

Masaryk University

Faculty of Sport Studies

Department of Social and Sport Studies

Hockey Camp Organization

Bachelor's Diploma thesis

Supervisor:

Mgr. Oldřich Racek, Ph.D.

Author:

Jakub Kadlec

Management of Sport

Brno, 2018

*I declare that I have worked on this thesis independently,
using only the primary and secondary sources listed in the bibliography.*

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Jakub Kadlec

Acknowledgment

I would like to thank my supervisor Mgr. Oldřich Racek, Ph.D. for valuable remarks, expert advice and criticism, which contributed to finish my bachelor thesis.

Bibliographical identification

Author's first name and surname: Jakub Kadlec

Title of the bachelor thesis: Hockey Camp Organization

Department: Department of Social and Sport Studies

Supervisor: Mgr. Oldřich Racek, Ph.D.

The year of submission of the final thesis: 2018

Annotation: My bachelor thesis serves for analyzing professional literature as well as for analyzing the basic elements influencing the functioning of the company on the market in the Czech Republic and on the specific market for sporting events, in this case hockey.

The first part defines several basic concepts as management and manager, project, sports management, project management and situational analysis. In the following sections, individual parts of situational analysis of the company's external and internal environment are defined. The situational analysis serves to gain insight into competitors, customers, interest groups and other factors arising from the company's external and internal environment.

The SWOT analysis summarizes factors described in the situational analysis - strengths, weaknesses, opportunities, and threats of the company.

This thesis tries to describe all the circumstances influencing the origin and functioning of the Hockey School project - key factors influencing the company, customer's requirements and possibilities of market differentiation.

It should serve as a foundation that will be used for the diploma thesis describing the project itself.

Key Words: Project, Manager, Management, Situational analysis, SWOT analysis, External environment, Internal Environment

Bibliografická identifikace

Jméno a příjmení autora: Jakub Kadlec

Název bakalářské práce: Organizace školy ledního hokeje

Pracoviště: Katedra sociálních a sportovních studií

Vedoucí bakalářské práce: Mgr. Oldřich Racek, Ph.D.

Rok odevzdání závěrečné práce: 2018

Anotace: Tato bakalářská práce slouží k průzkumu odborné literatury a také k analyzování základních elementů ovlivňujících fungování společnosti na trhu v České republice a zároveň na specializovaném trhu nabízejícím sportovní akce, v tomto případě hokejové.

V první části je definováno několik základních pojmů jako management a manažer, projekt, sportovní management, projektový management a situační analýza. V dalších částech jsou definovány jednotlivé situační analýzy vnějšího a vnitřního prostředí společnosti. Situační analýza slouží k získání přehledu o konkurenci, zákaznících, zájmových skupinách a dalších faktorech vyplývajících z vnějšího i vnitřního prostředí společnosti.

Ke shrnutí faktorů popsaných v situační analýze slouží SWOT analýza, která sumarizuje silné a slabé stránky, příležitosti a hrozby společnosti.

Tato bakalářská práce se snaží popsat všechny okolnosti ovlivňující vznik a fungování projektu hokejové školy – klíčové faktory ovlivňující společnost, požadavky zákazníka a možnosti odlišení na trhu.

Zároveň by měla sloužit jako podklad, který bude dále využit pro diplomovou práci popisující samotnou realizaci projektu.

Klíčová slova: Projekt, Manažer, Management, Situační analýza, SWOT analýza, Vnější prostředí, Vnitřní prostředí

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1. INTRODUCTION

The theme of this bachelor thesis, Organization of Ice Hockey Camp, was chosen because of my close relationship to sport and especially ice hockey. I have gained experiences with similar projects as a professional player and also later as a skills coach of children and youth.

As a player I experienced the organizations of Ice Hockey teams such as HC Slavia Praha, Red Bull Salzburg, HC Dukla Jihlava etc. Especially my two-year experience in Red Bulls Salzburg organization gave me a great close view of the functioning of one of the best sport companies on the world in these days. My coaching experiences are coming from leading children in the age from 5 to 15. I also would like to mention my cooperation with the organization of Hockey Talent Academy Telč and with the Jimmy John's Hockey Detroit organization.

The aim of my bachelor thesis is to research and analyze situation on the market by using of external environment situational analysis, internal environment situational analysis and SWOT analysis containing the package of management and marketing analysis and strategies recommendations for creating successful project pattern. Another aim is finding answers for the main research questions.

My bachelor thesis should be also used later as the foundation of my follow-up diploma thesis in which I would like to create new competitive project of one or two weeks summer hockey camp in my home town, Havlíčkův Brod.

My diploma thesis should utilize and contain founded knowledge of my bachelor thesis in the creating of the company - to introduce and describe the project and its main principals, visions and enterprise culture and image needed for market differentiation, thereafter followed by marketing mix, merchandising and branding of enterprise. Next part specializes in human resources management; it should describe responsibilities, authorizations and delegations in organizational structure, structure's units and define positions and job descriptions of each employee. This part should be followed by practical project documentation - starting with establishing the company, costs/profits calculation and pricing policy which depends on range of services offered – the

assessment of number of participants, type of providing accommodation, catering, schedule of off and on ice practices and the number of team members.

My bachelor thesis starts with identifying the main tasks and targets and methodology. This is followed by describing of literary review of management concepts and the situational analysis which should be examining external and internal environment of the company and which is used later to research and analyze situation of the market.

External environment analysis starts with summarizing situation of the local market and comparing with markets and trends abroad. Next parts of the external environment analysis are micro and macro environment analysis, competitor's analysis and determining groups of interest (stakeholders).

Internal environment analysis contains research of organizational structures and organizational cultures of common projects and market segmentation possibilities. It is formulating target groups and recommendations for structure and culture of the company.

Next part contains SWOT analysis of the possible future enterprise operating in environment alike. It is summarizing the outputs of the situational analysis and trying to find strengths, weaknesses, opportunities and threats of the company.

The SWOT analysis is followed by results. This chapter should be containing answers on the set questions:

- 1) How to differentiate project from competitors?
- 2) Who are the future customers and how to address them?
- 3) Which factors can influence the company the most?

By answering research questions in the chapter results there should be created enough topics for discussion. Outputs of realized analysis and recommendations for starting project and also for my diploma thesis should be talked over.

The last part is conclusion. It is used for summarizing of the main tasks of my thesis.

2. LITERATURE REVIEW

2.1 Project

“The project should always be unique and unrepeatable. This is usually a project at a given deadline, which means that it is a temporary project.” (Němec, 2002)

Němec (2002) presents a project as:

- establishing a specific objective,
- defining a strategy to achieve that objective,
- identifying the necessary resources and costs, including the expected benefits of implementing the project,
- defining the beginning and the end of the project.

The meaning of the word "project" is representing creating complete and complex plan for achieving established specific goal. It could be understand as a proposal of realization necessary single steps according to enterprise's goal in defined time.

Němec also presents project design principles as:

- targeting
- realism and efficiency
- system approach
- a gradual solution
- systematicity
- efficiency.

2.2 Management and manager

Management is defined as the organization and coordination of the activities of a business, in order to achieve defined objectives.

According to Veber (2011) the purpose of management is to create organizations that work. There are different types of organizations with different kinds of purpose, but

there is always a need to be successful. There are managers responsible for organization's functioning to fulfilling this need.

According to Durdová (2002), the effective functioning of the organization, the achievement of established objectives, the quality of production and the degree of prosperity are required from the manager, as a professional expert, to handle a complex of challenging tasks.

All the requirements must be enriched by his personal characteristics for finding the right manager. So it means that there are two types of characteristics – acquired and innate abilities.

According to Veber (2011) innate abilities are intelligence, temperament, empathy and need of authority and strength. Acquired abilities are knowledge of management methods, economic knowledge, socio-psychological knowledge, expertise and good mental and fitness condition.

Sport manager, as a leader of the company, has his typical tasks. Among the basic activities of the sport manager Čáslavová (2009) ranks:

- Planning - it is the strategic approach of the manager in project's planning
- Organizing – using of procedures, methods and techniques
- Creating organizational structures
- Human resources management - selection, deployment and management of people
- Control - especially financial control
- Marketing
- Finance - Keep an overview of current economic trends and restrictions in the environment, and reflect the economy
- Law
- Communication – mainly leadership of people, negotiation of sponsorship contracts.

2.3 Sport management

Čáslavová (2009) states that sport management can be understood as a method of integrated control of sports unions, associations and clubs that are showing business-oriented behavior.

