, 95-97)

### **3.1.5 Competitor analysis and market forecast**

A competitor analysis was deeply described above. Moving to market forecast, it involves internal information about your firm and also the macroeconomic progress, a political situation, a course of events in the city and surroundings and so on.

### **3.1.6 Market options of our institution**

Market options of our institution reflect a potential of building capacity, this connects with particular segments and a season of the year.

### **3.1.7 Marketing objectives, Strategy and Tactics**

The most important and measurable objectives for planned period are turnover, the number of guests, the number of courses, target market, price and quality. Different hotels may try to reach different objectives, but these objectives are common for most of the hotels. A hotel must use a strategy and tactics to reach the goals. The strategy should be covered in detail because precious strategy can bring precious outcomes.

### **3.1.8 Action plan**

Firstly, a hotel specifies objectives; this is followed by an action plan that should complete objectives. An action plan is variable according to appointed objectives, market, advertising, budget and other factors that influence the plan.

### **3.1.9 Budget for the plan and sales organization**

A budget for the plan covers expenses used for realization of the plan and does not involve only financial capital, but also human capital and natural resources. The last part of marketing strategy is sales organization. Public relations, recruitment, training of employees, exhibits, membership of professional association may appear as description of sales organization.

Basically, a marketing strategy may answer to five crucial questions. The size of a hotel, its quality and location do not play a role when we try to answer the questions. The questions are:

- Where are we now?
- Where would we want to get?
- How will we get there?
- How will we assure to get there?
- How will we find out that we got there?

(Křížek and Neufus 2014, 95-97)

## 4 MARKET SEGMENTATION AND TARGET MARKET

Marketing strategy is an outline for direct selling and promotion (two main means of sales for a hotel). Nevertheless, figure out to whom you are going to offer the services is important, too. Segmentation is a first step to make a good marketing strategy. To identify your customer is a crucial point if you want to be successful and competitive.

Market segmentation means that a firm tries to divide a market into segments. A segment is a group of people that share wants, resources, locations, buying attitudes, and buying practices. Guests have always different needs but there is way how to create a segment (a group of guests) with the same or similar characteristics. The reason why sellers do segmentation is that sellers might satisfy customers' wants and need better and they provide for themselves a competitive advantage. However, most companies lack to offer complete segmentation and the reason is cost. A marketer should try variant segmentation options because there are more possibilities how to segment a market. (Chromý 2010, 3-4)

Geographic segmentation, demographic segmentation, psychographic, and behavioral segmentation lists as types of segmentation.

**Geographic** segmentation is used often and it segments a market according to political and population borders, the size of domicile, climate and others. For example, a hotel will want to use geographic information about potential customers and it starts to provide regional food. The customers of created segment will choose the hotel because of the regional food. Nevertheless, we live in a world that is globalized. Therefore, implication of this segmentation has sunk a little.

Most often used segmentation is **demographic** segmentation which segments a market according to age, gender, family size, income, occupation, education, religion, race, nationality and so on. These factors are easily measurable and help to divide customers. Nonetheless, this criteria needs to be interconnected with other criteria.

Why do people prefer certain hotels? The answer for this question may be **psychographic** segmentation. This segmentation is based on social class, personality characteristics or lifestyle. Lifestyle of guests changes all the time and people who are between 20 to 34 might have totally different hobbies (in spite of being in the same age group) and a marketer has to be aware of that, has to be aware that demographic criteria is not enough sometimes and needs to be explored more.

The last criterion of segmentation is called **behavioral** segmentation, marketers segment buyers into groups according to their knowledge, response to a product and

attitude. For instance, management of a hotel can wish the guests when it is their birthday. This is called relationship marketing and with this tool a management can create a loyal relationship with customers.

Segmentation helps us to understand customers better. The question follows: what requirements for effective segmentation are needed? The effective segment should be measurable (the number of guests in a segment can be detected) and accessible (a hotel should be able to access and serve the segment). In addition, the segment should include sufficient number of guests who will appreciate the offer of the hotel and will be competitive as a segment and able to offer something unique in comparison to competitors. To create marketing mix for each segment is necessary, too and without promotion is almost impossible to provide services in a hotel and satisfy guests' wants and needs.

The task of choosing the right segment may seem difficult and is difficult. The hotel has to realize strengths and compare them with the strengths of competitive hotel. Afterwards, the hotel focuses on the chosen segment and may create a suitable marketing mix. A hotel can focus on one segment, two segments and more. It all depends on options of a hotel.

This whole process of segmentation ends with market targeting. Let's say that the right segment has been chosen and the right number of segments for the hotel has been chosen, too. Now, promotion is needed and guests should be informed well about the reasons why they should stay at a hotel. Occasionally, creation of better segmentation can minimize impact of competition on your hotel. Moreover, target market can be defined as a group of people that are most likely to stay at the hotel. All in all, you try to identify target market to know more about your customers and knowing more than your competitor leads to possible competitive advantage. (Kotler, Bowen and Makens 2014, 221-231; Királ'ová 2006, 39-49)

## 5 MARKETING MIX

A unique marketing mix satisfies target market. In other words, segment full of potential customers chooses your product because of the special blend of product, price, place, promotion called marketing mix. Extended marketing mix (for services) adds people. With a right marketing mix customers may choose your hotel instead of others. (Jakubíková 2012, 186-188)

### 5.1 Product

A product satisfies customers' wants and needs. A hotel should offer products (services) that represent customer value. If a hotel provides something that the guest does not provide for himself or the rivals do not offer this kind of service, the hotel will attract the guests. In addition, if a hotel is located on a right place (close to historical city, wilderness, national parks ...), creates something out of nothing (e.g., the city Las Vegas set in the middle of a desert), uses that people adore romance (a special stay for a couple) or the building of a hotel can be unique in a way (Bad Blumau in Austria) the hotel will attract the guests. The positive image of a hotel consists of an exterior of a hotel, surroundings of a hotel, label (brand) of a hotel, an interior of a hotel, cleanness of the rooms, willingness of staff, a design of printed handouts describing the hotel, and channels of distribution. With regard to these factors a hotel may add something extra. Mentholated bonbon with best wishes, for example. And positive image can make a hotel more competitive. (Jakubíková 2012, 213; Királ'ová 2006, 65-67)

### 5.2 Price

The second marketing tool that belongs to marketing mix calls price. Every hotel needs to figure out its pricing strategy. Pricing strategy stands on three legs: costs, competition and value to customer. A hotel may choose strategies such as cost-based pricing, competition-based pricing or value-based pricing. Naturally, costs corresponds to cost-based pricing and this strategy establishes price according to costs. Fixed costs like insurance, wages for long-term employees plus variable costs such as quantity of oil used for a massage will quote match with costs (a hotel wants to achieve profit so this adds, too). Competition-based pricing establishes price following the competitors and value-based pricing establishes price in compliance with customer value because a customer will usually pay as much as she or he thinks it is worth.



