

A Customer Satisfaction Analysis of the Company Bar, který neexistuje

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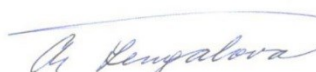
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ABSTRAKT

Hlavním cílem bakalářské práce je identifikace a analýza spokojenosti zákazníků společnosti Bar, který neexistuje. Práce obsahuje teoretickou a praktickou část. V teoretické části jsou definovány pojmy jako spokojenost zákazníka, CRM, NPS, klasifikace zákazníků, marketingová komunikace, marketingový mix a benchmarking. V praktické části je představen podnik Bar, který neexistuje. Dále je definován marketingový mix podniku, analyzován dotazník, který se zabývá hodnocením spokojenosti zákazníků Baru, který neexistuje, popsána konkurence a proveden benchmarking. V závěru práce jsou navržena zlepšení pro budoucí vývoj společnosti a také definovány náklady spojené s návrhy.

Klíčová slova: spokojenost zákazníka, potřeby zákazníka, CRM, NPS, marketingová komunikace, marketingový mix, benchmarking

ABSTRACT

The purpose of this bachelor thesis is to identify and analyse customer satisfaction with services of the company Bar, který neexistuje. The thesis consists of theoretical and practical part. In theoretical part the terms like customer satisfaction, CRM, NPS, customer classification, marketing communication, marketing mix and benchmarking are defined. In practical part the company Bar, který neexistuje is introduced. The marketing mix of the company is defined. The questionnaire about the Bar, který neexistuje customer satisfaction is analysed. The competition of Bar, který neexistuje is described. Benchmarking of BKN with other bars is analysed. At the end of the thesis improvements and following development are suggested and related costs described.

Keywords: customer satisfaction, customer needs, CRM, NPS, marketing communication, marketing mix, benchmarking

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INTRODUCTION

These days the bar culture in Brno is growing and new bars are launching. 6 bars described in the competition analysis of this thesis were opened in last 4 years in Brno city centre. It could be said that among young people in Brno the interest in bars and unique places offering drinks is on the increase and the customer demands are on the raise, too. In such an environment competition seems inevitable thus the customer satisfaction and improvement of the services should be analysed more in order to find out how to outperform the competition of other bars in Brno.

An example of the bar considered to be famous in Brno is Bar, který neexistuje. What makes the bar attractive is not only its signature drinks but also smart approach of the members of staff who are trained to give proper advice on drinks which helps to find a drink according to customer taste.

Other key which makes the bar pleasant is that employees seem as friendly and hospitable people. In addition, as one of the owners mentioned “It is about people.” meaning the business one creates stands on the team of people as the main pillar of the business. Whether Bar, který neexistuje has the right team of people to create positive customer satisfaction could be further analysed.

The bachelor thesis focuses on the customer satisfaction of Bar, který neexistuje and the ways how to improve its customer service. Firstly, the terms related to customer satisfaction, marketing and benchmarking are described in the theoretical part. Then an analysis of customer satisfaction is done with the help of a questionnaire (collecting both qualitative and quantitative data), benchmarking analysis plus the author’s experience. The main objective of the thesis is to find any opportunities for improvement in customer service of the bar. Based on these findings improvements will be suggested.

Besides these parts, the questionnaire is aimed at finding out what the customer’s idea of an ideal bar is in general (not only the customers of Bar, který neexistuje). This information may help new businesses with consideration of the factors which are crucial for the customer satisfaction of a bar.

I. THEORY

1 CUSTOMER SATISFACTION

Customer satisfaction is described as a consequence of optimal organizational design and setting of appropriate organizational culture. Another aspects as personnel training and responsiveness of customers make a crucial parts in customer satisfaction. However, these practices cannot ensure satisfaction because management is not able to know exactly what the customers think about the product or service until adopting the behavioural focus. (Oliver 2015, 3-4)

Investigation of satisfaction in a consumer context is fundamental to the happiness of customers, to the company profits and to the economic and political stability. We have to realize the number of perspectives connected to satisfaction. Satisfaction from the consumer perspective is desirable end-state of consumption when the customer won over the complexity of market and satisfied his demand. When it comes to firm's perspective most of us could came up with the idea that the firm wants to make a profit only. However, realization of satisfied customer can lead to the potential repeat purchasing which means profitability. Also for the products with long purchase intervals (e.g. cars) the satisfaction of customer is a goal because of word of mouth and organizations (e.g. Consumer Union) which track reports of satisfaction. From the perspective of industry the examination of ill or benign effects on consumers are done. Laws for protection of customers have been legislated. "A consequence of customer discontent directed at an industry is regulation and its attendant costs." Further consequence can be taxation. Quality life research showed that satisfied members of society demonstrate better life outcomes (health, finance, social and mental adjustment). Satisfaction with life is connected to consumer's satisfaction with public agencies (e.g. taxation, the legal system, social security). (Oliver 2015, 4-6)

1.1 Customer needs, wants and demands

It is fundamental to differentiate between the needs, wants and demands to understand customer. (Kotler, Armstrong, 2014, 28) According to Maslow's theory needs are arranged into five stages which are physiological needs, safety needs, social needs, esteem needs and self-actualization needs. Maslow's theory argues that most basic needs are physiological and once these needs are satisfied other can be satisfied as well going upwards to the self-actualization needs. For example a starving man will not be concern about other people's thoughts (social or esteem needs) or if he is breathing clean air (safety needs) until his most desirable need (physiological need) is fulfilled and he can proceed to

other stage. (Kotler, Keller, 2016, 188) Needs are not created by marketers, “they are a basic part of human makeup”. (Kotler, Armstrong, 2014, 28)

Wants are the form of human needs but wants depend on the culture and individual personality. Let’s assume an American who is hungry, has a need, but his want is a Big Mac and French fries and compare it to the person from New Guinea. Person from New Guinea would like to eat rice, yams and pork rather than Big Mac, probably. Those wants become demands when there is a buying power and customers demand products with benefits which lead to satisfaction and the best value for them. (Kotler, Armstrong, 2014, 28)

2 CUSTOMER RELATIONSHIP MANAGEMENT (CRM)

Customer satisfaction and value are the building blocks in creating relationships between the company and customers. It is demanding to attract and retain customers because customers face the wide offerings of the market. The company has to bear in mind customer-perceived value. (Kotler, Armstrong, 2014, 34-35) According to business dictionary (2017) customer-perceived value is “the anticipated benefit from a consumer's perspective of a product or service”. Customer-perceived value varies from customer to customer. For one customer might mean customer-perceived value sensible products at affordable prices and for the other it might mean the higher price the higher quality. For example a barbecue grill which is many times more expensive than the competitor's one might be for some customers too much expensive but for the target segment of customers who are passionate about grilling the price might be worth a value. (Kotler, Armstrong, 2014, 35)

Customer relationship management (CRM) provides better understanding of customers to the company by acquiring data about them. These data enable determining of target customers and their retention. CRM considers customer loyalty as a key factor for company profit and long-competitiveness. A company has to focus on already retaining existing customers rather than gathering new customers if the customer loyalty wants to be achieved. According to this philosophy the company should build customer-centric culture by emphasizing customer needs. Based on customer feedback the company observes and reduces its weaknesses, avoid future negative experiences and re-establish customer satisfaction and loyalty.

2.1 Dimensions of CRM

According to Bhat and Darzi research (2016) there are four dimensions of CRM. The first one is *complaint resolution*. If the customer finds a defect or failure of the product or service the company should redress this complaint and thus enhance customer loyalty and retention. Furthermore, the revelation of failure identifies internal deficiencies and helps in developing recovery strategies.

Customer knowledge is another dimension which should be considered in CRM. Customer knowledge can be knowledge for customers, meaning that company provides knowledge to satisfy customer needs. Other types of knowledge are knowledge about customers and knowledge from the customers acquired from customer interactions. In order to better customer need understanding and preferences data warehousing and data

mining are used. Customer knowledge management gives customer insights which leads to improvement in satisfaction and loyalty. Therefore, the information about customer should be gathered from different touch points so the full customer profile is represented.

“A customer touch point is any occasion when a customer encounters the brand and product” that means from personal experience, via mass communication and causal observations. For example the touch points in hotel are check-in and checkout, reservation, room service etc. (Kotler, Keller, 2016, 158)

Customer empowerment is another factor for managing customer relationships. Customer empowerment means to give to the customers the authority to make decisions. This covers both internal customers (employees) and external customers. Empowerment for internal customers means “controlled delegation and involving clarification of mandate and expected performance”. (Bhat, Darzi, 2016, 391) For external customers by providing additional information such as content, education and commerce lead to increasing customer value. (Bhat, Darzi, 2016, 391) Example of customer empowerment might be Converse campaign in which the company asked its customer to make a short video about how the sneakers inspired them. The best videos were showed in Converse Gallery Websites and best of the best became TV commercials. This action helped to double selling of sneakers via Converse websites in the month. (Kotler, Keller, 170–171)

CRM provides significant benefits for the customers as the part of *customer orientation* which is the last dimension. (Bhut, Dazi, 2016, 392) Employees help the customers to meet theirs long-term needs and wants. Goals of employees are set as individual and on behalf of team and they improve customer retention and satisfaction. (Cross, 2017)

2.2 Customer loyalty

According to the book *Consumer Behaviour: Applications in Marketing* (East, Wright, and Vanhuele, 2013, 27) there are three types of customer loyalty. First one is when customers buy several brands in a category for a long time so customers contribute to high share to one of them. (East, Wright, and Vanhuele, 2013, 27) The contribution to different categories depends on several reasons. One of them could be that the customers do not remember previously bought brands. Also if they prefer various types in one category of goods (e.g. wine, biscuits) might be a reason for diversity of customer share of a brand. (East, Wright, and Vanhuele, 2013, 29) Another aspect could be if the customer buys

discounted brands so the range of purchase varies. The fourth reason could be if the desired brand was unavailable. (East, Wright, and Vanhuele, 2013, 29)

Another type of customer loyalty is retention. This means that a customer continues buying a brand for a long time. (East, Wright, and Vanhuele, 2013, 27) Emphasis on customer retention is based on idea that is cheaper to keep already existing customers rather than acquiring new ones. According to Rosenberg's and Czepiel's review the company spends six times more to acquiring a customer than keeping him. But the reality is that it varies based on the category. For example the acquisition of supermarket customers costs less whereas acquisition of credit card customers cost more because of the credit agencies checking and offering financial inducements to switch. (East, Wright, and Vanhuele, 2013, 33)

Recommendation from already existing customers to other people is the third type of customer loyalty. Giving an advice about a brand from the current customers to other people might be a step to acquiring future customers. (East, Wright, and Vanhuele, 2013, 27)

The question how to build customer loyalty requires deeper consideration. In Forbes (2016) Kestenbaum argues for three factors which are dialogue, openness and empathy. Dialogue is not incessant communication. Communication includes other means like respecting of customer's time, focus on customer service at every stage of job and appreciating a loyalty. Loyalty is a reciprocal behaviour and the result of that is that customers purchase again and give recommendation to their friends. True loyalty comes from understanding of needs, respecting of customers, good customer's experience which make them come back again and offering relevant products. Relevant products or services mean that consumers find them useful based on their lifestyle and values.

Openness as other crucial factor means honesty. Honesty creates positive long-term relationships between the customers and company. For example company Dove and company Olay pointed out the imperfection in woman's body. They showed imperfect models in their commercials to show the customers that nobody is perfect and that everybody might be honest. As a result, step like that enhanced the brand's performance.

Probably the most questionable is empathy. A company should be able to answer the question if the brand understands how the customers feel. Answer results from products and services. For example the products are made ethically or the customer's values correspond with the values of the company. New companies should take these values in

consideration because it is easier to start with these values rather than change them later on. (Kestenbaum, 2016)

3 NET PROMOTER SCORE (NPS)

Net promoter score allows a company to make a survey about customer experience and predicts the business growth. (Reichheld, 2017) The basic NPS question “On a scale of zero to 10, with 10 being highest, what’s the likelihood that you would recommend us (our company) to a friend or colleague?” was created by Fred Reichheld and Bain&Company (Hyken, 2016). Regarding basic NPS question can help the company classify their customers into three groups and the NPS calculated afterwards.

Promoters are customers whose answer on the NPS question was 9 or 10 points. They are loyal customers who will keep purchasing and recommend the company to their friends and other people. When it comes to price they are less sensitive because they believe they get good value and they are more interested in new product offerings.

Passives evaluated the likelihood to recommend the company 7 or 8 points. Customers like that are satisfied with the company but also tempted by the competitive companies.

Detractors answered the question on the scale between 0 and 6 points. Detractors are unsatisfied customers who can spread negative word-of-mouth and discredit the company. Detractors are more price-sensitive. (Reichheld, 2017)

After classification of the customers the NPS is calculated as subtraction of percentage of promoters and percentage of detractors. (Hyken, 2016) The score gained is compared to the scores within the same industry and against direct and indirect competitors. The higher score than competitor’s the better and the company grows faster. Data for comparison are collected with the help of programs. One of these programs is Satmetrix which gives reliable and up-to-date set of Net Promoter Benchmarks. (Reinchheld, 2017)

3.1 Effectiveness of NPS

Based on the article “How Effective Is Net Promoter Score (NPS)?” there are several statements which argues about the effectiveness of NPS. (Hyken, 2016) Firstly there is importance of realization of a metric. Metric of NPS might seem important but more than which specific metric is chosen the company should focus on good score which correlates to customer loyalty.

The other issue is the system which will make a change in improvements of the company. The goal of such a system is to increase promoters and decrease or eliminate detractors.

Individual attention to promoter, passives and detractors should help the company understand why promoters answered 9 or 10, passives 7 or 8 and detractors from 0 to 6.

The company should concentrate on what the detractors do not like and why as a part of additional questions. The same should be done with the promoters - what they like and why, and passives – what they are passive about (product, service).