For sport management, the following three unique aspects that differentiate sport management from any other business management Durdova (2002) apply:

- Sports marketing
- Sport business
- Employment in the industry that produces sports goods.

2.4 Project management

According to Svozilová (2006) Project management is the application of knowledge, capabilities, tools and technologies on the project activities to meet the project requirements.

“Project management is presented as a methodology for project planning, design and implementation.” (Němec, 2002)

2.5 Situational analysis of the business environment

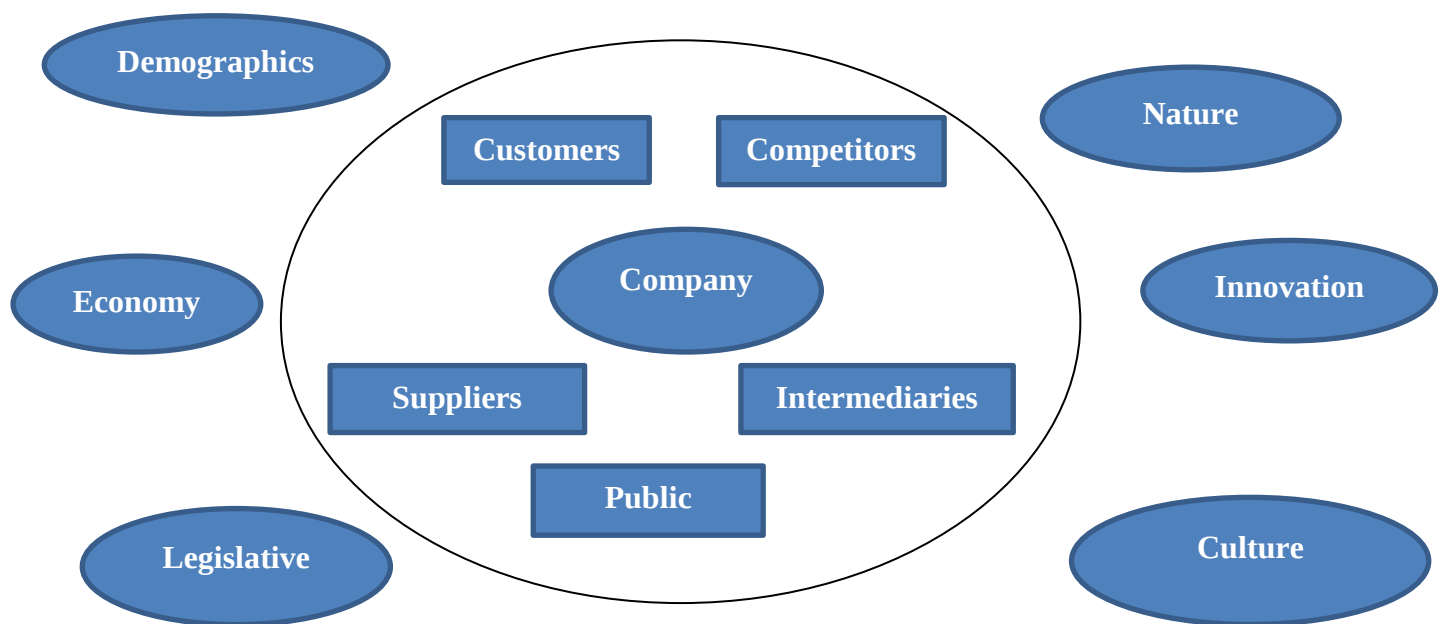
Situational analysis is really important for the future direction and development of an enterprise. Enterprise is not able to take strategic decisions leading to the economic growth of the business without market knowledge and knowledge of its position.

According to Dvořáček (2012) everything standing outside of the enterprise as an organization can be considered as environment. An enterprise is an open system or unit that has relationships with the environment where it operates. External factors opportunities and threats are influencing enterprise's results. Business environment is essential for the business and it is important to realized several facts as that enterprise needs to understand its relationships with the environment to be able to adapt and be using opportunities to influence environment

Situational analysis aims primarily on external environment research. It could be divided in two parts: micro and macro environment. “Internal environment is researching the quality of management and employees, business strategy, financial situation, facilities, history, location, organizational culture and image. Macro environment could be divided into an international and home environment and it contains forces influencing micro environment of all active market participants with varying intensity and magnitude of impact.” (Dvoracek, 2012)

According to Horáková (2003) the marketing environment could be understood from two perspectives. Micro environments that the enterprise can influence by interference and adapting it. Then macro environment influencing the enterprise from outside and containing non - influential factors.

Picture no. 1: Marketing environment



Source: Horáková 2003 (remodeled by author)

According to Jakubíková (2013), situational analysis is a complex approach that serves to capture important factors influencing the company's activities and their relationship.

This approach results serves as a basis for designing future strategies company's behavior. The purpose is to find the right ratio of opportunities of external environment and use them in advantage especially in company's skills and resources.

For the most complex analysis could be use 7C analysis which provides relatively a lot of information of factors affecting business operations. It includes:

- country - national specifics
- climate / context - macroeconomic factors
- company - business, cooperating companies and individuals;
- customers
- competitors
- cost
- change.

3. AIM, QUESTIONS, TASKS, METHODOLOGY

3.1 Aim

The aim of my bachelor thesis is to research and analyze situation on the market by using of external environment situational analysis, internal environment situational analysis and SWOT analysis containing the package of management and marketing analysis and strategies recommendations for creating successful project pattern. Another aim is finding answers for the main research questions.

My bachelor thesis should be also used later as the basis for my follow-up diploma thesis.

3.2 Research questions

There are three basic research questions important for future success of the project that should be answered and discussed.

- 1) How to differentiate project from competitors?
- 2) Who are the future customers and how to address them?
- 3) Which factors can influence the company the most?

3.2 Tasks

- Literature review
- External environment research and analysis
- Stability of external environment analysis
- Competitor's analysis and market differentiation
- Target group analysis
- Defining opportunities and threats
- Internal environment research and analysis
- Literature research of key factors of business success
- Target groups analysis
- Literature research of organizational structure and culture
- Defining of strengths and threats

- SWOT analysis
- Summarizing of situational analysis
- Creating of strategic recommendation
- Answer research questions
- Discuss found data and answers

3.4. Methodology

Based on information available in literature, this bachelor thesis should be describing environments affecting enterprise's functioning. For close description of those environments there are used analysis specified in the literature for this purpose, available information on the web sites and also my personal experiences in hockey environment. This thesis should generate set of recommendations necessary for successful realization of project.

4. EXTERNAL ENVIRONMENT SITUATIONAL ANALYSIS

The specific task of situational analysis of external environment is to find out the market opportunities and threats that the organization has to face.

According to Kotler (2004) the term external environment refers about environment where the enterprise is located and operating. It includes individual components offering new business opportunities, but on the other hand it also brings threats.

4.1 National market research

There are many ice hockey schools and camp projects on the national Czech market. Because there is ice hockey stadium almost in every small town those projects are mainly local, so it means that they are specialized in bringing local kids and these projects of schools and camps are usually organized by local clubs, coaches and managers. These projects work like a community service for people in particular town or city and area nearby. There are some projects on nonlocal basis and that would be projects based on the similar strategy as my project described in this thesis.

Advances of a local type of school are in knowing the close environment and its needs and mainly with the previous results and know - how. It also means that customers know coach and his previous work and it is easier for them to make a decision to join the project. Another advance is in locality. Ice hockey stadiums are usually close to customer's home and there are almost no spending on traveling and accommodation, which are mostly not included in the price. Staying at home could be an advance for the customer's needs. This could also be advantageous for project manager, because he doesn't have to deal with these mentioned problems and some space for profit is created in his budget.

On the other hand there are also disadvantages in this system. Most of them could paradoxically be mentioned previously like advantages. Staying at home and in the same routine don't have to be good for the customer as a kid, his needs and his development and it also could be a problem for customer as a parent, because they have to deal with all the troubles with every day traveling and diet. But this is only one part

of disadvantages those local type projects could have. Also, in the case that child is not really happy with coaches and people operating in his club it could be really helpful changing this environment and trying to find a new passion and motivation in nonlocal project.

Nationwide and international camps are based on the same routine like local schools, but with some differences. First of them is providing diet and accommodation, so it means it is all day job and it is necessary to participate more people in this type of project.

Secondly, I would like to mention propagation and marketing activities such as advertising and web sites. These camps are generally created in larger dimensions which are connected with the need of more customers and unlike local camps cannot only be relying on local kids. Project managers have to invest more energy and also money to let customers know about existence of the project.