A marketer who forms the price should be aware that lower price versus competitive price may mean lower quality for a customer. The price of a stay will be higher during season and lower beyond season. (Királ'ová 2006, 68-72; Lovelock and Wirtz 2007, 127-131)

### **5.3 Place**

Every hotel should choose the right distribution channels. Channels of distribution are direct or indirect. Direct distribution means that a hotel sells the stay in its restaurant, for example. There is no agent. Combinations of direct and indirect distribution are direct mail, a catalogue, an offer on television or on the radio, an offer via telemarketing, internet or automated bond system of reservation. In the Czech Republic, an offer via telemarketing is not so often. Nevertheless, other listed ways are used quite often. A catalogue may be sent to people who already stayed at the hotel. Currently, internet is a powerful tool and it enables guests to check the offer of a hotel 365 days a year and 24 hours a day. Moreover, they can watch videos about hotels, find out fresh info, free rooms and others on web pages of hotels. Indirect distribution involves travel agencies. Travel agencies help to sell rooms of hotels and it is not for free and this may be a disadvantage. A hotel might choose different combination of distribution channels; the point is to gain a guest.

(Királ'ová 2006, 72-75)

### **5.4 Promotion**

Hotels have to communicate with their customers and that is why promotion exists. Promotion or marketing communications inform, educate, persuade and remind guests why they should stay at a hotel.

The way of promotion that is going to be used depends on number and concentration of guests, position of a hotel in the marketplace, competition, disposition of marketing mix and competence of a hotel.

Every hotel should arrange a budget for promotion. The best option for that is to define goals in detail and to fulfill competence to acquire the goals. A hotel can also use as much money as its competitor. This way is not so good because each hotel has different goals and different strategies.

A hotel has to choose suitable topics to promote – true and clear messages should appear. One of the best ways how to promote a hotel is word-of-mouth (for instance,

recommendations from an acquaintance). This tool is so good because a satisfied customer tells positive assessment up to four or five people. Although, a customer who did not like services in a hotel and is unsatisfied tells negative assessment up to ten or eleven people. This is a well-known piece of marketing knowledge and shows the importance of a satisfied customer.

Other ways how to promote a hotel are advertising in newspapers, magazines, direct mail, television spots, radio, billboards, and maps for guests, menu, Internet and so on. (Cibáková, Rózsa and Cibák 2008, 164-168; Királ'ová 2006, 77-89)

## 5.5 People

“Customer satisfaction results from the realization of high levels of value compared to competitors... Value is created by satisfied, committed, loyal, and productive employees.” This quotation describes the key role of employees. Employees that work in high-contact services (the case of hotels) are a highly visible part of the product and can help to create customer loyalty to a hotel. Some people are willing to come back to a hotel because of pleasant and willing employees that a hotel has. How do a company select, train or motivate staff? Management of human resources may help with this crucial question and the hotel should know their employees well and should motivate them correctly via this department of management.

It might be even more difficult for competitors to duplicate human factor than any other resource. (Lovelock and Wirtz 2007, 310-312)

## 6 MARKETING RESEARCH

A major goal of any marketing research is to provide information that marketers can use to make better decisions. In my research, I will analyse the satisfaction of guests of the hotel Pohoda. Steps for marketing research are identification of a problem, planning of collecting data, collecting data and analyzing data. There are alternative ways how make a research (focus groups, questionnaires, telephone interviews). I chose to make a questionnaire. The questionnaire may be described as a set of questions that generate information and gained data should meet survey objectives. All respondents should be answering the same questions. The questionnaire design process starts with survey objectives. The author selects types of questions according to these objectives. A researcher has to decide whether to use closed-ended questions, open-ended questions, or their combination. The advantage of closed-ended question may be limited number of answers and the disadvantage could be that a respondent is not free in answer. The advantage of open-ended questions is possibility to see different insight. The disadvantage of open-ended questions might be insufficiency of an answer. (Clow and James 2014, 322-331)

Moreover, the researcher should be aware of danger of sampling too much data. A researcher can easily get lost with too much information and will not be able to see significant facts. After gathering the data a researcher should make sense of them and to look for values of data. Data validation represents as process that prevents data from error and bias. (Bradley 2013, 302-303; Clow and James 2014, 389-391)

## **II. ANALYSIS**

## 7 METHODOLOGY

Firstly, I will start with description of the hotel Pohoda because I have to understand the hotel well to be able to compare it with other hotels. Later on, I will identify competitors and analyze them. I will use up and compare the locality, main compartments and services, some of the stays of the hotels, their segments, marketing mix of each hotel and relationship marketing used in the hotels. This will be followed by a questionnaire of customer satisfaction at Hotel Pohoda. This questionnaire should also uncover what customers recommend to change at the hotel. Swot analysis will uncover weaknesses of the hotel. Improvement proposals will be established from the analysis of the hotel Pohoda, analyses of competitors, swot analysis of the hotel Pohoda and the research focused on satisfaction of guests. The whole analysis should answer to the question if the hotel Pohoda is able to compete with identified competitors.

## **8 HOTEL POHODA**

Josef Michálek, a hotel manager of the hotel Pohoda, states that intervention of experiences of staying at a hotel via words is like licking ice cream through the glass and nothing can replace wonderful and peaceful feeling in charge of even more peaceful staff. This statement evokes that you will experience something unique at the hotel and you will experience a tranquility and family atmosphere. The name of the hotel indicates this atmosphere. You as a customer have to live it and experience it to really understand.