NPS acts as an indicator of relationships between the customer and the company. Thus, it is important to bear in mind when and where to ask the basic NPS question because the result should demonstrate the overall experience not recent one. For example if the customer has a recent negative experience he would rate the company differently.

NPS does not evaluate the individuals. It is used for evaluation of teams meaning company as such. The basic NPS question involved the likelihood to recommend the company and not an individual. When the company wants to rate their employees it should ask another question. (Hyken, 2016)

4 CUSTOMER CLASSIFICATION

Early classification of customers was based on age, gender, occupation, income. This classification was aimed on segmentation and realizing the different customer needs so the products were oriented on these different needs. However, the customers get realized that businesses are not always honest with them and that they should be more aware of product innovations, pricing, advertising etc. Realization like that led to new customer classification made by Gabriel and Lang who defined nine customer types.

Chooser is a customer who thinks rationally based on information about the product offered and financial options.

Communicator uses product as a mean of showing his status or taste.

Explorer is a kind of customer who likes exploring on the internet or in the shops even if he does not have an idea what to buy or if he needs to buy something.

Identity-seeker makes his social and personal identity based on what he buys.

Hedonistic consumer perceives the consumption as a fulfilment of needs regarding aesthetic pleasure.

Victim is the result of uneducated customer alternatively the customers who are not aware of choices. Victims might be customers who are disadvantaged because of their socio-economic situation.

Rebel consumes differently or less and uses product in new ways.

Activist wants the ethical consumption and insists on value-for-money approach. He stands against the corporate greed.

Citizen is aware of consumerism in a way of housing, healthcare, education.

Distinction mentioned above does not select the customers strictly. Customers might be hedonist today and activist tomorrow. According to Alan Aldridge this classification is assumed as underdeveloped. Aldridge also points out the similarities between the types, for example activist and rebel. But as an indicator of the customer this may be useful.

Classifications of customer are many and some of them were based on empirical research so we should be careful in their application. (Szmigin and Piacentini, 2015, 23-25)

5 MARKETING COMMUNICATION

Marketing communication so called promotion mix consists of advertising, sales promotion, public relations, direct marketing and personal selling. All of these tools support to communicate customer value and build customer relationships. (Kotler, Armstrong, 2014, 428 - 429) The purpose of marketing communication is to inform target audience and as a consequence encourage customer response in a positive way and increase purchasing. (The Chartered Institute of Marketing, 2009, 3)

Advertising is a form of promoted ideas, goods and service. (Kotler, Armstrong, 2014, 429) Advertising includes messages which are delivered via medium to targeted audience. This form of marketing communication is paid therefore the company has to allocate a budget for it. Even though it might be expensive the company has a control over the message delivered. Examples of advertising are TV or radio commercials, print publication or website.

Salespeople promote products to trade buyers for reselling. This form of marketing communication is called *personal selling* and it is sometimes included in direct marketing. Personal selling is sort of the tools which are adequate for selling of higher-end products because it requires effort to be sold.

Public relation (PR) is similar to advertising in the way it involves mass media but it is not paid. The positive of PR it can reach many potential customers but on the other hand the message might not be positive. The message of PR is not so easy to control in comparison to advertising therefore the press releases are made.

Sales promotion covers offering discounts to the buyers to encourage them in purchasing and as the result to increase the revenue of the company and attract new customers. Sales promotion includes percent-off deals, coupons, usage of exterior signs and in-store signage to get the customer attention.

The combination of aspects of sales promotion and personal selling appear in *direct marketing*. This tool is called “direct” because it is aimed to targeted customers. Direct marketing includes direct mails with special offers or calls to action which promote limited-time deals and new products.

Other marketing communication tool is *event sponsorship*. A company sponsors sports event, entertainment and non-profit events. A company usually places a booth to represent and give information about itself during the event. People can also receive samples,

brochures or leaflets of the company. The name of the company is mentioned during the event. (Kokemuller, 2017)

5.1 New model of marketing communications

As the consumers and age are changing the marketing communications strategies have to change as well. The wireless age requires new marketing communications model. The demands of closer relationships between customer and company put mass marketing in the background and more customer-focused marketing programs are developed. For example target videos are put on the Internet, on the specific websites and social networks of the target consumers. New communications technology enables easier way of communication between the companies and customers and communication tools like smartphones or iPads make an impact on new marketing communication models. (Kotler and Armstrong, 2014, 429)

Company Heinz, for example, launched its new limited-time ketchup via its brand's Facebook page only. Customers could get the information and buy the ketchup through that Facebook page only and it appeared in the shops after six weeks later on. The company did use no TV commercials and relied on the word-of-mouth only. This decision appeared as a right because the 825 000 Facebook followers spread the word quickly and Heinz added the ketchup to its standard lineup. (Kotler and Armstrong, 2014, 430)

Other proof of new marketing communications is eco-friendly company Method making household products. Method launched digital-only promotional campaign called "Clean happy". Method made a two-minute brand video instead of usage of media like TV or magazines and placed it on its Facebook page, YouTube and Twitter. The video was followed by additional clips focusing on individual Method products. As a result, Method benefited from word-of-mouth plus saved money from its budget. (Kotler and Armstrong, 2014, 430)

The prognosis of industry insiders is blending of traditional mass media and new media which are focused on target customer more. Nevertheless, the most important is to deliver and communicate the brand message and enhance the customer experience. (Kotler and Armstrong, 2014, 431)

5.2 Integrated marketing communications (IMC)

The marketing communication issue is how to deliver the clear message to the customers while using different marketing communication channels. Various marketing

communication channels can be helpful but on the other hand harmful too. Marketers have to find the right connection of these communication channels. Often companies struggle with the misunderstanding of message they want to deliver because mass-media advertisements proclaim one thing whereas an in-store promotion gives other information. Moreover, the company's website, Facebook page or its YouTube say something altogether different. (Kotler and Armstrong, 2014, 431) This issue brings me to the point how the marketers should integrate marketing communications channels and give the clear message to the customers.

5.2.1 POES channels

The new marketing communications framework differentiates four groups of media which are based on by whom the content is created, controlled and distributed. Integration across the POES channels can make the communications results better. These POES channels are paid media, owned media, earned media and shared media.

Paid media includes media which are paid for by the sponsor. Paid media are TV, radio, print which are of traditional media and paid search ads, mobile ads or e-mail marketing which belong to online and digital media.

Web sites, owned social media pages, corporate blogs, sales forces and events are called *owned media*. These promo channels are owned by the company which controls them.

Media which are not directly paid for or controlled by the marketer are *earned media*. Earned media includes PR media channels, for example blogs, online video sites, TV, newspapers.

Among the *shared media* are social media, blogs, viral channels and word-of-mouth. They are called "shared" because shared by consumers with other consumers.

Example of integrated POES channels was Old Spice campaign called "The Man Your Man Could Smell Like". This campaign integrated TV commercial which was posted to Old Spice Web sites and to its Facebook and YouTube. The commercial went viral via Facebook, Twitter and e-mails and in turn, Old Spice received media coverage from network TV and professional blog editorials. Consequently, the message of campaign went from paid across owned and shared media to earned media, thus the integration of marketing communications was covered. (Kotler and Armstrong, 2014, 432)

Dwight, the Chief Marketing Officer at Forrester, points out other aspects of integrated marketing communications in the Olenski's article "Integrated Marketing Communication

– Then and Now” (2012). He argues that communication via online world amplifies the message to the customers and makes the impact because of the word-of-mouth. Dwight adds that the company also learnt that marketing communication is about crossover of its channels, in other words the marketing communication channels integration. He assumes that that the communication between the company and customers is not about “bricks or clicks” but about “bricks *and* clicks”. (Olenski, 2012) Bricks and clicks is a business model which empowers doing business online and offline. Offline – “bricks” - means to do business in person, to have a building in which the store is located and online – “clicks” – supports purchasing via company’s website. Bricks and clicks business model runs vice versa. (Sheahan, 2017) Dwight also comments on importance of consistent experience across all of the touch points between the company and customers as an important element. (Olenski, 2012)

5.3 Marketing communication process

The process of marketing communication involves finding target audience and choosing of proper promotional program for obtaining the audience response. Marketers have to realize the divergence of customers thus the communication programs have to be developed for specific segments and individuals. Companies should consider how to reach its customers and how the customers can reach the company. That is the reason why marketers have to understand elements of the communication process in order to get that. (Kotler and Armstrong, 2014, 434)

5.3.1 Elements of marketing communication

Marketing communication process consists of nine elements. The two basic elements are *sender* and *receiver*. Between these two elements the communication is intermediated. Sender sends the *message* to the receiver and receiver gives the *feedback* to the sender. The sender should make a clear message consists of words and symbols which are easy to understand to the receiver. The process of putting an idea of a company into a symbolic form is called *encoding*. Example of encoding is a TV advertisement consists of words and sounds that represent the message. Such message is mediated via *media*. Media helps to move the message from the sender to the receiver. Receiver decodes the message. *Decoding* means that the receiver understands the message in some way. After decoding the receiver gives a *response*. Response expresses the reaction of the receivers and company can get valuable feedback from them. Feedback is communicated back to the

company (sender) so the company gets to know if its customers are satisfied or not. Furthermore, the company realizes what they should change. Last element of communication process is *noise* which is considered as an undesirable element because the intended message is understood differently and the receiver does not get the key points. (Kotler, Armstrong, 2014, 434 – 435)

5.4 Marketing mix – from 4Ps to 7Ps

Once the marketing strategy is set the company should realize what the 4Ps are and how they influence the demand for its product. The marketing mix consists of marketing tools that the company use to produce feedback from the customers that means what the customer wants are. The marketing tools are product, price, place and promotion. (Kotler, Armstrong, 2014, 76)

- *Product* should be something what the customer needs or wants. The company should realize that and develop a product based on that. The expectations should be met for now and for the future. A value of the product should be provided but it differentiates from a customer to customer. The product should give the customer what they want but has to be considered what it is before the product launching. (The Chartered Institute of Marketing, 2015, 5)
- *Price* should be competitive but not the lower in the market. The company still has to make a profit. When it comes to pricing the company should think about it from the customer's point of view. Price defines the company's position in relation to its competitors. The more expensive the product is the more quality should be provided to the customers because they will expect that. The company has to realize that new customers are more sensitive about price than the already existing. (The Chartered Institute of Marketing, 2015, 6)
- *Place* must be convenient for the customer which relates to brick-and-mortar operations and e-commerce. The company website is a place where customer interacts with the company thus the emphasis should be put on that. Then the company has to bear in mind how the product will be delivered to the customer which includes a third party. The company website should be optimised for mobile phones as it is a purchasing channel too. (The Chartered Institute of Marketing, 2015, 6)
- *Promotion* is based on communication and what's on offer. Good promotion is appealing and gives the customer a clear message so the customer will choose the

product from the particular company. Benefits support the customer's choice too. The company should explore new channels and do not stuck with a traditional print ads etc. The goal is to advertise where the target customers are. Promotion means also communication with the employees. They have to know the value and attributes of the product they sell so they can pass on the knowledge to the customers. (The Chartered Institute of Marketing, 2015, 7)

- *People* are the other component of marketing mix. Staff members affect customer satisfaction in a way that they cannot be separated from the product or service offered. Staff of the company should be trained, motivated and everybody should suit the role because people are the ones who represents the company's name. (The Chartered Institute of Marketing, 2015, 8)
- *Process* of delivering the product or service and behaviour of people who deliver that is a part of marketing mix and affects customer satisfaction because customers are not interested in how the business works but if the system works properly. On the other hand, the customers want to know from who they buy the product thus the first impression on the customer is the key. The company should ensure the process from the first encounter to purchase. The factors might be waiting time, well-informed customers, if the websites is suitable for any devices or if the members of the staff are helpful to customers. (The Chartered Institute of Marketing, 2015, 8)
- *Physical evidence* demonstrates what the customer buys in terms that the customer can see what he is buying. For ex. the clear website homepage or nice reception might make a good impression and reassure the customer that the company is good for him. The physical evidence should meet the customer's assumptions. For ex. the bank services should be in formal way and an entertainment company should adopt an informal approach. Other possibility how to improve physical evidence is to ask for the customer's feedback and create testimonials afterwards so the potential customer can be more confident about the product or service offered. Such a testimony should be more credible because it comes from the real customers and not from the company. (The Chartered Institute of Marketing, 2015, 9)

6 BENCHMARKING

Benchmarking is understood as a process of comparison with other similar companies which should help the company improve its own activities. (Friedel, 2016) Branches of benchmarking can be classified into goods, services, processes and functions. Main objective of benchmarking is to compare these components with the components of competitors and improve these separate components. In addition, benchmarking can be used within the own company and its subsidiaries. (Tomek and Vávrová, 2007, 150-151)

6.1 Types of Benchmarking

6.1.1 According to the compared partners

Internal or external types of benchmarking are known. Internal benchmarking deals with the company strengths and weaknesses. As a result, company can realize what should be improved. When it comes to the external benchmarking, the process of that is being done if the company would like to compare its own business with others. (Tomek and Vávrová, 2007, 150-151)

6.1.2 According to the objects

As was already mentioned, benchmarking deals with goods, services, processes and functions. Benchmarking can be also aimed on the customer where the main objectives are expectation and satisfaction of the customer.