The third distinction is having a patron or famous person for the camp – having his name in title of project as some kind of guarantee. Those projects are mostly using name of active and former hockey players with international range of experiences like Tenkrát, Jágr etc. Sometimes there is accredited coach's name used, for example Luděk Bukač's Bukac Hockey. In some case it could be both preconditions – player and coach in one person such as Vladimír Růžička's PUK or Jiří Holeček's Goalie Academy International.

There are also differences in the camp duration, which is very individual for every project and in many other differences in schedules, training programs and processes and in quality of services can be found.

Some projects are combining local and international camps characteristics, like Hockey Talent Academy (HTA) based in Telč. This concrete project will be discussed more deeply in the separate chapter, because it is probably the most successful one on the Czech market right now. This project is having a lot of common characteristics with my project and some good examples of importance of marketing tools and examples of management leading can be seen as well as company's issues.

4.2 International market research

There are some differences in camp's program of Czech and foreign schools. Even though their marketing and services offered are not on the same level as schools abroad, mostly it can be said that Czech tradition, experiences and hockey sense are the main reasons for choosing local schools. This is area where a lot of space for improving and growth could be found.

Those projects have a lot of common in camp's organizational structure, but foreign schools are ahead in leadership, product offer and are simply better in propagation and use of marketing tools.

Unlike in the Czech Republic in some countries schools founded by private person and national hockey association schools could be differentiated. Those national programs for developing are special in their size, duration and financial support.

Not only a number of kids involved is meant by size, but also additional services offer, such as educational programs and meetings for coaches, managers and parents, is much wider. This is in my opinion the biggest difference and advantage of these complete educational programs.

Hockey Canada Developing Program should be mentioned as the pathfinder in national programs followed later by many other countries (like Sweden, USA, Finland, etc.).

This system covers all age categories, from the minors to U18 and U20 teams, national teams and also to adult national teams. The mission statement "Lead, Develop, and Promote Positive Hockey Experiences," determines the main goals. (The official website of Hockey Canada)

Other tasks are recruiting new members and retain high standard of quality. This program believes in positive influence of hockey in opportunities for all people regardless of age, gender, color, race, ethnic origin, religion, sexual orientation, or socio-economic status and language, also in developing positive experiences, new life skills and respect for all people in values of fair play and sportsmanship.

Program includes coaching development as a part of national coaching certification program. It also involves parents developing strategy, officiating program, mentorship

program and covers different types of hockey categories like sledge hockey, adults recreational and pro and women's teams.

The most important part is Long Term Player Development Programming Framework – “this model sets out a vision for hockey in Canada that takes advantage of the history and culture of the game to increase participation and to lay the foundations of international success long into the future.” (The official website of Hockey Canada) It is including hockey camps and schools followed by tests and combines.

So it could be said that it is a program comprising wide range of activities contributing to continual improvement of players and other contributors in hockey. And this idea is something I consider really important for building a project of hockey camp or school. It is not enough to start developing kids without trying to develop their surroundings as well. It can make a big difference in results and it also can help to strengthen relations between kid as an athlete and his parents.

4.3 Local (regional) market research

There are also some similar projects operating in region of Vysočina. Based on my personal experiences and informal conversations with their participants there can be seen a lot of differences.

Those differences are mentioned earlier, so there are differences in practice's quality, coach's quality, management's quality, also in marketing, propagation and communication (internal or external). There are also differences in length of the camp and its schedule (number and type of practices).

It could be said, that those projects with low level marketing and communication are created for local customers (about 20 km range). Bigger projects based on better project's performance, intelligibility and availability of information and also bigger capacity for a wide range of customers are created for addressing non - local people.

There are three main projects that should be mentioned as the biggest competitors:

Hokejová škola BKHB – this project runs through the whole year, based on individual on and off ice practices. There is also concept of one-week camp right before the

hockey season starts in July. This project is operating in the same town as my project should be located and that is why it is one of the direct competitors. It is aiming on local market – so it is local project organized by local hockey club's management. There is almost no coordination with the city, except ice renting (hockey area is city's property). There is also no coordination with sponsors, media and wider public. All information and news about this project are available exclusively on the web page of BK Havlíčkův Brod.

Hokejová škola Marka Melenovského – this project is much alike the first one mentioned. Hockey camp of Marek Melenovský is operating in different city (Jihlava – about 20 km from Havlíčkův Brod) and it is only running during the preseason (one or two - week camp's in summer - July). There are also differences in marketing propagation, which is still on lower level, aiming primarily on local kids and in person of Marek Melenovský like a patron and leader of this project. (Hockey school Marek Melenovský)

Hockey Talent Academy Telč (HTA) – This project is unique in the region, national and also international level. There is a strong manager and head coach in one person - Jaromír Pytlík. Mr. Pytlík has built this project during the decade and it is one of the projects with the best results, program and quality and also with the biggest customer's base. In last few years there is also expanding process to neighboring countries (Germany, Poland, Slovakia, Austria, Slovenia and Italy) by franchising system. (HTA - Hockey Talent Academy)

By showing strengths and weaknesses (simplified SWOT analysis) it can be seen main differences (strengths) from existing projects and possibilities (weaknesses) for filling the gap in the customer's needs and establishing a new project.

Strengths:

- Having its own sport's areal
- Experiences
- Quality of practices
- Quality of coaches
- Marketing propagation
- Branding

- Individual practices

Weaknesses:

- Customer's care
- Price
- HTA is not providing a week camp
- Sponsors involvement

4.4 Macro environment

Researching situation in macro environment should eliminate the negative effects of the external environment and find positive market opportunities.

Basically, it generates enterprises inputs and outputs. It also gives the information about customers and business competition and it should bring important data for developing our business.

Based on Sedláčková (2006) PEST analysis is the key component of macro environment research. This analysis includes a number of factors on some level affecting enterprise's business. Every investor should evaluate these factors due to their level of influence and their importance in enterprise's industry or current and future situation. Factors are divided in four groups – political & legislative, economic, social & cultural and technological factors.

Pest analysis is trying to find answers to three basic questions every enterprise is dealing with - which external factors affect the business? What are the possible effects of these factors? Which factors are the most important in near future?

PEST analysis factors:

- political & legislative factors: These factors are significantly influencing every enterprise. Including the laws, government agencies and interest groups that have an impact on organizations and entrepreneurs. "There is limited space for business limited by number of laws, legal norms and decrees. So enterprise's

future decisions are strongly influenced by these laws, standards and regulations.” (Sedláčková, 2006)

- economic factors: According to Kerkovsky (2006) current and future state of the economy is strongly influencing enterprise’s situation. Economic factors change over time depending on the economic cycle phase, development of prices, demand and on the economic policy of the government. On the contrary they are stable in economy type (market, centrally controlled), at the level of economy, the competitiveness of the economy and in availability of economy resources. Main factors are stage of economic cycle, political situation, government’s policy (regulations, support), fiscal policy (taxes) and probably exchange rates.
- social & culture factors: To effectively target enterprise’s marketing activities it must be detected who are the target groups. “Cultural factors are part of the certain characteristics of given markets, their subjects and can be understood as a set of values, ideas and corresponding attitudes of persons or entities.” Zamazalová (2010) Culture plays very important role in marketing for containing basic values and consumer behavior, but also for its future development. “Demographic factors are monitoring population’s composition, for example gender, age, employment or education. Availability of these data is important for the market segmentation.” Zamazalová (2010)
- technological factors - According to Sedláčková (2006) enterprise must develop measures monitoring progress of its environment (technical or technological) and ensuring its own develop.

PEST analysis:

- Political & legislative factors – According to the Czech republic’s New Civil Code (the law § 420) entrepreneurship is defined as: “Whoever performs on his/her own account and is responsible for work carried out in a trade or similar manner with the intention of doing so permanently in order to make a profit is deemed to be distinctive to this activity as an entrepreneur.” (Nový občanský zákoník) There should be also fulfilled five basic rules for entrepreneurship – systematic activity, self-employment, personal account, personal responsibility and making a profit. The law for this type of company is described in the Trade Act (Act No. 455/1991 Coll., As amended by Act No. 296/2007 Coll.

