

**CHARLES UNIVERSITY**

**FACULTY OF SOCIAL SCIENCES**

Institute of Communication Studies and Journalism

Department of Media Studies

**Role of New Media in Marketing  
Communication of Rohlík.cz**

**Master's Thesis**

Author: Bc. Boris Vanka

Study programme: Media Studies

Supervisor: Ing. Bc. Petra Koudelková, Ph.D.

Year of the defense: 2021

## **Declaration**

1. I hereby declare that I have compiled this thesis using the listed literature and resources only.
2. I hereby declare that my thesis has not been used to gain any other academic title.
3. I fully agree to my work being used for study and scientific purposes.

In Prague on May 4, 2021

Boris Vanka

## References

Vanka, Boris. *Role of New Media in Marketing Communication of Rohlik.cz*, Praha, 2021. 100 pages. Master thesis (Mgr.) Charles University, Faculty of Social Sciences, Institute of Communication Studies and Journalism. Department of Media Studies. Supervisor Ing. Bc. Petra Koudelková, PhD.

**Length of the thesis:** 105 994 characters

## Abstract

Usage of new media, as well as the number of products sold online, is exponentially growing. Further, e-commerce accelerated by the pandemic of Covid-19 led to a boom of companies selling fast-moving consumer goods on the Internet. Based on these phenomena, the author decided to illuminate what role played social media in marketing communication of Czech online supermarket *Rohlik*. To understand that, the researcher conducted the qualitative and quantitative analysis. An interview with Junior Brand Manager plus additional data from other company's marketing representatives provided insight into the company. A survey method offered data from the recipients of the communication. Comparison of the results revealed specific information, such as which social media account is most favorite, the differences between customers and other followers of the company social networks, or the company's target group. Therefore, the analysis provided conclusions from which a specific recommendation revealed regarding how the company's communication via social media should look like in the future.

## Abstrakt

Nárůst využívání nových médií, stejně jako počet věcí prodaných online, exponenciálně roste. Obchod na internetu urychlený pandemií nemoci Covid-19 vedl k růstu společností prodávajících rychloobrátkové spotřební zboží online. Na základě těchto fenoménů se autor diplomové práce rozhodl osvětlit roli, jakou hrají sociální sítě v marketingové komunikace českého online supermarketu *Rohlik*. Pro tyto účely byla provedena kvalitativní a kvantitativní analýza. Rozhovor s Junior Brand manažerkou a informace od dalších členů marketingového oddělení poskytly výzkumníkovi náhled do fungování společnosti. Dotazníkové šetření dodalo data od příjemců komunikace společnosti. Jejich porovnání poukázalo na konkrétní vzorce chování zákazníků a poskytlo další užitečné informace. Jednalo se například o oblíbenost sociálních sítí, rozdíly mezi zákazníky a ostatními příjemci komunikace, nebo o zjištění cílové skupiny *Rohlíku*. Díky tomu mohly být na základě provedené analýzy navrženy konkrétní doporučení ohledně toho, jakým způsobem by měla společnost v budoucnu komunikovat skrze svoje účty na sociálních sítích.

## **Keywords**

Marketing, Communication, New Media, Social Media, Survey Method, Semi-structured Interview, Rohlík

## **Klíčová slova**

Marketing, komunikace, nová média, sociální sítě, dotazníkové šetření, polo-strukturovaný rozhovor, Rohlík

## **Název práce**

Role nových médií v marketingové komunikaci Rohlík.cz


## **Acknowledgement**

Firstly, I would like to thank Mrs. Petra Koudelková, who provided me with guidance during the research and writing of the thesis. Without her kind help, I would not be able to complete this piece of mine. Further, I am grateful for all my international friends, who made sure the language is correct and adequately academic. Namely, Russell Ferguson, Odessa Ferreira and Zakari Thibodeau. Ultimately, I must thank my partner, Natalia, for helping me throughout the process and listening to my endless flow of thoughts regarding this text.



SCHVÁLENO

20.1.20 MJ

<b>Institut komunikačních studií a žurnalistiky FSV UK</b> <b>Teze MAGISTERSKÉ diplomové práce</b>	
<b>TUTO ČÁST VYPLŇUJE STUDENT/KA:</b>	
<b>Příjmení a jméno diplomanta:</b> Boris Vanka	<b>Razítko podatelny:</b>  
<b>Imatrikulační ročník diplomanta:</b> 2018	
<b>E-mail diplomanta:</b> <a href="mailto:88456647@fsv.cuni.cz">88456647@fsv.cuni.cz</a>	
<b>Studijní obor/forma studia:</b> Mediální studia/prezenční	
<b>Název práce v češtině:</b> Role nových médií v marketingové strategii společnosti Rohlík.cz	
<b>Název práce v angličtině:</b> Role of new media in marketing strategy of company Rohlík.cz	
<b>Předpokládaný termín dokončení:</b> ZS 2020/2021	
<b>Charakteristika tématu a jeho dosavadní zpracování:</b> Diplomová práce se zaměří na komunikační a marketingovou strategii společnosti <i>Rohlík.cz</i> . Ta na českém trhu působí od roku 2014, kdy byla schopna využít potenciál nově vznikajícího odvětví: online prodeje a rozvozu potravin. Díky expanzi na maďarský trh v roce 2019, stejně jako emisi dluhopisu ve výši 777 milionů korun, je firma předmětem častých diskusí nejen v rámci marketingové sféry. Řada akademických prací se zabývala online prodejem potravin, žádná však k dnešnímu dni (22. 10. 2019) nezaměřila svou pozornost pouze na společnost " <i>Rohlík</i> ".	
<b>Předpokládaný cíl práce, případně formulace problému, výzkumné otázky nebo hypotézy:</b> Cílem práce je zjistit do jaké míry společnost Rohlík.cz využívala ve své komunikační a marketingové strategii nová média. Na základě teoretických východisek bude v praktické části za pomoci hloubkového rozhovoru a dotazníků zkoumáno jejich reálné využití. Základní výzkumná otázka zní: „Do jaké míry společnost Rohlík.cz využívala nová média ve své	



marketingové strategii?“. Hypotéza pro praktickou kvantitativní část zní: „Většina dotázaných má povědomí o společnosti Rohlík.cz zejména z nových médií.“ Druhá hypotéza, týkající se hloubkového rozhovoru, zní: „Společnost Rohlík.cz chápe nová média jako primární komunikační kanál směrem k zákazníkovi.“.

**Předpokládaná struktura práce** (rozdělení do jednotlivých kapitol a podkapitol se stručnou charakteristikou jejich obsahu):

**1. Úvod**

**2. Teoretická východiska práce**

- vymezení základních pojmů
- využití nových médií v současné marketingové praxi
- popis zvolené metodologie (dotazníkové šetření a hloubkové rozhovory)

**3. Charakteristika společnosti „Rohlík.cz“ a její marketingové strategie**

**3.1. Historie společnosti „Rohlík“**

- Na jakých základech byla společnost „Rohlík.cz“ založena
- Jaká komunikační strategie stála na začátku podnikání

**3.2. Využití nových médií v marketingové strategii**

- Využití nových médií (jak firma pracuje se sociálními sítěmi a dalšími internetovými nástroji)
- Netradiční praktiky komunikační strategie

**3.3. Zakladatel jako šířitel značky**

- Využití postavy Tomáše Čupra v marketingové komunikaci

**4. Praktický výzkum**

**4.1. Kvalitativní část**

- hloubkové rozhovory

**4.2. Kvantitativní část**

- dotazníkové šetření

**5. Zhodnocení výzkumu a návrh efektivnějšího využití nových médií v komunikační strategii**

**6. Závěr**

**Vymezení podkladového materiálu** (např. titul periodika a analyzované období):

Teoretická část je založena na odborných publikacích uvedených níže. Podkladem pro druhou část práce jsou zejména sociální sítě společnosti *Rohlik*, oficiální rozhovory Tomáše Čupra s médii (noviny, televizní pořady či podcasty) a další zdroje, jako odborné články zabývající se tématem online prodeje (např.: P. Průsa, T. Sadílek, *Today Situation in Online Buying of Food Products in the Czech Republic*, *Journal of Applied Economic Sciences*, XII/2017).

Analýza se bude týkat období od založení společnosti (2014) do června roku 2020.

**Metody (techniky) zpracování materiálu: Dotazníkové šetření a hloubkové rozhovory.**

**Základní literatura** (nejméně 5 nejdůležitějších titulů k tématu a metodě jeho zpracování; u všech titulů je nutné uvést stručnou anotaci na 2-5 řádků):

**1) PELSMACKER, Patrick de, Maggie GEUENS a Joeri van den BERGH. *Marketing communications: a European perspective*. 4th ed. Harlow: Pearson, 2010. ISBN 978-0-273-72138-3.**

- Evropská perspektiva marketingové komunikace je základní literaturou, která definuje nejrůznější koncepty a techniky využívaných v rámci komunikačních strategií. Bude podkladem v rámci definice komunikačního mixu, ale i využívání nových médií.

**2) KARLÍČEK, Miroslav. *Marketingová komunikace: jak komunikovat na našem trhu*. 2., aktualizované a doplněné vydání. Praha: Grada Publishing, 2016. ISBN 978-80-247-5769-8.**

- Hlavním přínosem této literatury je popis marketingových nástrojů a jejich aplikace na českém trhu. Kniha osvětluje komunikační cíle, strategii a nástroje, jež budou v rámci diplomové práce klíčové. Stejně tak operuje s mnoha příklady z českého a slovenského prostředí, což ji dodává v rámci zvoleného tématu na relevanci.

**3) CHAFFEY, Dave a P. R. SMITH. *Emarketing excellence: planning and optimizing your digital marketing*. 4th ed. New York: Routledge, c2013. ISBN 9780203082812**

- Publikace poskytuje systém, jehož pomocí je možné vytvořit marketingový plán pro nová/sociální média. Zároveň vysvětluje, jakým způsobem je možné zahrnout např. mobilní telefony do plánování marketingové strategie. Logicky bude tedy nápomocná v rámci podkapitoly o nových médiích.

**4) QUESENBERRY, Keith A. Social media strategy: marketing and advertising in the consumer revolution. Lanham: Rowman & Littlefield, [2016]. ISBN 978-1-4422-5153-3.**

- Jak je z názvu patrné, kniha popisuje jakým způsobem sestavit marketingový plán pro sociální sítě v jednotlivých krocích. Stejně tak popisuje způsob, jímž je možné zapojit sociální sítě do celé organizace a tím lépe komunikovat se zákazníky. Tím pomůže diplomové práci vytvořit základ pro zpracování tématu využívání nových médií společností *Rohlík.cz*.

**5) YOUNG, Antony. Brand media strategy: integrated communications planning in the digital era. New York: Palgrave Macmillan, 2010. ISBN 978-0-230-10474-7.**

- Práce osvětluje dnešní mediální prostředí a pomáhá jej uchopit tak, aby firmy byly schopné zlepšit svou mediální komunikaci. Dále osvětluje a podrobně vysvětluje termíny jako je „product placement“, PR ale i “branded entertainment”.

**6) PILIK, M. et al. (2017) Online shopping behaviour in the Czech Republic under the digital transformation of economy, Institute of Society Transformation, Economic Annals-XXI (2017), 165(5-6), str. 119-123.**

- Akademický článek se zaměřuje na hlavní důvody, proč se čeští konzumenti rozhodují pro online nakupování. Tyto údaje, stejně jako uvedený vývoj v posledních několika letech, pomohou práci lépe uchopit aktuální trendy v rámci online nákupu potravin.

**7) VÍT, Janiš & ŽUFAN, Pavel (2016) Identification of suitable parameters of research in the Czech Republic e-commerce environment, Scientific paper of the University of Pardubice. Series D, Faculty of Economics and Administration, 36/2016, ISSN: 1211-555X.**

- Odborný text bude nápomocný zejména v rámci kvantitativní metody, tedy sestavování a využití dotazníkového modelu šetření. Článek se zabývá zejména formou, jakou má být výzkum prováděn v kontextu české „e-commerce“, včetně konkrétních doporučení ohledně načasování či správné formulace otázek.

**8) Šarkovská, K. i Chytková, Z. (2019). Benefits and Pitfalls of Online Grocery Shopping as Perceived by the Consumers: Evidence from the Czech Republic. *Privredna kretanja i ekonomska politika*, 27 (2 (143)), 35-58. <https://doi.org/10.15179/pkiep.27.2.2>**

- Tento výzkum se zaměřuje na vztah online nákupu potravin a vlivem na život konzumenta. I tento text tak bude nápomocný zejména v praktické části práce, kde pomůže formulovat otázky pro hloubkový rozhovor i pro dotazníkové šetření.

**Diplomové a disertační práce k tématu (seznam bakalářských, magisterských a doktorských prací,**

kteře byly k tematu obhajeny na UK, připadne dalřích oborove blzkych fakultach i vysokych školach za poslednich pet let)

BOROVICKOVA, Aneta, *Marketingova komunikace projektu Nemleko*, Bakalarska prace, Univerzita Karlova v Praze, Fakulta socialnich ved, Katedra marketingove komunikace a public relations, datum obhajoby 14. 6. 2018

KOLAŘ, Jiři, *Analyza medialni komunikace vybranych minipivovaru*, Diplomova prace, Univerzita Karlova v Praze, Fakulta socialnich ved, Katedra medialnich studii, datum obhajoby 24. 6. 2015

řMIDA, Zdenek, *Marketingova komunikace Botas 66*, Bakalarska prace, Univerzita Karlova v Praze, Fakulta socialnich ved, Katedra marketingove komunikace a public relations, datum obhajoby 19. 6. 2012

PETLACHOVA, Alice, *Marketingova a komunikacni strategie spol. Alza.cz*, Diplomova Prace, Vysoka škola ekonomicka v Praze, Katedra obchodniho podnikani a komercnich komunikaci, Mezinarodni obchod, datum obhajoby 22. 1. 2015

KRUPKA, Radim, *Analyza a navrh marketingove komunikace Kořik.cz*, Diplomova prace, Vysoka škola ekonomicka v Praze, Fakulta podnikohospodarska, Katedra marketingu, datum obhajoby 12. 6. 2017

**Datum / Podpis studenta/ky**

7.1.2020 Boris Claf

**TUTO AST VYPLŇUJE PEDAGOG/PEDAGOŽKA:**

**Doporueni k tematu, struktuře a technice zpracovani materialu:**

**Připadne doporueni dalřich titulu literatury predepsane ke zpracovani tematu:**

**Potvrzuji, že vyře uvedene teze jsem s jejich autorem/kou konzultoval(a) a že tema odpovida memu oborovemu zamereni a oblasti odborne prace, kterou na FSV UK vykonavam.**

**Souhlasim s tim, že budu vedouci(m) teto prace.**

Kouckelková Petra

Příjmení a jméno pedagožky/pedagoga

9.1.20 K/.....

Datum / Podpis pedagožky/pedagoga

TEZE JE NUTNO ODEVZDAT VYTIŠTĚNÉ, PODEPSANÉ A VE DVOU VYHOTOVENÍCH DO TERMÍNU UVEDENÉHO V HARMONOGRAMU PŘÍSLUŠNÉHO AKADEMICKÉHO ROKU, A TO PROSTŘEDNICTVÍM PODATELNY FSV UK. PŘIJATÉ TEZE JE NUTNÉ SI VYZVEDNOUT V SEKRETARIÁTU PŘÍSLUŠNÉ KATEDRY A NECHAT VEVÁZAT DO OBOU VÝTISKŮ DIPLOMOVÉ PRÁCE.

TEZE NA IKSŽ SCHVALUJE GARANT PŘÍSLUŠNÉHO STUDIJNÍHO OBORU.

# Table of Contents

<b>1. INTRODUCTION.....</b>	<b>15</b>
<b>2. THEORETICAL PART .....</b>	<b>17</b>
2.1. MARKETING COMMUNICATION .....	17
2.1.1. <i>Marketing Mix</i> .....	18
2.1.2. <i>Seven Ps</i> .....	19
2.2. NEW MEDIA .....	21
2.2.1. <i>Social Media</i> .....	22
2.2.2. <i>Media Communication</i> .....	27
2.3. MODELS OF COMMUNICATION .....	27
2.3.1. <i>Transmission Model</i> .....	28
2.3.2. <i>Interactional Model</i> .....	28
2.3.3. <i>Transactional Model</i> .....	29
<b>3. HISTORY OF THE COMPANY AND ITS COMMUNICATION.....</b>	<b>31</b>
3.1. HISTORY OF ROHLÍK.....	32
3.2. COMMUNICATION OF THE COMPANY .....	34
3.2.1. <i>Campaigns</i> .....	35
3.2.2. <i>Social Media Usage</i> .....	36
3.2.3. <i>Public Relations</i> .....	37
<b>4. METHODOLOGY.....</b>	<b>39</b>
4.1. DEFINITION OF THE PROBLEM AND AIM OF THE RESEARCH .....	39
4.2. QUANTITATIVE ANALYSIS .....	40
4.2.1. <i>Hypotheses</i> .....	41
4.2.2. <i>Structure of the Survey</i> .....	43
4.2.3. <i>Research Group</i> .....	44
4.2.4. <i>Procedure and Used Tools</i> .....	44
4.3. QUALITATIVE ANALYSIS.....	45
4.3.1. <i>Research Questions</i> .....	45
4.3.2. <i>Used Methods and Research Sample</i> .....	46
4.3.3. <i>Process of Data Collection and Structure of the Interview</i> .....	47
4.4. LIMITATIONS OF THE RESEARCH .....	48
<b>5. RESULTS OF THE RESEARCH.....</b>	<b>50</b>
5.1. OUTCOMES OF THE QUANTITATIVE RESEARCH .....	50
5.1.1. <i>Identifications Questions</i> .....	50
5.1.2. <i>Opening Questions</i> .....	51
5.1.3. <i>Validation of the Hypotheses</i> .....	55
5.2. OUTCOMES OF THE QUALITATIVE RESEARCH .....	57
5.2.1. <i>Semi-structure Interview</i> .....	57
5.2.2. <i>Additional Data from the Marketing Department</i> .....	60
5.2.3. <i>Answers to the Research Questions</i> .....	61
<b>6. DISCUSSION.....</b>	<b>63</b>
<b>7. CONCLUSION .....</b>	<b>66</b>
SUMMARY .....	68
LITERATURE .....	70
ATTACHMENTS .....	78

# 1. Introduction

Throughout the history of humankind, people have witnessed unprecedented changes in their lives. Besides many, an important one was Gutenberg's invention of letterpress printing, transforming the nature of media and society. Another notable discovery was the contrivance of the steam engine, which was one of the main reasons, and a vital part, of the industrial revolution. Ultimately, electricity redefined the world, the economy, and civilization as we knew it. All of these had a significant impact on the lives of our ancestors as well as ours. Nearly in every case, it was designed to encourage people to be more efficient, prosperous, and therefore satisfied in their lives.

The most consequential invention of our days is, without any doubt, the Internet. It is reshaping the pulse of everyday life, changing our relationship, and providing us with more and more freedom. In other words, the digitalization of our world is the most unprecedented change in history. Things like communications, education, transactions, or food delivery now exist and prosper online. With this expansion, the demand for food ordering became enormous. In the US, companies such as *DoorDash* and *Uber Eats* are booming.<sup>1</sup> On the other side of the Atlantic, *Wolt* and *Delivery Hero* are essential players in the European food market. Even though we have the Czech version of the same service, called "Dáme Jídlo" (Let's Eat), a gap remained for a long time in the market for a grocery delivery service.

The first one, providing such a service in the Czechia, was the UK supermarket Tesco. Despite this fact, a new project called *Rohlik* was started to deliver everyday groceries. Even though the customers were, at the beginning, skeptical about the freshness of the food, especially vegetables and meat, the company disrupted the Czech groceries market. Moreover, *Rohlik* is currently expanding to the Hungarian, Austrian and Bavarian markets.

From a communication perspective, the story of the founder is no less interesting. Tomáš Čupr failed to finish university and lived several years abroad in search of his true purpose. Firstly, he started as a packer in a menthol candy factory. Later, he worked as a digital marketer,

---

<sup>1</sup> YEO, Liyin, 2021. *Which company is winning the restaurant food delivery war?* Bloomberg Second Measure, Published on April 14. Visited on April 27, 2021. Online: <https://secondmeasure.com/datapoints/food-delivery-services-grubhub-uber-eats-door-dash-postmates/>

selling the company he founded in the UK. Only after this rough start, he began his Czech business adventures. This underdog perception helped the companies to gain a public attention.

These factors serve as the main reasons as to why the author of this thesis has decided to dedicate his research to this topic. Since *Rohlik*, as well as Tomáš Čupr, are changing the landscape of the Czech entrepreneurship, focusing on this company was an appropriate choice. Furthermore, the growth in new media usage is an additional factor making the topic even more actual and relevant.

The thesis is divided into seven parts. After the introduction, a theoretical background was presented. Within theoretical chapter, the author focused on the definition of marketing communication, the marketing mix and its components. Likewise, new and social media were illuminated, since the research centered around them. Lastly, media communication and communication models were introduced. All these terms are crucial for understanding how the process functions and how it can impact a company's marketing communication with its consumers.

The second part laid out the history of the company. Moreover, the author decided to explain concrete examples of its marketing communication. Aspects like campaigns, social media usage and public relations were discussed. The third chapter clarifies the methodology utilized. Firstly, quantitative research was conducted in order to validate hypotheses. The collection of data included the use of a survey. Furthermore, a semi-structured interview with a marketing representative of the company was conducted. Unlike the survey method, this served to obtain information directly from the company. Methods, procedures, tools, and research samples were explained in case of both data collections.

Later, the obtained data is presented and explained. Furthermore, researcher evaluated the hypotheses and answered the research questions. The distinction from the discussion section served both the author and the reader. Primarily, it helped to differentiate between facts and their interpretations. Therefore, the sixth segment was dedicated to discussion solely. In this section, the author is sharing his opinions about the obtained data and making connections between them. The final section concluded the conducted analysis and thesis. However, it also offered advice for future marketing communication of *Rohlik*, based on the outcomes of this research.



## 2. Theoretical Part

This chapter focuses on the definitions of fundamental terms essential for the analysis. Firstly, marketing communication and the marketing mix are clarified. Secondly, the author explains how the interpretation of new media varies and what they stand for. Moreover, the definition of social media is presented. Besides, the author decided to present data regarding variations of their usage. This choice was made because different variables influence the number of people using the platforms. Moreover, media communication and media systems are defined. Finally, the fundamental models of communication and other factors influencing the process were listed.

### 2.1. Marketing Communication

A young entrepreneur, nonprofit organization, government official, and global business. What do all of them have in common? In higher or lower volume, they all need to communicate. To fulfil business, personal, or collective goals, communication is crucial. Accordingly, in this section, marketing communications are explained.

The term has a wide range of interpretations, depending on the context in which it is situated. One definition sees it through a lens of its purpose as using *"communications to persuade people to buy products and services"*.<sup>2</sup> Different interpretations understand it as *"an audience-centered activity, designed to engage audiences and promote conversations."*<sup>3</sup> A more comprehensive definitions of marketing communication state that it *"is a process through which organizations and audiences attempt to engage with one another. Through an understanding of an audience's preferred communications environments, participants seek to develop and present messages, before evaluating and responding. By conveying messages that are relevant and significant, participants are encouraged to offer attitudinal, emotional and behavioural responses"*.<sup>4</sup>

When focusing on the application of marketing communication, Fill and Turnbull observe two reasonable goals. One is to develop values related to the brand. In other words, the company wants to evoke precise feelings and beliefs. The other aim is to influence concrete

---

<sup>2</sup> FILL, Chris and TURBNBULL, Sarah, 2016. *Part 1, Introducing Marketing Communications*, Marketing communications: brands, experiences and participation. Pp. 19. 7th ed. London: Pearson.

<sup>3</sup> Ibid, Pp. 20.

<sup>4</sup> Ibid, Pp. 20.

behaviour.<sup>5</sup> This can be interpreted as the act of purchasing a product or service. The desired process, considering both approaches, is to engage "*audiences to think, feel or behave in particular ways*".<sup>6</sup>

### 2.1.1. Marketing Mix

First introduced by Neil Borden in 1953 and clarified by McCarthy in 1960, the marketing mix is a core of marketing communication. Essential parts of it are so-called *Ps*, namely product, price, place, and promotion.<sup>7</sup> As a whole, they assist in satisfying customers' needs. Let us first look at the mix itself and then at its particular components.

