



STRATEGIC MARKETING PLAN FOR PRODUCER OF BUILDING ENVELOPE SOLUTIONS, TRIMO

An investigation of more effective ways of marketing of Qbiss One system in the Czech Republic
in order to diminish the time of acquisition of a new partner/customer.

A thesis submitted to Anglo-American University for the degree of
Bachelor in Business Administration with an emphasis in Marketing and
communication

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ABSTRACT

Strategic marketing plan for producer of building envelop solutions Trimo

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The subject of this thesis is the development of a Strategic Marketing Plan (SMP) for the company, Trimo, with the emphasis on its product: complete solution facade system, Qbiss One. The main focus of the thesis is to analyze current situation within its marketing and the environment in the construction industry in the Czech Republic. The second focus being an investigation of more effective ways of marketing the Qbiss One system in the Czech Republic in order to diminish the time of acquisition of a new partner/customer. Recommendations with improvements for the strategic marketing plan for Qbiss One are detailed.

The current situation of the subject company is assessed using a set of marketing audit methods, as well as case studies, academic literature, reports and strategic marketing textbooks. The results of the audit serve to identify the steps to undertake to market Qbiss One more effectively and so that the time of acquisition of a new partner is shorter.

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1. CHAPTER: INTRODUCTION

In this thesis the researcher will analyze the strategic marketing plan for a facade system, Qbiss One, developed by the Slovenian company, Trimo. The focus is on analysing and understanding the company's current marketing strategies and ascertaining the possible ways it could follow to diminish the time of acquisition of a new partner/customer. The paper, moreover, evaluates whether the proposed new marketing activities would help the company acquiring new relationships in shorter period of time. The research was completed on November 20, 2015.

The construction industry works hand-in-hand with architects. These two are affected by each other as architects design and the construction companies' supply. The situation for both was unstable in the past years but, finally, the situation is improving, according to a survey carried out by the Architects Council of Europe, (Architects Council of Europe, 2015).

The construction industry in the Czech Republic is also registering a slight upturn. The growth of Czech construction sector is expected to continue for the rest of the year 2015 and the following year 2016, according to analytical and research company, PMR, (Europaproperty.com, 2015).

1.1 History

Trimo has strong roots and is known for its innovative technologies. The history of the company goes back to 1961. In that year the Kovinsko podjetje Trebnje company was established in Slovenia and the production of metal products began. 1974 was the first milestone for Trimo, as it started to produce thermal-insulated panels. Those panels were the ancestors of the current Trimo panels, as the company invested highly into research and development. Fireproof panels with mineral wool core were introduced in 1987. Since that time these panels have been widely used in the construction industry as a building material. In 1990, Trimo started expanding into new markets. The company started with production in Russia in 2001 and, in 2007, began also producing in the United Arab Emirates and Serbia. 2009 saw the launch of Qbiss One onto the market. Since 2009, Trimo has innovated and developed new lines in its product portfolio: Qbiss Air and Art Me; Qbiss Air being launched in 2013, (Charousek, 2015).

1.2 Key Background Information about the Company

Table 1 Company Description

Name	Trimo, Engineering and production of pre-fabricated buildings, d.d
Type	d.d = public limited company
Headquarters	Trebnje, Slovenia
Industry	Construction industry
Management board	<p>Chair of the Board of Directors Igor Kržan, MBA</p> <p>Regional Director - Central Europe Nataša Vacek Novak</p> <p>Marketing Director Maja Lapajne</p>
Annual revenue	EUR 72.1 million
Employees	cca. 800
Main products	Roofs, buildings, modular units, facades and walls, steel constructions, fire safety
Brands	<p>Qbiss One</p> <p>Qbiss Air</p> <p>Art Me</p> <p>Trimoterm</p> <p>Trimoval</p>
Webpage	trimo.eu

(Trimo, 2008a, Charousek, 2015)

1.3 Personal Interest

The researcher chose the company for two main reasons. The first being an interest in architecture. Architecture has been evolving through the times. As the human population is evolving, architecture is changing also and has made great progress from the period where mud and stones were common building material, (Gascoigne, 2001). In the twenty-first century, architecture uses many materials, such as glass, steel, stones or plastics, and the designers, architects and construction companies create a reference for future generations. Today's architecture has the potential to be creative and not only functional; architects may play with the materials and interfere with standards set by the population, (Brooks, 2014). The researcher is

highly concerned about the development of the building industry, starting from the function and design and ending with the impact on the environment, (energy class of the house etc.).

The second interest comes from the first meeting with the subject company. The researcher understood from the first meeting that the company is in positive numbers but there is room for improvement with its product, Qbiss One. Only one marketing research project was undertaken a couple of years ago before the launch of Qbiss One in the Czech Republic. It was also understood that the marketing activities for the product also call for improvement. The researcher, thus, saw an opportunity for helping Trimo with the research and adjustment of the marketing strategy and the possibility to gain new information about the initial point of interest, architecture.