- Economic factors – According to Ministry of Finance of the Czech Republic there is really well shaped economic situation in Europe and also in the Czech Republic: “The growth of the world economy is gaining momentum and surpassing previous expectations. Both the Euro area economy and the European Union as a whole have probably reached the highest rate of economic growth in the decade in 2017, and also the US and Chinese economies have achieved very good results. Although this trend is expected to moderate in most cases this year, growth prospects remain very promising.” (Ministerstvo financí ČR) There is relatively stable situation on the financial markets in the last decade and there is also no expectation of changing. On the contrary there is expectation of consumption increase: “We expect the positive economic situation to continue in the years 2018 and 2019. Economic growth should be driven mainly by domestic demand, driven by strong spending on final household consumption and investment activity by firms and government institutions. Household consumption will be boosted by rising real disposable income and declining saving rates. In 2018 households' growth in household consumption should also positively imply a rise in wages in the general government sector, a reduction in the tax burden on families with children and an increase in social security spending.” (Ministerstvo financí ČR)
- Social & culture factors – There is closer description of this topic later in this thesis. But there are some presupposing common preconditions for target groups – for example sporting people of certain age, financial situation and attitude to improve their abilities.
- Technological factors – By monitoring of progress of technical and technological environment, there must be self-educating process of the company itself and also its members, primarily management members and coaches. It could be realized through educational courses and also through the cooperation and discussion with other common projects.

It could be said that all of these factors are stable and with exception of technological factors there is no tendency for quick changes, so it means that there is positive prediction for the future. The enterprise should be monitoring and updating knowledge of these factors to be able to react as quickly as possible.

4.5 Micro environment

According to Horáková (2003) micro environment factors are factors which are close to a business and which have a direct impact on its business operations and success. Enterprises should carry out a full analysis of their micro environment before deciding corporate strategy.

“Microenvironment is the most immediate business environment and the enterprise itself is its core. It also includes suppliers, distribution interconnects, customers, competitors and public. For successful enterprise it is really important to understand his role depending on:

- the amount of resources
- abilities and possibilities (develop, produce and sell products satisfying customer's needs while developing as an enterprise)

The micro environment is far more manageable and controllable than macro environment, but still contains some non-influential factors.” (Horaková, 2003)

Micro environment is formed by:

- Enterprise - An enterprise is a set of many units cooperating and communicating with each other. The existence and development of an enterprise depends on the proper cooperation of all units. Enterprise's prosperity depends on the quality of management skills providing employees loyalty and production.
- Customers - It is one of the most important components of microenvironment. Consumers are the most important group of interest. The main indicator of business prosperity is size of the market defined by:
 - the number of customers
 - customers purchasing power
 - customer preferences
 - the quality and size of the distribution network
 - buying behavior
 - communication with customers and distributors.

For enterprise's success market segmentation is necessary.

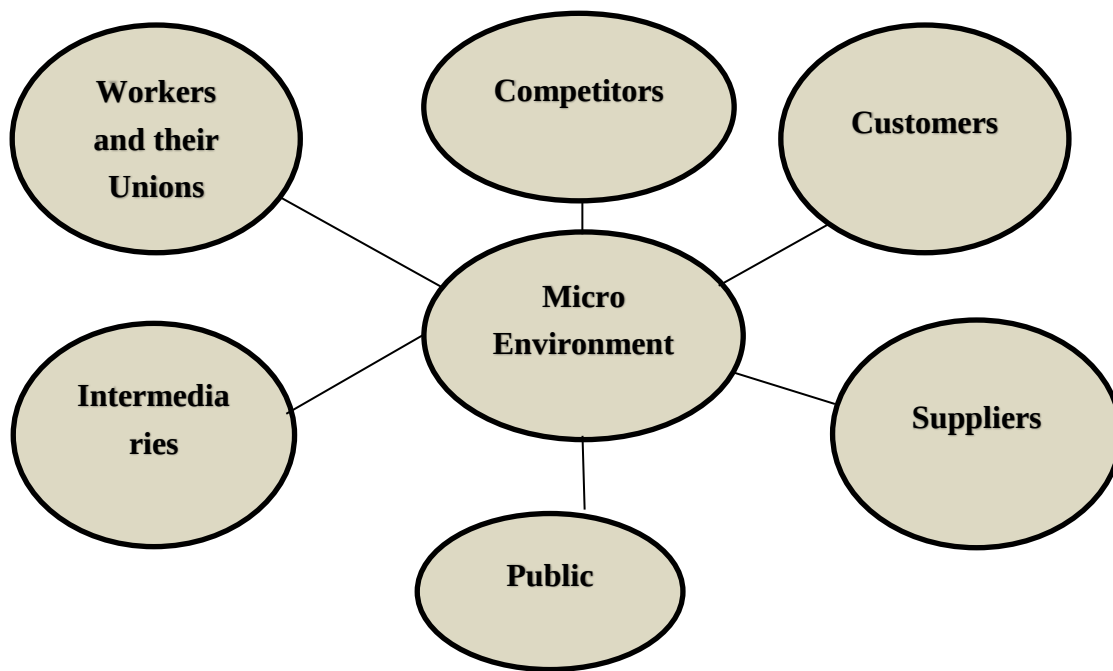
- Distribution Intermediaries – “An enterprise cannot provide all of its marketing activities by itself. Therefore other companies specialized in these activities are

used. It should be companies that are able to get products closer to the consumer by promoting, selling and distributing.” (Kotler, 2004)

- Competitors – “The basic marketing rule clearly says that if a company wants to be successful, it must be trying to satisfy the desires and needs of their customers better than competitors. Marketing department does not just focus on meeting customer needs, but it is trying to differentiate from competitors in the minds of consumers.” (Kotler, 2004)
- Suppliers – According to Kotler (2007) companies or individuals providing enterprise’s resources needs for ability of producing its products or providing services. Changes of this factor can affect the company's marketing activity. For example, increasing input prices may cause price increase of the product eventually leading to decrease of customers. Marketing managers must be monitoring supply prices to prevent such situations.
- Public – “The enterprise’s marketing environment also includes the public and its relationship with the company. Public is understood as a group which has real or potential interest in enterprise’s ability to achieve its goals.” (Kotler,2007)
According to Kotler and Armstrong (2004) there are 7 types of public:
 - Financial institutions
 - Media
 - Government
 - General public
 - Employees
 - Local government and citizens
 - Civil Associations.

Following picture shows Micro environment.

Pic. 2 Micro environment



Source: modeled by author

The analysis of the microenvironment is based on the analysis of the Porter's Model of Five Forces. This analysis examines five interacting factors deciding of enterprise's success or failure. These factors include: the risk of entry of new potential competitors, competitors in the industry, suppliers, buyers and substitute products.

Five Forces Analysis described according to Kotler (2007):

- The risk of entry of new potential competitors - The threat of entry of new competitors on the already existing market is affected by economies of scale, capital intensity, product differentiation, cost disadvantages related to enterprise size, access to distribution channels, and government policy.
- Competitors - Rivalry between existing businesses is the result of improving market position. Competitor's research will be closely analyzed in the next chapter.
- Suppliers - With the certain force they can influence the price and quality of materials or services supplied. This force is determined and increased by different conditions, for example poor competition or in case that the enterprise is reliant on supplied product.

- Buyers - Of course the buyer as well as the supplier has a certain power to influence the profitability of business activities. Because of this power the pressure on high quality, price, service and delivery conditions can rise.
- Substitute products - If a competitor is producing substitutes more effectively, the prices and profits of a company usually fall sharply. The company must follow the trends in substitute products and their prices and try to eliminate them in a gentle way.

For researching micro environment there will be competitor's analysis and stakeholder's analysis used. There should be found knowledge of direct competitor's behavior and also of stakeholder's needs and habits.

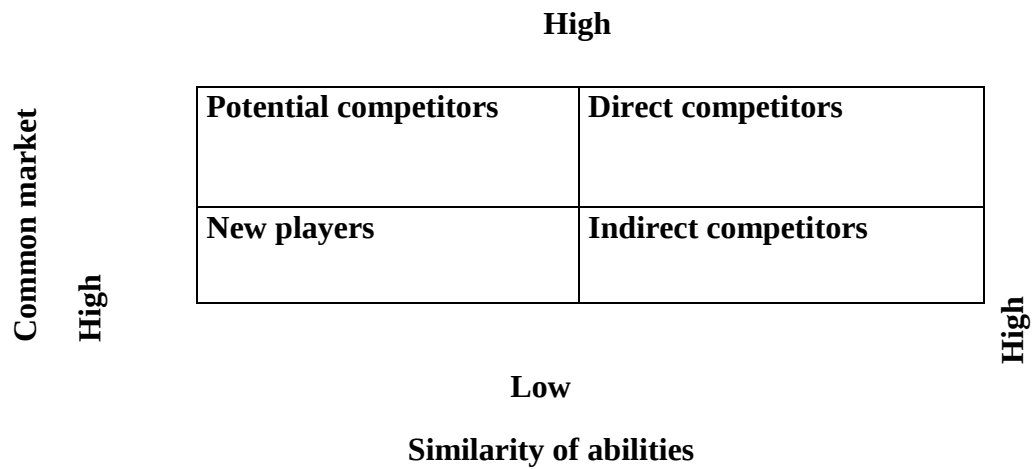
4.6 Competitors analysis

“For an enterprise operating in a competitive environment it is necessary to find information about its competitors so it can effectively plan its competitive strategies and become more competitive. It means that it must be constantly comparing its products, prices, distribution channels and ways of communicating with competitor's methods. In case company is based on the right data, it should be able to find the necessary competitive advantages and disadvantages to help it's develop, such as developing more effective marketing campaigns and gaining ability of preparing a stronger defense against competition.” (Kotler, 2007)

For determining of direct and indirect competitors must enterprise think not only about introduced companies on the market but also about possible new players and must be thinking about future. It must consider future competitors supplying products or services that customers regard as substitute products or services and suppliers of products and services in markets that are potential markets for the enterprise.