The marketing mix, as Palmer declares, is "*not a scientific theory, but merely a conceptual framework that identifies the principal decision-making managers make in configuring their offerings to suit consumers' needs. The tools can be used to develop both long-term strategies and short-term tactical programmes*".<sup>8</sup> Furthermore, Riaz thinks that the "*marketing mix is defined as a set of controllable marketing tools that a company uses to create a desired response in the targeted market*".<sup>9</sup>

On the other hand, Rad and Akbari believe that the company marketing mix "*should have an established and coordinated systematic approach in order to have effective influence on persuading the customers. In other words, the right product at affordable prices is accompanied by better distribution and use of appropriate communication techniques, and they act together in customers' views*".<sup>10</sup> Singh agrees with this definition and states, that the marketing mix is "*the combination of different marketing decision variables being used by the firm to market its goods and services. After identifying the market and gathering the basic information about it, the next step is the direction of market programming, is to decide upon the instruments and the strategy to meet the needs of the customers and the challenge of the competitors. It offers an optimum combination of all marketing ingredients so that companies*

---

<sup>5</sup> FILL, Chris, and TURBNBULL, Sarah, 2016. *Part 1, Introducing Marketing Communications*, Marketing communications: brands, experiences and participation. Pp. 10. 7th ed. London: Pearson.

<sup>6</sup> Ibid, Pp. 21.

<sup>7</sup> DOMINICI, Gandolfo, 2009. *From Marketing Mix to E-Marketing Mix: A Literature Overview and Classification*, Pp. 1-2. International Journal of Business and Management, University of Palermo.

<sup>8</sup> PALMER, Adrian, 2004. *Introduction to Marketing - Theory and Practice*, UK: Oxford University Press.

<sup>9</sup> RIAZ, Waheed and TANVEER, Asif, 2012. *Marketing Mix, Not Branding*. Pp. 44. Asian Journal of Business and Management Sciences, Vol. 1 No. 11.

<sup>10</sup> RAD, H.S. and AKBARI, Z., 2014. *The Role of Brand and Advertising in Marketing Mix (A Review of Marketing Mix)*. Pp. 115. Interdisciplinary Journal of Contemporary Research in Business, Vol. 6., No. 7.

can realize goals for example profit, sales volume, market share, return on investment".<sup>11</sup> Therefore, marketing mix is not only suitable to spot the consumers wants, but also its composition is necessary for planning a company strategy.

Low and Tan noticed the very same point. From their perspective, the marketing mix offers significant improvements to the job of managers. In concrete terms, there are "two important benefits. First, it is an important tool used to enable one to see that the marketing manager's job is, in a large part, a matter of trading off the benefits of one's competitive strengths in the marketing mix against the benefits of others. The second benefit of the marketing mix is that it helps to reveal another dimension of the marketing manager's job. All managers have to allocate available resources among various demands, and the marketing manager will in turn allocate these available resources among the various competitive devices of the marketing mix."<sup>12</sup>

Overall, the marketing mix is a systematic approach and a framework rather than an exact scientific method. Among many things, it can help a company understand how to fulfil customer needs and obtain the target group's desired response. Moreover, the mix is a vital part of understanding competitors and programming business goals. This can be achieved by managers' work, who can decide where to allocate resources to fulfil long-term aims. Hence, the mix is a robust approach in programming a company's processes, tackling the competitors, and satisfying the customers.

### **2.1.2. Seven Ps**

The marketing mix is composed of several *Ps*. Apart from product, price, place, and promotion, three other *Ps* are usually attached. Those are people (participants), process and physical evidence. The following section describes each of the seven elements of the marketing mix.

When referring to a *product*, its quality and features are crucial. Moreover, the style, brand name and packaging play a significant role. Besides these, also product line, warranty,

---

<sup>11</sup> SINHG, Meera, 2012. *Marketing Mix of 4P'S for Competitive Advantage*. Pp. 40. IOSR Journal of Business and Management, Vol. 3, Issue 6.

<sup>12</sup> LOW, Sui Pheng and TAN, C.S. Martin, 1995. *A Convergence of Western Marketing Mix Concepts and Oriental Strategic Thinking*. Pp. 40. Marketing Intelligence & Planning, Volume 13, No. 2.

and service level are considered.<sup>13</sup> As the second part, *price* is formed from a level of the cost, discounts, and payment terms. After defining the product and its value, it is necessary to think about the location. Therefore, the *place* is formed of the distribution channels, outlet locations and the territories where the sales occur. Apart from that, the level of inventory and its locations are taken into account. Lastly, *promotion* is necessary to spread awareness about the company and its products and services. Under this term, things like advertising, personal selling, sales promotion, and publicity are incorporated.<sup>14</sup>

Furthermore, Booms and Bitner added another three Ps in 1981. Firstly, they introduced *participants*, both within and outside businesses. The category of those within refers to training, discretion, or commitment toward the company. Moreover, incentives, appearance, interpersonal behaviour and attitudes are inside this category. The second group referring to the customers is observed by their behaviour and degree of involvement. Besides, communication with consumers also plays an influential role. Another part of the marketing mix is *physical evidence*, which includes furnishing or color. Finally, the ultimate part includes company *policies, procedures, and mechanization of customer involvement*.<sup>15</sup> See an overview and the examples in the table number 1.

<u>Seven Ps</u>	<u>Definition</u>	<u>Examples</u>
<b>Product</b>	Product or service that a company sells	Quality, features, style, brand, packaging, warranty
<b>Price</b>	Price of the product or service and aspects related to that	Payment terms, discounts, customers perceived value
<b>Place</b>	Place where the product or service is sold	Distribution channels, outlet locations
<b>Promotion</b>	Promoting the company product, service, or the enterprise itself	Advertising, sales promotion, public relations
<b>Participants</b>	Employer and customers of a company	Training, behavior, customer contact

<sup>13</sup> BITNER, Mary, J. and BOOMS, Bernard, H., 1981. *Marketing Strategies and Organization Structure for Service Firms*. Pp. 47-52. In *Marketing of Services, Conference Proceedings*: American Marketing Association, Chicago, IL.

<sup>14</sup> KOTLER, Philip, 1976. *Marketing Management: Analysis, Planning, and Control*. 3rd edition. Prentice-Hall.

<sup>15</sup> BITNER, Mary, J. and BOOMS, Bernard, H., 1981. Pp. 47-52. *Marketing Strategies and Organization Structure for Service Firms*. In *Marketing of Services, Conference Proceedings*: American Marketing Association, Chicago, IL.

<b>Physical evidence</b>	Evidence of the company existence	Flyers, roll-ups, brochures, furnishing, colors
<b>Process</b>	The process in which the company operates	Policies, procedures, mechanization

Table 1: Marketing Mix Ps<sup>16</sup>

## 2.2. New Media

Based on the Cambridge Dictionary definition, New Media is a *"product and services that provide information or entertainment using computers or the internet, and not by traditional methods such as television and newspapers"*. Furthermore, it is a *"modern way of sharing information or providing entertainment, for example the internet or smartphones"*.<sup>17</sup> Therefore, the term is broad and inclusive, defined by the usage of specific gadgets and the Internet. Consequently, new media can have various forms.

One of the first academics who popularized the term was Marshall McLuhan. In his book *Understanding Media*, this author defined it as electronic media and its content. Moreover, he introduced the term *global village*, where new media takes on a crucial role. Through new media, people can communicate with anybody worldwide and see the ongoing events in a particular part of the globe. Hence, this is how these electrical structures are creating a globally interconnected community. Consequently, the world has become one small *global village*.<sup>18</sup>

Another scholar from the Southern New Hampshire University, Joe Cote, views the term more broadly. He refers to new media as *"a catchall term used to define all that is related to the internet and the interplay between technology, images and sound."*<sup>19</sup> Cote also lists several examples, such as websites, blogs, emails, and social media networks. From his point of view, also services streaming music or television are part of new media as well. Furthermore, virtual and augmented reality fits into this category.<sup>20</sup> On the other hand, Martin Lister et al. interpret

<sup>16</sup> The researcher; KOTLER, Philip, 1976. *Marketing Management: Analysis, Planning, and Control*. 3rd edition. Prentice-Hall; BITNER, Mary, J. and BOOMS, Bernard, H., 1981. Pp. 47-52. *Marketing Strategies and Organization Structure for Service Firms*. In Marketing of Services, Conference Proceedings: American Marketing Association, Chicago, IL.

<sup>17</sup> DICTIONARY.CAMBRIDGE.ORG, 2021. *Meaning of new media in English*. Visited April 27. Online: <https://dictionary.cambridge.org/dictionary/english/new-media>

<sup>18</sup> MCLUHAN, Marshall, 1963. *Understanding Media: The extension of Man*. Pp. 361. Series 1. Gingko Press.

<sup>19</sup> COTE, Joe, 2020. *What is New Media?*, Southern New Hampshire University. Published on February 24, 2020. Visited on March 13. Online: <https://www.snhu.edu/about-us/newsroom/2020/02/what-is-new-media>

<sup>20</sup> Ibid.

the term based on a "*wide range of changes in media production, distribution and use*".<sup>21</sup> Moreover, the collective of authors explained new media through terms such as "*digital, interactive, hypertextual, virtual, networked and simulated*".<sup>22</sup>

Within the debate regarding the new media, Denis McQuail plays an important role. In his book, *Mass communication theory: An introduction*, he explained the term through its consumption and relationships. Based on his work, new media offers more possibilities. People are not merely a fraction of the mass audience, as they used to be, but rather a part of a network they choose. Individuals are not just receiving information but also proactively seeking, comparing, and interacting with it.<sup>23</sup>

Looking at this topic from the Czech perspective, Reifová defines new media in a straightforward manner. She understands it as "*communication tools used to transfer a message or the preservation of information in information technologies*." The examples are the Internet, virtual reality and video games.<sup>24</sup>

In conclusion, new media can be identified as something "new". From this perspective, we could at some point in history refer to Gutenberg and printed books as the new media, even though his invention took place in the 15th century. Furthermore, the same perspective could be applied to the postal service and its mass usage in the past.

Nevertheless, based on the previous definitions, the new media in this research is recognized as media using electricity, plus offering a real-time response from both sides of the transmission channel. Unlike television or radio, which are plainly one-way communication tools. Therefore, solely social media networks were chosen as a representation of new media.

### **2.2.1. Social Media**

Platforms such as *Facebook, Instagram, Twitter, YouTube, and LinkedIn* are sites where many people find their news, get new information about their family or friends, and communicate with other users. Aside from these purposes, they also serve as a platform for marketing communication. Products or services are offered through advertisements, influencers

---

<sup>21</sup> LISTER, Martin et. al., 2008. *New Media: A Critical Introduction*, Pp. 13. 2nd ed. New York, N.Y.: Routledge.

<sup>22</sup> Ibid, Pp. 13.

<sup>23</sup> McQUAIL, Denis, *Mass Communication Theory: An Introduction*, Pp. 640. 3rd edition, Sage Publications.

<sup>24</sup> REIFOVÁ, Irena a kolektiv, 2004. *Slovník mediální komunikace*, Pp. 134. Praha: Portál, 2004.

or by recommendation from another person. Therefore, to understand their role in marketing communication, this chapter explains what they are and who are the people using them.

Social media is defined as *"a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of User Generated Content"*.<sup>25</sup> Unlike Web 1.0, the new version enables users to create the content and share it with other people. The older version was provided mainly by IT specialists, which could upload or change the content. The openness of Web 2.0 is manifested by bloggers, influencers, or social media.<sup>26</sup>

However, a different perspective argues that depending on the context, they can *"essentially become almost anything - content, information, behaviours, people, organization, institutions"*.<sup>27</sup> In other words, they can represent varieties of actors and communicators. Furthermore, communications can have different forms. For instance, with the adoption of *Instagram* and *TikTok*, the presentation of content became much more visual. Besides, these platforms are adding consumption services they can provide. In practice, it means merging their functionalities with other valuable features, such as the Facebook marketplace. Also, things such as friend recommendation, paid advertisement, or impact of influencer are impacting the consumer decision making.<sup>28</sup>

As many users of the Internet have witnessed, these sites replaced certain parts of our ordinary lives. The typical example is the consumption of news, which used to happen offline. With the mass usage of the Internet, online news servers took this role. Currently, a significant part of them is consumed on social media. Hence, it is no surprise that they *"have been observed as one of the most efficient and influential implications that have been progressively engaged in most aspects of people's lives"*.<sup>29</sup> Besides political and public life, social media became an essential part of marketing communication since they significantly affect how customers are involved in their relationship with the company.<sup>30</sup> Therefore, it is understandable that more than

---

<sup>25</sup> KAPLAN, Andreas and HAENLEIN, Michael, 2010. *Users of the world, unite! The challenges and opportunities of Social Media*, Pp. 61. Business Horizons, 53. Kelley School of Business, Indiana University.

<sup>26</sup> Ibid, Pp. 60-61.

<sup>27</sup> APPEL, Gil et al., 2019, *The future of social media in marketing*, Pp. 80. Journal of the Academy of Marketing Science, 48.

<sup>28</sup> Ibid, Pp. 48.

<sup>29</sup> ALALWAN, Ali, Abdallah et al., 2017. *Social Media in Marketing: A Review and Analysis of the Existing Literature*, Pp. 1178. Telematics and Informatics.

<sup>30</sup> SAXENA, Anant and KHANNA, Uday, 2013. *Advertising on social network sites: a structural equation modelling approach*, Pp. 17-25 Vol. 17, Is. 1. Vision.

90 % of businesses worldwide are using these platforms in the process of communication toward consumers.<sup>31</sup>

As Lamberton and Stephen claim, the communication on the social media is always perceived as the worth of mouth. In other words, users perceive the space on these platforms as much more familiar than the one in traditional media.<sup>32</sup>

The increasing number of new media users makes them an even more crucial element for any company marketing. For example, *Facebook* is projected to have almost 3,3 billion people on their platform in 2022. This number will represent roughly 42 % of the world population.<sup>33</sup> Moreover, the importance of these channels is growing. Last year, 36 % of US adults got their news from *Facebook* and 23 % from *YouTube*. Looking through a different lens, 59 % of the users of *Twitter* got their news from this social media channel. Unsurprisingly, the second channel with the highest number of users getting their news from its platform is *Facebook*. In this case, the number is as high as 54 %.<sup>34</sup>

However, the news was not the only reason why people visited these platforms. They also used them to seek job opportunities or to have mental breaks, especially when at work. Besides various reasons for usage, the number of people operating on social media is steadily growing. A study on US adults revealed that 79 % of them used *Facebook*. On the other hand, only one-third of them had an account on *Instagram*. *LinkedIn* was used by 29 % and *Twitter* by 24 %.<sup>35</sup> Furthermore, there were significant differences within the groups using social media in age, location of the users, gender or education and income.

### Age differences

Based on the study, roughly 62 % of people older than 65 years old used *Facebook*. These numbers increased rapidly for the younger generation between the age of 18 and 29 years,

---

<sup>31</sup> ALALWAN, Ali, Abdallah et al., 2017. *Social Media in Marketing: A Review and Analysis of the Existing Literature*, Pp. 1178. Telematics and Informatics

<sup>32</sup> LAMBERTON, Cait and STEPHEN, Andrew, 2016. *A Thematic Exploration of Digital, Social Media, and Mobile Marketing: Research Evolution from 2000 to 2015 and an Agenda for Future Inquiry*, Pp. 146-172, Vol. 80, Is. 6, Sage Journal.

<sup>33</sup> APPEL, Gil et al., 2019, *The future of social media in marketing*, Pp. 80. Journal of the Academy of Marketing Science, 79.

<sup>34</sup> SHEARER, Elisa and MITCHELL, Amy, 2021. *News Use Across Social Media Platforms in 2020, Facebook stands out as a regular source of news for about a third of Americans*, Pew Research Center.

<sup>35</sup> GREENWOOD, Shannon, PERRIN, Andrew and DUGGAN, Maeve, 2016. *Social Media Update 2016, Facebook usage and engagement is on the rise, while adoption of other platforms holds steady*, PEW Research Center. Online: <https://www.pewresearch.org/internet/2016/11/11/social-media-update-2016/>



where almost 90 % used it. A similar pattern was apparent for *Instagram*, where roughly 60 % of the youth US adults had an account. For people older than 65 years, it was only 8 %. The *Twitter* ratio was 36 % younger to 10 % older, whereas the *LinkedIn* gap was not as tangible with 34 % and 20 %.<sup>36</sup>

However, age is playing a significant role in the usage of social media platforms. Hence, the incorporation of this fact by the companies should take place. Especially when aiming the marketing at a specific group, businesses must differentiate their communication based on the age group using the particular social media.

### User location

An interesting indicator of usage is also the urban versus rural. In the case of *Instagram*, 39 % of the users were in cities and 31 % in rural areas. Twitter differences were only 2 %, meaning 26 % of the urban population used it, compared to 24 % of those in villages. However, the most significant gap was present for *LinkedIn*. Its proportion was 18 % of the rural population versus 34 % of those in cities. Interestingly, only 17 % of unemployed utilized this professional site, dedicated to searching for career opportunities. However, this can be attributed to the fact that the category *unemployed* included students, retired or disabled. On the other hand, 35 % of employed people had an active *LinkedIn* account.<sup>37</sup>

The only contrary example were the people having their account on *Facebook*. For this platform, the number of users in the cities and rural areas was 81 % in each case. Consequently, location is an essential factor influencing the volume of usage within the society. Therefore, companies should be aware of this, especially those who have most of their transactions happening within high-density areas.<sup>38</sup>

### Gender disparity

As in previous categories, the differences were visible within the usage between men and women as well. For instance, 83 % of all of the US adult women were on *Facebook*. On

---

<sup>36</sup> Ibid.

<sup>37</sup> GREENWOOD, Shannon, PERRIN, Andrwe and DUGGAN, Maeve, 2016. *Social Media Update 2016, Facebook usage and engagement is on the rise, while adoption of other platforms holds steady*, PEW Research Center. Online: <https://www.pewresearch.org/internet/2016/11/11/social-media-update-2016/>

<sup>38</sup> GREENWOOD, Shannon, PERRIN, Andrwe and DUGGAN, Maeve, 2016. *Social Media Update 2016, Facebook usage and engagement is on the rise, while adoption of other platforms holds steady*, PEW Research Center. Online: <https://www.pewresearch.org/internet/2016/11/11/social-media-update-2016/>

the other hand, three-quarters of online men had an account. The second most used network, *Instagram*, showed a similar pattern. With 38 % of women using the site and 26 % of men, the gap was 12 %. This discrepancy was the smallest in the case of *Twitter*. 24 % of men used it, which was only percent less than their female counterparts. The single exception was *LinkedIn*, where men played a dominant role with 31 %, and women created 27 % of the base.<sup>39</sup> As data shows, women are much more frequent users of *Facebook* and *Instagram*. On the other hand, men use *Twitter* and *LinkedIn* more.

### Degree and income

Another interesting disparity can be seen in the case of education and salary. Unlike *Twitter* and *LinkedIn*, *Facebook* and *Instagram* are much more egalitarian concerning these metrics. To name some, low-income Americans used *Facebook* by 84 %, seven figures more than the highest income group. A similar difference was valid for *Instagram*, where 31 % of the high-income group used the site.<sup>40</sup> Therefore, education caused a gap of at most 5 % for *Instagram*, representing a relatively small difference.

Unlike those listed, *Twitter* disparities were much higher. For instance, it was 12 % in the case of income. A university degree created a more negligible difference, at most 9 %. Even though this social media site with a bluebird in its logo showed higher disparities than those owned by Mark Zuckerberg, *Twitter* is still more equal than *LinkedIn*. Here, the difference between the lesser educated and those with a college education was 38 %. In other words, university absolvents made up 50 %. The income disparities created a smaller gap but no less significant. 45 % of the highest income group used this network, compared to 21 % of the lowest.<sup>41</sup> Hence, the level of completed education was a more crucial predetermination of the platform usage than income. However, since it is a professional platform, these differences are understandable.

Income and earned degree produce differences in usage of social media. Therefore, it is yet another factor that must be considered when preparing and conducting marketing communication.

---

<sup>39</sup> Ibid.

<sup>40</sup> GREENWOOD, Shannon, PERRIN, Andrwe and DUGGAN, Maeve, 2016. *Social Media Update 2016, Facebook usage and engagement is on the rise, while adoption of other platforms holds steady*, PEW Research Center. Online: <https://www.pewresearch.org/internet/2016/11/11/social-media-update-2016/>

<sup>41</sup> Ibid.

Overall, various characteristics influenced the usage of social media in cases of different platforms. For example, the usage is higher for the younger generation in high-density areas. The discrepancies in usage between genders are also evident, where women use *Facebook* and *Instagram* much more. On the other hand, *Twitter* and *LinkedIn* are the favored platforms of men. These and other differences were taken into account when evaluating the research.

To summarize this chapter, social media plays a significant role in current society. Since it is a practical channel of consuming and sharing information with others, these platforms have an essential function in companies' marketing communication.<sup>42</sup>

### **2.2.2. Media Communication**

Another term worth explaining is media communication. It can be defined, according to McNair, through its functions. Firstly, the media should inform and educate the people by providing them with the message. Moreover, they should be a place for public discussion, representing the role of watchdogs. This role is crucial, especially concerning government and political institutions. Lastly, the media should be a channel for presenting political opinions to society.<sup>43</sup>

On the other hand, Jiráček and Köppllová define media communication in a straightforward manner. They see it as an activity where the print, broadcast, and network media are involved, initiated, or helping to actualize communication. Moreover, unlike traditional communication, which cannot be repeated, media communication can last and sustain through time.<sup>44</sup>

### **2.3. Models of Communication**

The fundamental principles of communication are embodied within three basic models of communication. Specifically, they are transitional, interactional, and transactional. Each of these principles includes three central elements: encoding, decoding, and a channel, through which all communication occurs.

---

<sup>42</sup> APPEL, Gil et al., 2019, *The future of social media in marketing*, Pp. 80. Journal of the Academy of Marketing Science, 79.

<sup>43</sup> McNAIR, Brian, 2003. *An Introduction to Political Communication*, Communication and Society. Pp. 21-22. London: Routledge.

<sup>44</sup> JIRÁK, Jan and KÖPPLLOVÁ, Barbara, 2009. *Masová media*, Pp. 24. Praha: Portál.

Within the transmissional model, two sides are communicating in one way direction. The interaction model perceives communication as a two-sided action. Here, also the physical and psychological context plays a significant role. The last one, called the transaction model, sees communication as a never-ending process, where two sides are constantly interacting. Moreover, other contexts are added, such as relational, social, and cultural. These models are further examined in the subchapters below.<sup>45</sup>

### 2.3.1. Transmission Model

The oldest model is a linear process in which a participant is intentionally sending a message to another.<sup>46</sup> Here, the receiver is a passive part of the process, where he cannot influence the message itself. The first ones to define this model were Shannon and Weaver, who studied the transmission of information via a telephone.<sup>47</sup> Consequently, this model assumes that every communication operates as talking between two or more people. Therefore, the considerable disadvantage of this model is one-way flow. Since there is no possibility of clarifying the message, the receiver can decode the information differently from the sender's intention. See more in this table below.

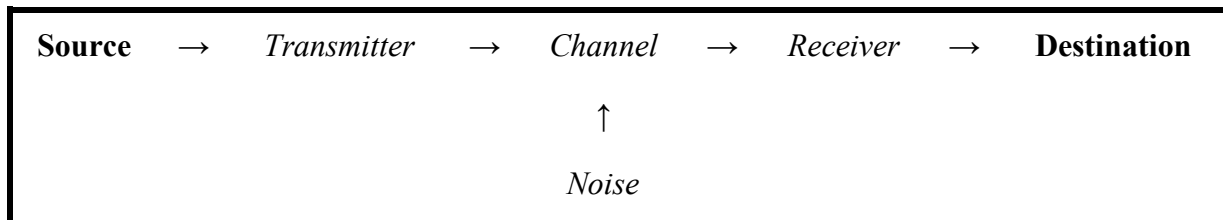


Table number 2: Communication flow in Transmissional model<sup>48</sup>

### 2.3.2. Interactional Model

Even though the Transitional model is fundamental nowadays, it was a strong base for scholars to study communication and develop more sophisticated models. One of those is represented by the Interactional model.

<sup>45</sup> UNIVERSITY OF MINNESOTA, *Communication in the Real World, The Communication Process*, Libraries Publishing, Visited on March 10, 2021. Online: <https://open.lib.umn.edu/communication/chapter/1-2-the-communication-process/>

<sup>46</sup> ELLIS, Richard and MCCLINTOCK, Ann, 1990. *If You Take My Meaning: Theory into Practice in Human Communication*, Pp. 71. London: Edward Arnold.

<sup>47</sup> SHANNON, Claude and WEAVER, Warren, 1964. *The Mathematical Theory of Communication*, Pp. 16. Urbana, IL: University of Illinois Press.

