

INNOVATION OF BUSINESS AND MARKETING PLAN OF GROWTH STRATEGY AND COMPETITIVE ADVANTAGE IN EXHIBITION INDUSTRY

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Abstract: In today's turbulent times, companies need to embrace new business models and paradigms of B2B marketers, learn from the mistakes of others and get inspired by new ways and innovative ideas, as innovations represent a source of a long-term profit, business success and competitive advantage. The aim of this contribution is to propose an effective business and marketing plan of the business and manufacturing holding companies Výstaviště České Budějovice in the Czech Republic with regard to the planned sales volume in quantitative and financial terms of long-term profit potential, business success and competitive advantage in the field of exhibitions in the Czech Republic. Scientific methods for obtaining information, data collection and results from the evaluation were analysis of identifying the phases of innovative marketing -- selecting the area of interest of the marketing process, creating a "marketing gap" and suggesting of the way to link new ideas to original ones; method of secondary analysis of professional economic studies and written internal documents of the holding companies Výstaviště České Budějovice in the Czech Republic; formal interview in way of open questions with selected members of the management holdings Výstaviště České Budějovice in the Czech Republic and other. A specific hypothesis was proposed to verify the current change in the marketing concept that has an impact on the expansion of services portfolio, progress of an enterprise, support of production processes, and improvement of output values of economic indicators.

Key words: strategic planning and decision-making, business and marketing plan, product's portfolio, marketing of services, innovation in business and marketing.

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Introduction

For success and competitiveness in the market, it is necessary and desirable everyday devote to business activities efficiently create and innovate enterprise portfolio of product services and consultancy of the market environment. The fact supply exceeds demand, positively stimulated entrepreneurial entity to focus on the

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targeted customers in order to meet the needs and fulfil their desires and wishes. Prediction and support for the creation of customer value is a challenging task and aim at growth and stabilization part of the development of each company aimed at maximizing the utility value of the company portfolio and market profitable potential of the company. However, to an entrepreneurial entity, it is strictly realized the direction of future development of business activity, is the greatest benefit of the strategic planning, when the purpose consists in designing the business strategy through operational, tactical and strategic plans depending on the anticipated future development of the external environment and in accordance with the mission and vision of the company. The output of strategic planning is a formulated strategy, generally in the form of a strategic plan. The theme of this contribution is “Innovation of business and marketing plan of growth strategy, business success and competitive advantage in exhibition industry”. Selection of the theme emerged from practical experience in the area of sales and marketing and a personal interest in this issue. For data analysis, the authors of the contribution chose a joint-stock business and manufacturing holding companies Výstaviště České Budějovice in Czech Republic, where the business subject is organization and implementation of activities in the field of organization of exhibitions and providing advertising services. Business and marketing plan is formed on the grounds of an analysis of micro and macro environment and output indicators, where a crucial foundation for the creation and compilation of the strategic plan is SWOT analysis and other models that identify competitive advantage, growth strategy and business opportunities, e.g. model McKinsey 7S, Balanced Scorecard, Strategic maps, Blue ocean strategy, EFQM Excellence Model etc. Fulfilment of the marketing plan, through objectives achieved, guarantees the economic gain and long-term success in the marketplace competitor companies.

Literature Review

New approaches to creating competitive advantages of an enterprise are determined by choosing the orientation of competitive business strategy of an organization that is by price competition (Denis and Pasco, 2015), which is based on the reduction of costs to the level ensuring the quality of the products and services intended for the final customer (Cheng and Liu, 2017). Bereznoy (2019) says that the mechanism of business model competitive advantage is based on improving the quality of products and services offered at a specified price level to a larger extent than competing products or services are typical for competitive differentiation (Hwang, Choi and Shin, 2020), (Shigemoto, 2020) and (Tham and Huang, 2019). On the basis of a business model based on the evaluation of capital investment made in business according to the return of investment from the sale of product and services (Appio and Lacoste, 2019; Bachár and Makyšová, 2019; Straka et al., 2018), business entities often approach the changes in corporate behaviour by means of innovative activities in terms of changing the organization of internal environment