For detecting the competitive advantage an enterprise can use Matrix identification of competitors. It serves for determination of direct and indirect competitors. This matrix analysis is shown in the picture below.

Pic. 3: Competitor's analysis matrix:



Source: modeled by author

This matrix is based on two factors:

- Common market - This factor tells company who is its direct or indirect competitor by determination of competitor's activity on common market. It shows the overlap of activities leading to satisfaction of customer's needs.
- Similarity of abilities - this factor shows the strengths of competitors. It expresses how the competitor is able to meet the needs of the market (also in future).

According to Blažková (2007) direct competitors are companies scoring high on both axes. "Companies that have similar capabilities and do not operate on the same market are referred as potential competitors. Potential competitors are not enterprise's direct competitors now, but it should monitor their potential activity or capabilities changes in future, as they may become direct competitors. Another type of competitor who, for example, has become our direct competitors due to technological change, are indirect competitors. These competitors are not a big threat at this time, their score in similarity is small." (Blažková, 2007)

As the direct competitors according to criteria of common market and similarity of activities appears to be Hokejová škola BKHB, Hokejová škola Marka Melenovského and HTA Telč.

Competitor comparison:

- Geographical range - Hokejová škola BKHB is organized by hockey club BK Havlíčkův Brod and according to geographic is the most serious competitor because it is operating in the same city. The second one would be Hokejová škola Marka Melenovského operating in Jihlava, which is in 20 kilometers range. There is also HTA Telč in range of about 50 kilometers.
- Vision and intention – HTA organization specializes in teaching hockey skills. The training uses not only the latest technological methods and trends, but also examines the movement habits of players of different categories, which are subsequently perfected by a targeted training program.
- Goals – “There is a goal of further development of a player by testing and creating of the individual plan in terms of individual skills, fitness, tactics, but also the overall development of the player’s personality.” (HTA - Hockey Talent Academy)
- Strategy – First two schools are based on bringing in local kids and their strategy and services are suit for this strategy. HTA is oriented more on the global market and especially in marketing activities is much ahead. Another difference is in camps duration.
- Sources – Financial situation is not known. According to the longest existence on the market HTA seems to be the most stable.
- Target market - All of the schools and programs are oriented on local market but HTA is offering its services during the whole year in the forms of camps or individual trainings, what brings not only local kids but also customers from whole international market. Individual trainings are also a suitable form for professional hockey players.

Those projects are not providing services my project should have, like accommodation, diet, parent’s education and cultivation, psychological preparation and nonstop care of the players. In customer’s care, professional attitude and also in concept and content of trainings should be the main market differentiation.

4.7 Groups of interest (stakeholders)

Stakeholders can be defined as any group that may influence or is affected by the organization's goals. Mostly there is a wide range of potential stakeholders, so every enterprise should start with stakeholder's mapping and stakeholder's management.

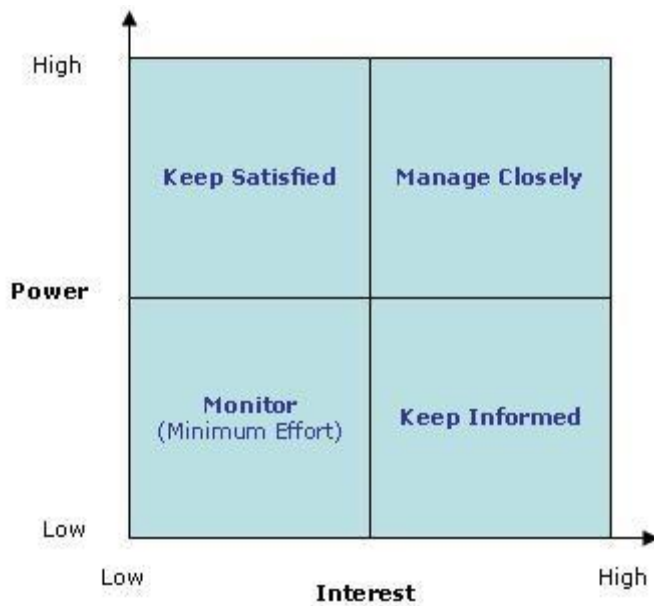
Stakeholder's analysis should have determined its purpose defining exact range of analysis itself. Identifying stakeholders should in this case lead to creating a new marketing strategy.

“As the first step in stakeholders mapping is necessary to choose stakeholders most important for the organization and focus on them. We can define four basic tasks in stakeholder's management.” (Richardson, Vidaureta, 2002)

- Power (high, medium, low) - definition of relevant stakeholders and their strength
- Support (positive, neutral, negative) - specification of the goals to be achieved within the established relationships; opportunities and risks associated with them
- Influence (high or low) - promoting the potential for mutual benefit
- Need (strong, medium, weak) - monitoring, possibly harmonizing existing relationships

Stakeholder's influence is described in the following picture.

Pic.4: The power – interest relationship



Source: (The power - interest relationship) remodeled by author

So, four groups of stakeholders are defined - high power/low interest, high power/high interest, low power/low interest and low power/high interest and there are certain ways how to approach to every single one of them.

High power/low interest

The main point of this group is meeting their needs and keeping them satisfied.

- Customer (player, parents) – It should be primary task for an enterprise to keep his customers satisfied by creating friendly environment and satisfy customer's needs. For establishing a long-term relationship between the enterprise and customer, great quality of services and fulfilling its obligations should be principal.
- Sponsor – There should be an aspiration of every enterprise to stablishing long term-relationship with its sponsor by finding new opportunities for promotion and cooperation. For example, the possibility of having selling place or product promotion place in venue would be advantageous for both sides.

- Regulator - Collaboration and activity of club staff with government (grant programs, co-organizing sports events) should also take a place in company's basic strategy tasks. It should be attained by transparency, availability of information and compliance with the law.
- Media – There is a big power of media on creating company's marketing and business picture, especially for the customers, so there should be transparency and accessibility to actual information required.

High power/high interest

Perhaps the most important group for the enterprise, it is necessary to keep close engagement and motivation.

- Executive manager – It is necessary for leading manager of the project to find the right proportion of responsibilities – not only for himself, but also for his management and marketing team by creating right company's structure and culture. It will enable him to delegate and create enterprise's strategy.
- Management team– Executive manager leading should be transparent with big accent on communication and appreciation of employees – especially management and marketing team. Company's management should be maintaining company values by co-creating and following company's culture. There should also be compliance with the law and next delegation of tasks to employees.
- Marketing team – There should be clearly defined direction of the company, what are the basic tasks of marketing team and strategy. Marketing team needs to have access to management's new decisions to be informed and able to react.
- Head coach - Also head coach should be aware of new strategy decisions. Should be in touch with management and be engaged close to be able to react quickly.

Low power/low interest

- System administrator – Web administrator should be under control of marketing and management members. He should be following their instructions with only responsibility for smooth website functioning.
- Device managers – Responsibility of device manager is to retain devices in mint condition. He is also following management team instructions.
- Wider public – There should be activities for raising awareness of the enterprise as well as hockey and sport in general for the local community required.
- Sport unions – there is no official competition that Czech hockey union should approved, but it is always better to inform company's specialization union, if there is one.

Low power/high interest

This group actually has low opportunity to influence the strategy but has a lot of influence on the final result, so it is important keeping them informed and show consideration.

- Supplier – There should be consideration of supplier's requirements and capacity options and accessibility to new company's plans and decisions.
- Employees, trainers – The main tasks for company to keep this group satisfied is inducing family atmosphere, creating friendly environment, involvement in decision making and appreciation of their work.
- Government – there should be cooperation with government. Company should provide all necessary information.