<sup>48</sup> The author; JIRÁK, Jan and Barbara KÖPPLOVÁ, 2007. *Média a společnost*. 2nd edition. Praha: Portál.

The sender and receiver are exchanging the messages through the noise, but they also receive feedback. Furthermore, the physical and psychological context is taken into account.<sup>49</sup> In comparison to the Linear model, the Interactional one is not profoundly focused on the message but instead on the process of communication. Hence, we do not perceive the two sides from an active-passive perspective. Both are senders and receivers, as well as encoding and decoding, at the same time.

The two ends of the communication channel are influenced by how the physical (weather, in or outdoor, environment) and psychological (To whom I am talking? What is my mood? Am I feeling stress, anxiety, or other emotions?) contexts. As the name shows, the two sides interact with each other in an environment where their attitudes and characters are part of the communication process. The model is visually explained in the table below.

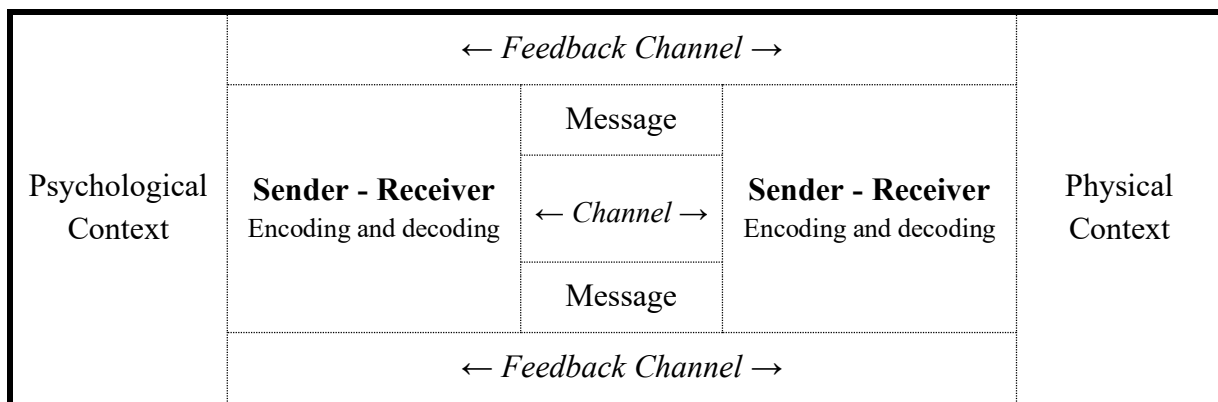


Table number 3: Communication flow in Interactional model<sup>50</sup>

### 2.3.3. Transactional Model

The last model is revolutionary in the way in which it perceives communication. The two previous models understand it as a process creating a meaning. However, people do not communicate about the meaning in the transaction but actively create it through interaction. Therefore, the sender-receiver logic is not used anymore. All sides are communicators since

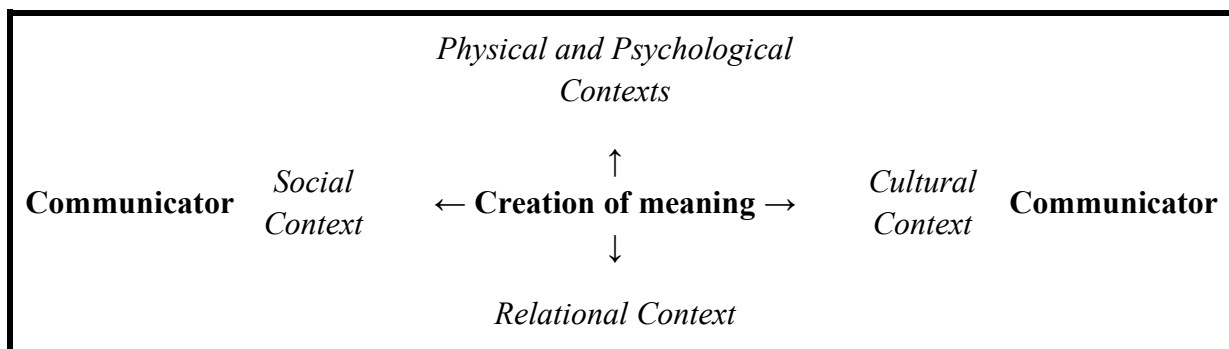
<sup>49</sup> SCHRAMM, Wilbur, 1997. *The Beginnings of Communication Study in America*. Thousand Oaks, CA, Sage Publishing.

<sup>50</sup> The author; SCHRAMM, Wilbur, 1997. *The Beginnings of Communication Study in America*. Thousand Oaks, CA, Sage Publishing; UNIVERSITY OF MINNESOTA, *Communication in the Real World, The Communication Process*, Libraries Publishing, Visited on March 10, 2021. Online: <https://open.lib.umn.edu/communication/chapter/1-2-the-communication-process/>

they interact both verbally and nonverbally. Thus, the process cannot be stopped. Even the silence could be interpreted as a kind of expression.<sup>51</sup>

Moreover, the model considers four different contexts, which might shape the process of communication. These are physical and psychological circumstances, which were already mentioned, and relational, social and cultural setting.

Relations with the other sides are crucial for the first setting. Whether it is the length of the relationship, its type (family, friends, coworkers, strangers), or its impact on the communication process. Likewise, we are influenced by the social circles we grew up in, such as family or school. These social norms are then shaping the way communication proceeds. Lastly, the cultural context plays an immense role. It could be race, gender, nationality, ethnicity, class, or sexual orientation. This role is essential, especially when the communicator is a part of the minority and perceives cultural differences more carefully.<sup>52</sup>



*Table number 4: Communication flow in Transactional model<sup>53</sup>*

For this research, the transactional model is the appropriate one to observe the marketing communication of the company via social media. Since the messages toward customers are all flowing within the certain physical and psychological context, plus are influenced by the factors such as those listed, it is the most suitable theoretical structure to perceive *Rohlik's* marketing communication.

<sup>51</sup> UNIVERSITY OF MINNESOTA, *Communication in the Real World, The Communication Process*, Libraries Publishing, Visited on March 10, 2021. Online: <https://open.lib.umn.edu/communication/chapter/1-2-the-communication-process/>

<sup>52</sup> Ibid.

<sup>53</sup> The author; JIRÁK, Jan and Barbara KÖPPLOVÁ, 2007. *Média a společnost*. 2nd edition. Praha: Portál.

### 3. History of the Company and its Communication

As previously mentioned in the very first chapter, *Rohlik* is firmly connected to its founder Tomáš Čupr. Among others, he has been the main face of modern entrepreneurship in Czechia since 2011.

After the Velvet Revolution in 1989, several well-known self-made businesspeople made their fortune based on the growing usage of the Internet and new media. For example, Ondřej Fryc (founder of *Mall.cz*), Ondřej Bartoš (founder of *Credo Ventures*), Aleš Zavoral (founder of *Alza.cz*), and Ivo Lukačovič (founder of *Seznam.cz*).

However, the second wave of online entrepreneurs built businesses in Czechia after the financial crisis in 2008. From the authors perspective, two of them stand aside because of the notable projects they founded. The first is Jakub Havrlant and his start-up *Bezrealitky.cz*, which revolutionized how real estate is sold and rented in Czechia. Currently, he is the CEO of the *Rockaway Capital group* while investing in companies around the globe.<sup>54</sup>

The second named entrepreneur, starting with his business few years after the economic meltdown, is Tomáš Čupr. Firstly, he founded *Slevomat*, which was a similar idea to the American company *Groupon*.<sup>55</sup> Two years later, he founded *Dáma Jídlo*, a concept like *Delivery Hero*.<sup>56</sup> His last business attempt is at the center of this thesis.

In this chapter, the history of the company will be addressed. Later, the text focuses on its marketing communication. For that purpose, there is a space dedicated to online and offline campaigns, social media, and public relation. To be concise, the author picked the most significant events from his perspective. Therefore, rather than a deep analysis of company communication, this chapter is an overview of *Rohlik* and its most crucial moments, mainly from the communication perspective.

---

<sup>54</sup> ROCKAWAYCAPITAL.COM, *Jakub Havrlant, CEO*. Visited on March 22, 2021. Online: <https://www.rockawaycapital.com/en/person/jakub-havrlant/>

<sup>55</sup> ČERMÁK, Miloš, 2014. *Tomáš Čupr, zakladatel Slevomatu: Chci vlastní firmu*, Hospodářské noviny. Published October 9, 2014. Visited March 18, 2021. Online: <https://archiv.ihned.cz/c1-62918310-tomas-cupr-zakladatel-slevomatu-chci-vlastni-firmu>

<sup>56</sup> TYDEN.CZ, 2014. *Tomáš Čupr prodal část podílu v DameJidlo za desítky milionů*. Published June 10, 2014. Visited March 19, 2021. Online: [https://www.tyden.cz/rubriky/byznys/podnikani-a-prace/tomas-cupr-prodal-cast-podilu-v-damejidlo-za-desitky-milionu\\_309603.html#.VSqX-ROUe-A](https://www.tyden.cz/rubriky/byznys/podnikani-a-prace/tomas-cupr-prodal-cast-podilu-v-damejidlo-za-desitky-milionu_309603.html#.VSqX-ROUe-A)

### 3.1. History of Rohlík

The online grocery store *Rohlík* was founded in 2014. After two successful projects, Tomáš Čupr decided to start another company with a small number of competitors in the Czechia. Since the beginning, the firm has grown notably with each passing year. When Čupr introduced the new concept in autumn of 2014, he was as visionary as saying that in five years, company turnover will be roughly 10 billion CZK. Even though this was not the case, *Rohlík* made nearly half of the stated number,<sup>57</sup> which was still an enormous success. However, circumstances proved that Čupr's visions about the company's future were not insane at all.

For instance, *Rohlík* had grown in 2019 by more than 60 % compared to the previous year. Its turnover was 2,4 billion CZK, and the company made more than 60 million CZK in profits. The year 2020 was a similar success for the business, with 60 % growth and 4 billion CZK turnover.<sup>58</sup>

Additionally, the company obtained several rounds of investments. For instance, in 2019, a bond issue in a total of 777 million CZK brought money to the company.<sup>59</sup> Last year, the number of bonds was enlarged to a total amount of 1,2 billion CZK.<sup>60</sup> Moreover, at the beginning of 2021, the company presumably gained 2,6 billion CZK from a French investors.<sup>61</sup> The Office for the Protection of Competition is currently deciding about the legality of this transaction, so it will not disrupt market competitiveness. This potentially wrong direction would have had harmful consequences for the consumer.<sup>62</sup>

---

<sup>57</sup> MEDIAR.CZ, 2020. *Obrat online supermarketu Rohlík.cz loni překonal 4 miliardy Kč*. Published January 22, 2020. Visited March 18, 2021. Online: <https://www.mediar.cz/obrat-online-supermarketu-rohlik-cz-uz-prekonal-4-miliardy-kc/>

<sup>58</sup> E15.CZ, 2019. *Firma Velká pecka, provozující Rohlík.cz, má miliardové obraty. Letos poprvé je i v zisku*. Published October 29, 2019. Visited March 19, 2021. Online: <https://www.e15.cz/byznys/potraviny/firma-velka-pecka-provozujici-rohlik-cz-ma-miliardove-obraty-letos-poprve-je-i-v-zisku-1363714>

<sup>59</sup> MEDIAR.CZ, 2020. *Obrat online supermarketu Rohlík.cz loni překonal 4 miliardy Kč*. Published January 22, 2020. Visited March 18, 2021. Online: <https://www.mediar.cz/obrat-online-supermarketu-rohlik-cz-uz-prekonal-4-miliardy-kc/>

<sup>60</sup> SEDLÁK, Jan, 2020. *Rohlík.cz vydá další dluhopisy a hledá investora, dluh překročí miliardu*. Lupa.cz. Published April 17, 2020. Visited March 20, 2021. Online: <https://www.lupa.cz/aktuality/rohlik-cz-vyda-dalsi-dluhopisy-a-hleda-investora-dluh-prekroci-miliardu/>

<sup>61</sup> ÚŠELA, Jan, 2021. *Čuprův Rohlík.cz získal silného investora. Francouzský fond do něj nejspíš nalije miliardy korun*. Hospodářské noviny. Published January 4, 2021. Visited March 19, 2021. Online: <https://byznys.ihned.cz/c1-66864090-cupruv-rohlik-cz-ziskal-silneho-investora-francouzsky-fond-do-nej-nejspis-nalije-miliardy-korun>

<sup>62</sup> UOHS.CZ, 2020. *Oznámení o připravovaném spojení soutěžitelů partech partners sas, francouzská republika a pana Tomáše Čupra, Česká republika/Velká pecka s.r.o., Úřad pro ochranu hospodářské soutěže*. Published October 29, 2019. Visited March 19, 2021. Online: <https://www.uohs.cz/cs/hospodarska-soutez/spojovani-soutezitelu/oznameni-o-pripravovanem-spojени-soutezitelu/2922-oznameni-o-pripravovanem-spojени>



*Rohlik* did not just grow financially, but also locationally. Firstly, the company started in Prague and later expanded to other regions as well. This was the case especially within high-density areas and cities such as Pilsen, Liberec, Brno, Olomouc, Zlín or Ostrava. See the map with places where did *Rohlik* provide its service as attachment number 1.

Moreover, *Rohlik* expanded not only within Czechia but into other countries as well. As the founder mentioned in the past, for most Czech companies, it is reasonable to penetrate the Slovakian market. Since the two countries used to be one, plus the languages and products are similar, companies often expand to this eastern neighbor. However, in *Rohlik's* case, it was not a feasible solution since the business model operates well in high population density locations. Therefore, the capital of Slovakia, Bratislava, was not large enough.<sup>63</sup>

However, the company established its sister firms in several other European countries. The first expansion was into Budapest, Hungary. The name of the company there is Kifli, which has the same meaning as *Rohlik* in Czech.<sup>64</sup> The second city where the company enlarged its business was Vienna, the capital of Austria. Since the brand aims to reflect regional variations, its name is *Gürkerl*, meaning pickle in German. Finally, the firm planned to expand to Germany between April and June 2021, starting with high-density and affluent Munich.<sup>65</sup> For one of the biggest world economies, the company decided to name itself *Knuspr*.

The company is driven, steadily growing in the number of orders, turnover, profit, and countries in which it operates. That was also one of the leading reasons for media coverage during the last years. An advertising value equivalent can serve as a helpful illustration of this. It states how much money the company would pay for advertisements to get the same attention as is provided by media coverage. The attachment number 2 shows a steady growth regarding general media coverage over the past six years.

---

[soutezitelu-partech-partners-sas-francouzsko-republika-a-pana-tomase-cupra-ceska-republika-velk.html?fbclid=IwAR1SPXGZFhNRwrrfe7GqKneGnhbBT4BAVKaNA5Stflup0vqozgivwlnW4QI](https://www.soutezitelu-partech-partners-sas-francouzsko-republika-a-pana-tomase-cupra-ceska-republika-velk.html?fbclid=IwAR1SPXGZFhNRwrrfe7GqKneGnhbBT4BAVKaNA5Stflup0vqozgivwlnW4QI)

<sup>63</sup> SLÍŽEK, David, 2018. *Tomáš Čupr: Rohlik.cz se rozšíří do Maďarska, nejvíc peněz jsme propálili při učení*. Lupa.cz. Published September 29, 2018. Visited March 20, 2021. Online: <https://www.lupa.cz/clanky/tomas-cupr-rohlik-cz-se-pristi-rok-rozsiri-do-madarska/>

<sup>64</sup> *Rohlik* means a roll

<sup>65</sup> NNMAGAZINE.CZ, 2021. *Český Rohlik chce v Německu předstihnout tamního lídra v online prodeji potravin – společnost Rewe*, Czech-German magazine. Published January 8, 2021. Visited March 20, 2021. Online: <https://www.nnmagazine.cz/clanek/cesky-rohlik-chce-v-nemecku-predstihnout-tamniho-lidra-v-online-prodeji-potravin-spolecnost-rewe/>

A large part of the company's growth in Czechia was caused by increasing Internet usage and the recent pandemic. However, communication helped this development to be accelerated. Therefore, the following chapter tent to illuminate the history of the *Rohlik* communication.

### 3.2. Communication of the Company

As defined in the previous chapter, marketing communication helps the company get more products and services sold. Additionally, the goal is to communicate the added value of the organization to the consumers. The author explained three main channels in which the company interacted with the current and potential clients and the critical stakeholders in the subchapters below.

The primary way in which the company can directly influence its perception is marketing. As mentioned in the theoretical part, we have several facets of the marketing mix, such as *product*, *place*, *price*, and *promotion*. The *product* and service itself, in the case of *Rohlik*, are understandable easily. Transportation of the groceries directly to the households, without any need of going into a physical store. Additionally, the company started a project named *Rohlik Points*. Customers can order groceries into boxes, mainly placed near big office centers with a high potential customer concentration. Most of them are in Prague, but one of these is also in Brno, the second-largest city in the country. See their location in the capital city in the map within the attachment number 3. Consequently, the first marketing mix '*P*' is heavily related to the second one. Since the distribution channel and logistics are the consumer's fundamental added values, the product and place are firmly linked.

The third '*P*', the *price*, is constituted of two different parts. The first one is the margin on the products, like all the other retailers operating with FMSG<sup>66</sup>. However, additional sources of income are the payments for the delivery itself. Depending on the time, the price varies between 19, - up to 99, - CZK.<sup>67</sup> If the customer accepts anytime within a particular hour, the delivery is for free. Currently, the company is offering membership in *Rohlik Premium*. If customers pay the monthly (199, - CZK)<sup>68</sup> or yearly (1999, - CZK)<sup>69</sup> fee, they can get a discount on certain products, delivery for free, no minimum amount for the orders and much more.<sup>70</sup>

---

<sup>66</sup> Fast-moving consumer goods.

<sup>67</sup> On 17th of January 2021, it was roughly between 80 eurocents and 4 euros.

<sup>68</sup> Approximately 8 Euros.

<sup>69</sup> Approximately 80 Euros (6,6 Euros per month).

<sup>70</sup> ROHLIK.CZ. *Rohlik Premium*. Visited March 20, 2021. Online: <https://www.rohlik.cz/premium>

Membership in this program is one of the main ways in which *Rohlik* tried to create a long-term relationship with the consumer.

The *promotion* as the last part of the mix is vital in marketing communication. Consequently, it is addressed in the following subchapters.

### 3.2.1. Campaigns

In the more than six years long history of the company, *Rohlik* started many different campaigns, both online and offline. Two main aspects are the key features of the campaign. Nature of the products, as well as the quality of their delivery.

To name some, in 2018, a campaign focusing on the way of delivery was executed. The very start was a personalized letter to one hundred twenty thousand customers, in which the former CEO asked for feedback to become a better company. Later, employees of the company read the feedback from the consumers. Clients focused on things such as the time of delivery, preciseness of the purchase order or customer service. Furthermore, the comments were projected on a visual board inside the company during working hours. Hence, the workers could see the customers' thoughts in real-time. Moreover, the posters were put on *Rohlik* cars, grocery bags, and Prague and Brno's streets within this campaign. Its name was "*You are not alone in this*".<sup>71</sup> See the campaign posters as attachment number 4.

The second campaign worth mentioning was focusing on the quality and freshness of the products. Starting in April 2019, the company was communicating the freshness of meat, vegetables, and pastries. The main message was that, unlike the other supermarkets, *Rohlik* skipped long-term foodstuff storage.<sup>72</sup> The campaign took place primarily on the Internet but also on physical sites such as public transport. See the posters promoting the freshness of the products as attachment number 5.

Another campaign author picked was from April 2020. It lasted for three weeks and again focused on quality. However, this time, the company introduced a new line of their

---

<sup>71</sup> MEDIAGURU.CZ, 2018. *Rohlik.cz stavi kampaň na zpětné vazbě od zákazníků*. Published May 22, 2018. Visited March 21, 2021. Online: <https://www.mediaguru.cz/clanky/2018/05/rohlik-cz-stavi-kampan-na-zpetne-vazbe-od-zakazniku/>

<sup>72</sup> MEDIAR.CZ, 2019. *Rohlik.cz ukazuje svou představu o čerstvém jídle*. Published March 28, 2019. Visited March 21, 2021. Online: <https://www.mediar.cz/galerie-reklamy/rohlik-cz-ukazuje-svou-predstavu-o-cerstvem-jidle/>

products called "without compromises". The campaign's main slogan was "*quality, for which we put our necks on a block*". Interestingly, the company guaranteed payback of twice the original price if the customers were not satisfied.<sup>73</sup> In this way, *Rohlik* wanted to represent its confidence in the new line. In this case, the primary channels were *Facebook*, *Instagram*, and radio station *Evropa 2*. As the company claimed on its website, these products are the highest quality and mostly from small farms. See the visual in attachment number 6.

The very last campaign worth mentioning is the one promoting service called '*Rohlik Premium*'. As mentioned before, the customers who joined the club have various advantages, such as earlier delivery for free, discount for product 'without compromise', or no minimum amount on the purchase. Within this campaign, *Rohlik* included their employees to become an essential part of the visual presentation. Besides many, brand manager, spokesperson or chief of international expansion were involved. *Rohlik* justified it by the immense authenticity and connection of the brand with the customers.<sup>74</sup>

### 3.2.2. Social Media Usage

The company has accounts on multiple social networks, including *Facebook*, *Instagram*, *Twitter*, and *LinkedIn*. In the April 2021, the company had more than ninety-three thousand fans on *Facebook*. Moreover, the number of their followers grew by almost 43 % from 2019 to 2021.<sup>75</sup> Compared to its competitor, *Košík*, the company had an advantage of more than 25 thousand followers in April 2021.<sup>76</sup>

In the case of *Instagram*, *Rohlik* had 34 thousand followers in April 2021, whereas *Košík* had about one-third of this amount.<sup>77</sup> This success could be based on introducing new products on social media channels, sharing visually pleasing recipes, or commercials. One of the many goals could have been to show freshness, premium quality, or the ecological aspect, such as

---

<sup>73</sup> MEDIAR.CZ, 2020. *Bez kompromisu. Rohlik.cz uvádí na trh privátní značku*. Published April 22, 2020. Visited March 21, 2021. Online: <https://www.mediar.cz/bez-kompromisu-rohlik-cz-uvadi-na-trh-vlastni-privatni-znacku/>

<sup>74</sup> MEDIAGURU.CZ, 2020. *Rohlik propaguje službu Premium kampaní se svými zaměstnanci*. Published September 21, 2020. Visited March 21, 2021. Online: <https://www.mediaguru.cz/clanky/2020/09/rohlik-propaguje-sluzbu-premium-kampani-se-svymi-zamestnanci/>

<sup>75</sup> ZOOMPSHERE.COM, *Growth of Facebook fans*, own research of the author.

<sup>76</sup> FACEBOOK.COM, *Košík.cz*. Visited April 27, 2021. Online: <https://www.facebook.com/kosikcz>

<sup>77</sup> Compare: INSTAGRAM.COM, *rohlik.cz*. Visited April 27, 2021. Online: <https://www.instagram.com/rohlik.cz/> and INSTAGRAM.COM, *kosik.cz*. Visited April 27, 2021. Online: <https://www.instagram.com/kosik.cz/>

reusable materials. Moreover, the cooperation with local producers is evoking the support of the society from the side of *Rohlik*.

*LinkedIn*, with its 17 thousand followers appeared more focused on experts and specialists. From the authors perspective, two main parts of the communication. The company shared articles, podcasts, and videos. Usually, the CEO or other employees were present. Secondly, job offers and new information from the evolvement of the company were shared.<sup>78</sup>

The smallest and least used social media network is *Twitter*. The company had around three thousand followers and it is not focusing on one topic. However, the *Rohlik* had not added a new post since April 2020. Hence, it appeared that *Twitter* had low importance for the organization.<sup>79</sup>

Overall, it seems like the company is using all the popular social media platforms for specific purposes. *Facebook* is focusing mainly on recipes and new announcements about the company products. On *Instagram*, the company is presenting good-quality pictures, freshness, originality, and emotions. *LinkedIn* is concentrating more on the business aspect of the company. Besides many, those are stories of specific individuals, such as the Tomáš Čupr or other employees. They are also announcing new expansion plans, rounds of investments, or new positions within the company.

### 3.2.3. Public Relations

Relations with the public are another part of communication, which can boost sales via the positive association with the brand. There were several communications in its history, which supported it to get where it is today. From the author's perspective, it appears that the company is building its brand image on innovative, ecological, fresh, and disruptive nature. Therefore, the company's goal should be to become a part of the public discussion and spread these qualities to the customer's minds.