When the objects are goods and services, an analysis of organization and decision making is done. Benchmarking aimed on process deals with quality of the individual process. Benchmarking focused on the function analyses organization, decision making and further examination of specific components. (Tomek and Vávrová, 2007, 151)

6.2 How to use benchmarking

Among the four stages of benchmarking are organization and planning, data collection, analysis and implementation. Firstly, the company has to decide what the concept and criteria of elaboration will be. Next step is to make a team who will be doing the research. Finally, the company has to choose a partner for comparison of our company. Then, an analysis of the data collected can begin. The analysis deals with the contrast of the constituents and should suggest improvement. After completion of all of these four stages the plan of activities is set and put into practice. (Tomek and Vávrová, 2007, 151-152)

II. ANALYSIS

7 BAR, KTERÝ NEEEXISTUJE – COMPANY PROFILE

Bar, který neexistuje (BKN) is the limited liability company based in Brno, the Czech Republic. The company was established in 2012. (Justice, 2017)

7.1 History and establishment

Before the establishment of BKN, the founders Adrej Vališ and Jan Vlachynský had a different business experience. First attempted business was “Turbomošty”. Turbomošty were stands selling a hot drink Turbomošt at Christmas markets in Brno in 2009. Turbomošty stands continued during the years 2010 and 2011. In 2011 five Turbomošt stands were established. Adrej Vališ and Jan Vlachynský have decided to set up a bar and use a gained experience. Decision to open a bar led to analysis of a bar market in the USA. Focusing on the interior, product and service allowed the founders both basic and important aspects for setting up a bar. BKN was launched in 2012. (Vališ and Vlachynský 2014)

In 2013 BKN won the 6th place in a Czech Bar Awards competition in a category of the best cocktail bar. (Zprávy Gastro, 2013) Czech Bar Awards award the best Czech bars, cafés and clubs since 2008. The committee is composed from Czech and foreign personages from gastronomical field. (Bar Awards, 2016)

Based on the statistics from the first year the customers of BKN were willing to try new non-classical drinks (signatures) which led to the usage of more fantasy in a new menu of BKN. The company received a feedback via e-mail and messages both praised and critical. The bar is non-smoking however feedback showed customers do not mind as much as the owners thought they would. (Bar, Který Neexistuje, 2013)

7.2 Basic information about the company

BKN is located in Brno city centre in Dvořákova 1. Its customers can reach it by walking distance from the tram stations close by. (Bar, Který Neexistuje, 2017) Specific corner location of the bar works as a funnel and customers reach it from two different streets. Clubs in proximity make a crucial part, too. (Vališ and Vlachynský, 2014) Opening hours of the company differentiate based on a day. BKN opens at 5 p.m. every day and closes at 2 a.m. on Monday and Tuesday, on Wednesday and Thursday at 3 a.m., on Friday and Saturday at 4 a.m. and on Sunday at 2 p.m. The highest attendance is between 9 and 10 p.m. Reservation is possible and recommended based on the customer’s experience. BKN also has an allotment during the spring and summer. Parking is available on the adjacent

streets. BKN accepts payments in cash and by credit card. The company is particular about dressy attire. (Bar, Který Neexistuje, 2017)

7.3 Name and philosophy of the company

The name “Bar, který neexistuje” (Bar which does not exist) appears as a nonsense. However, the name was created as a part of a Facebook campaign before launching the bar itself. After the opening the name remained. (Vališ and Vlachynský, 2014) Another reason for the name BKN is a connection to the prohibition era. (Zprávy Gastro, 2013)

“We have to make the customer happy even if it would have meant he would be drinking just water all night long.” (Vlachynský, 2017) The philosophy of the company is to make the customer happier than before his arrival. Emphasis on the customer is at the first place. The company sympathizes with the feelings of the customer thus the employees need to be happy to do their job. Emphasis on the customer is recognizable from the very first moment when a customer enters the bar. Ensuring the first good impression a doorman helps the entering customer and welcomes him in the bar. (Vališ and Vlachynský, 2014) Surroundings and drinks are secondary and they are considered as a background which is variable. The main goal is hospitality. The bartenders are psychologists rather than bartenders. They should be able to estimate the situation and the customer. (Vlachynský, 2017)

At the beginning it was difficult to find the right people for work in BKN after campaign released because many applicants seek out the job at new place but not so many of them satisfied the demands of the owners. Being the employee of BKN does not mean to be a certificated bartender. The main demand is to be hospitable and customer oriented. After the training even the unexperienced ones can be better and better. (Vlachynský, 2017)

8 MARKETING MIX - 7PS IN BKN

As was already explained in theoretical part the company should realize its 7Ps as the key elements of its business. Marketing tools (7Ps) are the constituents which differentiate the business from another one. The feedback from the customer on 7Ps gives valuable information on what should be improved or changed completely if possible.

8.1 Product and price

The products of BKN are quite different than products offered in a bar usually. The most of the products are made by BKN staff and management, meaning they invented them. The following information about the products is from the BKN menu.

BKN offers its signature drinks. The signatures were invented by staff who experimented with ingredients and flavours. The price of signatures ranges from 135 CZK to 165 CZK. The cheapest is for 90 CZK. Other drinks are bottled drinks which are served at allotment or “to go” only. The price of bottled drinks is 90 or 110 CZK. BKN also offers wine, beer, home-made lemonade, coffee and non-alcoholic drinks. “Flights” count among the experimental drinks. The price of Flights ranges between 160 CZK and 220 CZK. According to the one of the owners of BKN, Jan Vlachynský (Vlachynský, 2017), BKN also specializes in new alcohol released. Bottles of such alcohol are organized based on the price on the shelves.

BKN offers some food, too. Among the food offer are burgers which are from fresh meat and home-made burger. It is possible to order the burger with fries or salad. Interesting solution when a customer is not so hungry but still would like to eat something small is “Slider”. Slider is smaller burger and costs 65 CZK. From time to time BKN offers a special burger. Customers can get information from the members of staff. The price of burgers ranges between 120 CZK and 180 CZK.

8.2 Place

BKN is situated in the city centre. Therefore, the attendance of the customers might be probably higher than in suburbs due to the larger amount of people. Its customers can reach BKN easily from the stops. The style of music in BKN is jazz mostly. The bar has 2 floors and allotment during the spring and summer.

8.3 Promotion

Promotion of BKN is supported by social media mostly. The company keeps in touch with its customer via Facebook page and Instagram. BKN websites are very the same as in the beginning. It is a blog rather than websites designed by a professional. The blog is not up-to-date. The word-of-mouth is probably the most working tool.

8.4 People and process

People and process go hand in hand in the case of BKN. BKN is particular about the communication with its customers. BKN employees communicate with the customer in a professional way and, as a result, form the company's brand. The members of staff are trained to give the customer the right information about the product and, furthermore, service they deliver is about hospitality and understanding of the particular customer. BKN customers can watch the process of making the drinks at the bar on the first floor.

8.5 Physical evidence

BKN menu is unique. The menu changes from 3 to 4 times per year. It has nice and attentive design. The type of current menu is a magazine in which customers can find stories about the employees. As a result, the relationship between the customer and staff is stronger. The customer can take the menu home.

9 QUESTIONNAIRE ANALYSIS

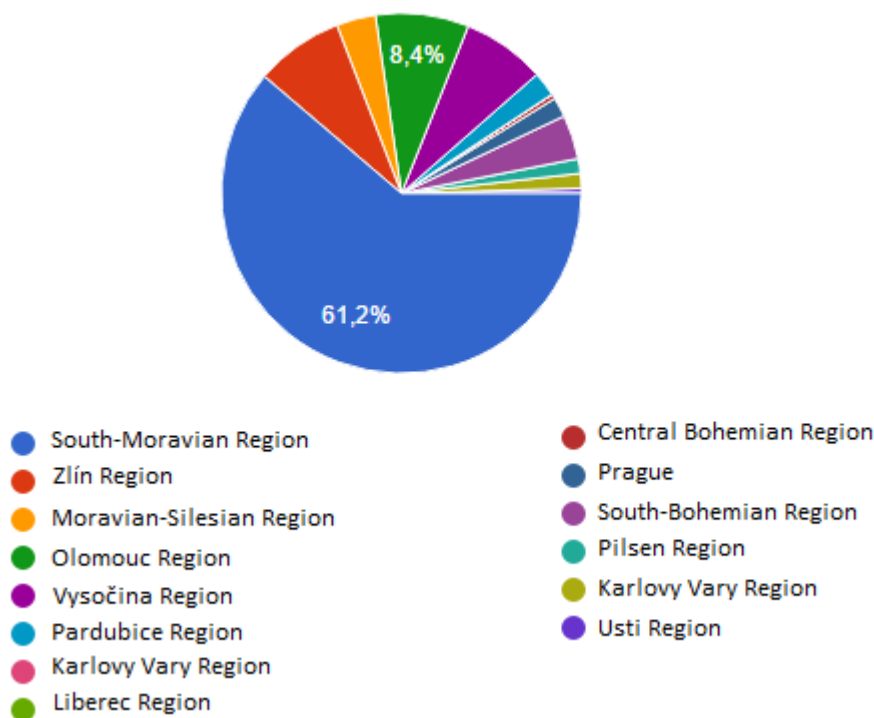
A questionnaire was used as a tool for the analysis of a customer satisfaction of BKN. 227 respondents answered the questions. The questionnaire was distributed online.

The aim of the questionnaire is to find out the weak spots of the customer service and product offered. The questionnaire was designed to improve the customer satisfaction so the customers made a suggestion how to improve the service of BKN.

9.1 Sample of respondents

Regions

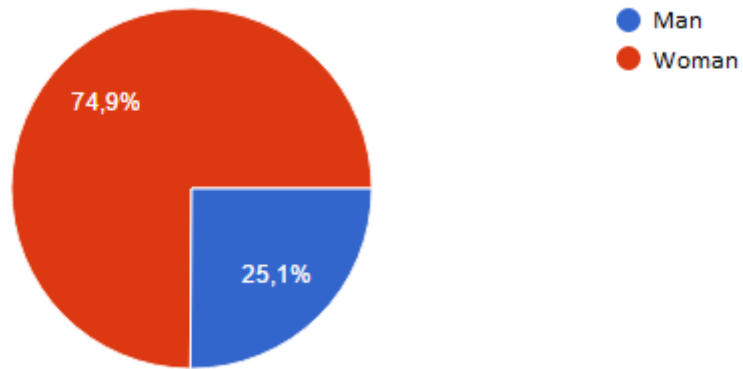
The questionnaire was distributed online on Facebook groups where inhabitants of Brno or Brno surroundings mainly are. All together 227 were collected from March 5 to March 30, 2017. 61,2% of respondents came from South-Moravian region. Second most represented group of respondents came from Olomouc region (8,4%), third group was from Zlín region (7,9%), fourth group was from Vysočina region (7,5%). The rest of the regions had lower representation.



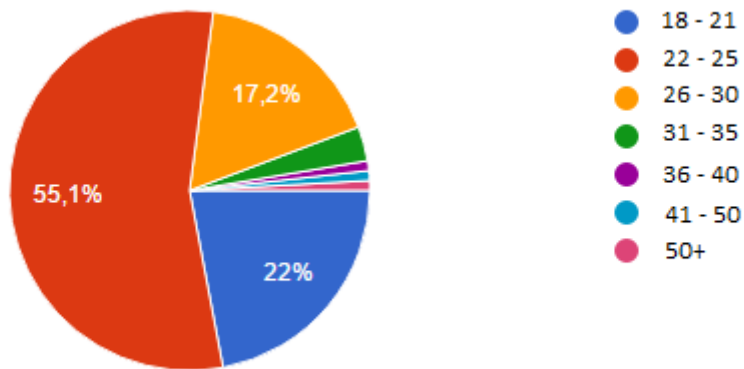
Graph 1: Regions

Gender, age, social status

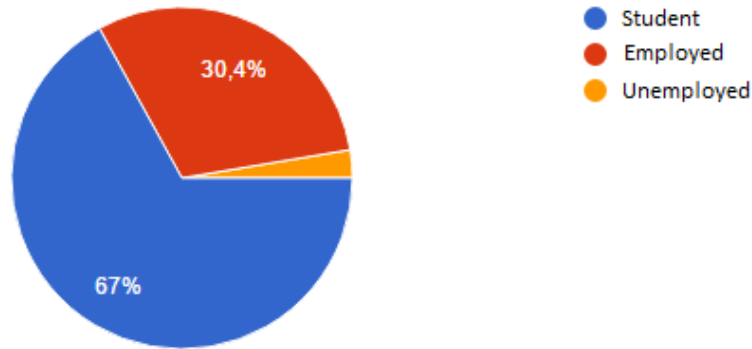
Out of the 227 responses, 170 respondents were women (74,9%) and 57 were men (25,1%). 125 respondents (55,1%) were between 22 and 25 years old, 50 respondents (22%) were between 18 and 21 years old and 39 respondents (17,2%) were between 26 and 30 years old. These three groups were represented mostly. 152 respondents (67%) were students, 69 respondents (30,4%) were employed and 6 respondents (2,6%) were unemployed.