5. INTERNAL ENVIRONMENT SITUATIONAL ANALYSIS

5.1 Internal environment

An organization's internal environment is composed of the elements within the organization, including current employees, management, and especially corporate structure and culture, which defines employee behavior. Other elements are material and financial. Although some elements affect the organization as a whole, others affect only the manager. A manager's philosophical or leadership style directly impacts employees.

Internal environment means a set of elements and their mutual relationships existing within the enterprise (organization). For his understanding it is necessary to define enterprise (organization) as a social-technical system, whose elements are people and material interconnected by mutual communication and control connections. It is an open system connected to the environment through a network of transactions that restrict its behavior autonomy and influence its dependence on the environment.

“The primary task of management is ensuring permanent viability and existence based on an active and reactive creating equilibrium between the internal and external environments.” (Pošvář, 2008)

There are many ways of analyzing internal environment. Analysis researching components of the organization's internal environment are McKinsley's "7S" system (strategy, organization structure, management systems, style of managerial work, staff, abilities and sharing of values), than system called as principles(s) of success factors (human resources, research and development, financial situation, marketing, organizational level and image) and system of key factors (quality and services, sales and marketing, meeting the needs of employees, financial situation, dangers and accumulated unresolved organizational problems).

“In case managers use these systems or are operating according to their own knowledge and experience, the internal environment includes factors that the enterprise controls and the managers are directly influencing by their activities.” (Weber, 2011).

7S system's components:

- Strategy - activity and allocation of resources to achieve the company's goals.
- Structure - organizational structure, relationships, competence and responsibilities.
- Style - management behavior and collective spending of time to achieve organization's goals
- Systems – informational, budgeting and control systems (processes)
- Sharing values – organizational values shared by its members.
- Staff (employees) - people in the enterprise and their adaptation to the organization's culture
- Skills – business capabilities.

Principle of success factors components according to Pošvár (2008):

- Human resources - Administrative staff determine the organization's success.
- Research and Development - Makes organization more efficient and leads ahead competition.
- Financial situation, level of accounting and planning - increases the efficiency of the organization.
- Marketing - Increases sales of production.
- Organization level and organization image - represents how an organization is perceived in society.

Key factors principle components:

- Quality and services - sales and marketing, performance turn into profit.
- Satisfaction of employees' needs - Satisfied employees affect success of organization.
- Threats and Dangers – identifying threats.
- Accumulated issues - the unresolved issue is the weak side of the organization.
- Financial situation - good financial situation increases the efficiency of the organization.

It can be said that all of the systems researching internal environment are identifying company's strengths and weaknesses. Every enterprise is looking for some kind of

advance, but also for stability. For reaching certain point of stability enterprise must be well organized and have right values and their sharing. All of this creates enterprise's culture. There is also importance of having right people on the right places with determined competitions and responsibilities. All of this creates enterprise's structure. By researching financial situation enterprise is preventing possibility of collapse. Using all of this information depends on quality of manager and also quality of control system, but it is crucial for creating successful business company.

5.2 Target groups

Having a well-defined target market is really important for every enterprise because no one can afford to target everyone. The goal is to find the group or groups of people that enterprise is hoping to influence in some way by its policy or campaign. Even smaller businesses can effectively compete with bigger companies by targeting a niche market. To find the most affordable and effective way to reach potential clients and generate business it needs to be set up target marketing right so it allows the company to focus on specific market. So according to authors Pelsmacker, Geuens and Berch (2003), who defined market segmentation "As a planning process that divides the large market into smaller units - target groups, that differ from each other by their needs, characteristics, and buying behavior, and therefore the market segment that best suits the mission and the goals is needed." (Pelsmacker, Geuens and Berch , 2003)

In our case of starting project in customer's segmentation we do not have to look on our current customer base and we can start with analyzing our competitor's customers and our potential customers. Who are competitors targeting and who are their current customers? It is almost unavoidable to not meet competitors and compete for the same customers on such a relatively small market as hockey market is, but it is always better to do not go after same market and it is necessary trying to find customer's needs they are overlooking.

Analyzing product is not easy in the starting project. So it must be based on trusting enterprise's visions and know what service or product should be offered. You also must be realistic and do not overrate your forces and possibilities. In general you have to find

out benefits that your product can bring. Then you have to make a list of a people with a need your enterprise fulfills.

To figure out customer who not only has a need for our product but also who is most likely to buy it you have to think about his demographics and psychographics. Contributing criteria such as age, location, income level, occupation and family status in demographics you are most likely to get a rough estimate of the purchasing power. “These variables are actually often used because they relate to customer needs and also because they are easier to measure and evaluate.” (Pelsmacker, Geuens and Berch , 2003)

Psychographics are the more personal characteristics of a customer according to his lifestyle - including personality, values and behavior. Customer interest tracking is based on the so-called AIO, where we track Activities -Interest-Opinions. (Pelsmacker, Geuens and Berch, 2003)

Kotler (2007) adds that the segmentation should be performed according to the variables like geographic segmentation, demographic segmentation, segmentation based on life cycle, segmentation by gender, segmentation according to geodemographic, psychographic segmentation and behavioral segmentation. The author also states that the market segment must be measurable, available, relevant and practical to be effective.

After consideration of all of criteria you can find the most important target groups and determine their needs and most likely why should they join you and use or buy your product. As the two most important groups I would identify players and their parents. Those two groups have a lot of coming in demographics and also in psychographics but there are also many distinctions and they mostly strongly influence each other. So it is necessary to approach differentially to every each of them.

- Players – group of people by defined age, actively playing hockey and having desire to improve or actively spend time playing, possibly with friends. There should be catchy marketing strategies and training program offered.
- Parents – group of people having kids in defined age category, having sufficient income and willing their kids to improve in professional and competitive

surrounding. There should be important to have well shaped training program and additional services offered for the right price.

- Coaches – aiming on the right coaches for the project should be done with offer for their development within program but also for development support in other projects. There should be also right salary politic.
- Sponsors – it could be sport's industry companies with offer of goods or services related with the project, but it also could be any other company with relationship with sport, hockey, city etc.
- Professional public – to involve professional public could be advantageous for the project. There should be an expert discussion.

It is appropriate to take all of those target groups into consideration, but it is really important focusing the most on the players and parents groups, because they are company's primary sources of income. Finding and creating the right criteria for company's target groups is the first step for finding out their needs and for their addressing.

5.3 Organizational structure

Organizational structure is a system consisting explicit and implicit institutional rules and policies designed to outline how various work roles and responsibilities are delegated, controlled and coordinated. Organizational structure also determines how information flows from level to level within the company.

“Organization is about creating working teams, groups of authorized staff fulfilling certain planned tasks. In the internal environment, there are built necessary working and communication links between individual co-workers as well as their responsibilities and decision- making powers.” Pitra (2007)

There are various types of organizational structures depending on the number of degrees of management and the number of units in each grade, formal or informal relationships. Basically organizational structures depend on enterprise's size – number of tasks and number of people.

For start-up project is typical simplicity of responsibilities and decision- making powers is typical. There is mostly financial pressure to keep spending lower and on the other hand start-up entrepreneur is most likely watching his business step by step and counting on his own abilities.

5.4 Organizational culture

Organizational culture influences all the parts of the business independently on its management awareness. Business culture can be a factor that will greatly support the company's strategies and goals and make it more effective in all areas, but it can also be an obstacle for enterprise's development, competitiveness and increase management and control costs.

Organizational culture is specific system of widely shared assumptions and values that are the basis for typical behavioral patterns and it can be understood as an organization's expectations, experiences, philosophy, and values that hold it together, and is expressed in its self-image, inner workings, interactions with the outside world, and future expectations. It is based on shared attitudes, beliefs, customs, and written and unwritten rules that are shared within an organization. They are reflected in the thinking, feelings and behavior of organization's members, and in constructions of material and non-material nature.

Geert Hofstede (2007) compares the structure of the culture to the onion, the individual shells representing the individual layers of culture. He distinguishes two levels of culture. The first one is visible to viewers from the outside including symbols, corporate heroes, and rituals as individual layers and are called as practitioners. The second one is not directly visible from outside of the enterprise, called values. Values are the most hidden layer of culture and show what is valued and preferred in culture and he considers them as the core of culture.