Nevertheless, the public's main connection is the CEO and the company's story. Since Tomáš Čupr started from scratch, his success story is the one that many Czechs know. Moreover, all three businesses Čupr founded were providing easy to understand products or

---

<sup>78</sup> LINKEDIN.COM, *rohlik.cz*. Visited March 21, 2021. Online: <https://www.linkedin.com/company/rohlik-cz/>

<sup>79</sup> TWITTER.COM, *rohlik.cz*. Visited March 21, 2021. Online: <https://twitter.com/rohlikcz>

services. Additionally, he started with an unfinished university degree, gained experience overseas, and succeeded despite the circumstances. That is also why many interviews and articles mention his difficult beginning. Since the business nature is daily used groceries, understanding the nature of the business and creating a connection is paramount when compared to other businesses. Therefore, the combination of these two elements is an essential part of the relations with public.

However, the engaging story and easy to understand business model are not ingredients for communication success solely. Besides, the aim is to find a good topic and take adequate steps to spin it within the media landscape. Furthermore, it is needed to be adequately communicated. One of the most notable events, when *Rohlik* gained the media's attention, was the case of a ban on the cage farming of chickens. Following a reportage of the Czech television, which showed dead chickens where a firm was using cage farming, the public started to call for a ban on this approach. *Rohlik* used this occasion to stop selling the eggs from this type of farms. Other shops such as *Lidl* or *Tesco* did the same.<sup>80</sup> Later in 2020, both the Czech Parliament's chambers approved this farming ban starting in 2027.<sup>81</sup>

The second occasion was when Prime Minister Andrej Babiš was receiving a subsidy on his bakery concern *Penam*. Since the European Commission identified that Babiš is in a conflict of interests as a politician and businessman, the European Union stopped paying the funds. However, he continued in transferring the money to the bakery directly from the Czech treasury. That led to protests of the political opposition, as well as from *Rohlik*.<sup>82</sup> In the light of this event, they stopped selling the bread from the bakery as a protest gesture. This step was well covered by the media and discussed in the public space, which helped spread awareness about the company. Both events were significant in how the company can communicate with the public, positioning themselves as guardians of ethics and moral code in the FMCG<sup>83</sup> business.

---

<sup>80</sup> SVATOŠOVÁ, Lucie, 2018. *Lidl, Tesco i Rohlik.cz skončí s prodejem vajec z klecových chovů*, Mediář.cz, Published June 21, 2018. Visited March 22, 2021. Online: <https://www.mediar.cz/lidl-tesco-i-rohlik-cz-skonci-s-prodejem-vajec-z-klecovych-chovu/>

<sup>81</sup> CT24.CZ, 2020. *Zákaz klecových chovů slepic od roku 2027 podpořil i Senát. Spor se povede o náhradu vynaložených nákladů*. Czech Television. Published November 13, 2020. Visited March 21, 2021. Online: <https://ct24.ceskatelevize.cz/ekonomika/3226052-zakaz-klecovych-chovu-slepice-od-roku-2027-podporil-i-senat-spor-se-povede-o>

<sup>82</sup> IROZHLAS.CZ, 2019. *Vraťte dotaci na linku pro toastový chleba, vyzvalo Babiše hnutí STAN. Peníze šly ze státního rozpočtu*. Published May 28, 2019. Visited March 21, 2021. Online: [https://www.irozhlas.cz/zpravy-domov/agrofert-dotace-andrej-babis-penam-toastovy-chleb-poslanci\\_1905281306\\_jgr](https://www.irozhlas.cz/zpravy-domov/agrofert-dotace-andrej-babis-penam-toastovy-chleb-poslanci_1905281306_jgr)

<sup>83</sup> Fast-moving consumer goods.

## 4. Methodology

Following the theoretical background and company's history, it is crucial to describe and define the thesis' methodology. Therefore, this chapter clarifies the methods, research sample, tools, procedures, and materials used within the research. Furthermore, hypotheses and research questions are defined. This part is crucial for a reader to understand the collection and evaluation of the data. Moreover, this description should evoke confidence in how the author conducted the research.

The two methods often used within social sciences academic research were chosen: a quantitative and qualitative analysis. In the case of quantitative analysis, the survey method was conducted. The data was collected from customers of *Rohlik* but also from other individuals impacted by the company's communication. The qualitative part was fulfilled by a semi-structured interview. The fundamental intention was to obtain the information from the company's marketing department representatives. These methods served as practical ways to understand both sides of the communication in depth.

### 4.1. Definition of the Problem and Aim of the Research

The fundamental issue to be studied was the new media's role in *Rohlik* marketing communication. Until the moment this research was conducted, there was no comparable analysis publicized. Consequently, research was intended to provide more information on how the company and its customers think about communication via new media. To understand this relationship, the author decided to obtain information from the company representatives and the broad public. Observation of these sources of information was intended to fulfil the aim of the research. Since social media and communication on the Internet will presumably play a significant role in business communication, it is relevant to study it profoundly.

This thesis can also serve as a part of a more comprehensive understanding of social media's role in the marketing communication of Czech e-commerce companies. However, even though this research aspired to clarify the current circumstances, it did not intend to provide the reader with a general overview of the Czech market and the new media usage. Instead, it focused on one successful Czech company expanding throughout Europe, which received the highest investments in the history of Czechia. Hence, *Rohlik* can be an authentic trendsetter in

how Czech and European companies think about various aspects of business, including communication via new media.

## 4.2. Quantitative Analysis

This method is characterized by operating with a high volume of researched objects. Moreover, the approach expects that the behaviour of people can be predicted and measured. Usually, random selections, experiments, or structured data collection are applied. These can have a form of tests, observation, or surveys. Among others, the ultimate goal is to verify ideas' truthfulness with observed objects' relations. In other words, to validate hypotheses.<sup>84</sup>

The structure of the analysis is as follows. Firstly, the researcher draws a hypothesis based on theoretical background. The hypothesis expects to find a relationship between at least two of the observed variables. After this step, the hypothesis needs to be operationalized. In other words, it seeks to find an answer to the question "*What do we need in order to observe the objects?*". Afterwards, the researcher needs to conduct the measurement, compare the expectations and test hypotheses. In the end, verification of the theory can take place. The researcher can obtain information that may support the theory. However, it cannot be fully verified.<sup>85</sup>

When conducting the analysis, the researcher must make sure that the measurement is valid and reliable. Moreover, if other researchers conduct the analysis again, and the nature of the examined object would not change, they should reach the same results.

Quantitative research can have two different forms: experimental and non-experimental. In the first case, the researcher intentionally changes the target group's circumstances to see the differences between the situations. On the other hand, the examined sample conditions do not change in the second type of approach. Non-experimental research solely observes, measures the variables, describes the behaviour and tests the hypotheses.<sup>86</sup> The author decided to use the non-experimental option to collect the *Rohlík* communication receivers' data.

As Hendl claims, this type of research's main advantages are representativeness and a possibility of testing the hypotheses repeatedly. The quantitative study's overall plus is the

---

<sup>84</sup> HENDL, Jan. 2005. *Kvalitativní výzkum: základní metody a aplikace*. Pp. 46. Praha: Portál.

<sup>85</sup> Ibid, Pp. 46.

<sup>86</sup> Ibid, Pp. 47-49.



quick collection of data and its analysis. Moreover, it is serviceable while examining large groups of people. Besides, the collection of the data is relatively independent of the researcher himself. On the other hand, a significant downside is the research method's focus, potentially ignoring other phenomena since it concentrates only on a limited researched field. Additionally, the obtained data can be too general and impractical.<sup>87</sup>

Despite these facts, the author decided to use this method for research within this thesis. The leading cause is the suitability of this approach to verify the hypothesis. It is also feasible for the author since he has a limited research capacity. Lastly, the survey method is often used in the field of social sciences. Hence, it is a proper method for researching the audiences, despite the disadvantages it carries.

#### **4.2.1. Hypotheses**

For the quantitative part, six hypotheses were defined. The researcher draws them based on the theoretical part and the main aim of the thesis. Each hypothesis is explained with regards to its relevance concerning the research. Where necessary, additional pieces of information are provided.

HP1: *“Most of the recipients of Rohlík communication were receiving information concerning the company primarily from the social media accounts of the corporation.”*

The first hypothesis is entirely related to the main focus of the thesis. It strives to prove that most communication recipients used social media to get their information about the company. The core of this logic is based on the fact that the company is providing an online service, and social media usage grows annually. Therefore, the platforms are perceived as the main channel of communication toward the public.

HP2: *“Customers were more likely to follow Rohlík social media accounts than those who never bought companies products.”*

The second hypothesis is built on mere reasoning that those who at least once bought products from *Rohlík* are more likely to follow the company on social media. In this case, category of customers and non-buyers are going to be compared to recognize the differences.

---

<sup>87</sup> HENDL, Jan. 2005. *Kvalitativní výzkum: základní metody a aplikace*. Pp. 49. Praha: Portál.

HP3: *"Most of the customers were following at least one of the social media accounts of the company."*

Unlike the first hypothesis, this one attempts to understand the category of customers solely. The logic here is that most consumers will follow the company's social media accounts since they want to get more information about *Rohlik*. Therefore, the researcher analyzed only the data from the clients of the company.

HP4: *"Customers followed social media mainly because of the discounts to company's products."*

A significant part of the communication of companies operating in the FMCG is based on discounts on products. Since the author claimed that social media channels were the main channel toward the customers, he assumed that discounts were the single biggest reason they followed them.

HP5: *"Recipients from Prague were more likely to follow Rohlik social media accounts than those from other regions."*

*Rohlik* started initially in the capital city and eventually spread throughout the country. However, the expansion destinations were always cities. Building on the assumption that most communication recipients got their information from the platforms, it is relevant to assume that majority of the recipients following the company's social media are from Prague.

HP6: *"Most people who followed the social media accounts of Rohlik were from the younger generation from 18 to 26 years old."*

As mentioned in the theoretical chapter, social media is used primarily by the younger generation. Therefore, the author assumed that this would be valid also for *Rohlik*. Moreover, to understand the role of new media in the company's communication, identifying its age is crucial.

Validation of these hypotheses gave the researcher context of which group consumed social media content, why they were doing so, where they lived, and what their age was. In conclusion, verification of the hypothesis was designed to give the researcher a comprehensive picture of social media's role in *Rohlik* marketing communication.

#### 4.2.2. Structure of the Survey

To gather the data for this thesis, the author decided to choose the internet survey method. This approach has numerous benefits compared to data collecting via phone, post, or personal meetings with the researched groups. Besides many, there are advantages such as quickness in obtaining the data and the distribution's cheapness. Moreover, the overall comfort for the person filling in the information is a significant plus. The only limitation for filling the survey was the Internet connection. To the best knowledge of the author, no further constraints were present.

The structure of the survey was divided into four main parts. Importantly, the identification questions had to be asked. Within these were information about age group, gender, and place of living. To not demotivate the respondents, these questions were positioned to the second half of the survey.

Therefore, the opening section was unfolded by the question on whether the respondents knew the company. This served as a sorting method, so those who answered *no* were excluded from the survey. The second part of the opening section asked the respondents how many times they bought groceries from *Rohlik*. This served as a separation between customers and others. Lastly, the third question was focusing on their satisfaction with the company. Since it was not fundamentally related to the research, the researcher left the answer voluntary.

The third segment of the survey was heavily connected to the validation of the hypothesis. The respondents were obligated to say from which channel they initially heard about the company, giving the researcher valuable information about social media's importance for the recipients. The following sections focused on the channels from which the respondents were getting information about the company. The closing set of questions in this segment concentrated on the purposes for which are respondents following the social media channels. There were options such as recipes, visually pleasing pictures, or information about the company.

Lastly, the author added questions not directly related to the research itself. They were designed to stimulate the respondent to think broadly about the topic and widen the researcher's scope. Within this category, questions on *Rohlik* Premium's programme and the associations people have with the company were asked.

### 4.2.3. Research Group

The research sample was defined as anyone who knows *Rohlik*. Since the research focused on how the company communicates and how people and customers perceive it, the author was interested in different responses. Nor age, gender, place, or usage of *Rohlik* in the past was limiting respondents to participate. Since the company is communicating both toward current clients and potential buyers, the differences between those who ordered food from *Rohlik* and those who do not is easily distinguishable. Therefore, the survey was aimed at anybody who used the Internet and knew the company when filling the survey.

### 4.2.4. Procedure and Used Tools

Since the researcher had limited capacity to collect the data, convenience sampling was used. This method means that the researcher approaches respondents who are near and accessible to become a part of the survey. Therefore, the researcher primarily approached people within or close to his social circles. This data gathering type was also helpful since the study was interested in all people who knew *Rohlik*, not only the customers. Therefore, no other method picking the respondents more specifically was needed. Most of the respondents were approached via *Facebook* and *Instagram* through private message. However, the researcher also wrote several emails to those possibly able to fill in the survey. The data were collected between 4<sup>th</sup> and 21<sup>st</sup> of April 2021.

The only used tool was *Google Form*, a free and online tool dedicated to collecting information from the respondents. There were three reasons for choosing this channel. Firstly, it is probable that most of the respondents know the *Google Forms* from a previous survey filling. The second reason is based on the fact that the data can be gathered for free. Lastly, *Google Forms* has a friendly interface and exports the data to a sheet outside the online program. Since the researcher worked with the data and created the graphs in *Microsoft Excel*, it was a helpful feature. Since the creation of the survey, filling from the respondents' side, and the export of the data were straightforward, the researcher is satisfied with the decision he made at the beginning of the research regarding the survey platform.

### 4.3. Qualitative Analysis

As mentioned before, qualitative analysis was chosen to understand the new media's role from the company's perspective. Besides gathering quantitative information from the survey, the researcher also wanted to capture data that can be analyzed more profoundly. These two approaches are complementary, and they help to fulfil the aim of the thesis.

A qualitative approach within academic research is often used to analyze fewer samples in-depth. In other words, the researcher is not only interested in the number or response but their quality and complexity.<sup>88</sup> Moreover, Steinar Kvale<sup>89</sup> said that the goal is to find relationships that can be interpreted. Besides, by Kozel<sup>90</sup> the qualitative research focuses on the motivations of specific individuals and their attitudes. Hence, the most suitable option to obtain qualitative data was a semi-structured interview with employees of *Rohlik*.

#### 4.3.1. Research Questions

For this type of analysis, research questions must be determined. Since the main aim of the thesis is to understand the role of new media in the marketing communication of *Rohlik*, the following research question was defined.

RQ: In which way did the company Rohlik use social media in its marketing communication?

This research question is different from the author's first aims in winter 2020, which focused more on how the company used the new media in its marketing strategy. The reason for this shift is relatively simple. If the author wanted to research the extent (role in the marketing strategy), it would be necessary to have more illustrative information and more resources to obtain representative data. In researching how the company and the customers perceive the communication (role in the marketing communication), qualitative analysis can be used. Since the author's time and resources were limited, he decided to focus more on perception than volume.

---

<sup>88</sup> HENDL, Jan. 2005. *Kvalitativní výzkum: základní metody a aplikace*. Pp. 48-49. Praha: Portál.

<sup>89</sup> KVALE, Steinar. 1996. *InterViews: An introduction to qualitative research interviewing*. Pp. 135-142. Thousand Oaks, CA: Sage.

<sup>90</sup> KOZEL, Roman, MYNÁŘOVÁ, Lenka and Hana SVOBODOVÁ. 2011. *Moderní metody a techniky marketingového výzkumu*. Pp. 304. Praha: Grada.

To answer the main research question, additional research questions were defined as well. They were constructed in a way to validate the main research question from different angles. The factual verification was based on the data gained from the semi-structured interview. Hence, additional research questions were an essential basis for the formulation of the structure for the interview. Each of the questions below has its explanation and additional information underneath.

*ARQ 1: For what purposes are the individual social media use within its marketing communication?*

The first additional research question is broader, trying to answer the role of the platforms in the marketing communication of *Rohlik*.

*ARQ 2: Who is the company's target audience in the social media channels, such as Facebook, Instagram, and LinkedIn?*

Since the thesis aspires to understand the new media's role within its communication, the researcher wanted to know the target audience they were aiming for. Therefore, the intention here was to clarify which groups those channels were focusing on.

*ARQ 3: Which social media platforms are the most important and why?*

Finally, after understanding the purposes of the channels and the target audiences, the author also wanted to know how the company representatives perceived channels' importance.

All additional research questions were striving to answer the main research questions from different angles. Therefore, after answering all of them, the aim of the research should be potentially achieved.

#### **4.3.2. Used Methods and Research Sample**

The author decided to conduct a semi-structured in-depth interview with the *Rohlik* employees to answer the research questions. This gathering of data had significant advantages. First, most of the work must be done by the researcher, who proactively asks questions and helps the respondent share the information. Consequently, the research sample has a more leisurely role than in the case of other types of analysis. On the other hand, the researcher

questioning can be biased by filters, lowering the research reliability.<sup>91</sup> Nevertheless, the interview form was chosen since it is suitable for the high demand professions,<sup>92</sup> which was the company marketers' case.

The research sample was defined as anyone from the marketing department of *Rohlik* who works at least partially with social media directly or indirectly. The direct one is the person who is actively posting new content on the social media pages. Indirect are those who are not in charge of the new media accounts, but they must consider them when working for the company. Consequently, all potential respondents with no real connection to social media were excluded from the scope.

#### **4.3.3. Process of Data Collection and Structure of the Interview**

In order to collect the data, the researcher approached the company via email and phone. Additionally, he was proactively seeking information from his social circles regarding the contact to the marketing department of *Rohlik*. Each meeting was planned as an online interview for about 30 minutes via Zoom. The platform was chosen since the researcher could operate it well, and the interview recording was easily manageable.

The structure of the interview was prepared to answer the research questions. However, additional topics to discuss were added. The motivations for this were to increase pleasantness and flow. Moreover, the structure was based on the recommendations of Hendl. The researcher divided the interview into several parts. Within the introduction to the interview, the researcher has to introduce himself and explain the study's goal. Moreover, the researcher needs to authenticate if the interview recording is acceptable for the respondent. Additionally, the researcher should give the floor to the other side to ask any questions about the study. Afterwards, a warm-up takes place. This part is crucial for building confidence between the researcher and the respondent. The third part is the main body of the interview. Here, the researcher is supposed to ask questions based on the preparation related to the study. The ending of this part should cool down the interview so that a researcher can discuss more

---

<sup>91</sup> DISMAN, Miroslav, 2000. *Jak se vyrábí sociologická znalost: příručka pro uživatele*. Pp. 374. 3. ed. Praha: Karolinum.

<sup>92</sup> KOZEL, Roman, MYNÁŘOVÁ, Lenka and SVOBODOVÁ, Hana, 2011. *Moderní metody a techniky marketingového výzkumu*. Pp. 304. Praha: Grada.

secluded topics. Lastly, the research should thank the respondent and conclude the interview. This structure was used within the interview.<sup>93</sup>

#### **4.4. Limitations of the Research**

Until this point, several central details of the research were defined. The author clarified the basis of the examination and how he intended to conduct the analysis. However, there is also a necessity to identify the limitations of the thesis. In other words, the representatives of the research must be addressed.

Even though the analysis focused on new media, it did exclude all the other channels except social media. Since the category of *new media* is vastly general, the author decided to focus exclusively on its social media accounts, such as *Facebook*, *Instagram*, *YouTube*, and *LinkedIn*. In other words, the role of all new media was not analyzed since it was beyond the scope of author's resources.

Another limitation lied in the fact that social media accounts themselves were not analyzed. The author questioned the two sides of the communication regarding their perception of the networks. However, he did not verify this in reality via analysis of the company's accounts. Consequently, the verification of the statements of both sides was not conducted.

The third limitation were the parameters of the samples. In the quantitative survey, 367 people shared their experiences. Nevertheless, they cannot represent society or even the company's target group. To achieve this level of representativeness, the author would need an immense volume of resources, which he lacked as a student of two master's degrees with a full-time job. Therefore, a limited number of available resources were utilized resulting in a curbed outcome.

Even those who joined the research and answered the questions did so subjectively. In the survey case, most of the questions were closed. Opened ones were usually aimed to be answered by one word, at most a sentence. Therefore, respondents did not have an opportunity to verbalize their views to a full extent. They were compelled to choose from pre-picked options, which narrowed the obtained data.

---

<sup>93</sup> HENDL, Jan, 2005. *Kvalitativní výzkum: základní metody a aplikace*. Pp. 164-174. Praha: Portál.



In the semi-structured interviews, the main limitation was the individual employee's perception of the marketing communication. Furthermore, most of them were with the company for less than 12 months, which could bend their perception. Also, only one formal interview was conducted. Even though the researcher obtained information from two other employees via email, it cannot be embodied in the research as accurately collected data.

Since all the mentioned limitations were present, the outcome cannot serve as a fully representative judgment of its communication. Nor can it be perceived as comprehensive research of the social media usage of the company. Hence, the thesis serves fundamentally as a replenishment of knowledge.

## **5. Results of the Research**

This chapter serves two purposes. First, it presents the data from the research, both the survey and the interview. Here, the researcher strived to present the data from an objective and independent position. Moreover, the author confronts data to the hypotheses and answers the research questions. In the following chapter, the results of the research were interpreted and discussed. Furthermore, the author presents interpretations of the data and his opinions.

The decision to apply this structure was due to two main reasons. Primarily, the distinction between the collected data and its interpretation is crucial for the research to stay reliable and objective. Additionally, it serves the reader to understand the research outcome first, interpret it in its way, and compare it with the researcher's opinions.

### **5.1. Outcomes of the Quantitative Research**

Within this part, the data from the survey is presented. Firstly, the answers to the identification questions on gender, age, and place are shown. Later, the author presents the obtained data regarding the opening questions about the usage of the company services or the satisfaction with the services. Lastly, the hypotheses are compared to the data with the goal of their validation.

As mentioned in the methodology chapter, 375 respondents shared their information and opinions via the survey. Six of them were removed since they assisted as testers of the questionnaire. Another two were excluded since they declared that they did not know the company. Therefore, the overall number of the respondents was 367.

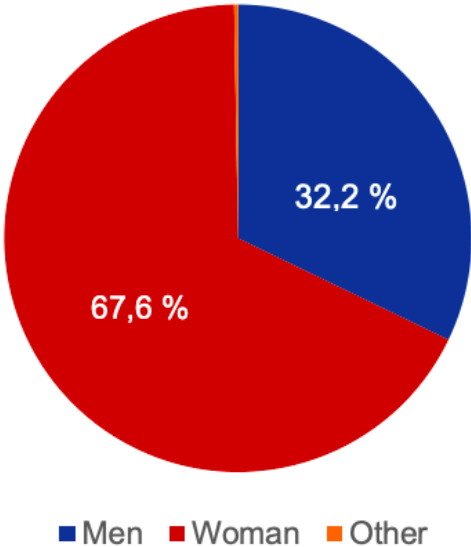
The presented percentages are adjusted for more simplicity during their presentation. The values were rounded up or down, depending on numbers after the decimal point. However, not more than half percent was modified. See the original questions in the survey within the attachment number 9.

#### **5.1.1. Identifications Questions**

The respondents were required to declare their gender, age, and region of Czechia where they live. Of all the respondents, 68 % were women and 32 % men. One of them identified as genderfluid. In the case of age, respondents had four options to choose from. However, only three categories are presented because none of them were 67 and older. Young adults between

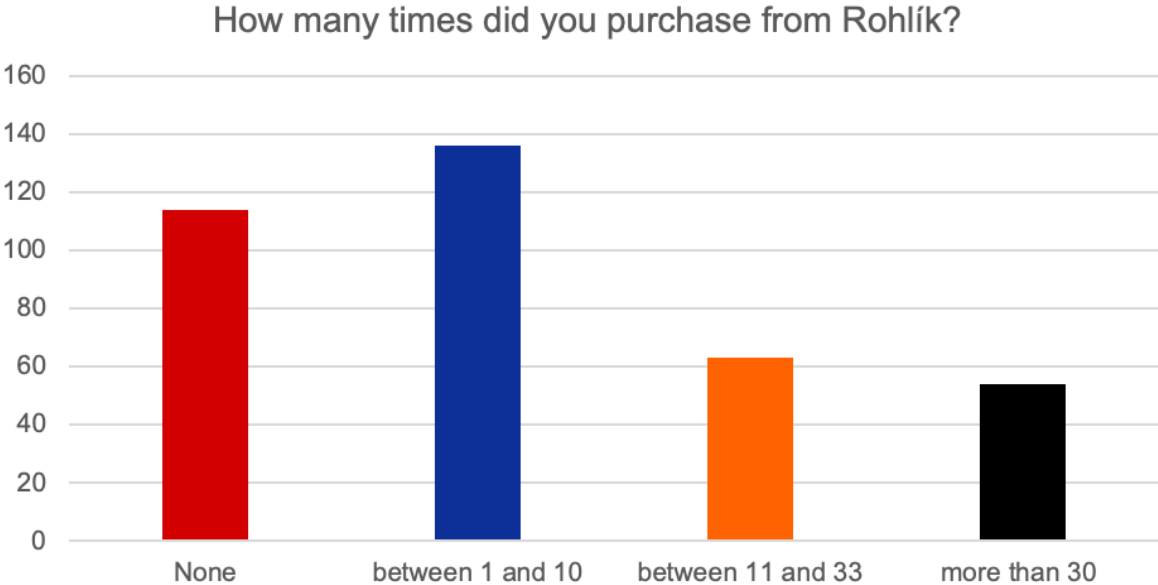
18 and 26 years old formed a substantial majority with 55 % of the overall number. The second largest group were people from 27 to 46, representing 42 %. Lastly, the people older than 46 but younger than 67 constituted 3 % of the researched sample.