Graph 2: Gender



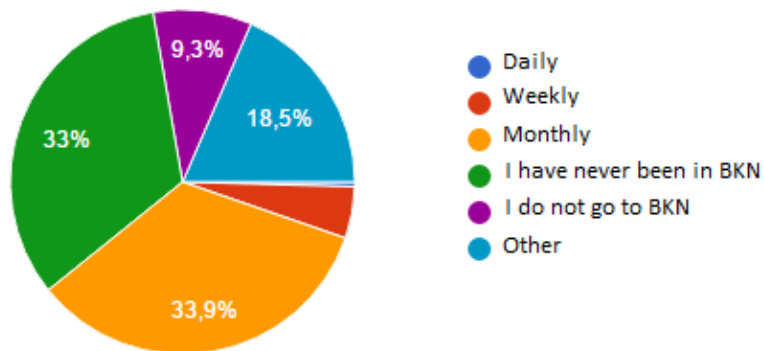
Graph 3: Age



Graph 4: Social status

9.2 Attendance of BKN

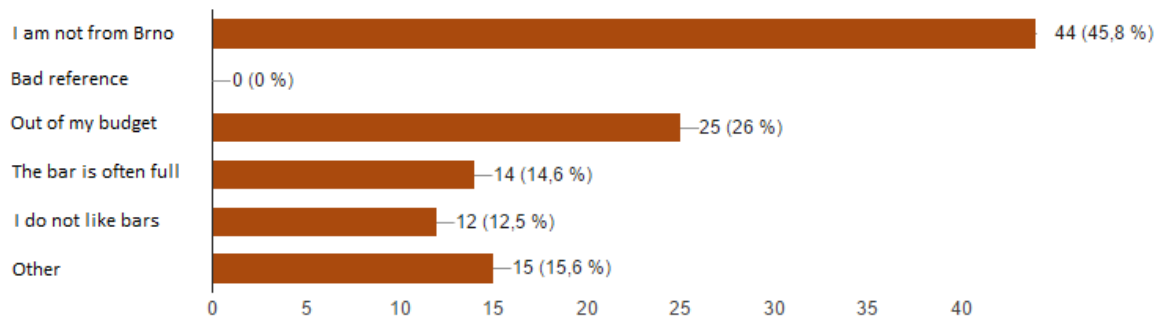
Based on the question “How often do you visit BKN” 77 respondents which is 33,9% go to BKN once a month. The second most represented group consists of 75 people (33%) who have not been there yet. 42 respondents (18,5%) chose “Other”. Respondents who chose “Other” stated they visited BKN only few times per year or go there very occasionally. One respondent answered he visited BKN as a reward. 21 respondents (9,3%) do not go to BKN. 11 respondents (4,8%) go to BKN every week and 1 respondent (0,4%) goes there every day.



Graph 5: Attendance of BKN

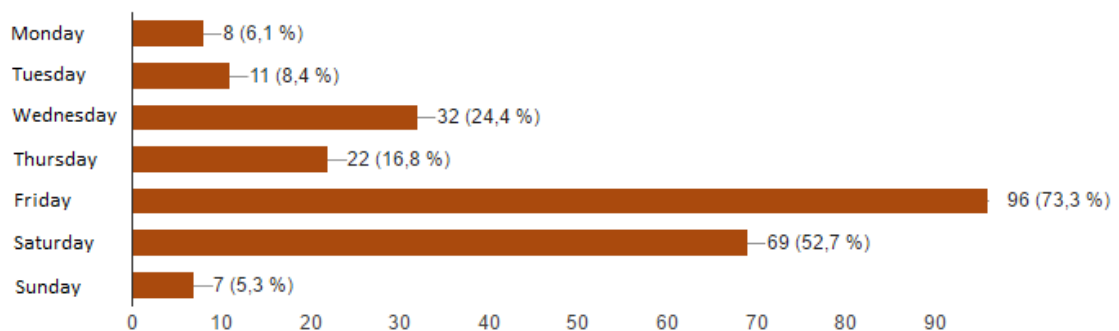
The reason of why some of the respondents do not go to BKN is that they are not from Brno (44 respondents, 45,8%) or because people assume it is too expensive for them (25 respondents, 26%). Other reason for not going to BKN is that it is full up (14 respondents, 14,6%) or respondents do not like bars in general (12 respondents, 12,5%). The rest 15 respondents (15%) chose “Other”. After analysis of their responses more deeply the reasons are they have not had the opportunity or time to go to BKN (9 respondents). 5 respondents answered they have not heard about BKN yet but only 2 of them were from

South Moravian region. 1 respondent answered “because it does not exist.” He was from Olomouc region thus he probably does not know BKN.



Graph 6: Reasons why people do not go to BKN

Among the most favourite days when customers go to BKN are Fridays, Saturdays and Wednesdays. These results are self-evident because during the weekend many people go out. Wednesday is also favourite because students go out. There are 5 universities, 8 colleges and University of Defence in Brno. (Brno, 2017) According to brno.cz website there were 74 133 students in Brno during the academic year 2015/2016. (Brno, 2017)



Graph 7: Attendance of BKN – days

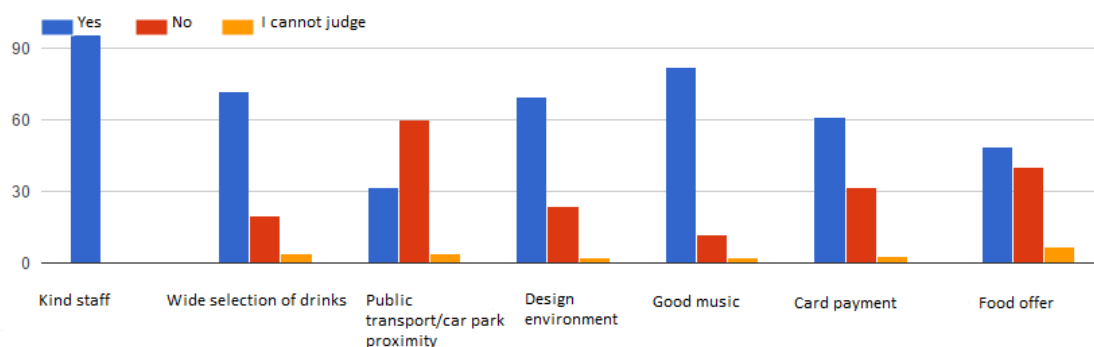
9.3 Assumption of ideal bar

96 respondents who answered they have not been in BKN or just do not go there were asked to answer the question “What do you expect from the ideal bar?”. The factors were following:

- Kind staff
- Wide selection of drinks
- Proximity from public transport stops or car park
- Design environment
- Good music

- Card payment
- Food offer

The respondents had options “yes”, “no”, “cannot judge”. The most visible rating was in “Kind staff” component where all 96 respondents answered yes. Wide selection of drinks was rated with the 72 “yes” answers. Other important component is good music where 82 respondents answered it is important for them. 70 respondents assume design environment as important. When it comes to the possibility of card payment 61 respondents answered it is important for them. 49 respondents appreciate the food offer, 40 respondents do not mind if the food is missing and 7 cannot judge. Consequently, it gives the overview that the food offer in a bar is not so needed, nevertheless, to have a food offer might be a plus for some customers. The main components should be drinks as 72 respondents out of 96 determined as crucial.



Graph 8: Expectations of the ideal bar

Another task was open question “What other do you expect from the ideal bar?”. The question was optional. Interesting point of view was cooperation with a restaurant or pizzeria, meaning customers of a bar would have option of food delivery to a bar and they would have possibility of special offer as it would be dealt between the bar and restaurant or pizzeria. Also the idea of thematic events, concerts and DJs appeared in the answers. Wi-Fi for the customers was other suggestion which is very common in the restaurants these days. On the other hand, it would mean longer visit of the customers without orders while they are busy on their phones. Other answers were good beer, to have privacy, value/price relationship.

9.4 Preferences regarding the customer service

All respondents (227) were asked to rate the factors of the question which examines customer service demands. The factors were following:

- Kind staff
- Professional attitude
- Waiting time
- Willingness to help with the choice of drink
- Interest in customers

In the bar graph, the most important component was “Kind staff” where 145 respondents chose answer “very important” which means that customer service is represented by the customer approach. The probability of not coming again to a bar or restaurant with unkind staff is almost certain. Factor “Waiting time” showed that 111 respondents assume that as important. 106 respondents also considered the factor “Willingness to help with the choice of drink” as an important. “Professional attitude” and “Interest in customers” seem as similar factors of customer service. 97 respondents answered that professional attitude is important for them, 78 respondents answered “very important”. “Interest in customer” showed that 93 respondents considered this factor as very important and 88 as important.

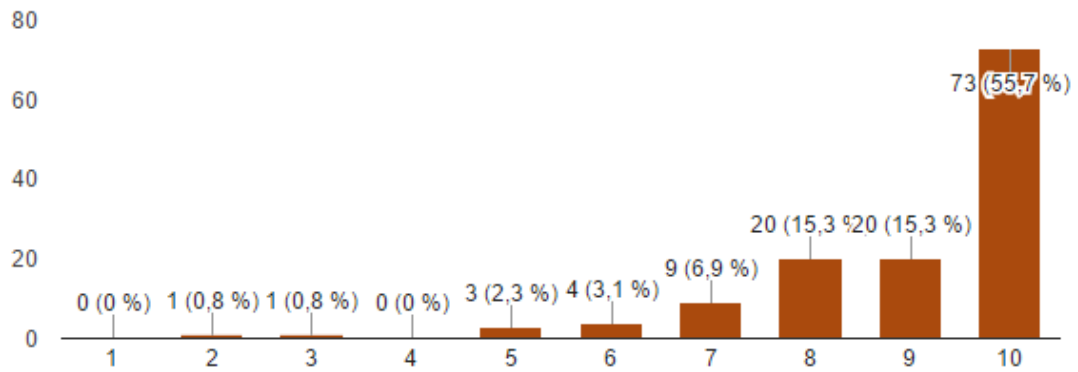
Rate following factors:



Graph 9: Customer’s preferences

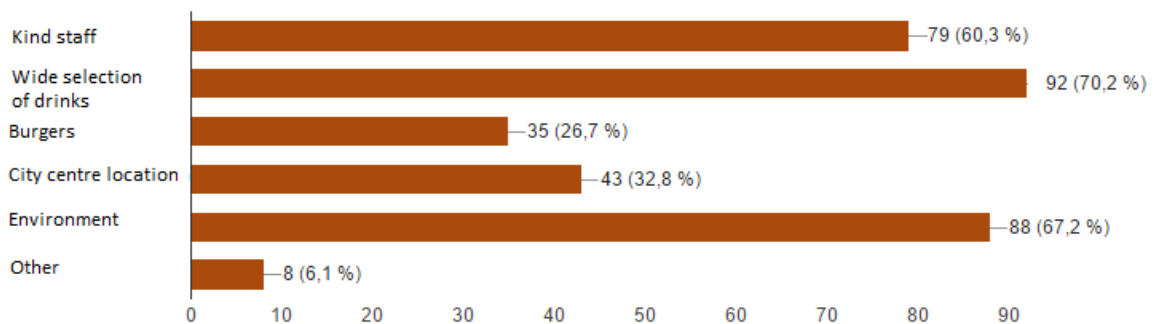
9.5 NPS and why customers go to BKN

According to the NPS question “On a scale of 1 to 10, with 10 being highest, what’s the likelihood that you would recommend BKN to your friend?” Based on these results the most of the BKN customers answered 10 or 9 which demonstrates 71% of BKN customers are promoters. Giving the 22,2%, second most represented group of customers is passives. 6,8% of respondents are detractors.



Graph 10: NPS of BKN

From the question “Why do you go to BKN?” where respondents could choose more than 1 option the results showed that 92 answers (70,2%) are behind the factor “Wide selection of drinks”. Other two most rated factors are “Pleasant environment” and “Kind staff”. 67,2% chose “Pleasant environment” and 60,3% chose “Kind staff”. Factors like “City centre location” and “Burgers” were not so common. Among the “Other” answers people stressed the atmosphere of the place and nice choice of music (3 respondents). The rest referred to good recommendation, originality of the place, soup for free before the closing time, staff knowledge of the drinks and ordering of a drink on request (5 respondents).

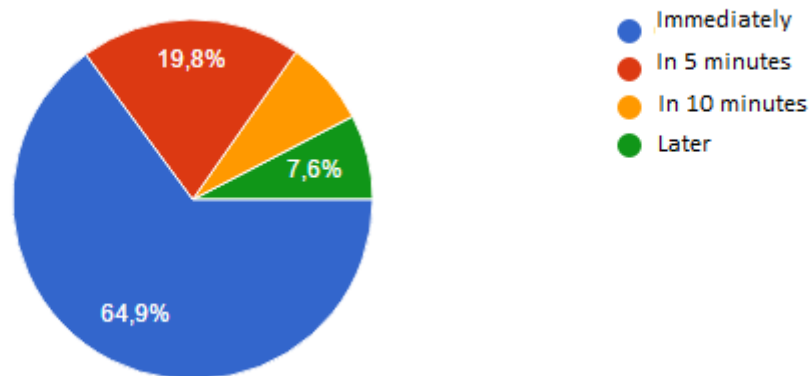


Graph 11: Attendance’s factors

9.6 Service

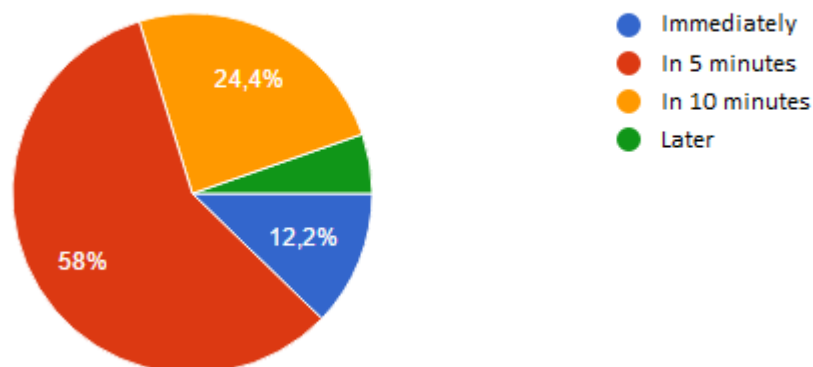
Based on the questions about the waiting time the respondents were seated immediately in 64,9%. The second group consists of respondents who were seated in 5 minutes (19,8%). 7,6% or respondents were seated in 10 minutes and 7,6% later on. These

numbers show that when a customer comes to BKN he is seated almost immediately. The crucial factor might be if he comes in the busy days (Wednesday, Friday and Saturday). Then the customer might wait longer to be seated. As a compensation for this the BKN customers get water from the staff for free and are seated as soon as possible.