### **8.1 Locality**

I mentioned in my theoretical part that every hotel should be located on a right place. Initially, people choose the locality for their holiday (or nice weekend and similarly) and then they will choose the hotel or other place to stay. This means that every hotel, hostel or other type of accommodation should be someplace that is appealing for people. The hotel is located in a peaceful part of the city Luhačovice (address: Antonína Václavíka 203, 763 26 Luhačovice - Pozlovice) short distance away a dam (Pozlovická přehrada), a swimming pool Duha and 20 minutes by foot from a beautiful colonnade which is close to the city center. Luhačovice is a spa town with mineral springs, special architecture and many cultural events. You can taste seven mineral springs with curative effects helping to cure diseases of the digestive tract, system respiratory, diabetes, infertility and others. Cycle tracks (from Luhačovice to Biskupice and cycle tracks in surroundings) were established for people who adore sport and guests may choose from many of them and spend an active holiday here. Guests might travel through Zlín region and invite Zlín with a specific architecture. The zoo Zlín (the second most frequented zoo in the Czech Republic), the castle in Malenovice, gardens in Kroměříž, chocolaterie chapeau in Vizovice, view-tower Královec above Valašské Klobouky, a memorial Ploština and much more is possible to see and invite in this region. To sum up, the hotel Pohoda is situated in the right place and this locality has much to offer.

### **8.2 Main Compartments and Services**

The hotel belongs to first class and this means 4 stars. The hotel may be divided into three main compartments: hotel rooms, a restaurant and a wellness center. One by one, there are 82 hotel rooms (double rooms with the possibility of extra bed) and 2 suits. The hotel rooms are reconstructed and modern. They have own sanitary facility, LCD TV,

minibar, safety deposit box, hairdryer, bathrobe, direct telephone line, WI-FI connection free of charge, conditioning and balcony. The stylish restaurant holds 146 seats that are divided into three parts. Moreover, there is also a place to throw a party, a wedding reception, a meeting conference and other functions (a capacity of 150 seats). Of course, this place has wireless internet access and a projector. The restaurant serves colorful and up to date meal. They say sound in body, sound in mind and you need to rest to feel healthy and a hotel's wellness center is suitable and perfect for relaxation. This center offers fitness center, swimming pool (15 meters), whirlpool for 12 persons and another for 4 persons, Finnish sauna, herbal sauna, steam sauna and tepidarium. You can experience different kinds of massages, soaks, poultices, hydrotherapy and other procedures. There is a possibility to have a treatment from 7 o'clock.

### 8.3 Stays

The hotel offers varied types of stays. In 2015, people could choose from eleven types of week stays and four types of stays that last for shorter period of time (the offer is nearly the same in 2016). Services included in price of a week stay are accommodation for seven days, half board for seven days, spa services, consultation with a doctor, welcome drink, regular transport to the city centre and back to the hotel and free entry to wellness centre. *Week for senior citizens* (Týden pro seniory) was really popular according to my research and that is why I will describe it more widely and I will also describe *Minirelax for four days* (Čtyřdenní minirelax) because I will compare this stay with a similar stay of competition. In addition, minirelax for four days, relaxation weekend and Pohoda on probation are most desirable in compliance with hotel statistics. *Week for senior citizens* involves 1x hydro massage with a poultice, 1x dry carbon bath, oxygen therapy, peat compress on entire back, aroma-therapeutic massage of back and neck, 1x a trip, 7x coffee or tea with dessert, spa wafers, free entry to wellness centre, consultation with a doctor and transport to the city centre. The price and this stay gets around 8830 CZK for a person within a year. The price differs according to a season and a customer may choose from double room, single room, extra bed, suite and the price will increase in a case of suite and decrease in a case of extra bed. When a customer buys extra procedures he or she will get 10 % discount for the procedures. *Minirelax for four days* involves 1x whirlpool bath with a poultice, 1x herbal relaxation bath with a poultice, 1x infra-red cabin, 2x aroma-

therapeutic massage of back and neck and free enter to wellness. Services included in price of this stay are accommodation for four days, half board for four days, spa services and 10 % discount for optional procedures, consultation with a doctor, welcome drink and regular transport to the city center and back to the hotel. The price fluctuates about 6 130 CZK for a person (once again, the price differs according to a season and the type of room).

#### **8.4 Situational analysis**

There are some other parts of the hotel that I need to describe according to situational analysis that I described in my theory. I described services, disposition of the hotel, locality, and distance from city center, accessibility to an institution and building capacity. I should add description of the owner, top executives and specify date of opening and if it is a new building or renovation, too. The owner of the hotel Pohoda is the corp ZÁLESÍ and this company produces mainly plastic parts. The domicile is in Luhačovice (address: Uherskobrodská 119, 76326 Luhačovice). The hotel manager is Josef Michálek, the chief of accommodation part is Marcela Chmelinová and Ivana Berentešová and Kristýna Uhrová are sales agents. The reconstructed hotel opened on 26 February 2012 (originally, a boarding-house Sigma).

#### **8.5 Segmentation**

Segmentation is a first step to make a good marketing strategy. To identify your customer is a crucial point if you want to be successful and competitive. I wrote these two sentences in my theoretical part to show that division of a market into segments should be done by every firm. Nevertheless, the hotel Pohoda does not include segmentation in its marketing strategy. Why? They believe that every customer is important for the hotel. They do not divide the market into segments and do not offer stays just to senior citizens or families but they offer the stays for senior citizens, families with children (children club at the hotel and no limitations for children in wellness centre), young people – in other words, they are happy for every guest.

#### **8.6 Marketing Mix**

Marketing mix is a particular blend of product, price, place and promotion and this special blend satisfy customers that choose your product because of this special blend. I depicted product and price for the hotel Pohoda. I have to add distribution channels and promotion. The hotel uses direct distribution because you can find catalogues of stays in



the restaurant. There is no agent. People may come to the restaurant, take the catalogue and purchase a stay or they can order procedures and after a procedure they may buy a stay. Moreover, this type of distribution considers being the best and the reason is clear.

The hotel does not spend any extra money to attract the customers (it is not like paying the advert). The combination of direct and indirect distribution that the hotel uses embodies a direct mail, an offer on the radio and internet. Every year, the catalogue of the hotel is sent to guests that had stayed at the hotel for at least 3 nights and it was not mediated via a travel agency. Potential guests may listen to an advertisement about Pohoda on the radio Beat, Country and Zlín. When the potential guest clicks on the Internet to find out the official website he or she will be able to buy a stay through automated bond system of reservation. Presentation of photos will appear when you click on the website and the website provides information about the city Luhačovice which seems convenient. The potential guest might appreciate special offers at the right part of the website. The website lacks a video and you can play a video on the webpage of Alexandria and Augustiniánský dům. There could be more exterior photos of the hotel, too. The way how to get to customers that is not as advantageous as direct distribution is indirect distribution. It involves an agent called a travel agency. Travel agencies for Pohoda are spa.cz, wellnesstour.cz, booking.com, kupele.relaxos.sk, ab-in-den-urlaub.de, Čedok, DCK Rekrea Ostrava, Atis, and CK Spirit. Moving to promotion, one of the best ways how to communicate with customers is word-of-mouth and this powerful tool is going to be explored more in my questionnaire. The other way is advertising in local magazines such as Moravia and Gurmán. In addition, a billboard lies around 10 kilometres far from the hotel Pohoda. The management of the hotel attends fairs and the hotel has a facebook page where the hotel manager posts comments every week.