The final identification question was gathering information about a place where people spent most of their time. Fortunately, the variety of respondents covered all the regions in Czechia. However, most of them were from Prague (59 %), followed by South Moravia (15 %) and Central Bohemia (11 %). See more in the chart within the attachment number 8.

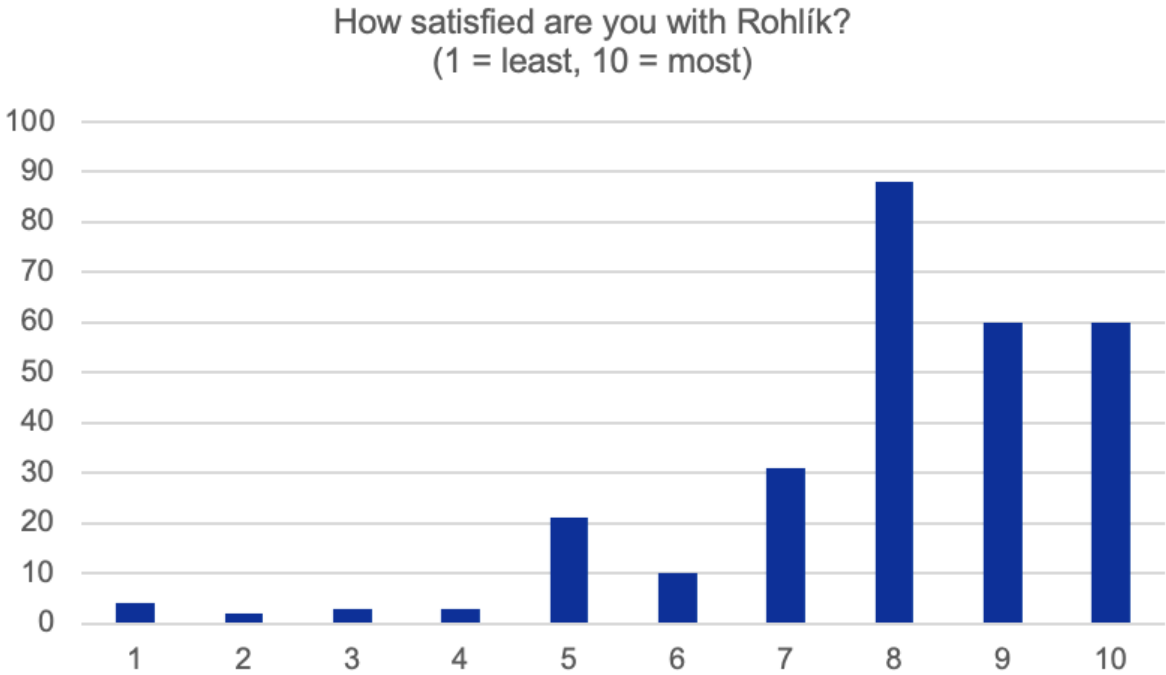


**5.1.2. Opening Questions**

The opening questions were what the respondents first saw when filling out the survey. After the question on basic awareness about the company, the author was interested in the total number of orders people made from *Rohlik*. Not only did the researcher get insight about the number of purchases, but he was also able to divide the company's customers and the rest of the communication recipients. The survey revealed that 69 % of respondents made at least one purchase, compared to 31 % of others who were receivers of the communication, but never made an order from *Rohlik*. See the chart below for more information.



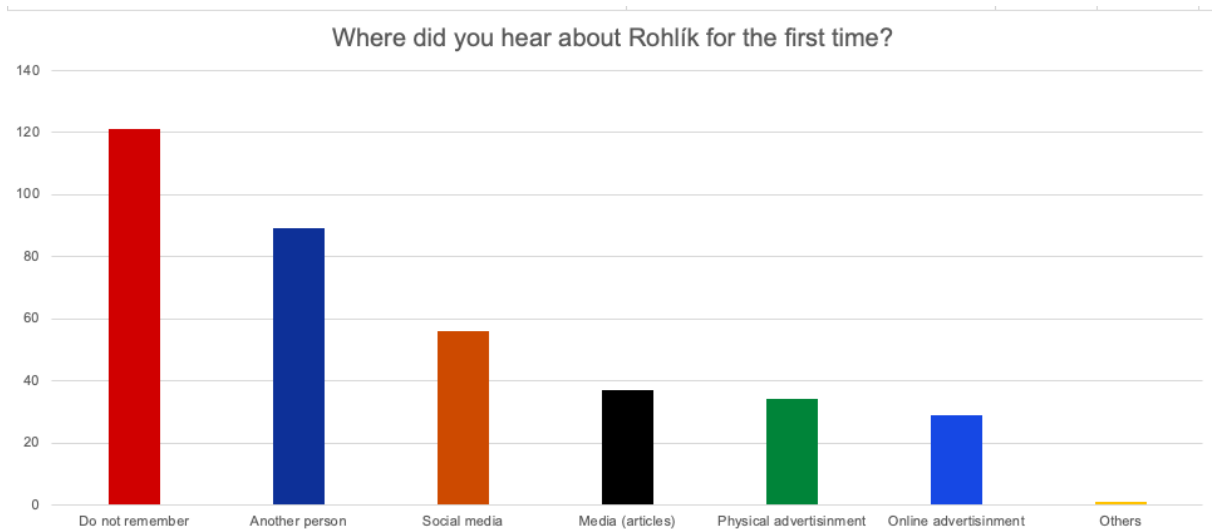
The next question aimed at the satisfaction with *Rohlik*. Unlike most of the survey, this question was not mandatory. Nevertheless, almost 77 % of the respondents stated their opinion. The majority of 57 % have chosen one of the three highest rankings, as visible from the chart underneath.



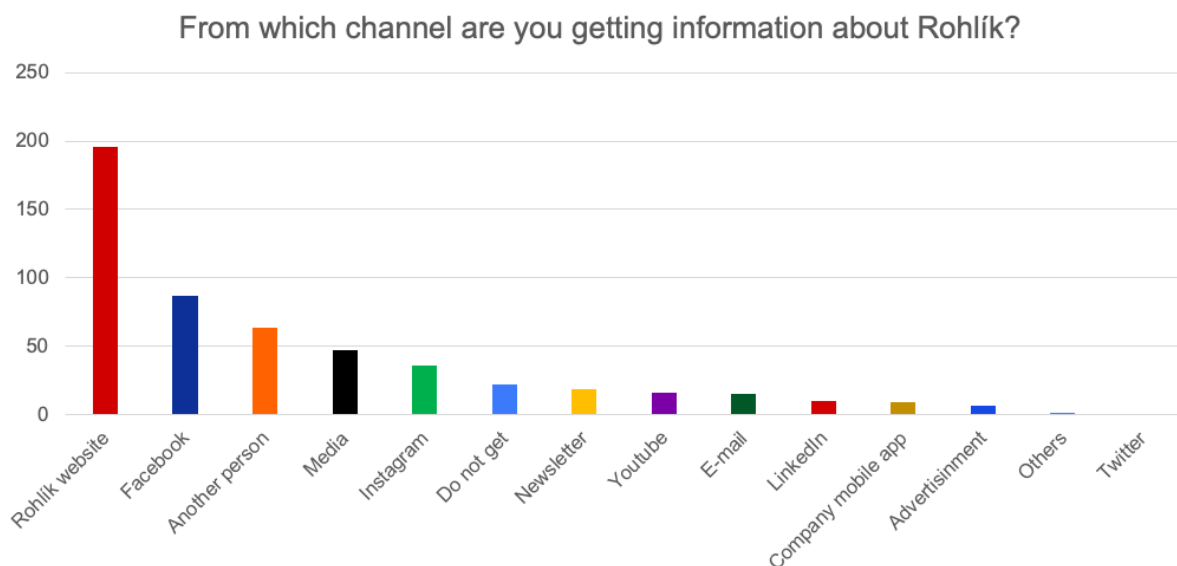
**5.1.3. Communication of the Company**

The aim in this section was to understand how people received information about the company. Moreover, the author was interested in the role of social media in this process.

Firstly, the researcher asked the respondents from which channel they had heard about *Rohlik* for the first time. People could select one of the presented options or write an answer of their own if they did not choose from the predefined alternatives. The most significant number of answers (33 %) stated that the respondents did not remember. The second most chosen option was another person (24 %), meaning that some of their friends, family members or colleagues told them about *Rohlik*. Social media were third most common answer (15 %), followed by traditional and online media (10 %). Finally, the physical (8 %) and online (9 %) advertisements were the least chosen options. See the chart below for additional information.



The second core question of the survey was interested in the channel from which people received the information about the company. The most dominant answer was the website *www.rohlik.cz* (53 %), followed by *Facebook* (24 %) and *another person* (17 %). The fourth most common answer was *media* (13 %). The second most used social media account was *Instagram* (10 %). Only 6 % of the respondents were not receiving any information about the company. See the chart for more details.

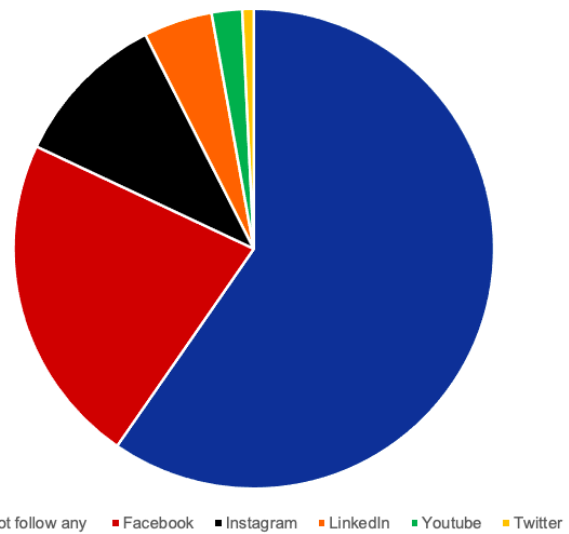


#### 5.1.4. Social Media Usage

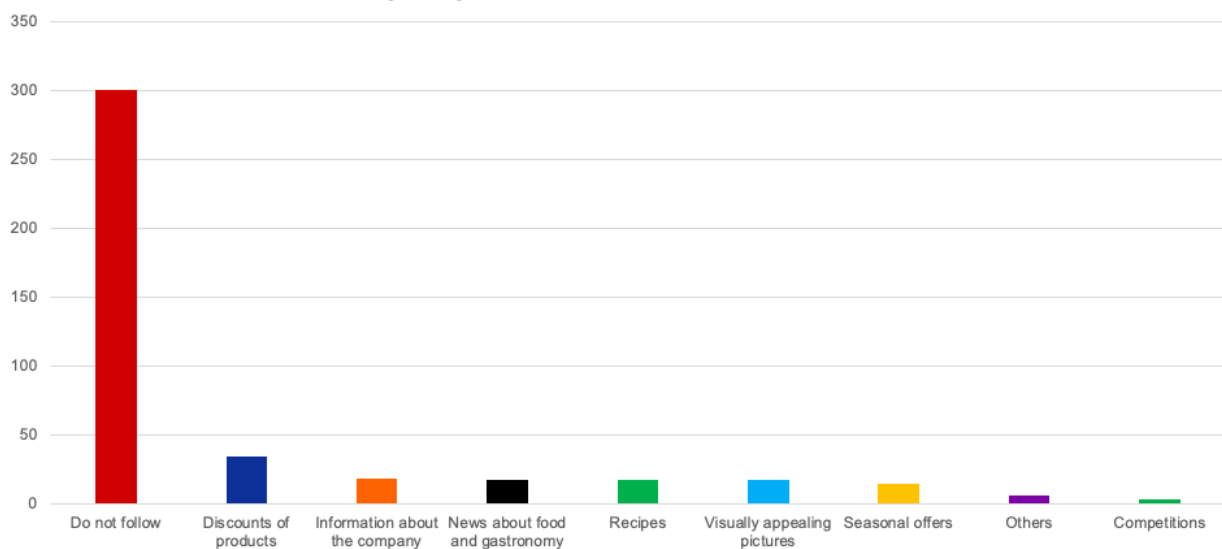
After the general part, respondents were asked which social media accounts they follow the most. More than 60 % declared they do not follow any. The rest of the people choose *Facebook* (24 %), followed by *Instagram* (11 %) and *LinkedIn* (5 %). See more details and the rest of the answers below.

Afterwards, the author was interested in the reasons for following the social media accounts. When asked about the reasons why they follow *Rohlík* on *Facebook*, 82 % declared they do not follow the account. Those who were active on *Facebook* have chosen the reasons such as *discounts on products, information about the company, news about food and gastronomy, recipes, or visually appealing pictures*. See the categories and answers in the following chart.

Which social media accounts of Rohlík do you follow most?



Why do you follow Rohlík on Facebook?



The case of *Instagram* was comparable to *Facebook* since most people did not follow this site (91 %). The rest was following it because of *discounts* (4 %), *information about the company* (4 %) or *recipes* (3 %). The third social media channel, *YouTube*, did not get strong attention, since 99 % of people were not followers. Lastly, 94 % of people did not follow *LinkedIn*. Approximately 4 % of the respondents was active on this platform because of the information about the company. Another 2 % looked for job offers or career advancement opportunities. The rest followed only the profile of the founder.

### 5.1.3. Validation of the Hypotheses

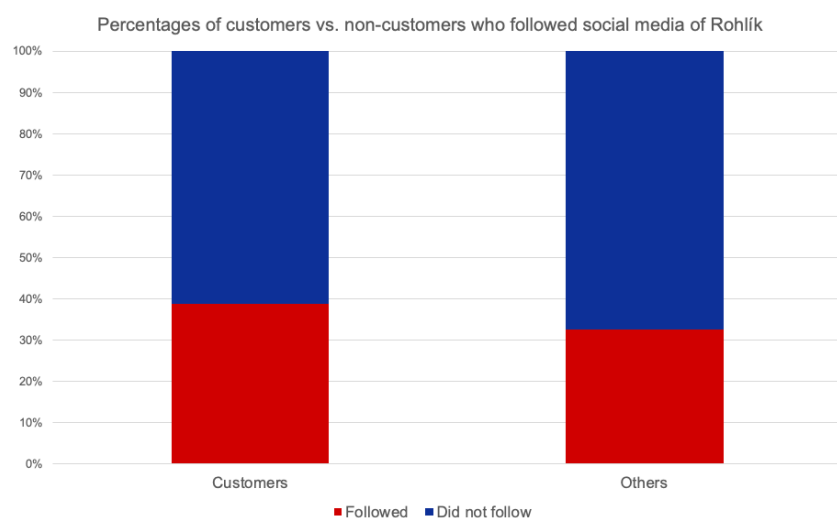
Following the presentation of the data, the author compared them to the hypotheses. Therefore, six hypotheses are listed together with comments regarding their truthfulness or inaccuracy.

HP1: *“Most of the recipients of Rohlik communication were receiving information concerning the company primarily from the social media accounts of the corporation.”*

Even though the author constituted his argument on the fact that the company is operating profoundly on the Internet and social media usage is growing, this hypothesis proved to be untrue. A majority of the 37 % of all respondents obtain their information from the website *rohlik.cz*. The social media accounts constituted 28 % of the responses, occupying the second place. The rest of the channels (35 %) was *word of mouth, media, newsletter, e-mail, mobile application of the company and advertisement*. Hence, even though the social media networks were not dominant in the sense of obtaining information, their role was significant. Besides, the various social media accounts provided different content and information, unlike the webpage, which was similar for a significant part of users.

HP2: *“Customers were more likely to follow Rohlik social media accounts than those who never bought companies products.”*

After analyzing the responses of the customers and the rest of the communication recipients, the hypothesis was validated as true. Around 37 % of the customers were following the social media of *Rohlik*, compared to 33 % of people who never made an order from the company. Even though the hypothesis was proved to be accurate, the difference is 5 % which is not an immense gap. See the percentages in the following graphs.

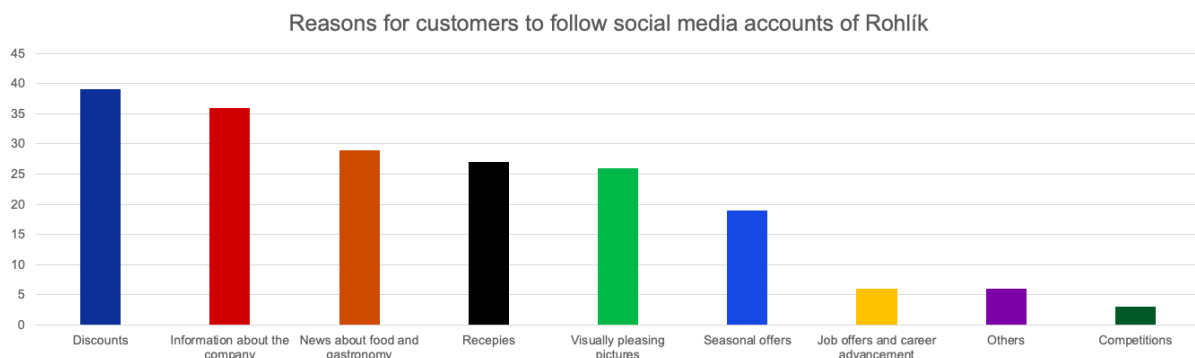


HP3: *"Most of the customers were following at least one of the social media accounts of the company."*

As mentioned in the reaction to the previous hypothesis, 37 % of respondents who were also customers of *Rohlík* followed at least one social media channel. Hence, 63 % of the customers did not follow any of the platforms. Consequently, this hypothesis was validated as an untrue.

HP4: *"Customers followed social media mainly because of the discounts to company's products."*

This hypothesis validated as true. From all the customers, who followed at least one social media account of the company, a majority have chosen the *discounts* (32 %) as the main reason. The second most often option was the *information about the functioning of the organization* (30 %), followed by *news about food and gastronomy* (24 %), *recepies* (22 %) and *visually pleasing pictures* (21 %). See the overview in the chart below.



HP5: *"Recipients from Prague were more likely to follow Rohlík social media accounts than those from other regions."*

This hypothesis was validated as untrue. Approximately 40 % of the recipients from other regions were active on social media accounts of the company, compare to 36 % of people living in Prague. In other words, the capital city does not determine if people follow the social media accounts more.



HP6: "Most people who followed the social media accounts of Rohlik were from the younger generation from 18 to 26 years old."

The last hypothesis was validated as untrue. The highest number of followers (43 %) was in the age group between 27 and 46 years. Within the youngest group, 35 % of the respondents followed at least one of the social media accounts. Finally, only 28 % of people between 47 and 66 years followed one of the social media accounts of the company.

## **5.2. Outcomes of the Qualitative Research**

The qualitative part of the analysis was based on the semi-structured in-depth interview with the company's marketing representative. In this chapter, the author explains how he obtained the data and then presents the information from the meeting. In the last section, research questions are answered.

In summer 2020, the researcher approached the company via email and phone, but none of the attempts were successful. Despite the rejections, the researcher attempted to contact the company's marketing department and succeeded only after several months, primarily thanks to friend's connection to *Rohlik*. Therefore, until spring 2021, the author was in contact with three marketers from *Rohlik*.

Junior Brand Manager, Kateřina Rosová, attended a semi-structured interview in March 2021. Furthermore, the researcher attempted to approach other *Rohlik* marketing specialists. Consequently, Social Media Manager, Karolína Hejlová, and Senior Brand Manager, Anna Hořáková, shared their opinions with the author. However, they did not have enough time to be a part of a semi-structured interview, even though the pandemic allowed for a time saving online form. Therefore, they agreed to answer the questions in a written format via an email. Since this method did not fulfil the semi-structured interview's form, the author used these pieces of information to replenish the conducted. Also, he used a strict separation of the two data sets for better clarity. See the questions for the interview in the attachment number 10.

### **5.2.1. Semi-structure Interview**

The semi-structured interview was conducted in March 2021 via *Zoom*. The researcher communicated with the respondent several weeks in advance, providing the Junior Brand Manager with details regarding the meeting and the research. The interview went smoothly,

without any technical or interpersonal complications. Kateřina Rosová was open to answering the questions, as well as to sharing her own opinions. Moreover, she was friendly and willing to assist, which significantly helped the author in his aim of fulfilling the research aims.

The meeting lasted for almost 60 minutes. After a brief introduction of the thesis and agreement about the recording, the researcher started with an opening question on the respondent's education. Since she studied at the Faculty of Social Sciences at Charles University, the author was interested in the value of the education in the employment. Afterwards, the respondent talked about her position as Junior Brand Manager. Among other things, she took care of *Rohlik bistro* programme, which was delivering meals from restaurants.

When asked about the marketing communication of *Rohlik*, the respondent characterized it as unusual, unique, funny, confident, and honest. This reflected also in the brand manual, which mentioned the authenticity of the visuals. The respondent also mentioned the upside-down pyramid model of the offered products. Consequently, 50 % of the products were bio or from farmers, another 30 % were A-brands, and the rest were more affordable product. Therefore, communication emphasized mainly the quality of the products. Furthermore, ecology was an important topic for the company. This was reflected in the reusable bottles for certain products as well as transition to online receipts, saving six tons of paper each year. Likewise, initiatives communicated via a blogpost supported people in the ecological effort.

Additionally, respondent mentioned basic characteristics of the brand manual. For instance, only orange, green and grey colors were used within the communication. Moreover, logos of the *Rohlik* sisters' companies had a similar shape yet incorporating regional differences. The visuals were authentic and strive to tell a story of the food from a farm to the customer's table. Furthermore, the banners always had a headline, sub-headline, and call to action, making it easier for the consumer to understand the content.

When the importance of the channels was discussed, the respondent described *Facebook* and *Instagram* as most crucial. The reasons were that *Rohlik* presented its products on the social media account and engaged the users much more efficiently. Besides, people perceive *Rohlik* as a familiar company and consequently communicate on social media in a straightforward manner. *LinkedIn* was overseen by the Human Resources department, where the company announced new information regarding its development and acquired talents. Apart from social media and newsletters, the website of *Rohlik* was an essential source of information for the

customers. *Rohlik* also used outdoor advertisement in the Prague subway to primarily promote partners' products. Since the company could easily obtain data from an online advertisement, it had an irreplaceable role in its communication. However, it was reduced due to the high demand considering the pandemic. Grocery bags were also used to spread awareness about the brand, representing a unique yet important element in word of mouth. Lastly, printed catalogues were put into the bags, providing the customer with the information about the latest products of *Rohlik*.

In the next part of the interview, the Junior Brand Manager was asked to order the channels from the most to the least important. Firstly, *Facebook* and *Instagram* were named, followed by pay-per-click advertisement. Lastly, the newsletter had an important role in communication toward the consumers, despite not being directly connected to the sales. When asked about the channel from which people heard about *Rohlik* for the first time, word of mouth was mentioned as the most frequent channel. This opinion was based on focus groups, which showed that the first contact with the company is usually through some another person.

The Junior Brand Manager also revealed that women constituted 60 % of customers. The most common age was between 18 and 54. Moreover, most typical consumer was a woman buying groceries for a family. The researcher and the respondent also discussed the audiences of the social media accounts. *Facebook* was broader, and the company received wide feedback. Moreover, this social media site is known for its negative comments. On the other hand, *Instagram* focused on lifestyle and the feedback from the users was more positive. *YouTube* was used as a channel for storing the videos and resharing them on the other channels.