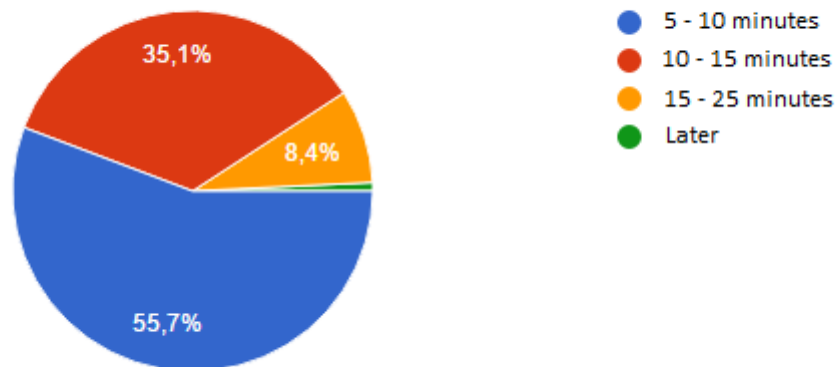


Graph 12: Waiting time for seats

Taking orders from the customers in BKN is in 5 minutes (58%), in 10 minutes (24.4%), immediately (12.2%) and later on (5.3%). Receiving the order is between 5 and 10 minutes in 55.7% and between 10 and 15 minutes in 35.1%. Lower representation 8.4% is between 15 and 25 minutes. One respondent answered “later on”. From these numbers receiving the order between 5 and 15 minutes is represented mostly. If the customer wants more time-consuming order it will take more time to be prepared and served, logically.

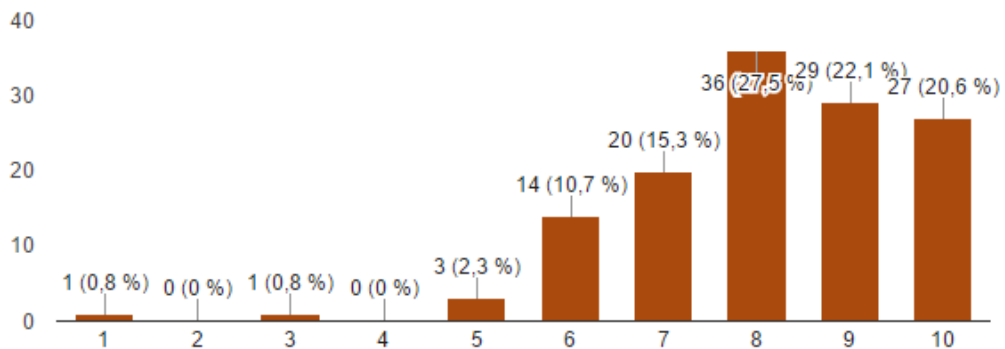


Graph 13: Taking orders

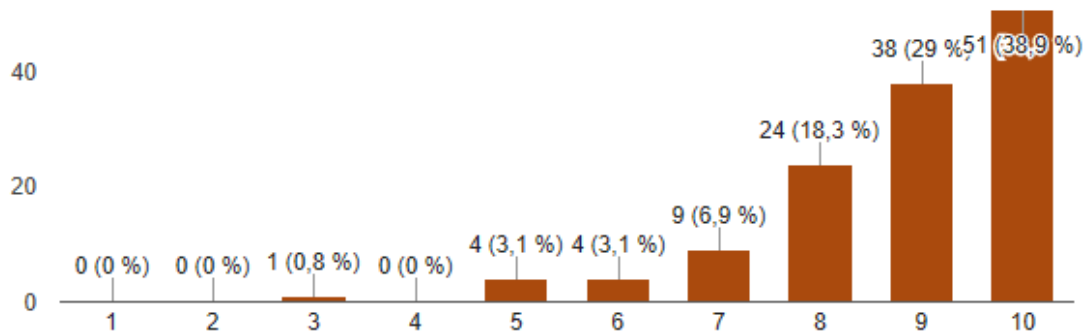


Graph 14: Receiving orders

Customer oriented approach is spotted also in the question about interest in the customers during their visit and satisfaction with the staff in total. As Graph 15 shows interest in customer was rated on a scale of 1 to 10. 27,5% of respondents chose 8. Other most chosen options were 9 and 10 with the similar representation of 22,1% and 20,6%. Satisfaction with staff in total was rated 10 in 38,9%. 9 and 8 were other most evaluated. 29% chose 9 and 18,3% chose 8. (Graph 16)



Graph 15: Staff interest in the customers

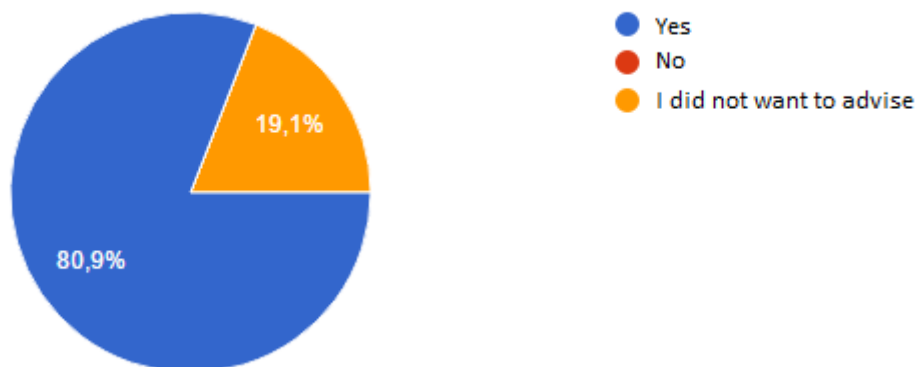


Graph 16: Satisfaction with staff in total

9.7 Product

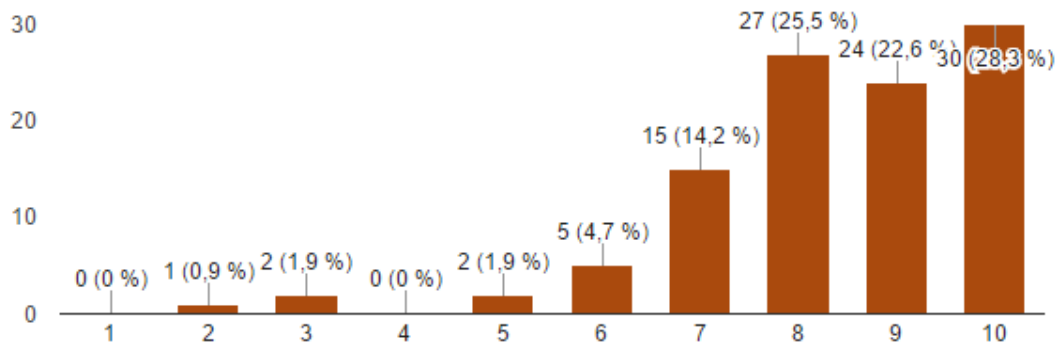
According to the BKN menu the bar offers a wide selection of drinks. Its specialty is signature drinks which are made in BKN according new ideas of the all BKN team. The questionnaire of this bachelor thesis was also aimed at the customer satisfaction with the drinks.

It is common that people go to BKN because they know the advice on the drinks is given. 80,9% of respondents answered that staff helped them with the choice of the drink and 19,1% of respondents did not want to advise. Nobody chose the “no” answer.

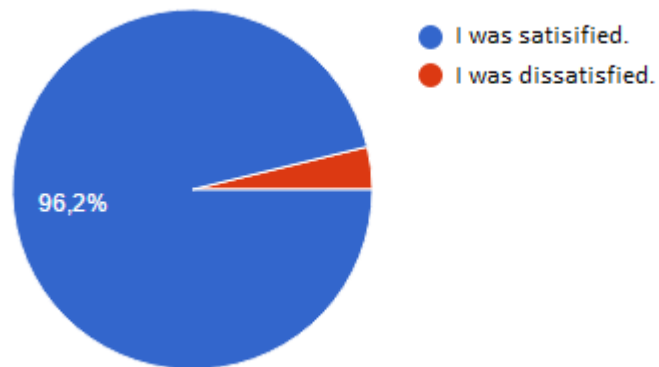


Graph 17: Advice on drinks

Recommended drink met the customer’s demands very often as respondents rated on the scale of 1 to 10 in the question “Was the recommended drink according to my idea?”. Out of the 106 answers, 96 respondents which is 90,6% were satisfied with the recommended drink on the scale of 7 to 10. Also the question about the satisfaction with the chosen drink gave the results that out of the 131 respondents 126 respondents (96,2%) answered “yes”.

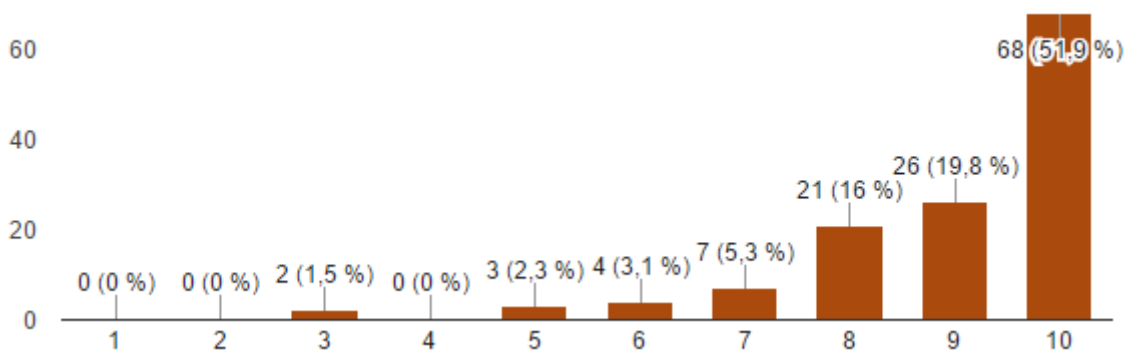


Graph 18: Customer satisfaction with the recommended drink

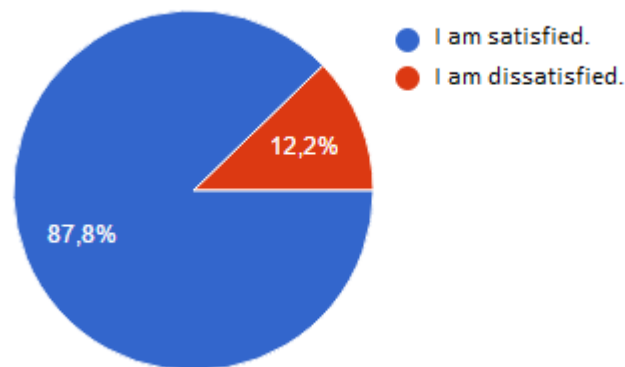


Graph 19: Customer satisfaction with the chosen drink

Other question refers to drink offers and if the customers finds out the offer sufficient. The most frequent evaluation was 10 (51,9%). Other two evaluations were 8 (16%) and 9 (19,8%). The price/value relationship was rated in 87,8% positively.

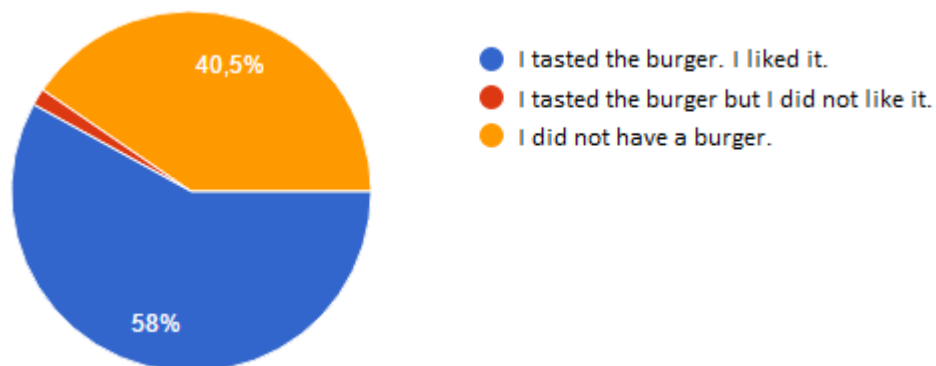


Graph 20: Drink offers



Graph 21: Price/Value relationship

BKN also offers burgers. In 58% the respondents were satisfied with them and they did not have a burger in 40,5%. 2 respondents chose the option “I tasted the burger but I did not like it.” In the following question they gave their reasons for that. They answered they did not like the taste of meat. According to BKN menu, the bar pays attention to the quality of meat for burgers. Meat is from mellow beef. However, the bar is a place focused on drinks rather than food which is visible sign of 40,5% of answers of respondents who have not had tasted a burger.

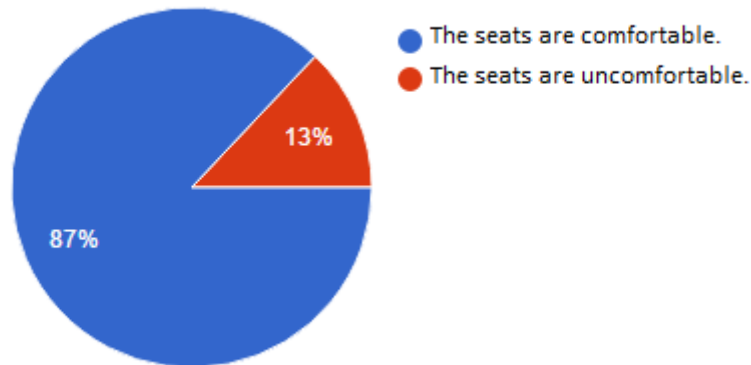


Graph 22: Burger evaluation

9.8 Environment

BKN is inspired by the bars in the USA. (Vališ and Vlachynský, 2014) Leather sofas, vitreous wall with the bottles sorted out according to price (the more expensive the higher shelf) and dressy attire of the staff speaks for itself. (Vlachynský, 2017) Convenience, non-smoking area, hygiene of the room and bathrooms were evaluated in the questionnaire as an important factor of a customer satisfaction.