## **8.7 Relationship Marketing**

In 2015, guests stayed 45 321 nights at the hotel. Over 45 % of guests return to the hotel and it results from satisfaction of guests. Nevertheless, relationship marketing helps with it, too. Relationship marketing means to build and strengthen the relationship with guests through alternative ways. The present for honoree (who celebrates birthday during the stay), transport to the city centre and back, dancing night on Thursdays, spa wafers (for week stay) and welcome drink (for each stay) belong to this category. The hotel also provides discounts in terms of week stays for newly married couples (5 % of the total

price), people older than 55 years that do not have the stay called week for senior citizens (5 % of the total price), families with children during Spring and Summer Holiday (5 % of the total price) and people who booked the stay by 15 January 2016 got 12 % of the total price and by 31 January 2016 7 % of the total price. The hotel provides discounts in terms of non-week stays, too. It is possible to let make vouchers for clients (for the restaurant, wellness and stays). (Pohoda-luhacovice.cz 2014; Luhačovice 2015 Dopřejte si Pohodu - Nabídka Pobytů)

I identified two hotels as main competitors of the hotel Pohoda: Hotels Augustiniánský dům and Alexandria. I chose these two hotels because these two hotels are also wellness hotels and belong to first class (four stars). This is competition according to a product category and it is explained in my theoretical part. I did not want to choose hotel Radun that belongs to first class because it is more likely a villa than a hotel (the capacity is smaller). Selecting this villa as a competitor would be another way of identifying a competitor and it deviates from a competition according to a product category.

## 9 ANALYSIS OF HOTEL AUGUSTINIÁNSKÝ DŮM

### 9.1 Location

This hotel is situated nearby the hotel Pohoda (address: A. Václavíka 241, 763 26 Luhačovice). Once again, it is located in a peaceful part of the city Luhačovice and 10 minutes from a colonnade which is close to city centre. The locality with all attractions described above is the same.

### 9.2 Main Compartments and Services

The hotel is denoted by 4 stars S. The hotel has three main parts: hotel rooms, a restaurant and a wellness center. It offers 26 design rooms and a luxury suite. There are five different types of rooms: classic, superior, junior suite, Augustian suite, Leos Janacek suite. This hotel offers more amenities than the hotel Pohoda. The rooms have air-conditioning, direct telephone line, minibar in the room, WI-FI connection free of charge, LCD TV, tablet, safety deposit box, hairdryer, bathrobe and slippers. Something extra is a tablet and slippers. Nevertheless, only a few rooms have a balcony. The restaurant “Symfonie” serves regional and also international cuisine. The cuisine served in here may seem better than at the hotel Pohoda. However, it is more expensive. The view from restaurant Symfonie into countryside of Jurkovič alley and a garden of six senses is stunning and inspiring. The hotel Pohoda does not offer as stunning view as AD. Spa offers a swimming pool, whirlpool, Finnish sauna, herbal sauna, salt steam bath, menthol steam bath, heated benches, and relaxation zone. There is no fitness centre (there is at the hotel Pohoda). In general, the offer seems smaller and more expensive than at the hotel Pohoda. For instance, at the hotel Pohoda a relaxing massage of entire body (for 50 minutes) costs 760 CZK and at Augustiniánský dům traditional massages (for 50 minutes) cost about 1200 CZK. Nevertheless, the offer of Augustiniánský dům seems more sophisticated and luxurious treatments will be presented here. I would like to mention another difference between these two hotels. When you are not guest of the hotel Pohoda you can attend swimming pool but you have to order a procedure. In spite of the fact that you are not a guest of the hotel Augustiniánský dům you still may order treatments or attend wellness center (you can attend just center or just order treatments or both) and possibly to bring new guests to a hotel through a direct distribution. The opening hours of the wellness centre for guests are similar in both hotels and housed guests have it for free in both hotels.

### 9.3 Stays

The hotel offers alternative kinds of stays. People might choose from eight alternative kinds (B&B, Night of Experience, Wellness Stay, Ladies Relax, Magic of Love, Perfect Relaxation, Healthcare Stay, Augustian week). I will introduce more Healthcare Stay to show distinctions between the hotel Pohoda and the hotel Augustiniánský dům. Healthcare stay is for four nights (the same as minirelax for four days at the hotel Pohoda). This stay includes welcome drink on arrival, fruit platter and a bottle of the traditional drink in the room, rich breakfast, accommodation in a room of your choice, 3 course dinner, afternoon soup in lobby bar, free entry into the wellness centre, Wi-Fi and free car parking in front of the hotel, procedures: Augustinian bath for 2 people, relaxing back massage for 30 minutes and a person, anti-stress head massage for 30 minutes and a person and regenerative wrap for 25 minutes and a person. The price contrasts with the accommodation of your choice. For example, classic room costs 7490 CZK and Leoš Janáček suite costs 10 990 CZK for a person. The price is higher than at the hotel Pohoda for Minirelax. However, you can select an accommodation of your choice and bring pets to the hotel (not possible at Pohoda). In addition, you get a fruit platter, bottle of the traditional drink and afternoon soup. The 3 course dinner (you choose main course) embodies in fresh salad buffet and it is better off than dinners at Pohoda (no 3 course dinner). Augustiniánský dům offers free car parking (you have to pay for it at the hotel Pohoda). In comparison of procedures offered by hotels for this stay, the number of procedures is the same. To sum up, the stay at Augustiniánský dům is more expensive than similar stay at the hotel Pohoda but you get service that should be more luxurious.

### 9.4 Situational Analysis

According to situational analysis, I should introduce the owner, top executives and history of the building. The owner of the hotel is TEKOO REALITY, s.r.o. (address: Na Dědinách 733/22 141 00 Praha 4). The hotel manager is Petr Borák. Augustiniánský dům was built in 1904 and reconstructed hotel opened on March 2010.