5.5 Organizational structure and culture

For developing a well – formed organizational structure and culture every enterprise must determine its mission, values and choose the right people sharing

common objectives. Enterprise must answer on four basic questions:

- What are the ways the organization conducts its business, treats its employees, customers and the wider community?
- What is the extent to which freedom is allowed in decision making, developing new ideas and personal expression?
- How power and information flow through its hierarchy?
- How committed employees are towards collective objectives?

It affects the organization's productivity and performance, provides guidelines on customer care and service, product quality and safety, attendance and concern for the environment.

6. SWOT ANALYSIS

SWOT analysis represents the completion of an analysis of the internal and external environment. It provides enough information to create a strategic analysis and create a business strategy. Its essence is to identify the strengths and weaknesses of the business that is the task of analyzing the internal environment.” This identification predicts future opportunities and threats that are the output of an external environment analysis. The obtained data, if left separate, are not useful. Opportunities will remain only potential if the company does not use its abilities to fulfill them. For this reason, only linking the acquired knowledge it allows their effective use - for example in estimating the main competitive advantages and key factors of success.” (Keřkovský, 2006)

According to Sarsby (2016) the aim of the analysis is to understand mutual influences and relationships between important factors, promoting the development of strengths (which provide competitive advantage) and to reduce the impact of the weaknesses. The main benefits of SWOT analysis can be seen in obtaining information relevant to corporate strategy formulation.

SWOT analysis:

Strengths

- Location
- Sport areal
- Traffic accessibility
- Space rent affordability
- Sport's history
- Preparedness

Weaknesses

- Green field project
- Finances
- Entry on the new market – strong competition
- Inexperience with big project

Opportunities

- Green field project – selecting co – workers, strategy
- Marketing
- Communication
- Information availability
- Coaching experiences
- Cooperation with government (city, region, state)
- Cooperation with local club or similar projects (competitors)
- Patron
- Program diversity
- Market targeting
- Cooperation with University (Masaryk University)
- Sponsor engagement
- Coaches development
- Branding
- Merchandising and sale

Threats

- New legislative
- Customer's low interest
- Strategy
- Marketing communication
- Human management
- Bad economic situation
- Finances
- Absence of coaches

6.1 Strengths

Location – Havlíčkův Brod is located in the middle of the Czech Republic It is a small town (about twenty-five thousand people) and everything is more reachable than in

bigger cities. There is accommodation and catering for players and coaches nearby in walking distance. There are also many other possibilities for player's company.

Sport's areal – concretely Kotlina areal is including ice-hockey ring, swimming pool, gym, fitness zone, squash and cardio zone. All of those areas are relatively new and in very good condition. This is evidenced by the frequent appearance of the youth representations as well as some of the famous European hockey clubs. Having all of those areas and possibilities together in one area is very advantageous.

Traffic accessibility - because it is road and train crossroad there is a good accessibility by car, bus or train. "The city is also easy reachable for international customers, there are airports in Prague, Brno and Pardubice – about of 120 km range and to these cities there are highway connections." (Město Havlíčkův Brod)

Space rent affordability – Kotlina is part of the town's property and because of the location and size of the town Havlíčkův Brod, prizes are lower than in bigger cities. There is also a possibility for discount or cooperation with town's government. The prize for short-term rental of ice area for 1 hour is according to official website (Kotlina - sportovně-relaxační areál) 1760 czk during the season. In the off season period, the price for a short-term lease of the ice area is contracted. So the prize is not fixed and there is possibility of a discount deal with the city government. The prize for gym rental is fixed 230 czk and there are relatively no costs on the other devices entrance.

Sport's history – there is a long history of athletes coming from Havlíčkův Brod, especially hockey players. Sport is also part of a city's culture and there is relatively big support from wider public as well as government.

Preparedness – another strength of this project should be his preparedness, it should not be one of the projects starting only with idea and no previous research, but it really should be based on management's and marketing's analysis with big accent on every detail.

6.2 Weaknesses

Green field project – it is completely new emerging project and it always bring big opportunities but also threats. There is big responsibility on management and also big financial inputs in the beginning.

Finances – there is a need of having certain amount of finances. In the beginning of the project there must be paid deposits for sport area and also marketing activities such as advertising, web site and probably layer services. In the better case a company can operate and starts its existence with own finances, in other case there can be used a bank loan.

Competition – a lot of similar projects are operating in the Czech and international market. So there must be found gaps on those markets for firmly induction of this project on the market. There must also be provided a great customer's care and communication.

Inexperience – there is a possibility for hiring a professional manager for leading this project through its beginning. But since it will be a self - made project there is a big risk in missing some of the important points of building an enterprise. There is also a chance to misunderstand some of the legislative norms and company's responsibilities.

6.3 Opportunities

Green field project – opportunities brought by building completely new projects are really big. There is a big advance in strategy, communication, co-workers and financial selecting. Manager can modulate every single detail according to his idea.

Marketing – since there is a low marketing propagation on the competitor's side, there could be found big advance on this field. There are a lot of marketing strategies and manager can select the right fit.

Communication – as part of marketing strategy, importance of communication must be emphasized. As well as internal communication there must be developed working external communicational channels. Immediate solution of forming misunderstandings is the base for successful company's functioning.

Information availability – existence of the web site is obviousness, but there is a lot of space in social media channels. Later on there will probably be a need of hiding special person just for operating and communicating through those channels. To be as open as it is possible is really advantageous for start - up project. There is also a need to be capable of admit things that went wrong and through the social media try to discuss solutions for their improvement with your customers and fans base.

Coaching experiences – in creating of the new project there must be strict selection of the coaches with experiences. By experiences it is not meant only the length of their praxis, but mainly their job description and their sport abilities. Every coach should be prepared to show the best possible example of instructing skill by himself. There must be knowledge of the training program required.

Cooperation with government – since the sport area is a part of town's property there must be closer cooperation with the town government, not only on making a deal about prizes and space availability but also in involving individual town's organizations in this project. There are possibilities in receiving some kind of financial support from grant programs. Material support is also very welcomed.

Cooperation with local club or similar projects – cooperation with local hockey club is important for smooth running of this project. In the ideal situation there will be no struggles and there will be common interest of both organizations. There is possible involvement of club's members. Also cooperation with competitive projects nearby can be advantageous but it will require really good communication skills. For example, there could be a deal on the terms of camps or common coach's development program.

Patron – having a patron is not necessary but it could be very good marketing strategy element. It could be one of the plus points in customer's decision - making process, especially in player's decision making process.

Program diversity – this project should be including an effort of creating different training program for the players but also for the parents and coaches. For creating this program not only professional knowledge and experiences in hockey training and training programs should be used, but there should also be attention paid to found knowledge of customer's desires described in this bachelor thesis.

Market targeting – for the start-up project it is necessary to target your advertising and marketing strategy on the right customer's base. Closer description of marketing strategy is task for my follow up diploma thesis.

Cooperation with university – there are many possibilities of cooperation with some university, because there are many different kinds of study providing. For example, at Masaryk University there are study programs such as fitness coach, physiotherapist, manager, but also many study programs focused on working with kids – teachers programs. All of those programs can find their place in this hockey camp project. There is also university's hockey team and there could be another space for cooperation.

Sponsor engagement – it would be great having a stable sponsor base, but it would be even better having sponsor involved in hockey camp's program and every day functioning. There can be space for sponsor's self – presentation in the area, but basically manager should find the best ways possible to cooperate with sponsor and find out his possibilities and his involvement.

Coaches' development – for the future development of this project and its stabilizing on the market it is important to support project's coaches in their development and education. There could be financial or material support provide.

Brand – since it is a new project a whole new brand can be made. There should be strong and understandable logo and uniform presentation of company as a whole.

Merchandise sale – having a wide offer of merchandise goods is a great opportunity to increase profit and help with company promotion.

6.4 Threats

New legislative – as it was mentioned earlier there is no tendency to big legislative changes in business environment. But there are new laws about little things that enterprise must secure in its functioning and it is necessary to be well informed.

Customer's low interest – low interest of customers could be caused by many things, but most of them is mentioned here as threats. Company must be preventing those threats by having a well-shaped system of evaluation.

Strategy – creating and following certain strategy is good in case that this strategy works. There is possibility of choosing wrong strategy and strategic steps. There must be evaluation system develop to prevent situation like this and to be able to react and make necessary changes.

Marketing communication – it is very important part for capturing the customers. Choosing the wrong strategy can lead to many misunderstandings and customer's interest decline.

Human resources – there is also a danger in hiding incompetent people. There should be human resources manager in bigger projects like this one, but even in this case it is not possible to avoid these mistakes.

Economic situation – this is the threat that enterprise cannot directly influence. Enterprise must consider current national and international economic situation and must be able to adapt.