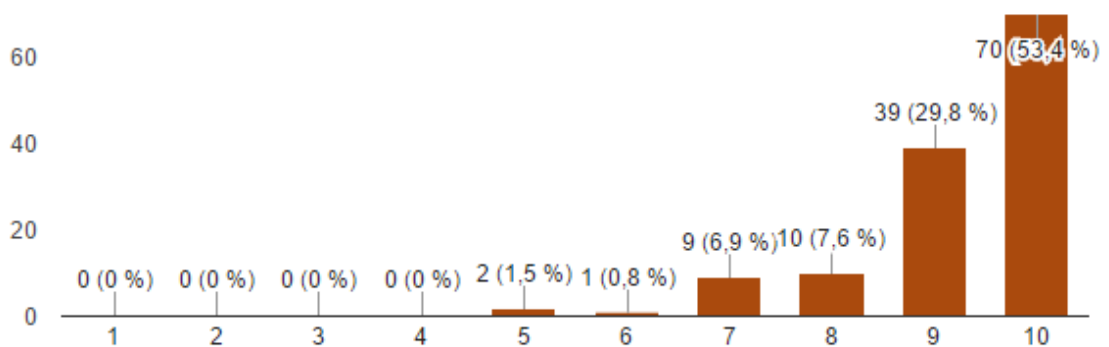
87 % of respondents answered that seats are comfortable. The rest might have been not satisfied because there are not the same seats in the whole area. There are sofas, bar stools, chairs and some of the bar tables are without the possibility of sitting.



Graph 23: Comfortable sitting

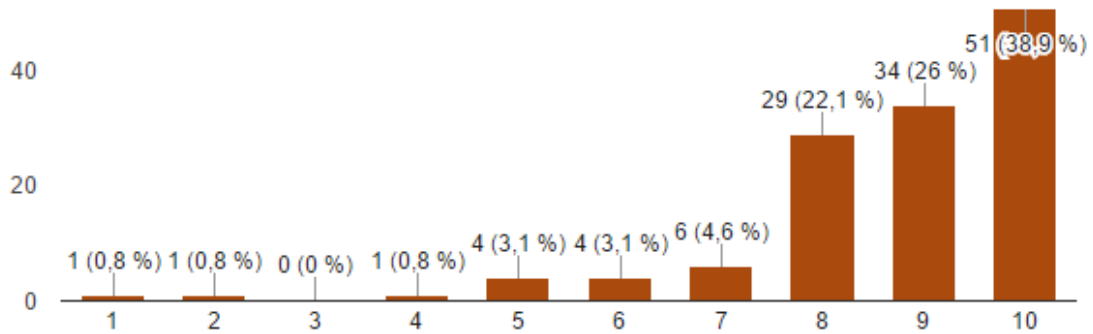
When it comes to hygiene, BKN turned out as a clean place. Majority of the respondents rated the tidiness very positively. 83,2 % of the respondents chose 10 (53,4%) or 9 (29,8%) on the scale of 1 to 10. Among the most common comments on the tidiness were that there is no problem with the tidiness, tables and seats are clean. The respondents pointed out that the drinks are served with the serviettes thus the tables are not sticky.

Nevertheless, a few negative responses were given, too. For example, one of the respondents stated that the table was messy because of the previous customers but on the other hand he said he does not blame members of staff for that. One respondent commented on smell from the kitchen in the first floor. He does not like that smell from the kitchen disguised the smell of the drink. In BKN there is an open kitchen so the customers can see how their food is prepared. On the other hand, the smell from the open kitchen is something what the customers have to count in and decide based on that.



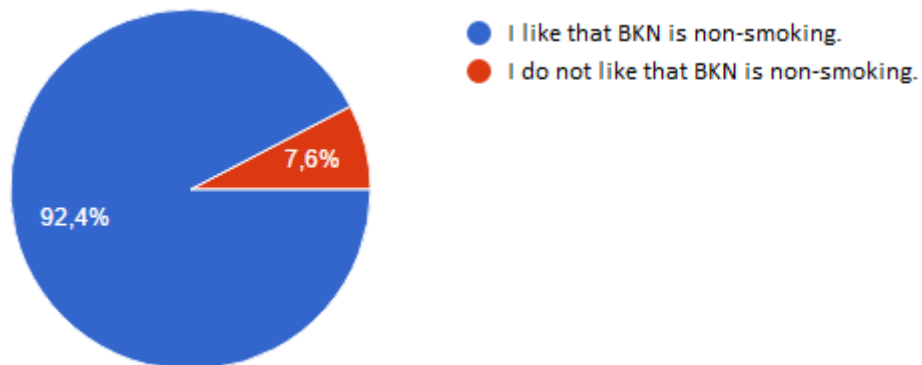
Graph 24: Tidiness (bar area)

Tidiness of the bathrooms were rated 10 (38,9%), 9 (26%) and 8 (22,1%) mostly. Among the negative comments was mentioned the lack of the toilet paper or paper towels in the late hours. This claim might be considered and improved by BKN management.



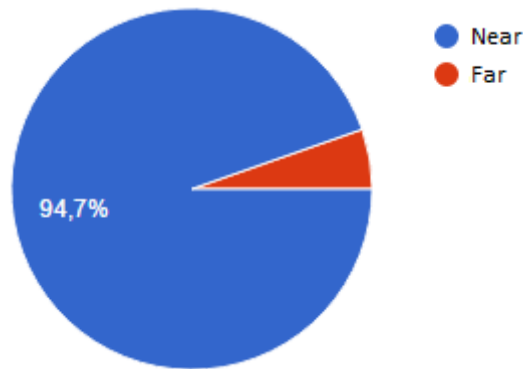
Graph 25: Tidiness in the bathroom

Controversy about smoking or non-smoking area was in 92,4 % rated as the customers like that BKN is non-smoking. However, the ashtrays are outside the bar for the smokers.

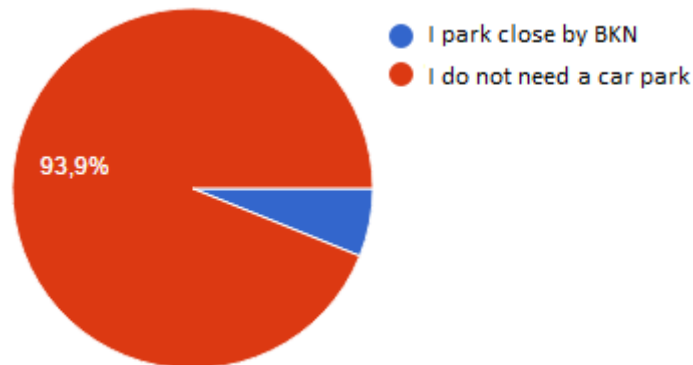


Graph 26: Non-smoking area

According to 94,7% of respondents the distance of BKN from the public transport stops is near. The location of BKN is in the city centre where many public transport stops are. The nearest stops are about 5 minutes from the bar. Only few customers (6,1%) answered they park in the proximity of BKN. The car park is not so needed because the customers of the bar drink alcohol usually.



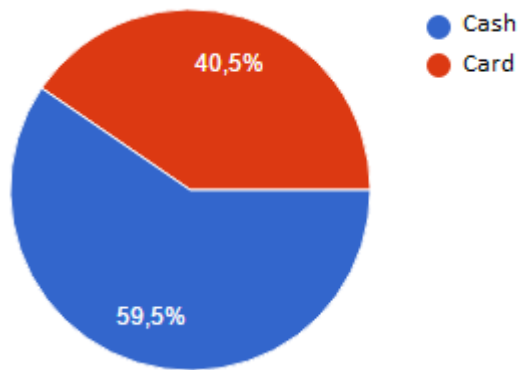
Graph 27: Proximity of public transport stops



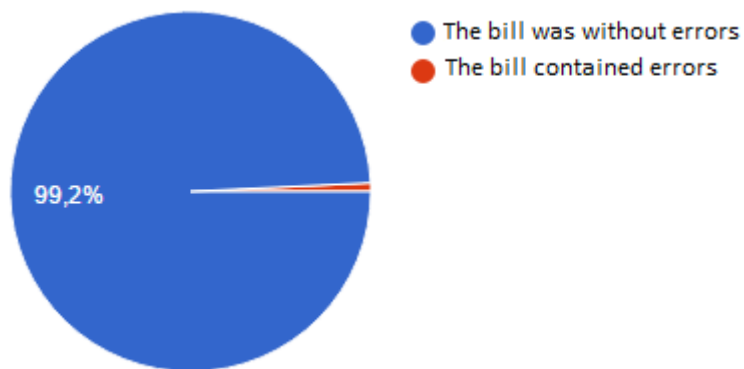
Graph 28: Parking

9.9 Payment and tips

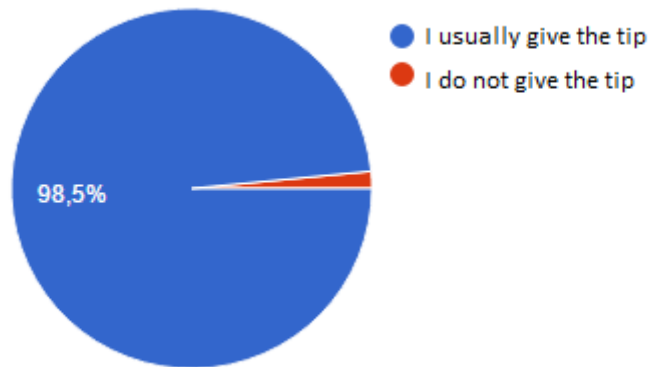
Customers may pay with cash or by card in BKN. (Bar, Který Neexistuje, 2017) From the responses of the questionnaire 59,5% pays with the cash and 40,5% pays by card. The bill was evaluated without errors in 99,2%. The delicate situation is about tips. Out of the 131 responses 129 respondents (98,5%) answered they give the tip mostly. In the question “What is the value of the tip?” respondents were asked to choose from 5 answers which were 10 – 20 CZK, 20 – 30 CZK, 30 – 40 CZK, 40 – 50 CZK and “Other”. In “Other” respondents had to specify their answers. The most frequent answer chosen by 28,7% of respondents was 20 – 30 CZK which might be perceived as a positive indicator. 24,8% chose 10 – 20 CZK and “Other” was the third most represented answer (23,3%). 16 respondents stated they usually give a 10% tip and 4 respondents try to give a tip ranging between 15% and 20%. 9 respondents answered that they give the tip depending on the staff behaviour. 1 respondent answered “more than 50 CZK”. 40 – 50 CZK option was chosen in 13,2% and 30 – 40 CZK in 10,1%.



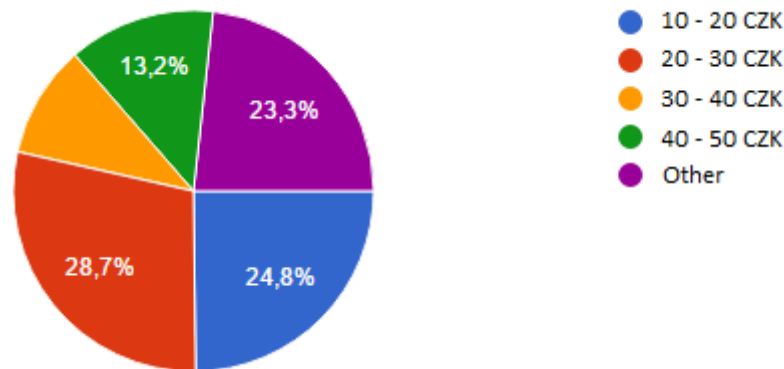
Graph 29: Payment possibility



Graph 30: Bill errors



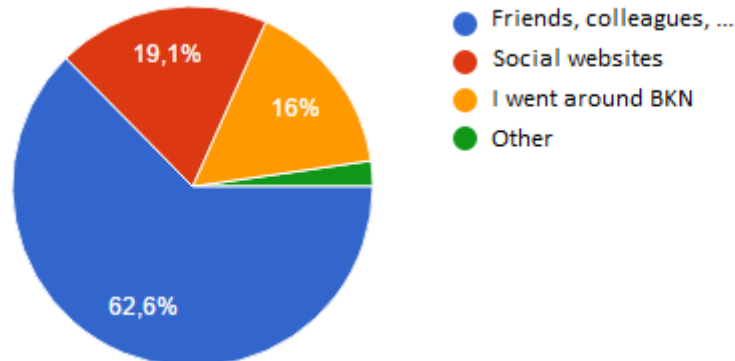
Graph 31: Tips



Graph 32: Value of the tip

9.10 Promotion and improvement suggestion from the customers

Crucial part of BKN promotion makes word-of-mouth strategy. 62,6 % of the respondents heard about the BKN from their friends or other people. The second most chosen option was social websites (19,1 %). 16 % of the respondents found out BKN just by walking around. 3 respondents answered “Other”. They answered it was said among people in Brno.



Graph 33: Promotion

In the open question “What would you suggest to improve?” the majority of the respondents answered “Nothing” or “I have no idea”. Nevertheless, some pertinent suggestions were raised. Respondents argued that BKN is overcrowded and staff should not let the customers come in if it means to wait in the second row on the bar. As the result, they suggested to enlarge the room. Other respondent came with the idea of launching other similar bar but he pointed out it should not make an impression of a posh place. Suggestion of broader food offers and the possibility to order a gluten-free burger were given. Respondents also appealed to higher price of the drinks and they suggested special offers. For example, give a special offer on 3 or 5 drinks every week. One respondent

pointed out that it was not possible to order a drink from the previous menu which he judges negatively. He added that some of the drinks from the previous menu were the best what BKN offered ever. Ideas of live music or events were common among the responses.

10 COMPETITION ANALYSIS

BKN is in the city centre where many other bars are located. Therefore, the competition of other bars is obvious and the management of BKN has to take that into consideration. For competition analysis of this bachelor thesis the bars up to 1km from BKN were chosen. The main factors for comparison were staff, drinks, environment, opening hours and location (accessibility from the public transport stops and if the bar is in the main street).