### 9.5 Segmentation

We can talk about segmentation in the sense of price for the accommodation because not everyone can afford a room in this hotel. The hotel has a sports area with a playground, minigolf and tennis. You can book babysitting (not possible at Pohoda). As a result,

families with children are welcomed here. Although, children may enter wellness centre only from 2 p.m. by 4 p.m. In comparison, the hotel Pohoda does not apply similar rules and no limitations for children are established. The hotel AD does not prefer just families or other possible segment they are pleased for every guest.

## **9.6 Marketing Mix**

I wrote something about product and price of this hotel and I will add information about distribution channels and promotion to complete information of marketing mix for this hotel. Direct distribution is used in this hotel. Firstly, a potential customer may invite the restaurant (booking the table in advance is needed) or wellness centre (booking in advance) and his or her visit may lead to booking a stay. Something in between direct and indirect distribution is reservation. The Reservation may be done through automated bond system of reservation. Their website may help in a customer buying decision to purchase a stay that is why the website should be as good as possible. Website of this hotel is well-arranged and they are created very well graphically. The opening photo and video are displayed with first mapping. Indirect distribution involves travel agencies. Travel agencies used by Augustiniánský dům are spa.cz, booking.com, wellnesstour.cz, kupele.relaxos.sk. Moving to promotion, for instance they use social sites as Facebook and advertising in local newspapers. The hotel does not post comments as often as the Hotel Pohoda.

## **9.7 Relationship Marketing**

Discounts up to 35 % on winter stays of 2015 were offered. All three hotels offer discounts. Although, it is really hard to say which hotel provides the best discounts because it differs a lot according to a type of a stay and the price of the stay out of which the discount counts differs, too. Relationship marketing uses the label Augustian Life that relates to distribution of vouchers and gift items. Gift vouchers for stays, to restaurant Symphony, to the wellness centre Harmony and individual vouchers are part of the offer. All three hotels offer different kinds of vouchers. Augustiniánský dům also celebrates “birthday” of the hotel and organizes a special event for guests. (augustian.cz 2015)

## 10 ANALYSIS OF HOTEL ALEXANDRIA

### 10.1 Locality

The four-star spa & wellness hotel has specific architecture of the last century and it is located in the centre of the city Luhačovice (address: Masarykova 567, 763 26 Luhačovice).

### 10.2 Main Compartments and services

I will describe hotel rooms, a restaurant, a wellness centre and night club. There are 56 rooms of high-quality (single rooms with the possibility of an extra bed, double rooms, one double suite, one big room with joint bathroom and two bedrooms) and they are furnished in the 30s style. The rooms offer TV and radio, minibar, safety deposit box, direct telephone line, Wi-Fi connection, conditioning (not in every room). The big difference between the hotels Alexandria and Pohoda is in the style of the rooms and not every customer likes the 30s style. The French restaurant serves not only international cuisine but also regional cuisine. Every Friday and Saturday night you may hear piano music. Some dishes are prepared directly at the table. A summer terrace has capacity of 40 seats and a nice view. When you want to visit the restaurant and you are not a guest you will have to make a reservation. Every week this hotel offers special menu for 185 CZK. The hotel Pohoda also offers special menu for 130 CZK but without dessert. Augustiniánský dům does not offer lunchtime menu. Wellness centre of Alexandria represents the style of Ancient Roman spas and is open for public, too. Steam baths, herbal spa, salt bath, laconium, Finnish sauna, kneipp pathway, fitness centre, private wellness (only for guests), swimming pool, whirlpool can be found in here. The offer of treatments, procedures and rituals is the biggest of all three hotels. Definitely, this hotel has the broadest offer of wellness procedures and the most complex wellness centre and probably the nicest one. Free entry to wellness centre for guests is in all three hotels. The last part of the hotel I would like to describe is a night club. Neither Augustiniánský dům nor Pohoda have something like this. They play the music on “music nights” three times a week. The capacity is 85 people and it can be called as first republic bar because of its style.

### 10.3 Stays

The hotel offers varied kinds of stays. You may choose from five stays for seven and more days (for example treatment & wellness, medical wellness), four stays for two and more days (for example VIP wellness weekend or wellness for a try), and accommodation without procedures and stays during holidays. You can even celebrate Christmas here (not possible at Augustiniánský dům and Pohoda). I will focus on stay which duration lasts for four nights (as I did with previous two hotels to compare the offer). The stay names exploring the wellness. Services included: accommodation for four days, a half board for four days (buffet), free entry to wellness and fitness centre, bathrobe, Wi-Fi connection, procedures: 1x natural carbonic bath, 1x hydro massage bath, 1x massage using oil, 1x massage of your choice. The stay costs about 7 430 CZK (the price changes with the type of the room and season). Moreover, you have to pay for parking 80 CZK a day (city car-park about 100 meters from the hotel) or 150 CZK a day (spa garages about 1 200 meters from the hotel). In comparison, you pay nothing for parking at Augustiniánský dům and at the hotel Pohoda you pay 30 CZK a day (parking in front of the hotel) or 70 CZK a day (parking in a garage). To summarize, Alexandria and Pohoda offer the same number of procedures, half board for four days, free entry to wellness and fitness centre and the price is higher than the price of similar stay at the hotel Pohoda but lower than the price of stay for four days at hotel Augustiniánský dům. (I have to add that I counted average price for these three hotels for stated stay but the price really distinguishes with season and the type of the room – every hotel has different criteria).

### 10.4 Situational analysis

The owner of the hotel is the joint stock company Lázně Luhačovice (address: Lázeňské náměstí 436, 763 26). The hotel manager is Miloslava Fialová. The reconstructed hotel opened on 26 January 2011 (built in 1939).

### 10.5 Segmentation

The exemplary guest of this hotel will be someone who likes the style of 1930s because this style breathes at you in the restaurant, at the night club, and also in hotel rooms. You may book babysitting for your children. Nevertheless, when your child is under 12 years old you will not buy a stay for him or her because only children that are 12 years old have a chance to accommodate in the hotel. This applies for enter to wellness centre,

too. Only children that are older than 12 years can enter the centre. This means that families with younger children will not choose this hotel.