and social climate (Bello, Radulovich, Javalgi, Scherer and Taylor, 2016), (Chang, 2016) and (Mehmood, Jian and Waheed, 2019), modification of partial values that influence the implementation of business strategies (Erhart, Laner and Stecher, 2019), and construction of new infrastructure or creation of new ranges or types of products and services portfolio (Al-kalouti, Kumar, Kumar, Upadhyay and Zwiegelhaar, 2020). Competition based on modern innovative activities simulating the improvement of the quality of life of a company generates added value for business entities concerning the customers (Princes, 2019) and (Vaidyanathan, Vaidyanathan and Wadhwa, 2019), company profits, resources, as well as key and partial processes (Alberti and Varon Garrido, 2017; Haseeb, et al., 2019). Implementation of a new model that better anticipates the requirements of all target groups of the company (stakeholders) is not a zero-sum game where winning for one of the players/target groups means losing for other players, but adopting new rules of the game with a non-zero (win-win strategy) (Fullerton, Brooksbank and Neale, 2019) and (Ramaseshan, Ishak and Kingshott, 2013), where all actors participate in the creation of common added value – economic, tangible, and social; it appeals to the change of management paradigm e.g. in terms of promoting a new business vision – “Blue Ocean Strategy” (Markopoulos, Kirane, Piper and Vanharanta, 2020) and (Pradhan, 2020), building strategic alliances (Wang and Dass, 2017) and new forms of cooperation, development of local markets (McCartney and Ip Si Kei, 2018), intercultural communication (Buccieri, Javalgi and Cavusgil, 2020), strategy-oriented to long-term objectives (Syapsan, 2019), optimizing social welfare, reconciling ownership and business processes or lifelong learning creates a new profile of the 21st century manager based on the holistic approach and synergistic effect (Saliminamin, Becattini and Cascini, 2019), organization of quality management (Mafimisebi, Obembe and Aluko, 2020) and (Seram, Nanayakkara and Lanarolle, 2019), innovative ways of thinking, improving sub-processes and support activities based on the EFQM Excellence Model. The plan implemented by a company to generate revenue and make a profit from operations is considered to be a business plan. The plan is set of through activities those need to be realised to reach some goal (e.g. project plan) or the breakdown of particular items of the system (architectonic plan) or through target values of some performance indexes (financial plan) (Brown, Foroudi and Hafeez, 2019), (Statsenko and Corral de Zubielqui, 2020) and (Sydney-Hilton and Vila-Lopez, 2019). In many earlier studies of well-known entrepreneurship educators (Ahmad, 2015), the formulation of a business plan was identified as being the most important feature of any entrepreneurship programme or course. A marketing plan that is tailored to your business will help you focus on bringing in the right customers and keeping them satisfied (Alvarez-Milán, Felix, Rauschnabel and Hinsch, 2018). It will reduce marketing cost, increase profits and make your business easier to run (Falahat, Ramayah, Soto-Acosta and Lee, 2020). According to Okunev, Maykova, Korokoshko, Leonenko and Gvozdetskaya (2016), the

marketing plan is the driving force of the company, which finds a highly effective marketing plan as a process that significantly contributes to the improvement of opportunities to increase sales of products and services with profit margin (Riswanto, Hurriyati, Wibowo and Gaffar, 2019). The marketing plan is composed of fifteen steps that are necessary and useful for solving all problems, lack, risks and opportunities regardless of their size (Tzavlopoulos, Gotzamani, Andronikidis and Vassiliadis, 2019). There is, e.g., alignment of objectives -- description and specification sub-objectives for creating a marketing plan; determination a financial value of target, taking into account the consequences, impacts -- identifying of benefits or possible drawbacks in order to control the activity of the alignment targets; specification of the target group for the purposes of contact or support for trade during purchase of a product or services; the interest and needs of the target group -- the realization of ideas of clients and their personal needs; targeted ways of thinking about selling products or services with support of an increase in the purchasing power of clients in your company, firm, place of sale of sales representative, detailed business story of your products offers or services; description of the main advantages of the product offer, contribution, effect, influent of increasing the motivation for the purchase of products or services; knowledge of oneself – one's image, know-how and good reputation of the company in order to increase the positive impression of the company; appropriate and effective ways to communication with the target group of customers; establishment of the budget plan and other sources of funding, including coverage, evaluation of the existing plan; including the volume of sales or the realization of sales; support of the starting point and planning of the first steps in implementation of the marketing plan. The new manager profile emphasizes the requirements such as the ability to create a competitive advantage, focus on excellence and customer product portfolio, high performance (Corvino, Caputo, Pironti, Doni and Bianchi Martini, 2019), productivity and efficiency, intelligence, empathy, temperament, and the ability of creative systematic thinking and decision-making, creation of alternative scenarios and visions, proactive attitude and value orientation to development (Shashishekar and Sandip, 2019), flexibility, and adaptation to changes, communication skills and the ability of social interaction (Sabaityte, Davidavičienė, Straková and Raudeliūnienė, 2019), knowledge capital (Nývlt, 2018) and the competitive advantage potential (Khan, Qing and Khan, 2019), the long-term sustainability of a learning company including the creation of extensive performance incentive system with respecting the principles of Corporate Governance (Krajčovič, Hančinský, Dulina, Gašo and Vaculík, 2019), principles of social responsibility and benefits, business ethics and ecology (Androniceanu et al., 2019). Effective strategic management in the conditions of rapidly changing business environment (Medrano, Cornejo-Cañamares and Olarte-Pascual, 2020), risks, uncertainty with using modern methods, tools, information and communication technologies (Cowan and Ketron, 2019) and systems often in the

multicultural environment of strong personalities, a talent for creating and supporting teamwork generates an added value of knowledge society of the advanced economy. The performance of a manager in challenging conditions is expressed by professional, methodological, social and personal skills to handle the assigned role/function/work tasks according to the expected level of performance. Prof. Ali Ja'afari (2003), in his research, defined the ideal proportion of individual competencies of the manager as follows: technical skills 26 %, managerial competence 43 % and soft skills 31 %. Model of competence of manager is found in the "National standard of management". For managers, it is advisable to create a personal marketing plan that includes the following steps: Surface the right information about yourself and set clear goals. Setting goals that will increase the chances of landing a job and advancing career. Pinpoint what you should be marketing, especially the transferable skills. All the assets and skills need to be identified. Identify industry is the alternatives to target. Look into what else is out there. The key is to identify industries with characteristics that match those where you have experience or where your degree can translate. If you have liabilities, you need strategies to neutralize them. You need a step-by-step game plan to get your story told to all the right people. You want to lay out a step-by-step plan that will guide you in a search (Malcom, Wilson, 2011) because entrepreneurs and managers of the new millennium must be leaders (Kharub, Mor and Sharma, 2019; Loučanová, Olšiaková, 2016; Pawliczek et al., 201), innovators, inspirers, and responsible creators rather than economists whose priority is to maximize short-term profit (Uwizeyemungu, Raymond, Poba-Nzaou and St-Pierre, 2018). The systematic development and use of soft skills especially, learning to be creative, knowledge of innovation methodology and change management, analysing risks and responsibility for own actions, and decision making are a synergy of knowledge-based economy and society of the 21st century.