Similar elements of BKN (own drink creation and hospitality) can be found in two bars of the same owners. First bar is Super Panda Circus and is located in Šilingrovo náměstí street. According to reviews, Super Panda Circus is a mysterious bar where extravagance atmosphere goes hand in hand with unique drinks. As a plus, its customers can watch the bartenders while they are preparing their drinks because the bar is designed as a circus auditorium. The members of staff are willing to help with the choice of the drink. (Svoboda, 2017) In comparison with BKN it is more difficult to find the entrance to Super Panda Circus. Therefore, only specific group of people knew about this place from the beginning. On the other hand, the bar was not full all the time. The bar is tiny, designed for around 30 customers. As a result, the members of staff take care of the customers more intensively. The doorman welcomes the new coming guests and ushers them to the table. (Vališ and Vlachynský, 2014) The bar is open every day from 6 p.m. to 2 a.m.

The second bar of BKN owners is called 4Pokoje. The significant difference of 4Pokoje with the BKN and other bars is the 22 opening hours (from 7 a.m. to 5 a.m.). (4pokoje, 2017) Concept of 4Pokoje is unique because the place changes during the whole day. In the morning it is a place offering breakfasts then the customers can enjoy lunch. Afterwards it turns out into a bar and then a dive bar during the late night hours. (Svrdlinová, 2016) Among the reviews people referred to disorganized menu. (Pobořil, 2017) Moreover, the menu changes according to hour. The place is full during the evening hours according to reviews. (Bělková, 2017) From my point of view the members of staff are friendly and helpful when it comes to further clarification about the specific menu.

Shot Bar is a bar located in a walking distance of BKN. Therefore, if the BKN is full people might go to the Shot Bar. The specialty of Shot Bar is a rum and whiskey variety. (Shotbar, 2017) Reviewers also appreciate that the place is non-smoking. (Novák, 2016) Impossibility of paying by credit card might be seen as a con. (Tripadvisor, 2017) From my experience the employees seem as well coordinated team that makes a good impact on

the customer because the order is received almost immediately. Opening hours are from 5 p.m. to 2 a.m. (from Monday to Thursday), from 5 p.m. to 3 a.m. on Friday and from 5 p.m. to 2 a.m. on Saturday. The bar is closed on Sunday.

Runway Bar counts among the bars with the unique drinks according to the reviewers who like that the members of staff are helpful with the choice of drink. The bar is not located in the main street thus it is not full all the time and customers can enjoy serene atmosphere. (Blunárová, 2014) According to the menu the price of the cheaper cocktails is around 130 CZK or 140 CZK which is little bit less than in BKN. Opening hours of the bar are from 6 p.m. to 1 a.m. from Tuesday to Thursday, from 6 p.m. to approximately 2 a.m. The bar is closed on Sunday and Monday.

Rotor Bar is located in the same street as BKN. Customers of Rotor appreciate its coffee which is typical for this place. On the other hand Rotor Bar is smoking which some customers might not like. (Behal, 2012) The members of staff appear to be fast in service and very kind to the customers according to my point of view. The location of the bar is close to the tram station which might be considered as a plus. Opening hours are from 8 a.m. to midnight from Monday to Friday and from 6 p.m. to midnight on Saturday. The bar is closed on Sunday.

From the menu, the place of cheaper cocktails (around 100 CZK) and food offer is Aloha Bar. The bar is located close to BKN. Aloha Bar offers party cocktail bowls. One of the reviewers complained about small, low tables and steep stairs. (N., Monika, 2017) The place is typical for a larger group of young people who meet there before party. (K., Pavel 2016) As I see, the members of staff do not go to the first floor very often so the customers are not served so quickly as on the ground floor. Bar is open from midday to midnight on Mondays, Tuesdays and Thursdays, from 12 p.m. to 2 a.m. on Wednesdays and Fridays, from 6 p.m. to 2 a.m. on Saturdays. The bar is closed on Sunday.

Based on the menu of Sky Ice Bar, the bar is a place where its customers can enjoy SKYY VODKA and JÄGERMEISTER ice shots in -20°C in the ice room. Classic cocktails like Cosmopolitan, Sex on the Beach and others are served here and its price is lower (around 90 CZK). However, what I see as a negative is the place is loud and smoking. From my point of view the members of staff are polite and know how to give advice on drinks. On the other hand they are quite slow when it comes to taking order. The bar is open from 8 a.m. to 2 a.m., from Monday to Thursday, from 8 a.m. to 4 a.m. on Friday, from 9 a.m. to 4 a.m. on Saturday and from 9 a.m. to 2 a.m. on Sunday.

According to the menu of Malej Velkej Bar might be seen as a place with lower price of cocktails. Malej Velkej Bar offers party cocktail bowls. One of the reviews pointed out that the bar is tiny, therefore, its customers have to stand often. (Hanáková, 2015) From my own experience employees are attentive to the customers and take orders immediately. The bar is located close to the main street which gives advantage in terms of opportunity of more customers. Malej Velkej bar is open from 4 p.m. to 1 a.m. from Monday to Thursday, from 4 p.m. to 3 a.m. on Friday and from 6 p.m. to 3 a.m. on Saturday. The bar is closed on Sunday.

Spirit Bar is a stylish bar where its customers appreciate its drinks. Nevertheless, the bar is smoking. (Beneš, 2015) From my personal experience the members of Spirit Bar staff are kind and helpful with the choice of the drink. The location of Spirit Bar is not in the main street which might be seen as negative because not everyone can notice the bar. The bar is open from 5 p.m. to 1 a.m. on Monday, from 5 p.m. to 2 a.m. from Tuesday to Thursday, from 5 p.m. to 3 a.m. on Friday and Saturday. It is closed on Sunday.

In conclusion, these places have its pros and cons. In comparison to BKN many of them are smoking which might be viewed as positive or negative, depending on the customer. Shot Bar specializes in rums thus the customers who drinks rum more often would appreciate that. Younger people and students who often do not have enough money will probably go to the places where its drinks are cheaper (for instance Aloha Bar).

10.1 Benchmarking

In theoretical part was already explained how benchmarking can help the particular company with the improvement by comparison of similar factors. The main competitors of BKN were chosen according to the location (up to the 1km from BKN). The factors of comparison were staff, drinks, environment, opening hours and location. Points on the scale of 1 to 10 were given (1 – the least, 10 – the most) according to the reviews from Tripadvisor and Foursquare websites, plus from my own experience with the bars.

The following table shows the comparison of the bars with the points of each factors and sum:

Bar	Staff	Drinks	Environment	Opening hours	Location (accessibility)	Sum
BKN	9	10	8	9	10	47
Super Panda Circus	9	10	10	8	7	44
4 Pokoje	8	7	9	10	8	42
Shot Bar	10	9	9	8	10	46
Runway Bar	9	8	9	7	7	40
Rotor Bar	8	8	7	6	10	39
Aloha Bar	7	7	7	8	10	39
Sky Ice Bar	7	7	7	9	10	40
Malej Velkej Bar	8	8	7	8	10	41
Spirit Bar	8	9	9	8	8	42

Table 1: Benchmarking

Factors:

Staff – the evaluation of staff includes waiting time, if they give the advice on drinks, professional way of communication

Drinks – includes the variety of drinks, satisfaction with the drink, value/price relationship

Environment – includes design and music of particular bar, space and if the bar is smoking or non-smoking

Opening hours – from when till when the particular bar is open (available for the customers)

Location (accessibility) – deals with the fact that all of the bars are in the city centre but not all of them are near to the public transport stops or on the main street

From the table is obvious that BKN is placed on the first place with the total evaluation of 47 points. On the other hand, some of the individual components might be improved as they received less points than others.

Staff of BKN has 9 points but Shot Bar received 10 points. The members of Shot Bar staff are according to the reviews and personal experience more attentive to the customers. The reason might be that Shot bar is not so large as BKN and has less customers which leads to the higher interest in customers and time spent with them. Therefore, BKN might bear in mind reinforcement of staff.

Environment of BKN got 8 points which is less in comparison with Super Panda Circus (10 points) and Shot Bar (9 points). The advantage of Super Panda Circus is unique design of the place which is attentive to the customer because there is a story of „Dear traveller“ (customer) who visited the bar. The customer is welcomed by the doorman on the ground floor and the story begins and continues until the customer is ushered to the first floor where the main room is. Other bar with more points for environment is Shot Bar (9 points). The reason is that the place has cosy atmosphere and is not so much loud and overcrowded as BKN.

Opening hours BKN got 9 points. Only 4Pokoje got more points than BKN (10 points). 4Pokoje is open from 7 a.m. to 5 a.m. 4Pokoje is not just bar. It changes during the whole day and in the evening it is a bar, too.

Total evaluation shows that BKN got 47 points. On the second place is Shot Bar. Consequently, Shot Bar might be seen as a biggest rival of BKN.

11 IMPROVEMENT SUGGESTIONS

Based on the questionnaire and benchmarking there might be suggestions how to improve BKN services. These improvements should help BKN raise customer satisfaction and promote the bar. 6,8 % of detractors should be decreased, too. Covering the costs regarding the suggestions is described in the following chapter.

11.1 Events

Based on the open question about other suggestion special events which would focus on specific theme might be one of the solutions how to improve BKN. New drinks tasting and own drink making might be one of the interesting events.

The event might be focused on different types of alcohol thus the customers can choose the drink with their favourite one. Focusing on broader choice of alcohol might have resulted in stronger interest because more customers would be appealed. Therefore, the management should decide for how many people the event would be. The event might be for approximately 70 people inside of BKN. In the summer the allotment provides more space. As a result it could be for 90 people in total. There should be stands inside and outside for own drink making so the customers will not be waiting in the queue. Sufficient amount of staff should be provided. Event for approximately 90 people should be covered by 11 members of staff.

Promotion of this event should reach the potential customers. Notification on Facebook page of BKN should be displayed and also on other social networks. Leaflets on the tables or a notification on the first page of the menu in BKN might help promote the event as well. A photographer should be at the spot. A stand with props for taking photos might be supplied for the customers.

The event should take place on Friday or Saturday from 6 p.m. because more people would come probably. Organization of the event should be planned 3 months ahead because it might be difficult to create a proper menu. Threats of the event could be not enough customers to cover the costs, poor promotion or not enough alcohol and ingredients.

11.2 Environment

Among the responses of the questionnaire the enlargement of the room was suggested directly or indirectly. Respondents pointed out that the bar is often overcrowded. Some of the respondents proposed enlargement of the room.

Enlargement would not be probably possible because of the neighbouring buildings. There are other companies in these buildings. Still, the problem with the fullness of BKN during some days is evident. Moreover, BKN appears as a loud place according the benchmarking analysis in comparison with Shot Bar where more serene atmosphere is, plus the members of staff spend more time with the customer asking for his demands. Suggestion how to deal with that might be not letting the people come in if it leads to waiting and full bar. Revenue or satisfaction of incoming customers should be done without detriment to customer's comfort.

One respondent suggested launching other similar place like BKN. He added it should not be so posh like BKN might seem to some customers. The owners already launched two other bars which are Super Panda Circus and 4Pokoje.

11.3 Special drink offers

In the open question about the suggestion for BKN out of 131 respondents 10 people answered that the drinks are too expensive. Respondents added the suggestion of special offers on drinks.

There might be 3 special drinks of the week for lower price. The price might be around 110 CZK. Drinks should be made of both favourite and not so expensive alcohol. As a result, the lower price of such drinks might be set and customers who would like to come to BKN but do not have high income might be satisfied, too. Moreover, the drinks might be offered on the days when the attendance is lower which is according to the questionnaire on Sunday and Monday.

Promotion should be ensured via social networks, especially Instagram where the customers might post the photos of special drinks and, as a result, attract other potential customers for next time. BKN should post the photos with an interesting description of the drinks on Instagram, too. The description of flavours and alcohol used might be useful for promotion of these new special drinks.

Threats of the special offers might be lack of interest or not enough promotion. Other problem might be unavailable alcohol or other ingredients which are not so common and harder to get. BKN staff should be trained for making these special drinks properly. Organization of special offers on drinks should have been done in advance so the management would know what alcohol, ingredients, what amount and from where order that.

11.4 Food offer

58 % of respondents of the questionnaire of this bachelor thesis answered that they tasted and liked burgers of BKN. From this result it is obvious that customers appreciate some food offer even in a bar where people go for a drink mostly. Among the responses one of the customers suggested the possibility of gluten-free burgers. Also the suggestion on broader food offers was made.

Customers who came to BKN for a drink but they do not want to eat so much would appreciate the possibility of order something smaller than burger. Potato chips with a selection of dips might be the solution. Healthier offer might be salads for customers who prefer vegetable.

Pizza or pasta might be the answer for the customers who would like to eat more but do not fancy eating burgers. There might be two options. The first one might be to find a chef who knows how to make pizza and pasta properly and would be cooking right in BKN. Other option might be the cooperation with a food delivery. Residence of such business should be close to BKN. BKN should make a contract with the particular restaurant about special offers (for ex. 2+1 pizza for free) for BKN customers.

Restaurant and pizzeria La Strada might be one of the options. La Strada offers pizza and pasta, also as a gluten-free option. Its pizza is served as 33cm or 55cm option. The price for 33cm pizza ranges between 105 CZK and 195 CZK. The price for a 55cm pizza ranges from 295 CZK and 415 CZK. Surcharge for gluten-free 33cm pizza is 30 CZK. (La Strada, 2017) La Strada offers pasta from 149 CZK to 189 CZK. The restaurant offers gluten-free pasta for surcharge of 20 CZK. (La Strada, 2017) La Strada is located in Kounicova 53 which is 1,5 km from BKN. Therefore, there should not be so much complication with the transportation.

On the other hand, such cooperation might be risky because other party is included. Threats of the cooperation might be misunderstandings about orders, profit-sharing, transportation problems or early closing of the restaurant/pizzeria.