## **10.6 Marketing mix**

This hotel uses direct distribution and also the combination of direct and indirect distribution. You may use automated bond system of reservation on their internet website. Their internet website is translated into English and Germany (website of the hotel Pohoda is translated only into Germany and website of AD is translated only into English). This website is not managed graphically as well as website of the hotel AD and it is provided too much information. Indirect distribution refers to travel agencies such as wellnesstour.cz, booking.com, kupele.relaxos.sk, Čedok and Atis. Moving to promotion, this hotel has a facebook page, internet website, billboard close to Luhačovice (about 6 kilometres far from the hotel), advertisements in local magazines and other means how to get into the minds of guests.

## **10.7 Relationship marketing**

Relationship marketing represents the bottle of wine and fruit (for VIP wellness week stay), birthday wishes with a signature of a hotel manager and a bottle of champagne when you celebrate your birthday during a stay and the hotel also uses discounts (for example, action april or last minute stays) and these two ways are strategies how to build relationship with customers and attract more guests. Vouchers for stays, wellness centre and restaurant can be bought, too. In comparison, the hotel Pohoda and AD use discounts for some of the stays, too. (Alexandria.cz 2015)



## 11 QUESTIONNAIRE OF CUSTOMER SATISFACTION AT HOTEL POHODA

The questionnaire that I used is in the first appendix. Respondents were guests of the hotel Pohoda. The questionnaires were there for four months in 2015 (from August by November). I had over 150 questionnaires but I had to exclude some because they were filled inadequately.

The average age of a guest is 56 years. Sixty-two men and eighty-eight women filled my questionnaire adequately and chose stays such as Týden pro seniory, Rekondiční pobyt, Relaxvíkend v Pohodě, Čtyřdenní minirelax, Týden pro bolavá záda and others. The most of respondents (82) come from an area remote under 200 km from Luhačovice. Only eight persons come from surroundings of Luhačovice. Twenty-eight of respondents come from a foreign state (mainly Slovakia and Germany). The second and third question could be mixed together and I have learnt that 32 % of respondents chose a stay at the hotel because of recommendation from acquaintance and they also learnt about the hotel this way. This is word-of-mouth and it works very well here. 23 % of my respondents have invited the hotel more than once (at least) because these people chose the first option in the third question. Only nine people out of 150 would not recommend the hotel. 94 % of respondents would recommend the hotel. I suppose that this is really good. It is portrayed graphically below. The blue sector pictures the answer yes.



Figure 1: Question in a Questionnaire (own creation)

The other part of my questionnaire includes satisfaction of customers with different compartments of the hotel. Let's start with the service of the wellness centre. 113 respondents were fully satisfied, 36 satisfied and only one person was dissatisfied. According to numbers, people were most satisfied with room amenities and room cleaning. 131 people were fully satisfied and 19 were satisfied with room amenities. 124 fully satisfied, 24 satisfied and 2 respondents dissatisfied with room cleaning. Out of these three parts (rooms, restaurant and wellness) the restaurant gets the worst assessment. Even though about 61 % of respondents were fully satisfied, 30 % were satisfied, 7 % dissatisfied and 2 % fully dissatisfied. The option of fully dissatisfied was chosen only five times (twice for the service of the restaurant, twice for additional activities and once for the staff). The reasons of dissatisfaction will be explored below. Nearly two-thirds were fully satisfied and one-third was satisfied with surroundings of the hotel (two respondents were dissatisfied). The staff of the hotel is rated subsequently 147 fully satisfied or satisfied and 3 dissatisfied or fully dissatisfied. Only 71 respondents were fully satisfied with additional activities, 71 were satisfied, 6 were dissatisfied and 2 fully dissatisfied (the number 71 for fully satisfied is the lowest). Access to information was rated badly (dissatisfied) eight times, 79 people were fully satisfied and 63 people were satisfied.

I will try to summarize reasons of dissatisfaction of customers and what they missed at the hotel. As I mentioned the restaurant got bad assessment in comparison of other compartments. Guests who stayed at the hotel for more than one week complained that meal from the first week repeats in the second week of their stay (badly complicate menu). Some people did not like that the food was too spicy, poor selection of food mainly for dinner (one guest stated that he could choose only goulash out of hotplate) or no vegetable at lunch and at dinner. Some guests liked the cuisine but were dissatisfied with the staff of the restaurant (unpleasant employees) or the fact that they could not serve the food themselves. All in all, the cuisine is rated not so well.

In the case of room cleaning and room amenities guests stated that some rooms are noisy. Hair and beard were found in the bathroom in a room. Some guests specified that Wi-Fi connection was weak, hangers for clothes and towels could be more efficient, a plug is missing at a night table, switching of TV programmes lasts for a longer time, a lamplet aside from a bed is situated badly (lights outside), and a bathrobe is too heavy.

The wellness center does not offer enough number of treatments. This is what some people think. The staff was unpleasant. The relaxation part should be isolated and with

relaxation music. The enhanced selection of soft drinks during procedure could be offered, too.

Additional activities did not succeed. Only 71 guests evaluated them as fully satisfied. Offer of paths for hiking, pedicure, manicure, hairdresser's, ping-pong, sittings outside, bowling, souvenirs, coffee machine are missing according to some of guests. Some were dissatisfied with a doctor's consultation. One guest states formal dress should be required at the restaurant and the hotel should annotate this on website of the hotel.

## 12 SWOT ANALYSIS OF HOTEL POHODA

I described SWOT analysis in my theoretical part and I will create it for hotel Pohoda. In my opinion, strengths of the hotel are disposition and locality because Pohoda is situated in a peaceful part of the city Luhačovice. Why would people spend time in this city? I answered to this question in the part named hotel Pohoda. According to my research, respondents were most satisfied with room amenities. In addition, every room has a balcony (the same goes with Alexandria but only a few rooms have a balcony at Augustiniánský dům). Nonetheless, Augustiniánský dům offers more amenities. A chance to choose from varied types of stays belongs to strengths. I assume that the price is a strong point, too. I have to explain it. Hotel Pohoda has lower prices for stays than hotels I have chosen as competitors. Nevertheless, if people do not want to choose 4 star hotel the price will be lower. For example, a similar stay (Pobyt pro seniory) at 3 star hotel Morava costs only about 7 000 CZK (the price of week for senior citizens at the hotel Pohoda flows about 8 830 CZK). The hotel tries to build and strengthen its relationship with customers via different ways (for instance, the present for honoree who celebrates her or his birthday). At Alexandria, children under 12 years are not allowed to accommodate at the hotel and at AD children can enter wellness centre only for two hours a day. There are no limitations for children at Pohoda.