Material and Methods

Business and marketing strategic plan is the initial strategic plan of the business and manufacturing holding companies Výstaviště České Budějovice in the Czech Republic, whose task is to specify the product mix, quantity and prices of products that the company expects to sell during the strategic period in the market. The aim of this study is to propose an effective business and marketing plan of the business and manufacturing holding companies Výstaviště České Budějovice in the Czech Republic concerning the planned sales volume in quantitative and financial terms of long-term profit potential, business success and competitive advantage in the field of exhibitions in the Czech Republic. Scientific methods for obtaining information, data collection and results from the evaluation were surveyed using scientific methods, i. e. observation method, method of guided interviews, method of secondary analysis, analysis of marketing plan, financial analysis of indicators,

Pareto principle, Principle of TQM Model and EFQM Model Excellence, best practice in the field of marketing and management.

The method of questionnaire survey, as a method of quantitative research, made it possible to obtain a large amount of information from a large number of respondents in a short period. The output of the survey makes it possible to determine the percentage activities or activities that are the essence of the respondents' participation in the Země Živitelka trade fair at the Exhibition Grounds in České Budějovice in the Czech Republic. A total of 269 respondents were contacted, both men and women in the age range of 41 to 50 years. The individual questionnaires were placed at the box office and in the information center of the holding companies of Výstaviště České Budějovice in the Czech Republic with a 100% return. The form of filling in the questionnaires was personal directly from the hands of customers. The questionnaire was composed of 26 research questions, of which 4 were open, 4 were scale, 12 were selective, and 6 had a dichotomy or trichotomy. Great emphasis is placed on the permanent residence of respondents to find out the specific activities of respondents at the fair Země Živitelka, mostly of these inhabitants. The answers from the questionnaire survey were differentiated into the answers of visitors and exhibitors. The questionnaire survey aimed to find out answers from visitors, which were generally focused on their satisfaction with the offer of products or services in response to analysis of existing products, marketing services and additional services, level of marketing communication, etc. Open questions were mainly aimed at the attractiveness of accompanying programs and events number of incoming customers according to regional, local and national destination, etc. The importance of the answers was also played by the transport of respondents to the Země Živitelka trade fair, work or private purpose of visiting the fair benefits from the fair or future active involvement of the respondent in connection with the fair. The importance of the answers for exhibitors was mainly focused on business contacts, the purpose of participation in the fair, the benefits of participation and what promotion they use at the fair. The observation method was an expanding method of the questionnaire survey, which was focused on interviews with the interviewed participants to expand the answers in the questionnaire survey and thus improved the knowledge gained. The observation method contributed to the improvement of an effective marketing plan concerning the planned volume of sales in financial and quantitative terms in the field of exhibitions in the Czech Republic. The obtained data and information from both the questionnaire survey and the method of observation were processed in the computer program Microsoft Excel 2019. Empirical generalization of results is commented in the chapter Results and discussion. The method of the marketing plan and its analysis was to find out the compliance of the marketing strategy and the very goals of the company to the holding company Výstaviště in České Budějovice in the Czech Republic. The focus itself was on segment analysis, cost-effective elaboration of

the exhibition concept and marketing activities. The output of the analysis was to submit corrective measures to the holding company Výstaviště while maintaining its position on the market and improving the quality of services.

The method of secondary analysis of professional economic studies and written internal documents of the holding companies of Výstaviště České Budějovice in the Czech Republic with a focus on analyzing the internal environment, not the external environment was used to determine minimal awareness of the needs of specific customers or local markets. The method was applied about the acquired theoretical knowledge regarding limited testing in unsuitable conditions, prevention of interventions or changes in connection with technological modifications in traditional production processes, which may reduce the demand for products or services. The analyzed purchasing process, which is analyzed by the internal feelings of the consumer, is the general goal to identify useful elements or additional positive ingredients that were important for the knowledge gained from analyzing the benefits that visitors felt during the exhibition Živitelka in České Budějovice. Knowledge from respondents as visitors can be beneficial elements in identifying areas where a product or service can be very profitable.

The financial analysis of the indicators consisted of the analysis of already realized exhibitions and fairs in relation to their size of orders for the Exhibition Grounds in České Budějovice in the Czech Republic. The financial analysis consisted of a comparison of planned and actual revenues. Taking into account the deviations, corrective measures were submitted with the developed marketing plan of the holding companies of Výstaviště in České Budějovice in the Czech Republic.

Pareto's principle is useful in marketing management because it generalizes the rule that 20% of inputs generate 80% of outputs, 20% of efforts lead to 80% of results, and 20% of causes lead to 80% of consequences. The application of Pareto's principle in the field of marketing points to relationships 80% of profits come from 20% of customers, 80% of product sales from 20% of products, 80% of sales from 20% of advertising, 80% of customer complaints from 20% of customers, 80% of sales from 20% sales team.

The principle of the TQM model has been applied in relation to customers and stakeholders with an appeal to participation and teamwork, including the impact on continuous process improvement and learning. The aim of the implementation of the TQM model principle was to identify problems and discrepancies according to the criteria of frequency of occurrence and size of costs incurred to set priorities concerning the degree of responsibility.