In the concluding part, the researcher was interested in the changes of the communication in the past and in its plans for the future. Since the respondent joined the company, three people rotated as Chief Marketing Officers, causing frequent novelties. Moreover, the company's expansion abroad produced a new set of challenges, such as exchange of information between the teams. The company also started to work in an agile mode, reflected in the team fulfilling specific goals. Another change was the personalization of the newsletters, meaning vegetarians did not receive offers of meat products, and only customers with pets got a suggestion of new food for their dogs or cats. The company was also considering the customer's payment options and adjusted the offer based on it. To accomplish this level of personalization, *Rohlik* used data from purchases and memberships in programmes of the company. For instance, *Rohlíček* aimed at the customers with kids and *Rohlik Premium* at

the wealthier customers. Furthermore, the company stimulated the demand via unique recipes. People could watch the videos of food preparation and order ingredients with the click of a button. See the complete transcript of the interview in the attachment number 11.

### **5.2.2. Additional Data from the Marketing Department**

The two other respondents shared information via email. Since they agreed in most of the answers, the following part summed up both opinions. The Senior Brand Manager was with the company for nine months when providing the answers. Her job was to prepare weekly communication and marketing of *Rohliček*, *Rohlík Premium* or *Rohlík points*. The Social Media Specialist was with the company for two months when the researcher approached her. As the name of her position indicated, she focused solely on communication via social media accounts.

Firstly, respondents described marketing communication of *Rohlík* as unique and accurately aimed. Especially in case of online communication the company had a lot of data about the target group. Respondents divided the channels to the company's own content, such as newsletters, website, mobile application, social media, and online advertisement plus public relations, standing aside. Offline media were used as a part of campaigns, which are less frequent than the communication through other channels.

In the context of social media, respondents listed *Facebook* and *Instagram* as the two most important channels. In both cases, the target audience were people who love to eat, cook, and are interested in the quality of the products. The main reasons for *Rohlík* to use social media was brand awareness, positioning as the leader of food delivery, and community management. The last one was fulfilled via communication with the individual users on the platforms.

Regarding the customer's knowledge of the brand, both the Senior Brand Manager and Social Media Manager agreed that most people knew *Rohlík* from print or online media. However, social media played an irreplaceable role in shaping the brand image. For the future communication on social media, the company wanted to empower the brand and its unique essence. Respondents also wanted to educate and inspire people about food, cooking, and grocery shopping. Moreover, they strived to create a solid and loyal community. This is also reflected in the fact that the company did not want to reach a wide audience, but rather engage users and offer them adequate service. All the questions sent to the Senior Brand Manager and the Social Media Manager can be found in the attachment number 11.

### 5.2.3. Answers to the Research Questions

In the following part, the author answered the research questions based on the information from the marketing representatives. The researcher strived to explain the first and most comprehensive question regarding marketing communication, as well as additional research questions. Therefore, this section concludes the collected data from the qualitative research.

RQ: *In which way did the company Rohlik used social media in its marketing communication?*

Based on the respondents' answers, social media accounts were the secondary channels. The Junior Brand Manager claimed that the most important were people who already knew the company and spread awareness via *word of mouth*. On the other hand, Senior Brand and Social Media Managers thought that the initial channels were online media, meaning advertising, articles about the company, and interviews with their representatives.

Nevertheless, all sides agreed on the fact, that after people got the basic information about *Rohlik*, social media was playing the role of forming a more comprehensive picture about the company's values and strengthening the community. Besides, social media represented a direct channel to people who are interested in the company. Moreover, social media allowed for the company to measure the engagement of the audiences and other features, which are crucial for the evaluation of company's communication. Therefore, the social media played an irreplaceable part in the *Rohlik* communication.

ARQ 1: *For what purposes were the individual social media used within company marketing communication?*

All three respondents agreed on the fact that the most crucial social media channels were *Facebook* and *Instagram*. In the case of *Facebook*, the scope is much larger, since the platform is used by more people. Additionally, even those who are not following the page did comment on individual posts, since the platform is interconnected, yet this lead also to negative comments. On the other hand, it allows for a straightforward approach of the consumers toward the company. Also, the ratio of men and women is more equal than in the case of other social media platforms.

*Instagram* focused more on women and the number of positive attitudes toward the company was higher. This social media account was used to help people to be more aware of the food they were eating. *YouTube* served more as a storage of the content, which is reshared on the other platforms. Consequently, this channel cannot be considered as an active social media since the company is not approaching it in this direction. Lastly, *LinkedIn* aimed at acquiring new talents and spreading information about the company. Moreover, it was managed by the Human Resources department, which gave it a considerably different shape than other social media accounts.

ARQ 2: *Who is the company's target audience in the social media channels, such as Facebook, Instagram, and LinkedIn?*

As the Junior Brand Manager mentioned, most of the target audience of the company are women, buying groceries for their family. Furthermore, the overall customers base of *Rohlik* is approximately 60 % female, when the age of the consumers is in most cases between 18 and 54 years.

However, this target audience differs depending on the social media platforms. For instance, the *Facebook* account of focused more on a wider generation range, where also the ratio of men was higher. *Instagram* aimed at the younger generation with more female followers. *LinkedIn* focused on professionals, experts and people interested in new career offers or companies evolvement. *YouTube* stand aside since it does not have a particular target audience.

ARQ 3: *Which social media platforms are the most important and why?*

All respondents confirmed the most crucial social media account was *Facebook*. The reasons were a wide following base, immediate feedback from the users, and comments from people who are not active followers of the *Rohlik* page. Additionally, the community management mentioned by the company representatives is more efficiently done on *Facebook*, than on *Instagram*, *YouTube*, and *LinkedIn*.

## 6. Discussion

Since the author presented the data from the research, the major findings are explained and evaluated in this chapter. The results indicate that the company's social media accounts play a significant role in its communication with customers and other potential buyers. Furthermore, *Rohlik* has an enormous potential when communicating through social media networks in the future.

The research revealed that several of the company's representatives' claims were reflected in the respondents' data. For instance, Junior Brand Manager said that 60 % of all consumers were women, mostly between 18 and 54 years, where the most typical customer was a woman buying groceries for a family. The survey showed that 71 % of women respondents were customers of *Rohlik*. Within the men group, only 31 % bought groceries, creating a gap of 40 % between the genders. Moreover, most respondents-buyers were in the age group from 27 to 46, which is in line with a typical customer, as Junior Brand Manager described. Verifications of the hypothesis also point out that people from other regions followed *Rohlik* social media more than those from the capital city. The ratio was 36 % Prague residents versus 40 % of Czechs living elsewhere.

Therefore, the company should consider these factors when communicating via social media. To fulfil this goal, the *Transactional model* of communication based on work of Jiráček and Köpplová can be used as a theoretical framework.<sup>94</sup> This structure can include different aspects, such as *physical and psychological* context (gender, age, place of living etc.), plus *social, cultural, or relational* circumstances. Likewise, the analysis indicates that the social media content should be less centered around Prague and focus more on interacting with the recipients from other parts of Czechia. Further, to fulfil *Rohlik's* marketing department plan to create a more coherent community, variables of the *Transactional model* must be considered and combine with proper setting of marketing mix *Ps*. This is valid especially for *people (participants)* since this *P* includes customers. However, these characteristics can be considered also when programming other elements of the marketing mix, such as *promotion* and *process*.

Moreover, the qualitative and quantitative research revealed a match in the channel through which the recipients first heard about the company. Junior Manager mentioned *word of mouth* as the most significant way of spreading the initial information about *Rohlik*. On the other hand, both Senior Brand and Social Media Managers listed online and print media as a primary channel. Data from the survey showed that the most crucial channel, in this case,

---

<sup>94</sup> JIRÁK, Jan and Barbara KÖPPLOVÁ, 2007. *Média a společnost*. 2nd edition. Praha: Portál.

is *word of mouth*. Social media were the second most common answer, followed by media content such as articles.

Consequently, Junior Brand Manager was correct in her assumption. However, any given company has only a limited number of resources to directly influence what people tell their friends, family, or co-workers about their experiences or attitudes. The only option is indirect, via excellent customer service and other features satisfying the customer's needs. Moreover, the third most common answer, media articles, can be affected only with limited success, depending on the type of media. Merely content on social media is influenced directly, spreading the knowledge regarding the company. Therefore, in line with the results of the research, *Rohlik* marketing department should not use social media channels solely as communication tools toward people who already know the company. They should be used to acquire new followers and customers by spreading a basic awareness about *Rohlik*. This can be done via advertisement on social media or cooperation with other entities, such as enterprises or influencers.

Moreover, the data revealed the ratio of customers and non-customers following social media accounts of the company. Here, 37 % of customers were active on the social media accounts of *Rohlik*, compared to 33 % of people who know the company but never made an order. Since the difference is only 4 %, *Rohlik* marketing department should consider the social media accounts as communication tools toward non-customers as well.

Differences in the importance of channels informing about the company were also showed by the research. *Rohlik* marketers who provided data to the researcher said that social media were the most important when interacting with consumers. Yet, majority of the survey respondents identified the *website of Rohlik* as the place from which they were getting the most information regarding the company. The second most common choice was social media accounts. Even though a website can be a dynamic tool when informing the recipients about the company's offers, social media provide a recipient with various information directly in his feed.

Further, a user gets the information without the necessity of proactive searching for it in the web browser. This new media channel is interactive, and communications can be modified depending on the receiver's preference. Therefore, even though social media are not the primary channel for people to get their information, they are crucial and can influence attitudes towards the company and persuade the user to buy products. Consequently, the company should use them to complement the website and other communication channels to interact with the recipients appropriately.



Likewise, the analysis revealed that the most important channels are *Facebook* and *Instagram*. This was confirmed not only by the interviewed marketers but the survey respondents as well. Of those who were active on the company's social media, almost 60 % followed *Facebook* and 28 % *Instagram*. Therefore, *Facebook* should be used as the leading social media account and combine various content for diverse audiences.

Lastly, research indicated that most of the customers and the recipients do not follow *Rohlik* social media accounts at all. Therefore, the company has a significant potential to acquire new followers and potentially consumers loyal to their brand. In other words, social media can boost the company revenue if used properly.

## 7. Conclusion

This thesis aimed to understand the role of new media in the marketing communication of Czech company *Rohlik*. The reasons for a more comprehensive insight into this topic were two. Firstly, platforms like *Facebook*, *Instagram*, *YouTube*, or *LinkedIn*, as the new media representatives, are growing ever since they were founded.<sup>95</sup> Secondly, the number of businesses operating on the Internet and their turnover is growing each year.<sup>96</sup> Not only the advancing digitalization but also the current pandemic accelerated both trends. Besides, the researcher interest in entrepreneurship emphasized the choice.

To fulfil the aim of the research, the author carried out two types of research. Quantitative analysis obtained data from people who know *Rohlik*. The survey was constructed to understand communication recipients' habits and attitudes, with a particular focus on their usage of the social media accounts of *Rohlik*. Secondly, qualitative analysis in the form of the semi-structured in-depth interview with a Junior Brand Manager of the company was conducted. Moreover, Senior Brand Manager and Social Media Manager provided the researcher with additional data in written form.

Based on the research, various finding revealed. Firstly, the target group described by the marketer was reflected in the survey. In other words, the marketing representative assumption about *Rohlik* target audience was accurate. Further, people from Prague are not more likely to follow social media accounts. Therefore, the company should consider other regions of the country while communicating through social media platforms.

Secondly, *word of mouth* served as the main channel of spreading the initial news, but *the Rohlik website* was the primary source of information for customers. However, social media accounts obtained second place in both cases, which underline their significance, despite not being an initial source of information. Since customers and non-customers use social media in nearly the same ratio, *Rohlik* must approach them in that way. Besides, the dominant *Rohlik* social media accounts were *Facebook* and *Instagram*. Lastly, the main reason

---

<sup>95</sup> SMARTINSIGHTS.COM, *Global social media research summary 2021*. Published March 11, 2021. Visited April 1, 2021. Online: <https://www.smartinsights.com/social-media-marketing/social-media-strategy/new-global-social-media-research/>

<sup>96</sup> CESKA-ECOMMERCE.CZ, *Česká e-commerce, obrat české e-commerce*, Visited April 1, 2021. Online: <https://www.ceska-ecommerce.cz/>

why the customers followed social media accounts of the company were *discounts*, followed by *information regarding the company* and the *news about gastronomy and food*.

Notably, most customers did not follow social media accounts, representing a significant potential for this type of communication channel. To recognize this potential, further research is needed. This research should focus on particular social media more in-depth, striving to understand the customers preference better. In practice, a higher number of respondents together with more precisely chosen ones can provide relevant outcomes. Further, analysis of the social media accounts themselves offers a possibility of eventually widening the scope of understanding the role of social media in marketing communication of Rohlík.

## Summary

This master's thesis was dedicated to clarifying the role of new media in the marketing communication of Czech company *Rohlik*. The growing importance and usage of social media, combined with an increasing amount of fast-moving consumer goods sold online fostered by the current pandemic, provided a solid terrain for the research in this area.

This research aimed to obtain information about the social media accounts from both the consumers and the company's marketers. This was achieved by semi-structured interview and internet survey. Consequently, the research acquired data from both desired sources revealed information about the target group, usage of the social media networks, and the reasons interaction on these sites. Moreover, since some of the data mutually confirmed themselves, the author could draw many conclusion and recommendations for *Rohlik* future communication on this type of new media platforms.

The analysis proved that most of the company's customers who followed the social media networks of *Rohlik* were women between 27 and 46 years. Therefore, the woman buying the groceries for the family revealed as the most typical customer. Moreover, the followers from the capital city are not interaction on the social media accounts more than recipients from other regions of Czechia. This is relevant since the company started operating in Prague, and the city is the biggest market for *Rohlik* in the country. Because of this fact, marketers of the company should take into accounts the regional differences and reflect them in communication via social media.

Research showed that the most crucial channel of spreading the initial information about the company is a *word of mounds*. However, when people already know the company, they usually used *Rohlik* website to get more information. In both cases, social media were the second most used channels. Unlike the *word of mount*, they can be directly influenced by the company. Further, unlike the website, they provide various content directly within the user's feed. Therefore, *Rohlik* should not underestimate their importance when communicating toward a customer.

Since most of the respondent did not follow any of the *Rohlik* social media accounts, the company has a significant chance to acquire new ones. Therefore, *Facebook*, *Instagram*, *LinkedIn* or *YouTube* should not aim only at the existing customers. Moreover, they should

target recipients who are not yet convinced to become followers and, in the ideal case scenario, customers of *Rohlik*, thanks to the new media.

## Literature

### Books

BITNER, Mary, J. and BOOMS, Bernard, H., 1981. Pp. 47-52. *Marketing Strategies and Organization Structure for Service Firms*. In Marketing of Services, Conference Proceedings: American Marketing Association, Chicago, IL.

DISMAN, Miroslav, 2000. *Jak se vyrábí sociologická znalost: příručka pro uživatele*. Pp. 374. 3. ed. Praha: Karolinum.

ELLIS, Richard and MCCLINTOCK, Ann, 1990. *If You Take My Meaning: Theory into Practice in Human Communication*, Pp. 71. London: Edward Arnold.

FILL, Chris, and TURBNBULL, Sarah, 2016. *Part 1, Introducing Marketing Communications*, Marketing communications: brands, experiences and participation. Pp. 10-21. 7th ed. London: Pearson.

HENDL, Jan. 2005. *Kvalitativní výzkum: základní metody a aplikace*. Pp. 46-174. Praha: Portál.

JIRÁK, Jan and Barbara KÖPPLOVÁ, 2007. *Média a společnost*. 2nd edition. Praha: Portál.

JIRÁK, Jan and KÖPPLOVÁ, Barbara, 2009. *Masová media*, Pp. 24. Praha: Portál.

LISTER, Martin et. al., 2008. *New Media: A Critical Introduction*, Pp. 13. 2nd ed. New York, N.Y.: Routledge.

MCLUHAN, Marshall, 1963. *Understanding Media: The extension of Man*. Pp. 361. Series 1. Gingko Press.

McNAIR, Brian, 2003. *An Introduction to Political Communication*, Communication and Society. Pp. 21-22. London: Routledge.

McQUAIL, Denis, *Mass Communication Theory: An Introduction*, Pp. 640. 3rd edition, Sage Publications

PALMER, Adrian, 2004. *Introduction to Marketing - Theory and Practice*, UK: Oxford University Press.

REIFOVÁ, Irena a kolektiv, 2004. *Slovník mediální komunikace*, Pp. 134. Praha: Portál, 2004.

SHANNON, Claude and WEAVER, Warren, 1964. *The Mathematical Theory of Communication*, Pp. 16. Urbana, IL: University of Illinois Press.

SCHRAMM, Wilbur, 1997. *The Beginnings of Communication Study in America*. Thousand Oaks, CA, Sage Publishing.

### **Academic Articles**

ALALWAN, Ali, Abdallah et al., 2017. *Social Media in Marketing: A Review and Analysis of the Existing Literature*, Pp. 1178. Telematics and Informatics.

APPEL, Gil et al., 2019, *The future of social media in marketing*, Pp. 80. Journal of the Academy of Marketing Science, 48-79.

DOMINICI, Gandolfo, 2009. *From Marketing Mix to E-Marketing Mix: A Literature Overview and Classification*, Pp. 1-2. International Journal of Business and Management, University of Palermo.

KAPLAN, Andreas and HAENLEIN, Michael, 2010. *Users of the world, unite! The challenges and opportunities of Social Media*, Pp. 60-61. Business Horizons, 53. Kelley School of Business, Indiana University.

KOTLER, Philip, 1976. *Marketing Management: Analysis, Planning, and Control*. 3rd edition. Prentice-Hall.

KOZEL, Roman, MYNÁŘOVÁ, Lenka and SVOBODOVÁ, Hana, 2011. *Moderní metody a techniky marketingového výzkumu*. Pp. 304. Praha: Grada.

KVALE, Steinar, 1996. *InterViews: An introduction to qualitative research interviewing*. Pp. 135-142. Thousand Oaks, CA: Sage.

LAMBERTON, Cait and STEPHEN, Andrew, 2016. *A Thematic Exploration of Digital, Social Media, and Mobile Marketing: Research Evolution from 2000 to 2015 and an Agenda for Future Inquiry*, Pp. 146-172, Vol. 80, Is. 6, Sage Journal.

LOW, Sui Pheng and TAN, C.S. Martin, 1995. *A Convergence of Western Marketing Mix Concepts and Oriental Strategic Thinking*. Pp. 40. *Marketing Intelligence & Planning*, Volume 13, No. 2.

RAD, H.S. and AKBARI, Z., 2014. *The Role of Brand and Advertising in Marketing Mix (A Review of Marketing Mix)*. Pp. 115. *Interdisciplinary Journal of Contemporary Research in Business*, Vol. 6., No. 7.

RIAZ, Waheed and TANVEER, Asif, 2012. *Marketing Mix, Not Branding*. Pp. 44. *Asian Journal of Business and Management Sciences*, Vol. 1 No. 11.

SAXENA, Anant and KHANNA, Uday, 2013. *Advertising on social network sites: a structural equation modelling approach*, Pp. 17-25 Vol. 17, Is. 1. *Vision*.

SINHG, Meera, 2012. *Marketing Mix of 4P'S for Competitive Advantage*. Pp. 40. *IOSR Journal of Business and Management*, Vol. 3, Issue 6.

## **Media Articles**

BIDRMANOVÁ, Markéta, 2020. *Rohlik.cz jede na hraně kapacity, vyrostl o 80 procent, říká Čupr*. Published November 17, 2020. Visited March 21, 2021. Online: <https://www.seznamzpravy.cz/clanek/rohlik-cz-ma-vanoce-kazdy-den-jsme-na-hrane-kapacit-rika-cupr-129769>

ČERMÁK, Miloš, 2014. *Tomáš Čupr, zakladatel Slevomatu: Chci vlastní firmu*, *Hospodářské noviny*. Published October 9, 2014. Visited March 18, 2021. Online: <https://archiv.ihned.cz/c1-62918310-tomas-cupr-zakladatel-slevomatu-chci-vlastni-firmu>

CT24.CZ, 2020. *Zákaz klecových chovů slepic od roku 2027 podpořil i Senát. Spor se povede o náhradu vynaložených nákladů*, Published November 13, 2020. Visited March 21, 2021.



Online: <https://ct24.ceskatelevize.cz/ekonomika/3226052-zakaz-klecovych-chovu-slepice-od-roku-2027-podporil-i-senat-spor-se-povede-o>

E15.CZ, 2019. *Firma Velká pecka, provozující Rohlik.cz, má miliardové obraty. Letos poprvé je i v zisku.* Published October 29, 2019. Visited March 19, 2021. Online: <https://www.e15.cz/byznys/potraviny/firma-velka-pecka-provozujici-rohlik-cz-ma-miliardove-obraty-letos-poprve-je-i-v-zisku-1363714>

IROZHLAS.CZ, 2019. *Vraťte dotaci na linku pro toastový chleba, vyzvalo Babiše hnutí STAN. Peníze šly ze státního rozpočtu.* Published May 28, 2019. Visited March 21, 2021. Online: [https://www.irozhlas.cz/zpravy-domov/agrofert-dotace-andrej-babis-penam-toastovy-chleb-poslanci\\_1905281306\\_jgr](https://www.irozhlas.cz/zpravy-domov/agrofert-dotace-andrej-babis-penam-toastovy-chleb-poslanci_1905281306_jgr)

MEDIAGURU.CZ, 2018. *Rohlik.cz staví kampaň na zpětné vazbě od zákazníků.* Published May 22, 2018. Visited March 21, 2021. Online: <https://www.mediaguru.cz/clanky/2018/05/rohlik-cz-stavi-kampan-na-zpetne-vazbe-od-zakazniku/>

MEDIAGURU.CZ, 2020. *Rohlík propaguje službu Premium kampaní se svými zaměstnanci.* Published September 21, 2020. Visited March 21, 2021. Online: <https://www.mediaguru.cz/clanky/2020/09/rohlik-propaguje-sluzbu-premium-kampani-se-svyymi-zamestnanci/>

MEDIAR.CZ, 2019. *Rohlik.cz ukazuje svou představu o čerstvém jídlu.* Published March 28, 2019. Visited March 21, 2021. Online: <https://www.mediar.cz/galerie-reklamy/rohlik-cz-ukazuje-svou-predstavu-o-cerstvem-jidle/>

MEDIAR.CZ, 2020. *Bez kompromisu. Rohlik.cz uvádí na trh vlastní značku.* Published April 22, 2020. Visited March 21, 2021. Online: <https://www.mediar.cz/bez-kompromisu-rohlik-cz-uvadi-na-trh-vlastni-privatni-znacku/>

MEDIAR.CZ, 2020. *Obrat online supermarketu Rohlik.cz loni překonal 4 miliardy Kč.* Published January 22, 2020. Visited March 18, 2021. Online: <https://www.mediar.cz/obrat-online-supermarketu-rohlik-cz-uz-prekonal-4-miliardy-kc/>

SEDLÁK, Jan, 2020. *Rohlík.cz vydá další dluhopisy a hledá investora, dluh překročí miliardu.* Lupa.cz. Published April 17, 2020. Visited March 20, 2021. Online: <https://www.lupa.cz/aktuality/rohlik-cz-vyda-dalsi-dluhopisy-a-hleda-investora-dluh-prekroci-miliardu/>

SLÍŽEK, David, 2018. *Tomáš Čupr: Rohlík.cz se rozšíří do Maďarska, nejvíc peněz jsme propálili při učení.* Lupa.cz. Published September 29, 2018. Visited March 20, 2021. Online: <https://www.lupa.cz/clanky/tomas-cupr-rohlik-cz-se-pristi-rok-rozsiri-do-madarska/>

SVATOŠOVÁ, Lucie, 2018. *Lidl, Tesco i Rohlík.cz skončí s prodejem vajec z klecových chovů,* Mediář.cz, Published June 21, 2018. Visited March 22, 2021. Online: <https://www.mediar.cz/lidl-tesco-i-rohlik-cz-skonci-s-prodejem-vajec-z-klecovych-chovu/>

TYDEN.CZ, 2014. *Tomáš Čupr prodal část podílu v DameJidlo za desítky milionů.* Published June 10, 2014. Visited March 19, 2021. Online: [https://www.tyden.cz/rubriky/byznys/podnikani-a-prace/tomas-cupr-prodal-cast-podilu-v-damejidlo-za-desitky-milionu\\_309603.html#.VSqX-ROUe-A](https://www.tyden.cz/rubriky/byznys/podnikani-a-prace/tomas-cupr-prodal-cast-podilu-v-damejidlo-za-desitky-milionu_309603.html#.VSqX-ROUe-A)

ÚŠELA, Jan, 2021. *Čuprův Rohlík.cz získal silného investora. Francouzský fond do něj nejspíš nalije miliardy korun.* Hospodářské noviny. Published January 4, 2021. Visited March 19, 2021. Online: <https://byznys.ihned.cz/c1-66864090-cupruv-rohlik-cz-ziskal-silneho-investora-francouzsky-fond-do-nej-nejspis-nalije-miliardy-korun>

YEO, Liyin, 2021. *Which company is winning the restaurant food delivery war?* Bloomberg Second Measure, Published on April 14. Visited on April 27, 2021. Online: <https://secondmeasure.com/datapoints/food-delivery-services-grubhub-uber-eats-doordash-postmates/>

## Other sources

CESKA-ECOMMERCE.CZ, *Česká e-commerce, obrat české e-commerce*, Visited April 1, 2021. Online: <https://www.ceska-ecommerce.cz/>

COTE, Joe, 2020. *What is New Media?*, Southern New Hampshire University. Published on February 24, 2020. Visited on March 13. Online: <https://www.snhu.edu/about-us/newsroom/2020/02/what-is-new-media>

DICTIONARY.CAMBRIDGE.ORG, 2021. *Meaning of new media in English*. Visited April 27. Online: <https://dictionary.cambridge.org/dictionary/english/new-media>

FACEBOOK.COM, *Košík.cz*. Visited April 27, 2021. Online: <https://www.facebook.com/kosikcz>

GREENWOOD, Shannon, PERRIN, Andrwe and DUGGAN, Maeve, 2016. *Social Media Update 2016, Facebook usage and engagement is on the rise, while adoption of other platforms holds steady*, PEW Research Center. Online: <https://www.pewresearch.org/internet/2016/11/11/social-media-update-2016/>

INSTAGRAM.COM, *kosik.cz*. Visited April 27, 2021. Online: <https://www.instagram.com/kosik.cz/>

INSTAGRAM.COM, *rohlik.cz*. Visited April 27, 2021. Online: <https://www.instagram.com/rohlik.cz/>

LINKEDIN.COM, *rohlik.cz*. Visited March 21, 2021. Online: <https://www.linkedin.com/company/rohlik-cz/>

NNMAGAZINE.CZ, 2021. *Český Rohlík chce v Německu předstihnout tamního lídra v online prodeji potravin – společnost Rewe*, Czech-German magazine. Published January 8, 2021. Visited March 20, 2021. Online: <https://www.nnmagazine.cz/clanek/cesky-rohlik-chce-v-nemecku-predstihnout-tamniho-lidra-v-online-prodeji-potravin-spolecnost-rewe/>

NEWTONMEDIA.EU, 2021. *Advertisement value equivalent (AVE) of Rohlík from 2014 to 2020*. Visited March 23, 2021.