Weakness is the restaurant. This compartment was assessed worst of all compartments in my questionnaire. The website seems as a weak point because it lacks a video and you can play the video on the website of other hotels and there could be more photos of exterior. The hotel lies close to a dam and this could be foregrounded. You cannot give an order for babysitting at the hotel Pohoda (possible at AD and Alexandria) and this is missing. Wi-Fi connection access is weak in some rooms. The hotel does not offer bathrobes for children and the offered bathrobes are too heavy (according to guests). Additional activities were not evaluated very well and guests lack offer o paths for hiking, pedicure, manicure, hairdresser's, sport activities, souvenirs and coffee machine (for instance).

Opportunities for the hotel Pohoda are current situation in Europe, good economic situation and people who look for relaxation these days. Terrorist attacks in capital cities of Europe may discourage some Czech people from going abroad and they will rather choose to stay in the Czech Republic and may want to travel to Luhačovice. The Czech Republic seems to be in a good economic situation because unemployment rate is lower than in

previous year and average wages increased in 2016. This may lead to the result that people will spend more money for travelling and may stay at the hotel Pohoda.

Threats for Pohoda are competition, other spa towns and type of holiday. People may choose different hotel, different spa town or they may rather choose another type of holiday in which no hotel accommodation is needed (for example, they can stay at homes of their relatives).

<p><b>STRENGTHS</b></p> <p>LOCALITY</p> <p>ROOM AMENITIES</p> <p>VARIED TYPES OF STAYS</p> <p>PRICE</p> <p>RELATIONSHIP MARKETING</p> <p>NO LIMITATIONS FOR CHILDREN</p>	<p><b>WEAKNESSES</b></p> <p>RESTAURANT</p> <p>WEBSITE</p> <p>NO BABYSITTING</p> <p>WI-FI CONNECTION</p> <p>BATHROBE</p> <p>ADDITIONAL ACTIVITIES</p>
<p><b>OPPORTUNITIES</b></p> <p>CURRENT SITUATION IN EUROPE</p> <p>GOOD ECONOMIC SITUATION</p> <p>PEOPLE SEEKING FOR RELAXATION</p>	<p><b>THREATS</b></p> <p>COMPETITION</p> <p>OTHER SPA TOWNS</p> <p>TYPE OF HOLIDAY</p>

*Table 1: SWOT analysis (own creation)*

### **IFE, EFE**

This SWOT analysis will be completed by internal factor evaluation (IFE) and external factor evaluation (EFE). IFE assesses strengths and weaknesses and EFE evaluates opportunities and threats. Firstly, I will start with IFE and I need to determine the description, stress, points and result of stress and points. Stress differs with the importance of the description role and it has to match 1. The number 4 stands for major strength and 1 for major weakness. The total result of IFE is 2, 48 which means an average score. Secondly, I will analyze external factors. Description is followed by stress, points and result. Once again, stress differs with the importance of the description role and it has to equal 1. The number 4 stands for major opportunity and the number 1 stands for major threat. The total result of EFE is 2, 51 which means an average score. All in all, IFE and EFE should be combined together and this combination says that the strategy of the hotel is

not so intensive and the hotel tries to strengthen the position in the market and penetration into other markets may be observed.

<b>S1</b>	LOCALITY	0.10	4	0.4
<b>S2</b>	ROOM AMENITIES	0.12	3	0.36
<b>S3</b>	VARIED TYPES OF S.	0.05	4	0.2
<b>S4</b>	PRICE	0.06	3	0.18
<b>S5</b>	RELATIONSHIP M.	0.14	4	0.56
<b>S6</b>	NO LIMITATIONS for CH.	0.05	3	0.15
<b>W1</b>	RESTAURANT	0.13	1	0.13
<b>W2</b>	WEBSITE	0.05	2	0,1
<b>W3</b>	NO BABYSITTING	0.05	2	0,1
<b>W4</b>	WI-FI CONNECTION	0.07	1	0,07
<b>W5</b>	BATHROBE	0.05	2	0,1
<b>W6</b>	ADDITIONAL A.	0.13	1	0,13

*Table 2: IFE (own creation)*

<b>O1</b>	CURRENT SIT. IN EUR.	0,18	4	0,72
<b>O2</b>	GOOD ECONOMIC S.	0,17	4	0,68
<b>O3</b>	PEOPLE SEAKING FOR R.	0,16	3	0,48
<b>T1</b>	COMPETITION	0,18	1	0,18
<b>T2</b>	OTHER SPA TOWNS	0,17	1	0,17
<b>T3</b>	TYPE OF HOLIDAY	0,14	2	0,28

*Table 3: EFE (own creation)*

## 13 SUMMARY AND IMPROVEMENT PROPOSALS

### 13.1 Summary

The Locality of all three hotels is really good, spa town Luhačovice is appealing for people and the suitable locality is a condition that every hotel should fulfil if it wants to attract people. Hotel rooms are modern in all three hotels so the hotel Pohoda is able to compete in this with its competitors. Nevertheless, there are more amenities at Augustiniánský dům than at the hotel Pohoda. Regional and international cuisine is served in all three restaurants. Each hotel has a wellness centre where guests may order different treatments. Alexandria has the broadest offer of wellness procedures and the most complex wellness centre and probably the nicest one. Free entry to wellness centre for guests is in all three hotels. All three hotels offer varied kinds of stays. I chose and described a similar stay to compare the offer of the hotels. Alexandria and Pohoda offer the same number of procedures; half board for four days, free entry to wellness and fitness centre and the price is higher at Alexandria than the price of similar stay at the hotel Pohoda. The similar stay at Augustiniánský dům is more expensive than the stay at the hotel Pohoda but you get more services. I can see a competitive advantage of the hotel Pohoda in attitude towards families with children. There are no limitations either for wellness centre or hotel rooms. This is not applied at the other two hotels. The hotel Pohoda uses similar distribution channels and promotion as competition and the hotel is able to compete in relationship marketing with competition.

SWOT analysis showed strengths, weaknesses, opportunities and threats of the hotel. Mainly, the hotel should try to minimize weaknesses and realize opportunities. IFE and EFE evaluation shows that the strategy of the hotel is not so intensive and the hotel tries to strengthen the position in the market and penetrate into other markets.