1.4 Purpose of the Thesis

The purpose of this thesis is to analyse, describe and evaluate the marketing strategy of Qbiss One in the Czech Republic. A significant part of the paper is dedicated to recommendations for improving the old marketing plan and proposing a new way how to address the customers. The main focus of the thesis is to analyse and find new effective ways how to market Qbiss One to professional audience in the Czech Republic and, furthermore, to analyse which marketing activities will be effective to diminish the time of acquisition of a new partner or customer.

Accordingly, the following objectives have been focused on:

- Conducting a marketing audit for Qbiss One.
- Analysing the marketing strategies for Qbiss One and related industries.
- Analysis of Trimo's strategies for Qbiss One and assessment of their effectiveness
- Proposing a new marketing plan to boost the awareness of the Qbiss brand.

1.5 Conceptual Framework

In order to correctly address the subject of the thesis, the research framework was divided accordingly: firstly, secondary data was gathered by conducting secondary research with usage of relevant materials, such as books, printed materials and reliable material found on the Internet.

Primary research was conducted in order to gain relevant information from the professionals in the construction field and gain valuable ideas and comments on the marketing activities of the companies operating in the field. After the research, an outline was created, in order to sort out all the relevant information which related to the research question. The gathered data was then analysed and applied correspondingly.

1.6 Methodology

Research is an essential step towards completing a thesis. Research, in its simple terms, is “a process of steps used to collect and analyze information to increase our understanding of a topic or issue,” (Creswell, 2008, p3). There are three main steps within the process of researching: “Pose a question, collect data to answer the question, and present an answer to the question,” (ibid.).

As the purpose of this thesis is an analysis, a critique and the proposal of recommendations for Qbiss One, a product marketed to architects and investors, the researcher decided to use the following types of research:

Exploratory research: “conducted to clarify ambiguous situations or discover ideas that may be potential business opportunities,” (Zikmund and Babin, 2006, p51).

Descriptive research: “research focused on providing an accurate description or picture of the status or characteristics of a situation or phenomenon,” (Johnson and Christensen, 2010, p366).

Comparative research: “the systematic detection, identification, classification, measurement and interpretation of similarities and differences among phenomena,” (Boddewyn, 1965, p261).

The research depends on secondary data and primary data which will be useful in developing the strategic marketing plan and illustrating the connections between Qbiss One and the external environment.

1.7 Statement of Sources Consulted and Cited

For the purpose of writing the thesis, various sources were used to gain valuable and reliable information about the researched topic. The main sources reviewed were: books, articles and data available online, research papers, the subject company's website and primary research in the form of interviews. Unless otherwise stated, all of the tables and figures were developed by the researcher (with data sources acknowledged).

1.8 Structure of the Thesis

In order to pursue each objective of the thesis, the structure of the paper was divided accordingly:

Chapter One introduces the paper's main focus, thus stating the strategic question. It is followed by brief historical background of the company, the researcher's personal interest in the topic, the purpose of the paper, the conceptual framework, methodology and statement of sources consulted and cited.

Chapter Two focuses on studying the main topics of the paper and analyzing and discussing relevant sources, such as academic and professional literature.

Chapter Three covers the marketing audit. It summarizes company's external and internal environment, all achieved through in-depth analysis with relevant matrixes and models.

Chapter Four includes the assumptions the researcher developed based on the marketing audit.

Chapter Five develops the strategic marketing plan for Qbiss One, particularly focusing on and analysing the company's strategic activities.

Chapter Six analyses and evaluates the effectiveness of the current strategic marketing plan which was studied in Chapter Five and gives recommendations on improving the plan for future.

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Chapter Seven discusses the proposed recommendations and defends the results and proposed changes in the current strategic marketing plan.

Chapter Eight concludes the thesis and discusses the implications for the future marketing strategy of Qbiss One in the Czech Republic.

The works cited, bibliography and appendices sections then follow after the main body of the thesis.

2. CHAPTER: LITERATURE REVIEW

In this chapter, the researcher will present all the relevant literature, authors, studies and research, which are important to the studied topic. The chapter will further discuss topics such as marketing strategy, relationship marketing and business-to-business marketing.

Those topics are tightly related to Qbiss One since the product is sold to the professionals in the industry and not to the public. In the construction industry, traditional marketing techniques remain strong but companies invest heavily in customer relationship marketing as well, (Slavens, 2005, pp22-24).

2.1 Marketing Strategy

“Marketing strategy is the process by which the organization translates its business objective and business strategy into market activity,” (Fifield, 1998, p.xxvii).