ROCKAWAYCAPITAL.COM, *Jakub Havrlant, CEO*. Visited on March 22, 2021. Online: <https://www.rockawaycapital.com/en/person/jakub-havrlant/>

ROHLIK.CZ, *Bez kompromisu*. Visited March 21, 2021. Online: <https://www.rohlik.cz/tema/rohlik-vlastni-privatni-znacka>

ROHLIK.CZ, 2021. *Rohlík pointy*. Visited March 23, 2021. Online: <https://www.rohlik.cz/tema/rohlikpoint>

ROHLIK.CZ. *Rohlík Premium*. Visited March 20, 2021. Online: <https://www.rohlik.cz/premium>

SHEARER, Elisa and MITCHELL, Amy, 2021. *News Use Across Social Media Platforms in 2020, Facebook stands out as a regular source of news for about a third of Americans*, Pew Research Center.

TWITTER.COM, *rohlik.cz*. Visited March 21, 2021. Online: <https://twitter.com/rohlikcz>

UNIVERSITY OF MINNESOTA, *Communication in the Real World, The Communication Process, Libraries Publishing*, Visited on March 10, 2021. Online: <https://open.lib.umn.edu/communication/chapter/1-2-the-communication-process/>

UOHS.CZ, 2020. *Oznámení o připravovaném spojení soutěžitelů partech partners sas, francouzská republika a pana Tomáše Čupra, Česká republika/Velká pecka s.r.o., Úřad pro ochranu hospodářské soutěže*. Published October 29, 2019. Visited March 19, 2021. Online: [https://www.uohs.cz/cs/hospodarska-soutez/spojovani-soutezitelu/oznameni-o-pripravovanem-spojzeni-soutezitelu/2922-oznameni-o-pripravovanem-spojzeni-soutezitelu-partech-partners-sas-francouzska-republika-a-pana-tomase-cupra-ceska-republika-velk.html?fbclid=IwAR1SPXGZFhNRwrrfe7GqKneGnhbBT4BAVKaNA5StfIup0vqozgivwl\\_nW4QI](https://www.uohs.cz/cs/hospodarska-soutez/spojovani-soutezitelu/oznameni-o-pripravovanem-spojzeni-soutezitelu/2922-oznameni-o-pripravovanem-spojzeni-soutezitelu-partech-partners-sas-francouzska-republika-a-pana-tomase-cupra-ceska-republika-velk.html?fbclid=IwAR1SPXGZFhNRwrrfe7GqKneGnhbBT4BAVKaNA5StfIup0vqozgivwl_nW4QI)

ZOOMPSHERE.COM, *Growth of Facebook fans of Rohlik from 1<sup>st</sup> of January 2019 until 1<sup>st</sup> of January 2021*, data gained by the author via a platform ZoompsHERE.

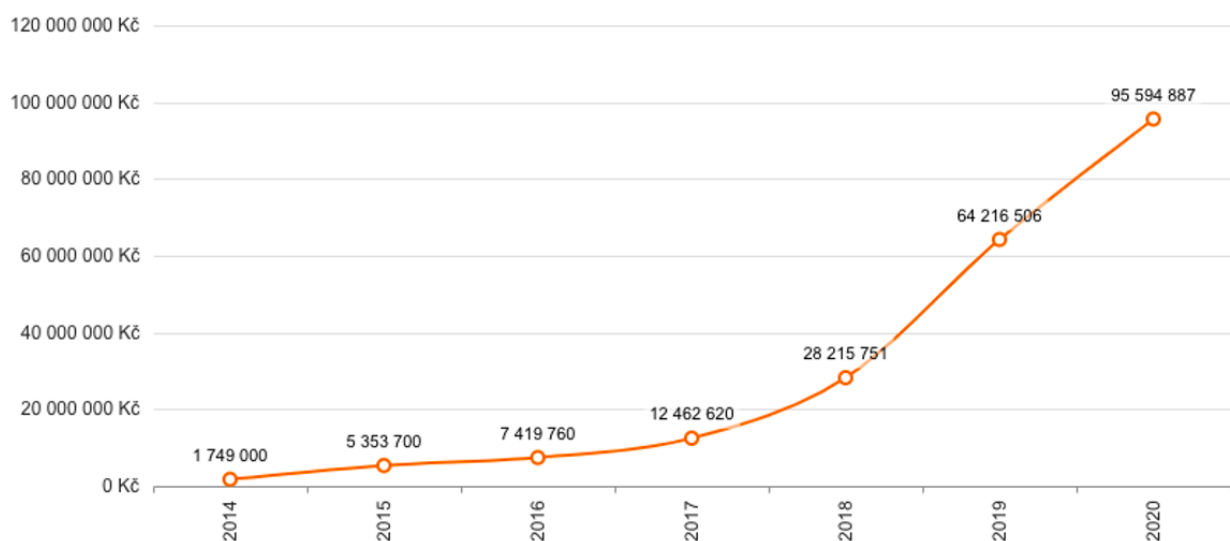
## Attachments

### Attachment num. 1: Map with places where did Rohlík operated in November 2020



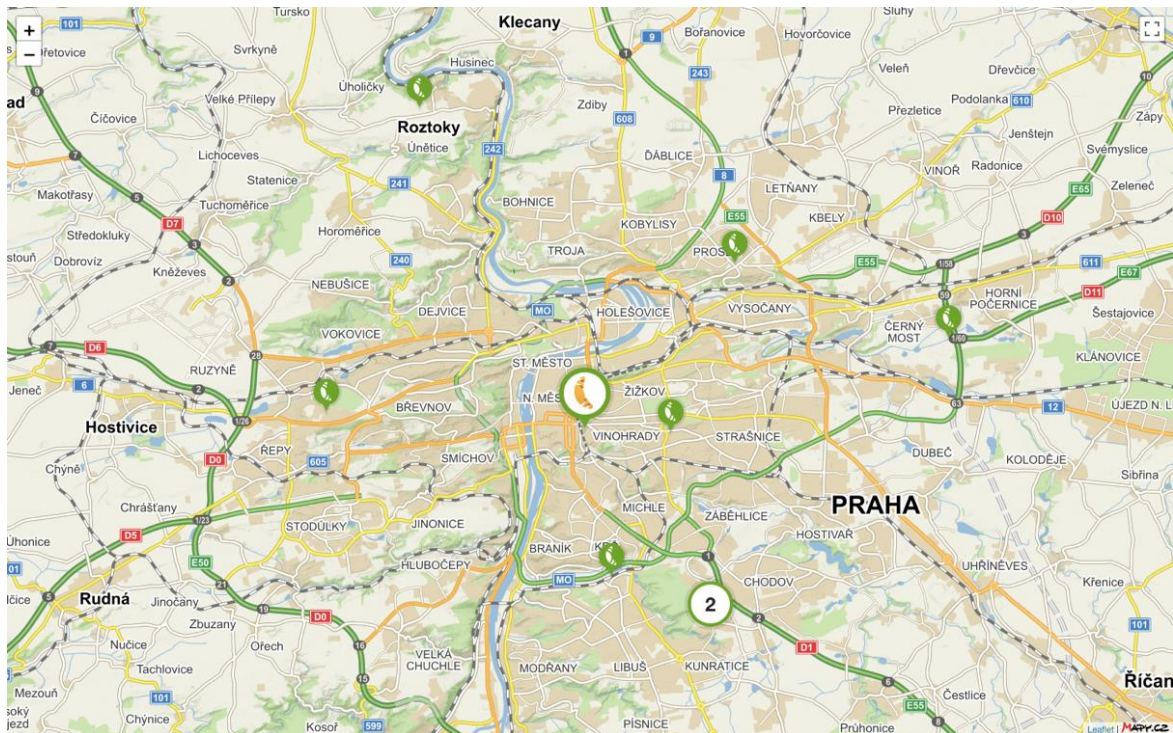
Source: BIDRMANOVÁ, Markéta, 2020. *Rohlík.cz jede na hraně kapacity, vyrostl o 80 procent, říká Čupr*. Published November 17, 2020. Visited March 21, 2021. Online: <https://www.seznamzpravy.cz/clanek/rohlik-cz-ma-vanoce-kazdy-den-jsme-na-hrane-kapacit-rika-cupr-129769>

### Attachment num. 2: Advertisement value equivalent of Rohlík between 2016 and 2020



Source: NEWTONMEDIA.EU, 2021. *Advertisement value equivalent (AVE) of Rohlík from 2014 to 2020*. Visited March 23, 2021.

### Attachment num. 3: Rohlík points locations in Prague



Source: ROHLIK.CZ, 2021. *Rohlík pointy*. Visited March 23, 2021. Online: <https://www.rohlik.cz/tema/rohlikpoint>

### Attachment num. 4: Campaign poster, “Where do you prefer to wait? At home or in a queue?”



Source: MEDIAGURU.CZ, 2018. *Rohlík.cz stává kampaň na zpětné vazbě od zákazníků*. Published May 22, 2018. Visited March 21, 2021. Online: <https://www.mediaguru.cz/clanky/2018/05/rohlik-cz-stavi-kampan-na-zpetne-vazbe-od-zakazniku/>

**Attachment num. 5: Posters striving to show authenticity and freshness of the products**



Source: MEDIAR.CZ, 2019. *Rohlik.cz ukazuje svou představu o čerstvém jídle*, Published March 28, 2019. Visited March 21, 2021. Online: <https://www.mediar.cz/galerie-reklamy/rohlik-cz-ukazuje-svou-predstavu-o-cerstvem-jidle/>

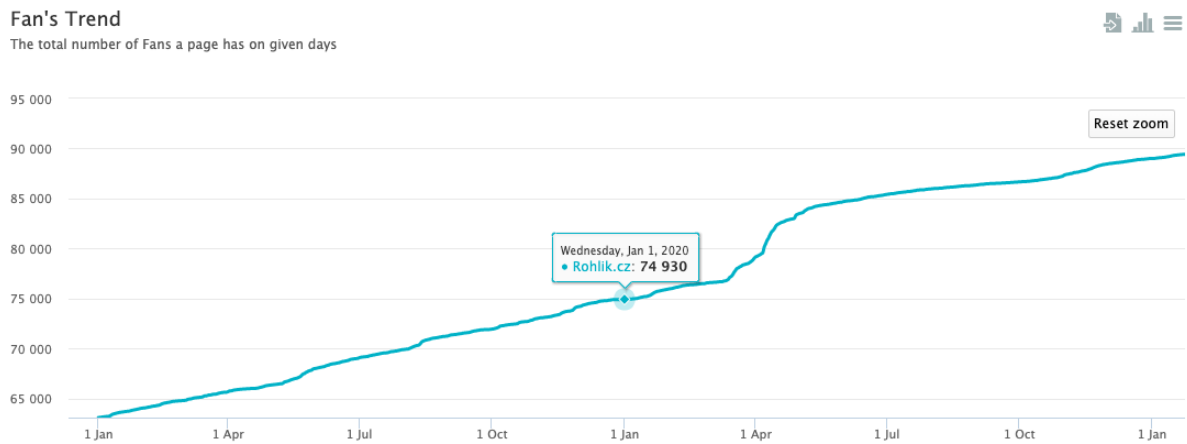
**Attachment num. 6: Čupr putting neck on a block, guaranteeing quality of products**



ROHLIK.CZ, *Bez kompromisu.* Visited March 21, 2021. Online: <https://www.rohlik.cz/tema/rohlik-vlastni-privatni-znacka>

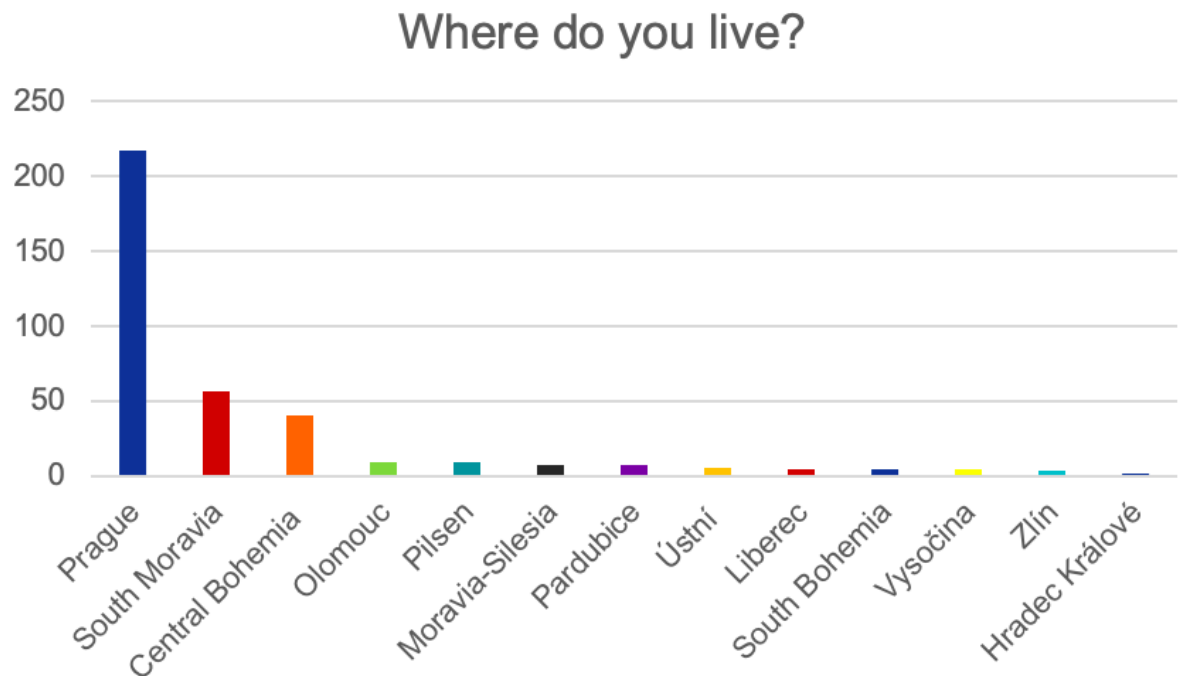


### Attachment num. 7: Growth of Rohlik Facebook fans 2019-2020



Source: ZOOMPSHERE.COM, *Growth of Facebook fans*, own research of the author.

### Attachment num. 8: Graph representing the number of respondents by the place where they live



Source: Own research of the author based on survey conducted between 4<sup>th</sup> and 21<sup>st</sup> of April 2021 via *Google Forms*.

# Nová média v marketingové komunikaci Rohlík.cz

Dobrý den,

v rámci projektu diplomové práce zkoumám roli nových médií (konkrétně sociálních sítí) v marketingové komunikaci společnosti Rohlík.cz.

Jednou z hlavních částí výzkumu je i sběr informací od zákazníků firmy a ostatních příjemců komunikace. A přesně proto jste byli osloveni s žádostí o vyplnění dotazníků.

Většina otázek je povinných a uzavřených (výběr jedné či více z předem stanovených možností). U otázky 13 budu velmi rád, pokud se rozepíšete a poskytnete mi větší vhled do Vaší zkušenosti. To stejné platí u otázek 4, 5, 7, 8, 9, 10, 11 a 12 v případě, že si nevyberete žádnou z nabídnutých odpovědí. Pak do kolonky "jiné" prosím popište, jaká je Vaše zkušenost nebo pohled na dané téma. Otázky 3 a 17 jsou nepovinné, ale i zde budu velice rád za Vaši odpověď.

Nakonec dodám, že data jsou poskytována anonymně a budou sloužit pouze pro účely diplomové práce. Ta bude v případě úspěšného obhájení zveřejněna v online repozitáři Fakulty sociálních věd Univerzity Karlovy.

Předem děkuji za Váš čas i sdílení Vašich zkušeností.

S přáním úspěšného vyplňování,  
Boris Vanka

**\*Povinné pole**

---

1) Slyšel/a jsem o společnosti Rohlík.cz \*

- Ano
- Ne

---

2) U Rohlík.cz jsem nakoupil/a: \*

- Nikdy
- 1 - 10 krát
- 11 - 30 krát

Více jak 30 krát

3) Jak jste s Rohlík.cz spokojeni? (1 = nejhorší, 10 = nejlepší)

1      2      3      4      5      6      7      8      9      10

4) O společnosti jsem poprvé slyšel/a: \*

Z médií (článek, rozhovor atd.)

Ze sociálních sítí

Z fyzické reklamy (plakát, potisk aut atd.)

Od jiného člověka

Z reklamy na internetu

Nevzpomínám si

Jiné: \_\_\_\_\_

5) Informace o nabídce a novinkách Rohlík.cz nejčastěji získávám z: \*

Webové stránky

Youtube

Letáky

Facebook

Z médií (články, rozhovory atd.)

- 
- Instagram
  - Od známých
  - LinkedIn
  - Jiné: \_\_\_\_\_
- 

6) Komunikaci Rohlík.cz nejčastěji sleduji na sociálních sítích: \*

- Youtube
  - Instagram
  - Twitter
  - LinkedIn
  - Facebook
  - Nesleduji žádnou z uvedených sociálních sítí
- 

7) Proč sledujete účet Rohlík.cz na Facebooku? \*

- Akce na služby a produkty
  - Recepty
  - Novinky ze světa potravin a gastronomie
  - Soutěže
  - Vizuálně 'příjemné' příspěvky
  - Informace o fungování firmy
  - Sezonní nabídky
  - Nesleduji
  - Jiné: \_\_\_\_\_
-

8) Proč sledujete účet Rohlík.cz na Instagramu? \*

- Akce na služby a produkty
  - Recepty
  - Novinky ze světa potravin a gastronomie
  - Soutěže
  - Vizuálně zajímavé příspěvky
  - Informace o fungování firmy
  - Sezónní nabídky
  - Nesleduji
  - Jiné: \_\_\_\_\_
- 

9) Proč sledujete účet Rohlík.cz na Youtube? \*

- Akce na služby a produkty
- Recepty
- Novinky ze světa potravin a gastronomie
- Soutěže
- Vizuálně zajímavé příspěvky
- Informace o fungování firmy
- Sezónní nabídky
- Nesleduji
- Jiné: \_\_\_\_\_

10) Proč sledujete účet Rohlík.cz na LinkedIn? \*

- Informace o fungování firmy
  - Nabídka práce a kariérní rozvoj
  - Nesleduji
  - Jiné: \_\_\_\_\_
- 

11) V rámci služby 'Rohlík Premium' využívám zejména: \*

- Nevyužívám 'Rohlík Premium'
  - Bezplatné doručení
  - Přístup k exkluzivním produktům
  - Speciální akce na vybrané produkty
  - 15% slevu na produkty "BEZ KOMPROMISU"
  - Objednání bez minimální hodnoty nákupu
  - Dovezení nákupu v den objednání
  - Jiné: \_\_\_\_\_
- 

12) U Rohlík.cz mám nejraději tyto akce: \*

- Přímé slevy na zboží
  - Sezónní nabídky
  - Neočekávané dárky
  - Jiné: \_\_\_\_\_
-

13) Rohlík.cz si spojují s: \*

Vaše odpověď

---

14) Vaše pohlaví? \*

Žena

Muž

Jiné: \_\_\_\_\_

15) Váš věk? \*

18 - 26 let

27 - 46 let

47 - 66 let

67 a více

16) Vaše bydliště? (kde se vyskytujete nejčastěji) \*

Praha

Jihomoravský kraj

Jihočeský kraj

Moravskoslezský kraj

Liberecký kraj

- Plzeňský kraj
- Ústecký kraj
- Karlovarský kraj
- Středočeský kraj
- Zlínský kraj
- Královehradecký kraj
- Pardubický kraj
- Kraj Vysočina
- Olomoucký kraj

---

17) Co máte na Rohlíku nejraději? (není povinné)

Vaše odpověď

---

Odeslat



## **Attachment num. 10: Questions for the interviews with Rohlík marketing representatives**

1. Nejdříve bych se rád zeptal, jaká je Vaše pozice v Rohlíku a co v rámci ní děláte?
2. Jak dlouho jste součástí firmy?
3. Jak byste ze své pozice popsala marketingovou komunikaci společnosti jako celek?
4. Jaké jsou hlavní komunikační kanály, které společnost využívá?
5. Jaká je z Vašeho pohledu důležitost jednotlivých komunikačních prostředků (PR a tištěná média, online reklama, sociální sítě, reklama ve veřejném prostoru atd.)?
6. Jakou roli hrají v marketingové komunikaci nová média? (Facebook, Instagram, YouTube a LinkedIn)
7. Na jaké publikum míří jednotlivé sociální sítě?
8. Pro jaké účely jsou používány sociální sítě?
9. Která z používaných sociálních sítí je z Vašeho pohledu nejklíčovější pro komunikaci s veřejností a zákazníky?
10. Myslíte si, že veřejnost i zákazníci mají o firmě povědomí zejména ze sociálních sítí nebo z online a tištěných médií?
11. Proč si myslíte, že tomu tak je?
12. Jaké jsou plány Rohlíku v rámci komunikace na sociálních sítích?
13. Vidíte změnu u tohoto druhu komunikace oproti předchozím měsícům či rokům?

## **Attachment num. 11: Transcript of the interview with the Junior Brand Manager**

**Researcher:** Dobrý den, děkuji, že jste si na mě dnes udělala čas. Ze začátku se chci zeptat, zdali souhlasíte s nahráváním rozhovoru?

**Junior Brand Manager:** Dobrý den, ano, určitě můžete.

**Researcher:** Děkuji. Nejdříve bych rád uvedl téma, kterého se týká diplomová práce. Ve své podstatě zkoumám roli nových médií v marketingové komunikaci společnosti Rohlík. Jinými slovy to, jestli se setkává komunikace, kterou vysíláte jako firma, s tím, co vnímají zákazníci. Mimo dnešního rozhovoru sbírám data v rámci dotazníkového šetření, která budu následně porovnávat právě s informacemi od Vás. Jak již jsem zmiňoval v předchozí komunikaci, náš rozhovor bude sloužit pouze pro účely diplomové práce.

**Junior Brand Manager:** Super, to zní fajn. To si pak určitě rádi s kolegy přečteme.

**Researcher:** Určitě. Pokud bude práce úspěšně obhájena, objeví se v digitálních repozitáři a já Vám jí rád následně zašlu. V rámci přípravy na dnešní rozhovor jsem se díval na Váš LinkedIn a všimnul jsem si, že jste studovala marketing a PR na Fakultě sociálních věd Univerzity Karlovy. Rád bych se tedy zeptal, zdali Vám dalo studium solidní základ do praxe, anebo se člověk musí naučit vše od píky?