11.5 Mystery shopping

The mystery shopping might be useful for improvement of BKN service focusing on the members of staff. The observer (mystery shopper) should focus on how the members of staff behave to the customer and how they are fast with the order. Based on the questionnaire, only 64,9% of the respondents answered that the waiting time for seats is „immediately“ and taking orders is up to 5 minutes in 58%. Furthermore, benchmarking

showed that staff of BKN might be improved. Keeping the EET bills might be the solution. The amount of bills can reveal how many customers were in BKN at particular hour and based on that the number of employees might be suggested.

12 EXPENSES ON SUGGESTION IMPLEMENTATION

New suggestions implementation involves expenses, time for preparation and certain amount of people who help with the organization and promotion. The following ideas are estimation of these components based on the usual prices.

12.1 Drink tasting and drink making event

Costs for new drinks tasting and own drink making event for approximately 90 customers involve alcohol purchase as a second most expensive component of the budget. 1 bottle of alcohol (1 litre) should be around 400 CZK. 6 bottles of 1 type of alcohol should be used for 1 type of drink. There might be 4 types of drink. This means 24 bottles each for 400 CZK which makes 9 600 CZK in total. Other ingredients like spice, herbs and fruit should be around 2 000 CZK. Outside bar with the light rental is for 1 200 CZK, plus 800 CZK for installation and transportation. A photographer with a photo booth costs 4 500 CZK for 6 hours (first hour – 2 000 CZK, each hour – 500 CZK). 11 members of staff including 5 bartenders, 1 bartender assistant for preparation of ingredients, 4 waiters and 1 doorman would be needed. 1 person responsible for promotion of the event who posts the actualities on the BKN Facebook page and Instagram and takes care about the printing the leaflets which would be inserted in the BKN menu in advance would be needed. Time needed for organization of event is approximately 3 months for new drinks invention, alcohol and ingredients purchase and promotion. Preparation of the place itself before the event is approximately for about 1.5 hour because the allotment with the outside bar and music band have to be ready and plus the photo booth inside.

12.2 Special drink offers

Invention of special drinks of the week would take about 2 weeks of preparation. 9 members of staff would be working on that. Promotion of special drinks of the week would be done by 1 person who would post the photos and description of the drinks on BKN Facebook page and Instagram. 12 bottles of alcohol for 3 types of drink would be used. The price of 1 bottle should be around 400 CZK. Alcohol used for the drinks would cost approximately 4 800 CZK (12 bottles, each 400 CZK). The price of other ingredients like spice and fruit would be around 900 CZK.

12.3 Food offer – cooperation with the restaurant

The contract between BKN and restaurant delivering pizza or pasta should determine the conditions of cooperation. The waiting time for one order should not exceed 1 hour. People needed would be 1 chef and 1 driver for delivering the order to BKN. Such cooperation does not require other expenses.

12.4 Mystery shopping

Depending on how many mystery shoppers would come to BKN the price will be set. Price of mystery shopping is approximately 1 000 CZK but the price depends on the particular demands of the customer.

Particular suggestion	Time needed	People	Total expenses
Event	3 months - menu of 4 drinks, alcohol & ingredients purchase, promotion 1.5 hour - preparation of the place	5 bartenders 1 bartender assistant 4 waiters 1 doorman 1 photographer 4 musicians (band) 1 head of the marketing	9 600 CZK – alcohol 2 000 CZK - other ingredients (spice, herbs, fruit) 2 000 CZK – outside bar with light 4 500 CZK – photographer SUM: 18 100 CZK
Special drink offers	2 weeks – menu of 3 drinks 2 hours – work of the head of the marketing	9 – staff 1 - head of the marketing	4 800 CZK – alcohol 900 CZK – other ingredients (spice, fruit) SUM: 5 700 CZK
Food offer (cooperation with the restaurant)	Circa 1 hour for 1 order	2 (1 chef, 1 driver)	None
Mystery shopping	3 hours	3	3 000 CZK

Table 2: Suggestions and its expenses

CONCLUSION

The objective of this bachelor thesis was to research customer satisfaction of Bar, který neexistuje and consequently find ways to improve its customer service. Also the demands of a customer visiting a bar in general were examined.

The methodology for data collection was a questionnaire. Also a benchmarking analysis was used. The questionnaire was posted online via social networks and filled in by 227 respondents. The questionnaire defined attendees of Bar, který neexistuje, used the NPS question and found out reasons why customers go to Bar, který neexistuje, analysed its customer service, product evaluation and satisfaction with the environment. Moreover, the questionnaire also asked for the customer's suggestions for improvement. The questionnaire also examined how customer perceived bars in general and what they expect from customer service in a bar. Based on the results of the questionnaire and benchmarking ideas for improvement and expenses necessary for their implementation were suggested.

The NPS question evaluated how likely the customers of Bar, který neexistuje are to recommend it to their friends or their colleagues. The results showed that 71% of respondents are promoters, 22,2% are passives and 6,8% are detractors which gives a clue about the overall customer experience. Questions regarding the reasons why customers go to Bar, který neexistuje indicated that wide selection of the drinks is the biggest motivation of the customers to go there. From the section regarding customer service the evaluation of waiting time for seats, taking and receiving orders was found out that waiting time for seats and taking orders might be improved. 64,9% of the respondents chose they were seated immediately and from 58% of respondents the order was taken in 5 minutes. As a result, increase in employees might be considered for improvement of customer satisfaction with the help of EET bills issued which gives a hind how many customers visited the bar. From the open question about other recommendation other ideas for improvement were suggested.

Based on the research idea of special drink offers of the week was suggested because some of the respondents assumed current prices high. Moreover, this suggestion may help increase attendance on Sunday and Monday which are considered as not so common days for visit according to questionnaire.

From the open question about other suggestion respondents mentioned they would appreciate thematic event. Therefore, drink tasting and own drink making event may satisfy current customers and attract potential customers.

Kind staff seems as the crucial factor of customer satisfaction based on the question which was aimed at the customers of a bar in general. This finding supports the idea of one of the owners of Bar, který neexistuje who believes that the employees are the core.

Suggestions included in this thesis could help increase customer satisfaction with Bar, který neexistuje and bring additional competitive advantage in such competitive environment in Brno.

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LIST OF ABBREVIATIONS

BKN	Bar, který neexistuje
USA	United States of America
CRM	Customer Relationship Management
NPS	Net Promoter Score
IMC	Integrated Marketing Communication
4P	Product, price, place, promotion
7P	Product, price, place, promotion, people, process, physical evidence

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APPENDICES

P1 Questionnaire “Hodnocení spokojenosti zákazníků Baru, který neexistuje”

APPENDIX P1: QUESTIONNAIRE “HODNOCENÍ SPOKOJENOSTI ZÁKAZNÍKŮ BARU, KTERÝ NEEEXISTUJE”

Hodnocení spokojenosti zákazníků Baru, který neexistuje

Dobrý den,

V rámci své bakalářské práce o průzkumu spokojenosti zákazníků Baru, který neexistuje bych Vás ráda požádala o vyplnění dotazníku.

Dotazník je anonymní.

Děkuji za Váš čas.

*Povinné pole

Ohodnoťte, jak moc je pro Vás důležité následující: *

	Nedůležité	Spíše důležité	Důležité	Velmi důležité
Milá obsluha	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Profesionalita	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rychlost obsluhy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ochota poradit s výběrem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Zájem obsluhy o zákazníka	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Bar, který neexistuje (dále BKN) navštěvují: *

Denně

Týdně

Měsíčně

Nikdy jsem tam nebyl/a

BKN nenavštěvuji

Jiné: _____

DALŠÍ

Strana 1 z 15

Nikdy přes Formuláře Google neposílejte hesla.

Sekce 2

Na stupnici 1-10 (přičemž 10 označuje nejvyšší pravděpodobnost) uveďte, jestli byste doporučili BKN Vašemu známému. *

1 2 3 4 5 6 7 8 9 10

Spíše NE

Spíše ANO

BKN obvykle navštěvuji (lze vybrat více jak 1 možnost): *

- Pondělí
- Úterý
- Středa
- Čtvrtek
- Pátek
- Sobota
- Neděle

Proč navštěvuji BKN (lze vybrat více jak 1 možnost): *

- Milá obsluha
- Široký výběr drinků
- Mám rád/a jejich burgery
- Protože je v centru města
- Příjemné prostředí
- Jiné: _____

ZPĚT

DALŠÍ

Strana 2 z 15

Sekce 3

Pokud BKN nenavštěvujete, vyberte 1 nebo více odpovědí: *

- Nejsem z Brna
- Slyšel jsem špatné recenze
- Je to mimo moje finanční možnosti
- Protože mají většinou plně obsazeno
- Nemám rád/a bary
- Jiné: _____

ZPĚT

DALŠÍ

Strana 3 z 15

Nikdy přes Formuláře Google neposílejte hesla.

Sekce 4

Po příchodu mi bylo nabídnuto místo do: *

- Okamžitě
- 5 minut
- 10 minut
- Později

Objednal/a jsem si do: *

- Okamžitě
- 5 minut
- 10 minut
- Později

Objednávka mi byla donesena do: *

- 5 - 10 minut
- 10 - 15 minut
- 15 - 25 minut
- Později

Na základě mého popisu oblíbených chutí/typu alkoholu mi obsluha poradila s výběrem drinku: *

- Ano
- Ne
- Nechtěl/a jsem poradit

ZPĚT

DALŠÍ

Strana 4 z 15

Nikdy přes Formuláře Google neposílejte hesla.

Sekce 5

Doporučený drink byl přesně podle mého gusta (1- nejméně, 10 - nejvíce): *

1 2 3 4 5 6 7 8 9 10

Spíše NE

Spíše ANO

ZPĚT

DALŠÍ

Strana 5 z 15

Nikdy přes Formuláře Google neposílejte hesla.

Sekce 6

Obsluha se o mě zajímala (1- nejméně, 10 - nejvíce): *

1 2 3 4 5 6 7 8 9 10

vůbec často

Ohodnoťte celkovou spokojenost s obsluhou (1 - nejméně, 10 - nejvíce): *

1 2 3 4 5 6 7 8 9 10

nespokojený/
á velmi
spokojený/á

ZPĚT

DALŠÍ

Strana 6 z 15

Nikdy přes Formuláře Google neposílejte hesla.

Sekce 7

Nabídku drinků sledávám (1 - nejméně, 10 - nejvíce): *

1 2 3 4 5 6 7 8 9 10

nedostačující maximálně
dostačující

S výběrem drinku jsem většinou byl/a spokojený/á: *

 Ano Ne

ZPĚT

DALŠÍ

Strana 7 z 15

Nikdy přes Formuláře Google neposílejte hesla.

Sekce 8

Kvalita drinku odpovídala ceně: *

- Ano
 Ne

Burger jsem: *

- Ochutnal/a a chutnal mi
 Ochutnal/a a nechutnal mi
 Neochutnal

ZPĚT

DALŠÍ

Strana 8 z 15

Nikdy přes Formuláře Google neposílejte hesla.

Sekce 9

Burger mi nechutnal, protože: *

Vaše odpověď

ZPĚT

DALŠÍ

Strana 9 z 15

Nikdy přes Formuláře Google neposílejte hesla.

Sekce 10

Pohodlné sezení: *

 Ano Ne

Oceňuji, že BKN je nekuřácký: *

 Ano Ne

Ohodnoťte čistotu prostor (1 - nejméně, 10 - nejvíce): *

1 2 3 4 5 6 7 8 9 10

špinavé

čisté

Odůvodněte Vaši odpověď:

Vaše odpověď

Ohodnoťte čistotu toalet (1- nejméně, 10 - nejvíce) : *

1 2 3 4 5 6 7 8 9 10

špinavé

čisté

Odůvodněte Vaši odpověď:

Vaše odpověď

ZPĚT

DALŠÍ

Strana 10 z 15

Nikdy přes Formuláře Google neposílejte hesla.

Sekce 11

Většinou platím: *

- Hotově
- Kartou

Účet většinou odpovídá (nejsou v něm chyby) tomu, co jsem si objednal/a: *

- Ano
- Ne

Většinou dávám obsluze dýško: *

- Ano
- Ne

ZPĚT

DALŠÍ

Strana 11 z 15

Sekce 12

Pokud dávám dýško, jeho hodnota je: *

- 10 Kč - 20 Kč
- 21 Kč - 30 Kč
- 30 Kč - 40 Kč
- 40 Kč - 50 Kč
- Jiné: _____

ZPĚT

DALŠÍ

Strana 12 z 15

Nikdy přes Formuláře Google neposílejte hesla.

Sekce 13

Vzdálenost BKN od zastávek MHD je pro mě: *

- Blízko
 Daleko

Využívám možnosti parkování: *

- Ano
 Ne

O BKN jsem se dozvěděl/a prostřednictvím: *

- Známych
 Sociálních sítí
 Šel jsem kolem
 Jiné: _____

Co bych doporučil/a BKN, aby byli zákazníci ještě spokojenější: *

Vaše odpověď

ZPĚT

DALŠÍ

 Strana 13 z 15

Nikdy přes Formuláře Google neposílejte hesla.

Sekce 14

Co očekávám od ideálního baru: *

	Ano	Ne	Nemohu posoudit
Milá obsluha	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Široký výběr drinků	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bezprostřední blízkost od zastávek MHD, parkoviště	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Designové prostředí	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Příjemná hudba	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Platba kartou	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nabídka jídla	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Co dalšího očekávám od ideálního baru (NEPOVINNÉ):

Vaše odpověď

Sekce 15

Jste: *

- Muž
 Žena

Je Vám: *

- 18 - 21
 22 - 25
 26 - 30
 31 - 35
 36 - 40
 41 - 50
 50+

Odkud pocházíte: *

Vyberte 

Jste: *

- Student
- Zaměstnaný
- Nezaměstnaný

ZPĚT

ODESLAT

Strana 15 z 15

Nikdy přes Formuláře Google neposílejte hesla.