The paper used a modern approach to measuring the performance of the company based on the principle of continuous improvement of organizational performance and development of feasibility according to the EFQM Model of Excellence. The EFQM Model Excellence is a dynamic model that appeals to learning, creativity and innovation, and it helps to improve assumptions by managing processes and

change in favour of identifying key business and performance outcomes for economic results, as well as results in relation to customers, employees and society. The authors' professional practice in the field of marketing and management has also been presented in the contribution as a practical professional skill.

H1: Following the findings from the literature review, it is assumed that the current change in the marketing concept has an impact on expanding the portfolio of services, company development, and support of production processes and improvement of output values of economic indicators.

H2: A possible cause of errors in the inappropriate concept of innovative marketing is poor wording of the wording with an impact on the implementation strategy.

H3: According to the questionnaire survey, the precondition for the termination of the basic activities of the holding companies of Výstaviště České Budějovice is the organization of trade fairs and exhibitions and not private events.

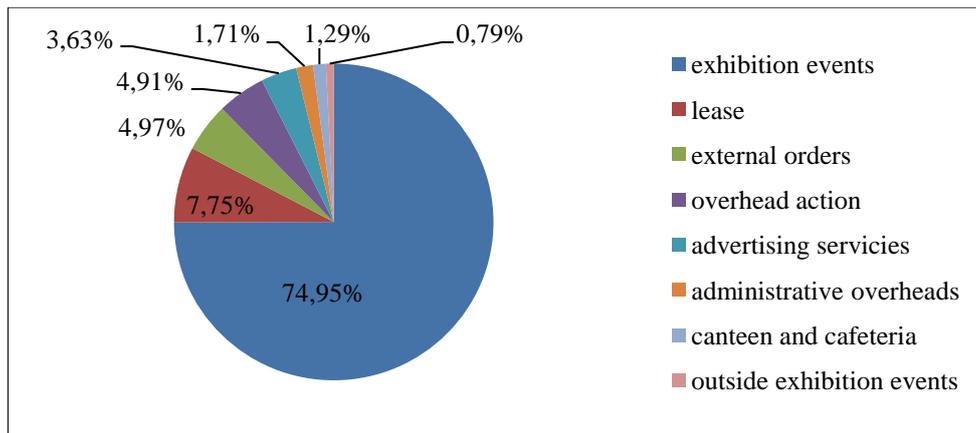
H4: The holding companies of Výstaviště České Budějovice do not take into account the number of differences in deviations from planned and actual differences in cost items.

H5: The exclusive priority for exhibitors is to gain social prestige and good reputation, including establishing business contacts.

H6: The implementation of exhibition activities can also serve as an alternative to direct sales on the premises of holding companies.

Results and Discussion

The business and manufacturing holding companies Výstaviště České Budějovice in the Czech Republic in October 2019 fulfilled a long-term strategic objective by building a new multifunctional pavilion named pavilion T, which was situated to the north of the pavilion Z, with which forming interconnected, unified whole. Since August 2018 the pavilion T expanded the capacity of indoor exhibition space and a range of exhibition and multipurpose spaces for cultural, educational, sporting and personal activities. The holding companies Výstaviště České Budějovice in the Czech Republic prepare an annual business plan. The plan is approved by the management holdings, where the main task is considered to be a specified volume of sales for the next season of the year, which must be met at 100 %. The main customer groups include exhibitors (Business Company) and visitors (clients). Dates of events are always planned a year ahead, including a fixed price list of areas and services. The crucial activity of the holding companies Výstaviště České Budějovice in the Czech Republic not only organizes fairs and exhibitions, but also implements the external orders, and offers the advertising services. Another no less important activity is for renting your own space especially renovated the pavilion Z and the new multifunctional pavilion T. The reason for this is the organization of conferences, seminars, cultural and social events (balls), as well as corporate presentations. A detailed distribution of individual orders is shown in the following chart.



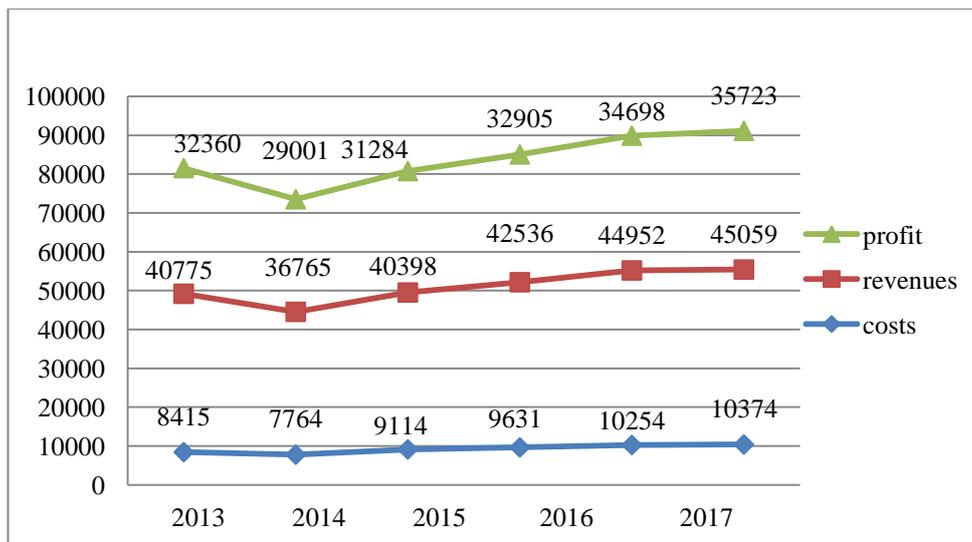
Source: Authors' elaboration.