**Junior Brand Manager:** Určitě bych na školu šla znovu. Jde o otevření dveří, networking a neumím si představit, že bych bez ní objevila, co všechno se dá dělat. Navíc má obor dobré jméno a tím pádem je fajn ho mít v životopise. Spousta předmětů byla super, ale v marketingu je to víc o praxi. Škola bohužel nestačí.

**Researcher:** Rád slyším, že je to dobrý základ a mám z toho podobný pocit. Řada spolužáků pracuje na marketingových a PR pozicích, takže z pohledu kontaktů je to super.

**Junior Brand Manager:** Navíc je fajn, že to škola podporuje. Nikdy jsem neměla pocit, že musím ležet v knihách a nemůžu u toho pracovat.

**Researcher:** Rozumím. Pojd'me se nyní zaměřit na samotné téma dnešního setkání. Nejdříve bych se rád zeptal, jaká je Vaše pozice a co v rámci ní děláte?

**Junior Brand Manager:** Jsem Junior Brand manažer a mám na starosti hlavně Rohlík bistro. Nastoupila jsem loni na jaře, kdy bistro začalo před mým příchodem v březnu. Šlo o rozvážení jídel z restaurací, které se muselo objednávat dopředu. Bylo na to vytvořena speciální webová stránka a když jsem nastupovala v květnu, tak se projekt spouštěl znovu s tím, že bistro bude v sortimentu Rohlíku. To znamená, že si zákazníci mohou objednat jídla z restaurací společně s dalšími potravinami, jelikož jídla jsou na skladu a už je tedy nebylo třeba objednávat s předstihem. Já jsem měla konkrétně na starosti nový start projektu, kdy jsme začínali nejdříve v Praze a pak v Brně. Teď jsme projekt opět obměňovali, zapojili i šéfkuchaře a snížili ceny jídel. Dále mám na starosti delikatesy, což jsou naše čerstvé krájené šunky, sýry, salámy, se kterými jsme začínali v březnu 2020. Nakonec se zapojuji do brand kampaní, které mám na starosti společně s dvěma dalšími kolegyněmi. Jde o kampaně na témata jako například jaro, mléčné výrobky a podobně. Dneska jsme nově spustili službu appeal, která zajistí, že ovoce déle vydrží.

**Researcher:** Díky za odpověď. Nyní bych se rád zeptal na otázku širšího charakteru. Jak byste ze své pozice popsala marketingovou komunikaci Rohlíku jako celek?

**Junior Brand Manager:** Celková komunikace je dost neotřelá, což je součástí love brandu Rohlíku. Jsme neformální, lehce drzejší, vtipní, upřímní, sebevědomí, opravdoví a hrajeme si se slovy, viz. kampaň „S naší mrkví je hlína“. To se váže na to, že ukazujeme věci a potraviny tak jak jsou. Náš brandmanuál mluví přímo o tom, že máme používat co možná nejvíce autentické vizuály, kdy je většina fotek našich. Jelikož se zaměřujeme hodně na produkty od farmářů, ukazujeme věci tak jak je sklídí. Celá komunikace je založená na tom, že se snažíme zlepšovat svět – to je naše týmové proč. Způsob, jakým to děláme, je dodávání božího jídla a boží služby. Na tom byla založena i naše televizní reklama a snažíme se to komunikovat i napříč všemi ostatními kanály.

Další zajímavostí je, že fungujeme na základě obrácené pyramidy. To znamená že 50 % produktů jsou bio a farmářské, 30 % jsou a-brandy, jako je například coca-cola, které zákazník očekává. Posledních 20 % tvoří levnější produkty. Nejen komunikace, ale i další složky fungování firmy jsou založeny na tom, že chceme mít nejkvalitnější zboží na trhu. Často

používáme fráze typu „nejlepší pekař ve městě“, „nejlepší zelinář ve městě“ a to je něco, co celou komunikaci propojuje.

Co se týče barev, používáme oranžovou a zelenou, což jsou barvy našeho loga. Zelenou komunikujeme zejména čerstvost našich produktů. Navíc máme i vlastní font a „tón hlasu“, který je pro nás dost specifický a zákazník jej tak jednoduše pozná.

**Researcher:** Chápu. Napadá mě jedna otázka ohledně podoby komunikace. Na jedné straně říkáte, že se nad tím lidé nesmějí smát, má to být naturální a nesmí to být naleštěné, ale na druhé straně tvrdíte, že 50 % vašich produktů je luxusnější zboží. Jak to jde dohromady?

**Junior Brand Manager:** My to nevnímáme jako luxusní, ale spíše jako kvalitní a farmářské. Většina jídla například necestuje k zákazníkovi dlouho, což mluví za čerstvost a ekologii produktů. V tomhle kontextu jsme měli sérií videí s farmáři, kteří před pandemií dodávali zeleninu do restaurací, a měli tak problémy ohledně odbytu. Proto si pochvalovali Rohlík, který odebírá ve velké míře například saláty nebo další produkty. Někdy je to paradoxně problém z hlediska marketingu, jelikož poptávka značně přesahuje nabídku. Třeba si vzpomínám na kuře z hrádku z volného chovu, které sklídilo velký úspěch a lidé si jej ve velkém kupovali. Protože jde ale o farmářský produkt, počet kusů byl omezen. Pokud by farmář zvýšil svou produkci, bylo by to v rozporu s malým chovem a neprůmyslovostí celého konceptu. Abych to shrnula, luxusní zboží je součástí naší nabídky, ale spíš jsem tím měla na mysli ekologické a farmářské produkty.

**Researcher:** Děkuji za vysvětlení. Mohli bychom se nyní dostat k brandmanuálu, který jste před chvílí zmiňovala? Rád bych se dozvěděl více o tom, jakým způsobem Rohlík přistupuje ke své značce.

**Junior Brand Manager:** Určitě. Máme v něm klasicky uvedenou ochrannou zónu loga nebo jeho velikost. Podobná loga mají i firmy úzce navázané na Rohlík v zahraničí, jakými je Gürkel, Kifli a Knuspr. Každý jej má malinko změněné, například Gürkel má nastrouhanou okurku, ale pořád je to ve stylu Rohlíku.

Celkově používáme oranžovou, jako je Rohlík, pak klasicky oranžovou, zelenou a šedou. Žádné jiné barvy Rohlík nepoužívá, s výjimkou divize Rohlíček zaměřené na děti. Dále máme

vytvořený náš vlastní fond, který používáme všude. Stejně tak je klíčová i již zmiňovaná autenticita, jakou můžete vidět ve videích o potravinách. Jde například o slogan „maso není k smíchu“, kde jej řezník dává na prkno a evokuje to autenticitu. Toho se také týká naše používání názvu Rohlík. Když říkáme pouze Rohlík, myslíme tím firmu a skloňujeme. V případě rohlik.cz máme na mysli čistě webové stránky a neskloňujeme. V praxi to znamená, že „v Rohlíku věříme“, ale „na rohlik.cz najdete“.

Jídlo fotíme, jak se servíruje v restauracích nebo během vaření. Nepoužíváme uniformní, naleštěné, nerealistické a nudné foto. Souvisí to také s tím, že prodáváme zeleninu „ošklivku“, která by se za běžných okolností vyhodila, abychom ukázali, že nejde o perfektně vypadající produkty. Používáme i life-style fotky, ale vybíráme je pečlivě. U videí si dáváme záležet na vyprávění příběhu, jak se suroviny krájí, vaří a jídlo servíruje. Jednoduše příběh jídla od začátku do konce. Dále máme i manuál na to, jak mají vypadat cenovky. Zejména na sociálních sítích nebo v newsletterech jde o žluté pole s cenou, kdy naopak sleva je vždy v červeném kolečku. Stejně tak používáme nálepky jako bio nebo doprava zdarma. Veškeré online bannery vedou na hlavní stránku rohlik.cz a mají hlavní nadpis, podnadpis a výzvu k akci. V rámci komunikace v tištěných médiích cílíme na chytrost, epičnost i vtipnost a logo umísťujeme do spodní části vizuálů.

**Researcher:** Moc děkuji za komplexní shrnutí brand manuálu. Nyní bych se rád zaměřil na jednotlivé komunikační kanály. Má otázka tedy zní, jaké kanály vnímáte a jak rozlišujete jejich důležitost?

**Junior Brand Manager:** Zde půjde čistě o můj názor, takže bych to nevnímala jako postoj firmy. Každopádně sociální sítě jsou jedny z nejdůležitějších kanálů. Důvody jsou zejména rychlá zpětná vazba od zákazníků a možnost prezentace firmy. Například na Facebooku máme téměř sto tisíc sledujících a na Instagramu třicet tři tisíc, takže máme vysokou míru zapojení lidí. Navíc mají podle mého názoru zákazníci pocit, že nás jejich pohled zajímá a bereme je vážně. Což je poznat i z toho, jak vůči nám komunikují. Náš CEO vždy do dopisů píše, že Rohlík je jedna velká rodina a být to může znít jako klišé, je to skutečně tak nejen uvnitř, ale i navenek. Facebook a Instagram tedy hrají hlavní roli.

LinkedIn stojí trochu bokem, jelikož jde o profesní síť, na které oznamujeme novinky, spuštění nových věcí nebo hledáme talenty. Ten se taky trochu vymyká, jelikož jej mají na starosti

kolegyně z oddělení lidských zdrojů. Facebook a Instagram se dost překrývají, kdy druhé jmenované má nižší intenzitu, jelikož tam nesdílíme fotky, které nemají dostatečnou kvalitu.

Dále jsou pro nás důležité newslettery, které mají dobrou odezvu. Kanálem je ale i náš web, kde máme řadu reklamních ploch. Například již zmiňovaný systém ošetřování pomerančů byl přidán do kategorie ovoce. Celkově tak na webových stránkách ukazujeme novinky. Pokud je to nutné, vytvoříme i speciální micro site. Stejně tak máme plán na to, jaké tři bannery budou na hlavní domácí webové stránce. Z některých se prokliknete přímo na kategorii s produkty. V řadě případů jsme komunikaci směrem k zákazníkovi dávali spíš na konec karet s produkty, než že bychom ji zapracovávali do bannerů.

Co se týče reklamy ve venkovním prostoru, tak tam je pro nás relativně klíčové metro, které souvisí s velkými dodavateli. Ti většinou chtějí mít své značky, které prodáváme na Rohlíku, umístěné v rámci venkovní reklamy. Stejně tak jsme měli reklamy na zastávkách autobusů nebo na autech. Televize je spíš okrajovým kanálem.

Do tištěné komunikace se dá počítat i katalog, který přidáváme do tašek s nákupem v rámci kampaní. Od příštího týdne budeme mít například velikonoční katalog. Dalším komunikačním kanálem jsou také samotné tašky Rohlíku, na kterých pravidelně měníme text. Zákazníci, kteří si pořídili účet Premium mají například jiné tašky.

Z mého pohledu by to mělo být vše.

**Researcher:** Rozumím a díky za shrnutí. Ještě se zeptám na online reklamu. Ta hraje pouze okrajovou roli?

**Junior Brand Manager:** V rámci marketingu představuje důležitou složku, nicméně jsme ji v poslední době pozastavili, jelikož s příchodem pandemie se zvýšila poptávka a jsme rádi, že jsme ji schopni uspokojovat. Reklamu na bázi PPC (pay per click, platba za kliknutí, poznámka autora) používáme na Google i na Seznamu, stejně jako retargeting na Facebooku. Pravděpodobně jsou mezi nimi zahrnuty i další zpravodajské servery, ale primárně je to Google, Seznam a Facebook.

**Researcher:** Děkuji za vyjmenování jednotlivých kanálů. Nyní bych se rád zeptal, jak byste je seřadila? Do tohoto můžeme zahrnout i sociální sítě, které jste už zmínila. Tam bych přidal i Youtube, na který jsme zatím narazili pouze okrajově.

**Junior Brand Manager:** To je dost těžká otázka. Pokud se ptáme na to, kolik peněz firmě přináší který kanál, jejich řazení bude jiné než ve chvíli, kdy se díváme na důležitost pro brand.

**Researcher:** V rámci výzkumu mě více zajímá druhá část, tedy co Vy vnímáte jako důležité z pohledu brandu?

**Junior Brand Manager:** Rozumím. Jde opět čistě o můj názor, každopádně já bych na první místo zařadila Facebook a Instagram. V metru to sice může vidět celá řada lidí, ale v důsledku nemožnosti rychlé a přímé zpětné vazby nedokážeme měřit, nakolik tím zákazníky dostaneme na web, což je na sociálních sítích mnohem jednodušší. Na druhé místo bych zařadila PPC, právě z pohledu jejich měřitelnosti. Dále bych zařadila, z pohledu vložené energie, i newsletter, který ale není nutně prodejní. Nicméně lidi jsou na něj zvyklí a často se ptají, proč jim nepřišel. Televize má minimální roli, jelikož jí nevyužíváme pravidelně.

**Researcher:** Skvělé, moc děkuji za jejich seřazení. Nyní bych se rád zeptal na to, na jaké publikum míří jednotlivé sociální sítě. Jde mi o Facebook, Instagram, LinkedIn a Youtube. Twitter vynecháme, jelikož jsem se díval, že od jara 2020 na něj nebyl přidán žádný příspěvek. Na koho tedy tyto kanály cílí?

**Junior Brand Manager:** Z mého pohledu plní Facebook a Instagram podobnou roli. Každopádně už i z komentářů je patrné, že Facebook je více zaměřený na různorodé skupiny lidí. Ti to pak komentují i třeba přestože nás nesledují nebo nejsou naši fanoušci. Často reagují na něco, co sdílí nebo komentuje někdo z jejich přátel. Na této síti se tak více setkáváme s negativními reakcemi. Na druhé straně Instagram je více life-style, lidi ho mají za účelem fotek. To je tedy poznat i ze zpětné vazby v komentářích.

Co se cílových skupin týče, naši hlavní jsou ženy, které tvoří okolo 60 % našich zákazníků. Věk se pohybuje zhruba mezi 18 až 54 lety. Každopádně náš nejčastější zákazník je žena, která má na starosti nákupy pro rodinu. Na Instagramu jde o větší počet žen a mladší uživatele. Na druhé straně na Facebooku máme více mužů a věk se zvyšuje.

Youtube se mi těžko hodnotí jako kanál sám o sobě, jelikož jej využíváme primárně pro sdílení videí, a tedy jako podpůrnou zásobárnu obsahu. Odkazujeme na něj na sociálních sítích, ale i webu rohlik.cz. LinkedIn se liší nejvíc, jelikož je čistě profesní a oslovujeme lidi, kteří by s námi chtěli pracovat, případně ty, které oslovuje svět spotřebního zboží a firem v Česku. Nově máme profil Rohlík Group a na něj sdílíme informace o firmách v dalších zemích. Sem se ale nemá náš běžný zákazník důvod dívat.

**Researcher:** Ještě jsem se chtěl zeptat, co znamená micro site? V průběhu rozhovoru jste tento pojem zmínila.

**Junior Brand Manager:** Určitě. Jde o relativně rychle vytvořené záložky na webu, kde vysvětlujeme věci, které se například nedostaly do newsletteru. Například když se spouštělo Rohlík bistro, vytvořili jsme k tomu speciální záložku, na které bylo možné najít informace související s tématem. Do té doby si totiž lidé museli jídlo z bistra objednávat dva dny dopředu a my jsme zavedli objednání společně s nákupem. V newsletteru byla tedy sestavená menička a pak na micro site si lidé mohli dohledat co to je, jak to funguje a proč to děláme. Podobná situace nastala i s appealem, tedy prodlužování čerstvosti pomerančů. Všude prezentujeme čerstvé ovoce a technologii, ale když zákazníci chtějí vědět o co přesně jde, mohou se prokliknout právě na speciální záložku na webu. Micro sites používáme i prodejně, takže pokud máme domluvu s dodavatelem, zobrazujeme jejich loga právě tam.

**Researcher:** Díky moc za osvětlení. Dále bych se rád zeptal odkud podle Vás většina zákazníků čerpá informace? Jde o tištěná a online média, anebo spíš o sociální sítě?

**Junior Brand Manager:** Já bych řekla, že to nebude ani jedno a půjde z největší části o word-of-mouth (ústní komunikace v rámci spotřebitelského chování, poznámka autora). Troufnu si říct, že většina lidí ví, co je Rohlík a znají to od někoho, kdo si objednává. První kontakt tak nastane spíš přes někoho známého, než že by se o firmě dozvěděli ze sociálních sítí. Narazili jsme na to i během focus groups, kdy lidé často odpovídali, že jejich prvním kontaktem byly tašky s logem Rohlíku u někoho doma. Kvůli hygienickým nařízením jich nemůžeme používat méně, tak alespoň využíváme papírové a lidi si je zvykly používat třeba na tříděný odpad, což osobně dělám taky.



**Researcher:** Rozumím. Dále bych se rád zeptal na budoucnost komunikace na sociálních sítích. Je něco, co plánujete na příštích několik měsíců? Nastane nějaká změna?

**Junior Brand Manager:** Včera nastoupil nový marketingový ředitel, takže je otázkou, kam budeme směřovat. Nicméně největší změna, kterou já vnímám, je nastavení centrálního schvalování pro jednotlivé sesterské firmy Rohlíku v zahraničí. Prozatím není zcela jasné, co je v režii jednotlivých poboček a jak moc by to mělo být společné úsilí. Zde bezesporu nějaké změny přijdou, zejména co se plánování týče.

**Researcher:** Rozvoj nových poboček má na starosti nově právě Tomáš Čupr, že ano?

**Junior Brand Manager:** Je to tak. On je nově group CEO a pod ním jsou ředitelé jednotlivých zemí. Nicméně noví lidé nenastupují pouze v zahraničí, ale i v Čechách. Například na pozici správce sociálních sítí jsme nedávno měli obměnu, takže se celá řada věcí změnila, zejména co se zapojení publika týče.

V nejbližší budoucnosti ještě plánujeme spustit Rohlík bistro v Brně. Stejně tak nás čeká překvapení na prvního dubna, ale to Vám nebudu prozrazovat. Občas máme také exkluzivní spolupráce s dalšími partnery nebo spouštíme svoje vlastní značky, jako je Alnatura. Každoročně na jaře máme také akci čerstvě sklizené, v rámci které si mohou zákazníci objednat čerstvé ovoce a zeleninu, což je celkově naše přednost po celý rok. Brzy nás čeká také čerstvý chřest.

**Researcher:** Díky za výhled do budoucna. Dále bych se rád zeptal na minulost komunikace na sociálních sítích. Vidíte za necelý rok od doby, co jste nastoupila, nějaké větší změny?

**Junior Brand Manager:** Přemýšlím, jak Vám na to odpovědět. Nicméně za můj necelý rok v Rohlíku nastoupil třetí marketingový ředitel, takže změny se dějí relativně často. Každý marketingový ředitel vnáší do firmy něco jiného. V rámci mého fungování je to pak spolupráce s týmy v Budapešti, Vídni nebo Mnichově, což je výzva, jelikož jsme naše kolegy ještě nikdy neviděli fyzicky. Většina věcí je v režii jednotlivých zemí, ale pak jsou projekty, které spouštíme mezinárodně a tam je složitější, aby byli lidé zkoordinováni. Česko se nyní navíc etabluje jako centrála, což se doteď nedělo.

Další větší změna je také přechod na agilitu firmy v rámci jednotlivých squadů. Jeden se například věnuje privátní značce a je to práce v menších týmech, kde se lidé zaměřují na užší témata v rámci fungování firmy.

Stejně tak se věnujeme personifikaci komunikace, zejména newsletterů. Ideálně by tak zákazníkům měl chodit newsletter s produkty, které pravidelně nakupují. Momentálně jsme již na této cestě, kdy vegetariánům nechodí nabídky masa, lidem bez dětí nabídky dětské výživy nebo zákazníkům bez domácích mazlíčků krmivo pro psy. Bereme v potaz i cenové možnosti zákazníka a vzhledem k tomu upravujeme nabídku.

**Researcher:** Ještě jsem se chtěl zeptat, zdali na mě potom, co jsem navštívil webová stránka rohlík.cz, bude mířit reklama?

**Junior Brand Manager:** Přiznám se, že s daty spíše pracuji, než je získávám, takže Vám nedokážu odpovědět. Každopádně velkým zdrojem dat je záložka Můj regál, kde vidíme, jak často a co který zákazník nakoupil. Stejně tak zákazníkům před platbou systém nabízí další produkty, které již v minulosti nakoupili. Navíc díky klubu Rohlíček víme, kdo má děti a můžeme lidem nabízet dané zboží. To v běžném retailu jednoduše nejde zjistit. Dat je dost a snažíme se s nimi pracovat.

Ještě jsem chtěla zmínit Rohlík šéf, kdy se lidé mohou podívat na recept a pokud se jim líbí, stačí kliknout a veškeré produkty z něj se lidem vloží do košíku. Projekt má velkou prioritu, a kromě v minulosti viditelného Romana Vaňka máme nyní i další food blogery. Ti nám mimo jiné dodávají i exkluzivní recepty pouze pro Rohlík, což je pro zákazníky milá přidaná hodnota. Namátkou mě napadají například unikátní recepty z čerstvého chřestu, které zákazník najde pouze na rohlík.cz.

**Researcher:** Skvělé, moc děkuji za odpověď. Z mého pohledu jsou již odpovězeny veškeré mé dotazy. Máte ještě něco, co byste ráda zmínila?

**Junior Brand Manager:** Určitě. Když se vrátíme zpět k brandu, napadá mě ještě ekologie, která hraje dominantní roli. Například projekt otoč obal se zaměřuje na snižování počtu obalů využitých při nakupování. Snažíme se to podporovat i různými iniciativami a podněcovat lidi k tomu, aby byli šetrnější k přírodě. Například včera jsme vydali nový článek na to, jak lidé

využívají naše tašky po nákupu. Mimo toho balíme produkty do papírových sáčků a máme kurýry na kolech. Tohle je tedy cesta, kterou chceme dlouhodobě jít.

Setkali jsme se ale i s kritikou naší ekologičnosti ohledně toho, že rozvážíme nákupy auty, přestože je možné si pro ně fyzicky dojít. Na to jsme reagovali tím, že jsme vypočítali kolik nákupů jedno auto Rohlíku rozveze ve srovnání s běžným dojetím na nákup.

Dále jsme zrušili účtenky, které chodí lidem pouze elektronicky. Každý rok tím ušetříme 6 tun papíru. V rámci bistra nyní testujeme ekologické krabičky, nicméně v těch z běžných materiálů vydrží jídlo déle, a proto jsme je ještě nezavedli.

Ještě mě napadá jedna trochu netypická věc týkající se komunikace se zákazníky. Dokud Tomáš Čupr neodešel na mezinárodní pozici, říkalo se o nás, že jsme jediná firma v retailu, kde lidé ví, kdo je majitel. Nikdo podle mě neví, kdo je ředitel Lidlu nebo Kauflandu.

**Researcher:** Tohle je sice otázka mimo hlavní téma, nicméně bych se rád zeptal, zdali je toto úzké navázání firmy na majitele v očích veřejnosti podle Vás dobře nebo špatně?

**Junior Brand Manager:** V případě Tomáše Čupra je to pozitivní z toho pohledu, že založil už několik projektů, jako byl Slevomat nebo Dáme Jídlo, a lidé ho znají. Neustále s ním vychází spousta článků a je jednoduše vidět. Mimo osobní rovinu, která není v tomhle kontextu tak podstatná, je to osoba, která evokuje úspěch. Lidé věří tomu, že když si objednají něco z Rohlíku, tak to bude kvalitní, právě protože to dělá Tomáš Čupr.

Na druhou stranu je to negativní v tom smyslu, že po přechodu Tomáše na globální pozici se celá situace zkomplikovala. Nového CEO nikdo moc nezná a když píše dopisy zákazníkům, je to lehce matoucí.

**Researcher:** Nicméně se mi zdá, že se etabluje celá řada dalších osobností, jako například finanční ředitelka Rohlíku, kteří brand jaksí vyztužují a dodávají mu lidskou tvář.

**Junior Brand Manager:** Určitě, taky mám ten dojem. Jsme jednoduše firma osobností.

**Researcher:** Rozumím. Z mé strany už byly položeny všechny otázky. Rád bych Vám proto poděkoval za Váš čas a přeji Vám hezký den i hodně štěstí při komunikaci se zákazníky.

**Junior Brand Manager:** Také děkuji za možnost se zapojit a držím palce s dokončením diplomové práce. Nashledanou.