

Abstract

Author: Adam Štěpán

Title: Business plan – competition analysis

Objectives: The main objective of the bachelor thesis is to establish a strategy that will serve as the basis for the establishment of a massage centre in Liberec in the context of competition analysis. The massage centre will be newly established and therefore it is important to thoroughly analyse the competitive environment in the massage industry in Liberec.

Methods: Qualitative research methods are used in this work. First there was a literature search dealing with the business plan and competition analysis, followed by a semi-structured interview. The semi-structured interview was validated by an expert. The study was carried out in Liberec on a sample of two massage centres. Porter's model of five competing forces was used to measure the competitive environment, which was modified for the massage service environment. The centres SAREMA Liberec s.r.o. and SPORT PARK MEDICAL were analyzed in detail. The results of the survey were processed into Porter's model. Based on these results, a strategy for the possible establishment of a massage centre was drawn up.

Results: The investigation shows that there is competition in the massage industry in Liberec, but individual massage centres do not perceive it as a threat. The competition analysis has been processed into a modified Porter model of five competing forces. Based on this model, the centres SAREMA Liberec s.r.o. and SPORT PARK MEDICAL provide their services in the price range of CZK 700 – CZK 1050. Furthermore, they cooperate with sports clubs, namely FBC Liberec, FK Jablonec and FC Slovan (SAREMA). SPORT PARK MEDICAL cooperates with Liberec Dukla and with the hockey club HC Bílí Tigři Liberec. Furthermore, the model shows that new competitors entering the industry are not perceived as a threat by the managers of the mentioned centres. The existence of substitution services is recognized by the managers and to a certain extent they cooperate with them and use them as additional services in their

centres. Again, the data shows that substitutes are not perceived as a threat either. Customers, insurance companies and sports clubs have been included in the "bargaining power of customers" dimension. The investigation shows that only the health insurance companies with which SAREMA Liberec s.r.o. cooperates have bargaining power. Other factors are taken into account, but the downward pressure on prices from them is negligible. In the last dimension of "Operation of the centre" information has been added on the importance for the compilation of a competitive strategy.

Keywords: massage centre, Porter's five forces analysis, massage services, competitive strategy