Figure 1: Share of orders in total sales holding companies Výstaviště České Budějovice (2019)

From Figure 1, it is understood that the share of orders in total holding companies sales for the year 2019 is obviously significant, share of the realized exhibitions (fairs and exhibitions), which represents three-quarters of the total volume of orders according to a total volume of holding company sales. Based on the volume of sales to rental space type -- permanent rentals of pavilions and buildings, contracts in T pavilion, events in pavilion Z are placed in the second place -- occupy 7, 75% of orders volume, not total sales. A significant proportion is also shares of external orders, almost 5% (4, 97 %). Under the assumption observance of the cost plans at 100 %, the revenues of the holding companies Výstaviště České Budějovice in the Czech Republic would increase by 500 thousand EUR. The plan of revenues was unfortunately, compared to the real plan, unfulfilled in the amount of 78 thousand EUR. The obtained results show that the holding companies Výstaviště České Budějovice in the Czech Republic should consider the amount of deviation from the plan of the actual state at the cost item and design, due to significant differences in the values, the necessary measures to reduce the difference deficit. Based on the calculation of the proportion revenues on the economic result, the percentage of the profitability of individual events has been achieved. The marketing plan of the holding companies Výstaviště České Budějovice in the Czech Republic is made for three years to meet the harmony between marketing strategy and corporate objectives, which is the work and care for clients including segmentation, economically efficient processing of the concept of individual exhibitions and other marketing activities. Maintaining of market position and its improvement to ensure of a high level of providing service for exhibitors and preparing a quality cultural and vocational program for visitors, it puts enough emphasis on compliance of nomenclature of exhibitions and updating individual activities before the start of promotional campaigns. It

intensifies and improves business activity to use available resources in the creation of the database of partner companies, trading companies and appropriate forms of customers approaching (best by personal contacts and recommendations), and strengthens the position of external implementations (to create a stable and sustainable skilled implementation team and identify new potential clients (e.g. Holder of ISO)). More efficient use of existing internal resources is used, i.e. premises, inventory, advertising space to support the active offers outside exhibition services, e.g. renting commercial space, documents copying, providing of advertising services, emphasize the possible economies of scale, e.g. material, personnel to consider the creation of high-quality supporting program especially for visitors of the area, economically exploited area of inventory for the entire calendar year, e.g. lease to legal and natural persons and to specify a list of borrowed reserves including updating of market prices, price formation of mass loans. Increase the share of own realizations at exhibition events needs for a reassessment of the menu realization of exhibition stands a form of lead generation, work with the price depending on price competition, highlighting the benefits of the implementation of exposure and regular promotion, the formation process of addressing unsuccessfully contacted companies (re-addressing, offer services for other events and off-campus). To increase the share of realization on own exhibition events, it creates the share of realization on own exhibition events that have a decreasing tendency. Main reasons are the price of realization offer and competitive environment of others implementing companies. The necessity of rethinking the offer of realization of exhibition stands, e.g. the form of approaching of potential customers, work with the price depending on the price of the competition, highlighting the advantages of the implementation of exposition and regular promotion, the formation of process approaching unsuccessfully contacted companies (repetitive approaching, services offer for other events even outside of area). To increase the share of external realizations, it is necessary to focus on clients offer in the region of South Bohemia in the Czech Republic, searching new potential clients (e.g. holder of ISO from the catalogues of the other exhibitions). Efficiency improvement of the marketing communication, i.e. business meetings, approaching potential exhibitors or clients including support recruiting campaigns of exhibitors through promotions, puts the great emphasis on personal conduct, supplements promotional activities by marketing surveys, e.g. opinions of exhibitors, visitors, not only at exhibitions but also outside of them. The necessity of training and financial motivation is to participating staff. The use of the area outside the exhibitions is a very suitable complement of exhibition activities of the company. There is a possibility to use the area for a variety of sports and social events, youth events and other activities. The advantages of the areas are good location (near town centre), availability of transportation and vastness. The position of the premise is very advantageous in terms of multifunctional use. During approaching clients, the portfolio of customers is focused on foreign business

clientele. The holding companies Výstaviště České Budějovice in the Czech Republic is very successful, economically and commercially advanced holding companies for many years. The company achieved propitious economic results with a long-time tradition in particularly the Czech market, when primarily the exhibition Země živelka has its fame and admiration. In 2019, it opened a new multi-purpose pavilion T, which strengthened and improved level of providing services and business and marketing activities of the holding companies. Plans of the holding companies are in the medium-term horizon, and they move in the range of one to three years. The marketing plan is drawn up for three years, which includes a summary of specific tasks and sub-steps to accomplish holding companies goals. The business plan is drawn up under the stated objectives of the holding companies. The plan for costs and revenues is made with a view of the seasons. By evaluating economic indicators, the authors of this study argue that the plan of the exhibition costs in the period was exceeded by 79 %, which represents the amount of 500 thousand EUR. A positive condition in the future period is the implementation of the proceeds plan of exhibitions at the level above 102.5 %. Negative impact on the financial result of the holding companies has exceeded the plan of the exhibition costs by 79 %. Properly chosen pricing policy has been to increase the income of exhibitions by 2.5 % when compared to the planned state.