Finances – every company must secure enough amount of finances to be able to survive in case of customer's delayed payments. There must be certain amount of cash-flow that company can adhere to its obligations.

Absence of coaches – there is a possibility of coach's absence on the market. It is the basic task for the human resources management of the company to prevent this situation because of the market knowledge and employing its key employees beforehand.

7. RESULTS

How to differentiate project from competitors?

The answer on the first question how to differentiate this project could be found in external environment research. Researching of national, international and local market gives wide insight on the habits and marketing and management methods used by other existing projects. If the company takes in consider all the information mentioned in the external environment research, especially in direct competitor's analysis, there should be options on differentiation found.

It could be said that the main thought should be bringing quality of international camp in local level. Local schools mostly have problems with their marketing communication and propagation. Another opportunity can be found in camp's offered services, such as parent's, coach's and player's educational programs. There should also be a framework for player's developing program during the rest of the year. Customer's care is also very important, especially for new start-up project and there should be thought on this in organizational structure and culture making.

There are many different ways that could be found in the company's attitude. If there is set a great vision and rules of organizational culture, there should also be a great atmosphere. Taking care of players should be priority and if they feel supported and in positive environment, there could be a long-term relationship formed.

Accommodation and balanced diet could lead the company ahead of its competitors and should be providing on the highest possible level.

In the long run it is necessary to develop and educate own project's coaches and managers, so there should be some kind of long-term cooperation with hockey clubs during the season. There is also possibility of cooperation with university and other institutions.

Another separation and profit-making possibility is finding the right sponsor and also sponsor's involvement in the place of venue. On the other hand there could be a possibility of scholarship for special talented players as a part of propagation.

A separate chapter is creating of attractive training program. It is probably one of the most important tasks, but training program diversity should be described in follow-up diploma thesis.

Differentiation proposals:

- Marketing communication
- Propagation
- Customer's care
- Additional educational programs
- Developing framework
- Coach's educational framework
- Cooperation with experts
- Project culture
- Player's care
- Sponsorship
- Training program
- Accommodation and diet

Who are the future customers and how to address them?

The answer to this question who are the customers and how to address them could be found in internal environment situational analysis and in external environment situational analysis. Researching of target groups and groups of interest should contain enough information about customer and recommended enterprise's behavior.

As a possible future customer every active hockey player with certain age must be taken in consideration. Decision making process of joining a summer hockey camp is depending on many conditions but the basic is to get better on hockey field. It means that there must be clear training program and satisfactory amount of information available.

There is also second important group of customers – parents. Those two groups have a lot of coming in demographics and in psychographics and they mostly strongly influence each other. So, it is necessary to approach differentially to every each of them.

The decision of joining some project depends the most on parent's group, especially for younger players, also because it is the group who pays for it. There must be right pricing set up, to address more groups with different incomes. Of course, that enterprise must be making profit so there should be found right proportion of earnings.

It should be primary task for an enterprise to keep his customers satisfied by creating friendly environment and satisfy customer's needs. For establishing a long-term relationship between the enterprise and customer, great quality of services and fulfilling its obligations should be principal.

There can be used many marketing tools to address those two groups, but it should also be described in detail in my follow-up diploma thesis. So basically, enterprise must be offering well shaped training program and additional services offered in the top quality for the right price.

There is also much similarity with requirements described in the previous question. If the company would be able to find a way how to differentiate on the market, find a gap for own functioning and meet and fulfill those customer's requirements, there should be successful project in the end. Of course, all those conditions are really dependant on project's manager abilities and quality of company members.

Customer's requirements:

- Training program
- Additional services
- Pricing policy
- Information availability
- Quality of employees
- Management skill
- Quality of facility

Which factors can influence the company the most?

There are many factors influencing the company with certain power. Those factors could be found in external environment as well as in internal environment.

By researching of company's environments it could be found several factors with the greatest power to influence the company functioning. Some of those factors are non-influential and some of them can company directly influence.

The most influencing factors:

- Political & legislative factors - these factors are significantly influencing an enterprise. Including the laws, government agencies and interest groups that have an impact on organizations and entrepreneurs. There is a stable situation in the Czech Republic, but enterprise should be aware of new legislative changes and able to react in stated period.
- Economic situation - current and future state of the economy is strongly influencing enterprise's situation. Economic factors change over time depending on the economic cycle phase, development of prices, demand and on the economic policy of the government. According to Ministry of Finance of the Czech Republic there is well-shaped economic situation in Europe as well as in the Czech Republic, but company should be monitoring this situation periodically.
- Customers - of course, the customer has a certain power to influence the profitability of business activities. Because of this power the pressure on high quality, price, service and delivery conditions can rise. It should be primary task for an enterprise to keep his customers satisfied.
- Competitors – company must be trying to satisfy the desires and needs of their customers better than competitors. Marketing department does not just focus on meeting customer needs, but it is trying to differentiate from competitors in the minds of consumers. So, knowledge of company competitor's behavior and strategy changes should be one of the company's basic tasks, because most of the time an enterprise must react and adapt on the new market situation.
- Public
 - Media - there is a big power of media on creating company's marketing and business picture, especially for the customers.
 - Government - collaboration and activity of company with government should also take a place in company's basic strategy tasks. It should be

attained by transparency, availability of information and compliance with the law.

- Company – this is the factor that every company can influence the most. By setting up main visions, principles of functioning and company's culture. There is also an importance of right set up of company's structure and information flow.
- Human resources – employees determine the organization's success. There is a big power of employees to influence the company picture and company functioning, because they are usually the final output and in close touch with customers.

8. DISCUSSION

Every business should know the environment in which it is or will be located. For the new emerging project, it is very important to get the information needed to successful market entry and addressing its customers.

For business behaviour on the market a basic knowledge of factors directly or indirectly influencing its functioning is necessary. This information can be obtained by situational analysis of the external environment, which should provide sufficient amount of information.

It is also important to consider the behavior of their competitors and their typical features, so the company could differentiate itself on the market and take advantage of the weaknesses of other companies and use them for own benefit.

Every enterprise must take into account four dimensions of market positioning if wants to compete effectively. Nature of customers, marketing channels, competitors and the characteristics of their own company must be handled.

The basic analysis of the internal environment can serve as overview of the company's own characteristics. In the case of a new emerging project, it can show the possibilities of creation and internal organization of the company.

To summarize the knowledge gained in the situational analysis of the external and internal environment, SWOT analysis is used in this work. SWOT analysis shows strengths, weaknesses, opportunities and threats emerging from the company's external and internal environment.

From the situational analysis of the enterprise, the diploma thesis can use the knowledge gained to create marketing strategy, organization culture and structure. This bachelor thesis should also help with determination of business strategy and orientation on the market.

There is also an importance to find answers on basic questions about customers, market differentiation and environment's factors directly influencing the company. Those informations are described in chapter Results. Results are used as a summarizing of

informations gained from this bachelor thesis – situational analysis and SWOT analysis.

9. CONCLUSION

My Bachelor thesis deals with the exploration of the environment in which the new emerging project of hockey camp should operate. Basic task is investigation of the factors influencing enterprise's actions and analyzing the power of every individual factor.

This thesis is designed to define the knowledge needed to make this business successful. It provides information of the external environment - political & legislative factors, economic factors, social factors and technological factors.

Another task is competitor's analysis, especially researching direct competitors operating in the region Vysocina. Using available information this analysis tries to describe strengths and weaknesses those competitors have and formulate opportunities and gaps on the market.

It continues with definition and analysis of interest groups – stakeholders. In this stakeholder's analysis it tries to evaluate stakeholder's needs and their power with which they can influence the enterprise. It comes together with enterprise's behaviour recommendation for every single stakeholder's group.

The Analysis of Target Groups provides information on company's customers. It should serve to be used in the follow-up diploma thesis, especially for creating the marketing strategy of the company.

In the situational analysis of the internal environment, this work seeks to gain insights into the creation of organizational structure and culture for the newly created project.

To summarize the findings from the situational analysis - strengths, weaknesses, opportunities and threats SWOT analysis is used. SWOT analysis should provide enough information and serve as a guide for business manager and company's strategy development.

This bachelor thesis also deals with research questions. It is trying to find recipe for the project to be successfully placed on the market. By describing of key factors influencing the company, customer's requirements and also possibilities of market differentiation there are many opportunities for future direction of the company.

There was sufficient amount of literature which could be used for creating literature research for my bachelor thesis. For market research and competitor's analysis it was used primarily internet sources supplemented with my personal experiences with similar projects.

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