### 13.2 Improvement proposals

I analyzed the competition of the hotel Pohoda and I would like to recommend improvement proposals that will be makable in use. Improvement proposals will mainly originate from analyses of rival hotels, weaknesses of the hotel Pohoda (SWOT analysis) and conclusions of my research (questionnaire).

Firstly, the service of the restaurant should be improved. Some guests stay at the hotel for more than one week and these guests have complained that the meals in the second

week were the same as the meals in the first week. The chef of the hotel should think about this criticism and make a menu that will not repeat. The quality of the food has been doubted many times, too. Once again, the chef should better control the staff that prepares the food. I would also recommend a greater selection of food during dinner and adding vegetables at lunch and at dinner. At the dinner people should have the option to serve the food themselves. Nevertheless, some people still may prefer the option of the staff serving the food for them.

In the case of room amenities, positive image may be created with something extra. My recommendation is to change ordinary pens for special pens where the name of the hotel will be presented. Upon arrival, I can imagine a fruit platter left in the hotel room for guests who spend more than a week at the hotel. Moreover, the Wi-Fi connection in some rooms is not adequate and this must be improved. Also, many guests made a complaint about hangers for clothes and towels. I think that the hangers in the bathroom should be changed at the very least. New bathrobes that the hotel buys should be lighter and more comfortable. The hotel should buy children's bathrobes because guests ask for them. Some promotional photos may be taken because even though children are welcomed at the hotel there is no reference about it on the website (on the other hand, photos of children are in the catalogue of the hotel).

The wellness center offers a good number of treatments. Nevertheless, some guests think it is not enough and I would say that the reason could be poor promotion of the services provided by the wellness centre. Children are allowed in the wellness centre and this is good for families with children. Nonetheless, children may disturb other guests and that is why I would recommend separating the relaxation area.

Additional activities can be enhanced, too. The service of a hairdresser could be provided and pedicure plus manicure service as well. Some people would like more sport activities. However, I am not sure if the construction of a bowling alley or a tennis court would bring more people to the hotel, plus the recovery of investment would have to be calculated.

The website lacks a video and the websites of other hotels have videos, so I would recommend uploading a video. There could also be more photos of the exterior because the hotel lies close to a dam (Pozlovická přehrada) and this could be highlighted. The website should assign what to wear at the restaurant. Formal clothes should be required. The 2016



catalogue names the facebook page but it is the old one and the next catalogue should include the new one.

A babysitting service could be provided at the hotel Pohoda (possible at AD and Alexandria). All receptionists should speak at least one foreign language because they should understand people from other countries. According to my research, about 20 % of guests come from a foreign country (generally, from Germany and Slovakia).

## CONCLUSION

The whole analysis should answer to the question if the hotel Pohoda is able to compete with identified competitors. A competitiveness analysis of hotel Pohoda and improvement proposals proceed from the analysis of the hotel Pohoda, analyses of competitors, swot analysis of the hotel Pohoda and research focused on satisfaction of guests. Firstly, the detailed description of the hotel Pohoda implies what can be used as a standard for comparison with competitors. These analyses show competitive advantages of each hotel. The hotel Pohoda is able to compete because the Augustiniánský dům and Alexandria may be not chosen by guests because of the higher price in the case of Augustiniánský dům and the style of the hotel in the case of Alexandria. These may be the principal reasons.

A rising number of guests that stay at the hotel Pohoda may also imply the ability to compete. 94 % of respondents that filled my questionnaire would recommend the hotel. This shows that the hotel is able to compete because people are satisfied and would recommend the hotel. 32 % of respondents chose a stay at the hotel because of recommendation from acquaintance and they also learnt about the hotel this way. Many guests also stayed at the hotel more than once. 23 % of guests stay repeatedly at the hotel and this shows the ability of the hotel to form relationships with customers. All these figures may indicate strong position of the hotel throughout its competition.

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## LIST OF ABBREVIATIONS

AD	Augustiniánský dům
CZK	Czech Koruna
EFE	External Factor Evaluation
IFE	Internal Factor Evaluation

## APPENDICES

P I The first appendix.....*Questionnaire of customer satisfaction at hotel Pohoda*



# APPENDIX P I: QUESTIONNAIRE OF CUSTOMER'S SATISFACTION OF HOTEL POHODA

Vážení hosté,

jmenuji se Zuzana Drgová a jsem studentka třetího ročníku na univerzitě Tomáše Bati ve Zlíně – (obor: Anglický jazyk pro manažerskou praxi.). V rámci vypracování praktické části mé bakalářské práce s názvem **Analýza konkurenceschopnosti hotelu Pohoda a návrhy na zlepšení** se snažím získat potřebné informace přímo od Vás zákazníků hotelu. Proto Vás žádám o vyplnění dotazníku, který je anonymní. Děkuji za Váš čas.

1) Uveďte prosím typ pobytu (Pohoda na zkoušku, Relaxvíkend v Pohodě, Týden pro seniory,...) a délku Vašeho pobytu:

.....

2) Jak jste se dozvěděli o hotelu Pohoda?

reklama (internet)  reklama (tištěná)  sociální sítě  jiný důvod:.....

3) Z jakého důvodu jste si hotel vybrali (lze uvést více možností)?

hotel jsem již navštívil(a) dříve  doporučili mi ho známí  doporučení od lékaře

jiný důvod:.....

	zcela spokojen(a)	spokojen(a)	nespokojen(a)	zcela nespokojen(a)
4) Byli jste spokojeni se službami wellness centra?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5) Byli jste spokojeni se službami restaurace?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6) Byli jste spokojeni s vybavením pokoje?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7) Byli jste spokojeni s čistotou pokoje?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8) Vyhovovalo Vám okolí hotelu?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9) Byli jste spokojeni s personálem hotelu?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10) Zdá se Vám cena přiměřená za Váš pobyt?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11) Byly pro vás doplňkové aktivity postačující?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12) Byli jste spokojeni s poskytováním informací?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Pokud jste zvolili možnost nespokojen(a) či zcela nespokojen(a), uveďte prosím důvod. Popřípadě můžete doplnit, co Vám na hotelu chybělo.

.....  
.....

Jsem:  muž  žena Věk: let

Doporučil (a) bych hotel:  ano  ne

Pocházím z:  okolí Luhačovic (do 50 km)  
 místa vzdáleného (do 200km)  
 místa vzdáleného (přes 200 km)  
 zahraničí (stát :.....)