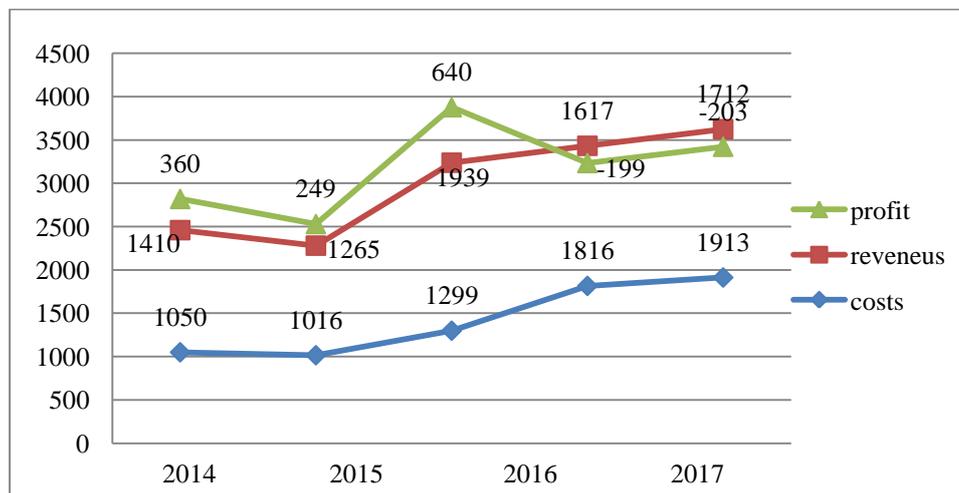
Source: Authors' elaboration.

Figure 2: Development of costs, revenues and profit of fair Země živelka

To the amount of profit in the observed year had influenced the price increase of exhibition space and entrance. Marketing communication mix was for the 45th year of the fair called Země živelka made advertising in newspapers and professional

journals, on web portals, on radio and regional television called GIMI, promotional campaigns on a large LED screen in České Budějovice and Tábor in the Czech Republic and promotional campaigns on LED TV in public buses in the district of Jindřichův Hradec (Czech Republic also). Promotion of the exhibition was strengthened by cooperation with the participants of the exhibition committee Země Živitelka in the following range: banner on web portal and PR article called Spolek pro obnovu venkova, Agrovenkov Vysočina, Národní síť MAS, Potravinářská komora, Sdružení dovozců ZeT, Asociace zemědělské a lesnické techniky, Družstevní asociace ČR, Profi Press banner on the web portal Agroweb called Zemědělský svaz ČR, PR article and leaflets for distribution called Agrární komora, PR article banner on web portal, leaflets for distribution called Český svaz chovatelů, PR article banner on web portal, leaflets for distribution, gift bottles imprinted with the logo of the fair, the contractor was a family distillery Poněšice, balloons with two-colour printing for the smallest visitors, candy with two-colours printed packaging with logotype, gala evening for exhibitors of fair in pavilion R2 and in area called Pivovarské zahrady (such as souvenirs were chosen gift bottles and flowers), fair according to the processed scenario "45 years of the exhibition Země živitelka" in the pavilion F4 enriched by engaging exhibition. The questionnaire survey reports the results of marketing research, which have realized the marketing department of the holding companies Výstaviště České Budějovice in the Czech Republic between exhibitors and visitors at the fair called Země živitelka. In the questionnaire survey was approached of 269 respondents, of which 56 % were men and 44 % were women in the age range of 41 - 50 years. 68 % of surveyed visitors have permanent residence in South Bohemia in the Czech Republic. The results of the survey follow: 37 % of respondents participated at the fair Země živitelka in regular terms, 63 % of respondents transported to the fair Země živitelka by own car, 89 % of respondents attended the fair for private purpose, 35 % of respondents carried from the fair new information and contacts, 32 % enjoyed a good purchase, 55 % of visitors enjoyed the issue of agricultural equipment, 34 % were interested in the field of horticulture and 31 % service-provided activities in agriculture, 63 % of respondents engaged the accompanying cultural program at Pivovarská zahrada, almost half of the respondents (46 %) tended to expert seminars, and 76 % of respondents were active on the Internet. 15 % of respondents visited the website of the holding companies Výstaviště České Budějovice in the Czech Republic. From the questionnaire survey for exhibitors, the following conclusions were formulated: the main goal of most of the exhibitors was primarily the acquisition of companies (45 %) and gaining new business contacts (23 %), the stated objectives were successfully achieved at 67 % of the exhibitors; more than half of them (56 %) expect other business activities on the basis of the gained contacts and acquisition activities that were implemented during the fair and half (53 %) of the interviewed exhibitors said that the purpose of their participation was present their business including the offer of goods and services

and consultancy to support of sales in compliance with the strategic intents. 41 % of exhibitors implement a display activity through direct sales at the premises of the holding companies Výstaviště České Budějovice in the Czech Republic, participating companies of exhibition promoted their participation in the fair in the form of direct invitations for the professional public (29 %) or advertisements in professional journals (25 %). As another example of a case study, the authors of the present study state the largest car exhibition in South Bohemia region took place from 19th to 21st April 2019. Participants of the exhibition were all interested in motoring, motorsport and leisure activities. Apart from the rich parade of cars and vintage cars, it is regularly presented car accessories, garage and service equipment and following services such as driving schools, financial products related to motoring and others services. Part of nomenclature is also "moving" subjects such as water and air sports, cycling and hiking. Total of 66 exhibitors courts the favour of the attention of the visitors at a total exhibition area of 2 541 m² and open exhibition area in size of 2 683 m². Part of the exhibition Mobil salon is also an exhibition called Veletrh cestovního ruchu s úsměvem, which is focused on domestic tourism.



Source: Authors' elaboration.

Figure 3: Development of costs, revenues and profits at the exhibition Mobil salon

Development of rented exhibition space in m² has since 2018 a downward trend. To the amount of profit in the observed year had influenced the price increase of exhibition space and entrance. Although the exhibition included a rich cultural and professional accompanying program aimed at promoting road safety in cooperation with the integrated rescue system, the exhibition was unprofitable. The visitors were presented with police or firefighters interventions in their profession and other rescue operations and security actions. BESIP introduced a project entitled

“Jedeme v tom všichni”, where the cooperation with the Army of the Czech Republic was pointed out. There were also stunts presented by Cray Day agency, which were targeted at young road users, especially at the users of road motorcycles. Generally, it is important to monitor the cost-benefit plans for different segments of society. Given the negative impact of the Plan, exhibition costs Mobil salon is recommended to consider the diversity of the planned amount to fair value. To determine the causes of failure in the implementation of the plan of the exhibition costs, it is necessary to analyse in detail the various cost elements for each individual action. In particular, the consumption of materials, energy and services are associated with the implementation of planned action activities. Among the fair rental, it can be characterized as economically beneficial, it is a low-cost contract, in which the share of each segment to total sales figure prominently second place. In the application of marketing-oriented training in two marketing services, i.e. the Bread Basket Fair, which represents the main product exhibition and the Mobil salon exhibition, which is loss-making, enhanced recommendations for changes in the holding environment of companies with an emphasis on the development of human capital while looking for ordinary employees, but also a qualified workforce with some experience and knowledge. Managerial roles and tasks in the company are to deal with the leaders, who are solving the main task organizational activities of strategic planning including leadership and motivation of the employees. Due to the low success in the section of business negotiation, it was proposed for all employees of the business department to create an effective system of vocational education and training in the area of business skills.

Conclusion

In today's turbulent times, companies need to embrace new business models and paradigms of B2B marketers, learn from the mistakes of others and get inspired by new ways and innovative ideas, as innovations represent a source of a long-term profit, business success and competitive advantage. Speed of innovations diffusion increases, there are new competitors, companies are consolidating; overcapacity and abundance of financial capital is a standard, technological progress is an accelerator, knowledge becomes an input capital, while sources are a problem. The change in the world markets and industries strikes, in the long run, creators, not imitators who win over innovators. Imagination, perseverance, and working with talented people who can create exceptional and unique ideas/values are a driver nowadays. There are many models for internal business organization, but none of them is dogmatic. In principle, it is only necessary for the internal organization to meet the requirements and characteristics of the company to avoid bottlenecks in the process. Hence, the model ensures the growth potential of the company. In practice, the business person will have an agreed business plan based on the company's strategy and argument-based discussion reflecting the growth potential

of the segment or location in which the company alias the business person will function, and care for key customers, or implement marketing support, etc. The key to the company's prosperity is the average margin and net revenues from production. According to the Pareto principle in product profitability, the ideal situation is 80% margin and 20% products or 80% products and 20% margin. The Pareto principle in product profitability provides fairly accurate guidance which products to focus on in business negotiations and, on the contrary, which can be given up. The authors of this study recommend to ask the basic questions: "If you innovate any existing product in any way, what other customer segments will you have to address?" or "What other purposes can the existing product be used for?" and produce a list of key customers sorted by the priorities and requirements for identification of needs, or the average due dates, or any other criteria that constitute commercial added value. The key process innovation can be based on transparent criteria for business performance evaluation since the virtual office is a new phenomenon, a new form of work organization linked with home-office performance, sometimes referred to as homeworking and teleworking, but also the acceleration of communication using smartphones with email correspondence. B2B is an increasingly important innovation activity in the sales management process with respect to greater comfort of services having better quality and value-added, or preferably both. In terms of the customer approach, the authors recommend to use the current methods for contact implementation or maintenance in the sense of the customer's belief in and interest in what it was offered, but also the customer's wishes emphasizing the assumptions about the desired purchase. Both above methods are suitable for application in exhibitions by the group of business and manufacturing companies Výstaviště České Budějovice in the Czech Republic. The trend in the consumer market (B2C) lies in innovation in the form of sales, i.e. retail outside the sales area. An innovative shift can be the so-called call centre seen as a customer centre and service, self-service, and development of delivery service or sharing of mostly movable property. New methods for conducting business negotiations are also getting to the forefront of public concerns where more and more emphasis is placed on the implementation of the principles of so-called situational sales and working with a story, including the environmental aspect. Typically, it is about the categorization of customers according to key criteria such as sales, margins, and the mutual trade development potential, etc., and breakdown by categories (groups) of customers with an emphasis on the optimum frequency and type of communication such as personal visits, regular telephone contacts, or emails, and other alternatives. Different types of marketing activities or sales support are bound to long-term systematic work in the industry, a higher frequency of participation in trade fairs, exhibitions, or demo shows enabling personal contact with people with similar professional interests, personal references, or study of news, etc. The priority areas for exhibition Grounds České Budějovice should be the aforementioned T pavilion, where an increase in rental

income can take the form of acquisitions of new conferences, congresses, social and other cultural events, expansion of cooperation with congressional agencies, reinforcing the image of České Budějovice exhibition as multifunctional space for cultural, social and sporting events, in particular through the website. Outside the area, external action or implementation consists of a more considerable part of the holding company's revenue Výstaviště České Budějovice. The most valuable asset in this segment of the complexity of services offered. Although the field of exhibitions lot of competition, it is appropriate to focus on increasing the volume of orders and business address of the company issuing the domestic exhibitions in tender procedures for the implementation of Czech participation in foreign trade fairs, which are funded through grants from the Department of Trade and Industry in the form of export promotion. To meet the proposed measures, it is required of an effective marketing plan. Business focused on the level of contacts and collection of information has an increasing tendency given active participation, membership in scientific boards and professional organizations, including the application of additional marketing communication tools incorporated into TV shows to present products and services transmitted via TV screens as suggested by the authors. Media related PR activities as well as CSR activities (corporate social responsibility), participation in popular professional competitions, advertising in specialized periodicals, etc., provides an innovative trend in the approach to the customer to establish long-term relationships, including the increased comfort of especially online e-commerce based service. The EFQM Model Excellence is a dynamic model that appeals to learning, creativity and innovation that helps to improve assumptions by managing processes and change in favour of identifying key business and performance outcomes for financial results, as well as results in relation to customers, employees and society. Concerning the future, it is crucial to systematically innovate in a certain frequency rhythm and constantly react to the changes in the company and its environment, induce changes and influence them. It is important to build values, develop human potential and business culture since permanent values are not represented only by the achievement of economic indicators in the form of higher added value for the company, but also by values based on business culture in relation to the customer and employees, promotion of learning and education, creation, sharing and capitalization of knowledge and skills, creativity, perseverance, joy of work, trust, cooperation and accepting changes. Given the focus on the market segment, the authors recommend the current position in the market to stabilize, to orient for growth so that the holding companies Výstaviště České Budějovice was in the long term economically profitable, efficient in performance according to the volume of orders attractive and economically profitable especially for all business contracts in particular in the most lucrative contracts of exhibition type Země živitelka, as innovation in services, marketing and product innovation is an important element of the innovation process for small and medium-sized enterprises. In order to the creation

of drafting a business and marketing plan of the holding companies, Výstaviště České Budějovice in the Czech Republic formulates follow-up measures to promote growth and development of business and marketing activities of the holding companies. Process digitization as well as the ambition to increase value-added in each part of the process such as technical consulting, and the participation in problem-solving of the customer supply management, or taking advantage of industrial design helps to increase the product performance and service specialization with a view to complexity (complete solutions for the customer). As a rule, the specialization will result in outsourcing of less important business products, processes or activities which have an impact on the business organization. Therefore, it is necessary and desirable to look for a new flexible and innovative approach at any stage of the business process to strengthen competitive advantage, including the use of trade finances to finance the international trade.

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INNOWACYJNOŚĆ BIZNESOWEGO I MARKETINGOWEGO PLANU STRATEGII WZROSTU I PRZEWAGI KONKURENCYJNEJ W BRANŻY WYSTAWIENNICZEJ

Streszczenie: W dzisiejszych niespokojnych czasach firmy muszą stosować nowe modele biznesowe i paradygmaty marketerów B2B, uczyć się na błędach innych i inspirować się nowymi sposobami i innowacyjnymi pomysłami, ponieważ innowacje stanowią źródło długoterminowego zysku, sukces biznesowy i przewaga konkurencyjna. Celem tego artykułu jest zaproponowanie skutecznego planu biznesowego i marketingowego holdingów biznesowych i produkcyjnych Výstaviště České Budějovice w Czechach

w odniesieniu do planowanej wielkości sprzedaży pod względem ilościowym i finansowym pod względem długoterminowego potencjału zysku, sukcesu biznesowego i przewaga konkurencyjna w dziedzinie wystaw w Czechach. Naukowe metody uzyskiwania informacji, gromadzenia danych i wyników oceny obejmowały analizę identyfikacji faz marketingu innowacyjnego - wybór obszaru zainteresowania procesu marketingowego, tworzenie „luki marketingowej” i sugerowanie sposobu połączenia nowych pomysłów z oryginalne; metoda wtórnej analizy profesjonalnych badań ekonomicznych i pisemnych dokumentów wewnętrznych spółek holdingowych Výstaviště České Budějovice w Czechach; formalny wywiad w formie pytań otwartych z wybranymi członkami kierownictwa Výstaviště České Budějovice w Czechach i innych. Zaproponowano konkretną hipotezę, aby zweryfikować obecną zmianę koncepcji marketingowej, która ma wpływ na rozszerzenie portfela usług, rozwój przedsiębiorstwa, wsparcie procesów produkcyjnych i poprawę wartości wyjściowych wskaźników ekonomicznych.

Słowa kluczowe: planowanie strategiczne i podejmowanie decyzji, biznes i plan marketingowy, portfolio produktów, marketing usług, innowacje w biznesie i marketingu.

创新会展业的业务和营销计划以及增长战略和竞争优势

摘要: 在当今动荡的时代, 公司需要采用B2B营销人员的新商业模式和范例, 从他人的错误中汲取教训, 并从新的方式和创新思想中获得启发, 因为创新代表着长期利润的来源, 业务成功和竞争优势。此贡献的目的是针对捷克共和国的商业和制造业控股公司VýstavištěČeskéBudějovice提出有效的商业和营销计划, 以长期和潜在利润, 商业成功和在捷克共和国展览领域的竞争优势。通过科学方法获得信息, 收集数据并评估结果, 分析了创新营销的各个阶段, 包括选择营销过程中感兴趣的领域, 形成“营销差距”, 并提出了将新思想与创新联系起来的方法。原始的捷克共和国VýstavištěČeskéBudějovice控股公司的专业经济研究和书面内部文件的二级分析方法; 以公开问题的方式对捷克共和国及其他地区的管理层持股VýstavištěČeskéBudějovice成员进行正式面试。提出了一个特定的假设, 以验证当前营销观念的变化, 该变化对服务组合的扩展, 企业的进步, 生产过程的支持以及经济指标的产值提高产生了影响。

关键词: 战略计划与决策, 业务与营销计划, 产品组合, 服务营销, 业务与营销创新。