Kotler and Armstrong define marketing strategy as: “the marketing logic by which the company hopes to create customer value and achieve profitable customer relationships,” (Kotler and Armstrong, 2011, p48).

Marketing strategy’s goal is to increase sales and achieve competitive advantage. Companies have to look for changes in the environment and, thus, engage in marketing analysis, planning, implementation and control. Through these activities the companies may better control the forces that are influencing the marketing environment, (ibid.).

There are four main factors influencing the marketing strategy:

Figure 1 Factors Influencing the Marketing Strategy

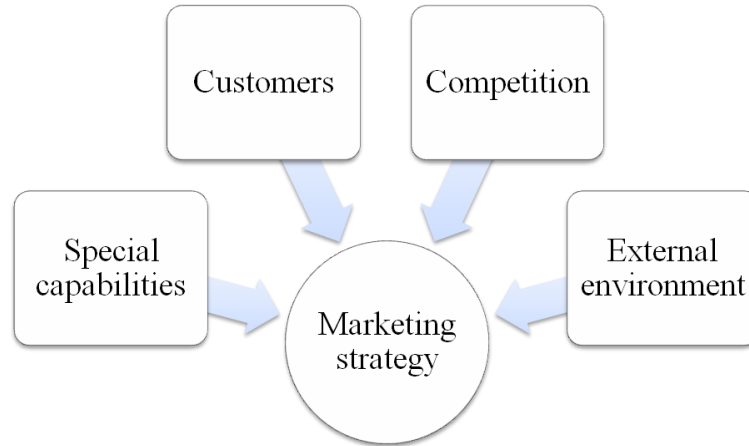


Figure 1 is adapted from (Schnaars, 1998, p14); created by Kristýna Jamnická, Anglo-American University, 2015.

2.2 Relationship Marketing

“Relationship marketing [is] a strategy to attract, maintain and enhance customer relationships,” (Berry, 1983).

“The goals of relationship marketing are to create and maintain lasting relationships between the firm and its customers that are rewarding for both sides,” (Rapp & Collins, 1990).

The creation of relationships helps the creation of business opportunities. “When signing contracts, capacity, responsiveness, timeliness and level of trust become of much higher value than actual price,” Chris Bell stated, (Slavens, op.cit.).

In order to successfully implement the relationship marketing strategy, the key processes of relationship marketing are:

- Communication: integration of all marketing communication messages, also known as integrated marketing communications (IMC). IMC is a part of relationship marketing.

- Interaction: management of the interaction process is basic to relationship marketing. A dialogue between the supplier and a consumer arises and creates value for both sides.
- Value: “if the supplier or service provider manages to successfully align its resources (physical product, service, information) and competencies with its customers’ internal processes, in these processes this value base is turned into perceived value,” (Gronroos, 2004, pp102-103).

Relationships are essential for the construction industry and thus the relationship marketing is gaining more attention these days. Investors and architects are likely to find suitable partners and maintain relationships with them as looking for new ones cost them money and time, (Jamnický, 2015).

2.3 Business-to-business Marketing

Business-to-business or B2B is a crucial term for this thesis. It is “business focused on selling products or services to other companies,” (Arline, 2015). With Qbiss, the company focuses usually on the intermediaries who are the connection between the already mentioned company and the investor, or markets directly to the firm which could use its facades. It is common for large construction companies to never directly interact with the ultimate customer, (Hutt and Speh, 2008, p8).

Marketing to the B2B sector differs from marketing to the customer sector, (B2C), where the company pushes the product towards the final user. The following table shows the differences between the two marketing practices.

Table 2 Comparison of B2B and B2C Marketing Characteristics

B2B	B2C
Aimed at intermediate value provider	Aimed at end-user
Two way relationship	Transaction or one directional "relationship"
Small focused target market, small number of customers	Mass market, large number of customers
Buyers can most effectively be reached through specialized media	Buyers are reached through mass media
Multi-step buying cycles	Short sales cycles
Relatively complex product offering	Relatively simple product offering
Never on impulse	Purchase can be an impulse
Marketing is about educating	Marketing is about convincing
Brand is about first impression, it opens the door but does not sell	Brand can be the reason to buy

Table 2 is adapted from (Pfoertsch, et.al., 2007, p5).

Albeit the marketing characteristics are different, *“the marketing communications are similar because it uses [a] similar mixture of tools and techniques to communicate and persuade customers to buy the product. But the actual process can be very different because of the dissimilar buyers, reasons for purchase and the use that will be made of the bought product or service. So we find that personal selling, for example, will be heavily used in B2B but not in B2C, and [as the] main media advertising [is] used in B2C but not in B2B,”* (Wright, 2004, p368).

Another useful tool in B2B marketing is face-to-face interaction, according to Jeremy Rosenberg. Andrew Lock also points out the importance of the web as a primary source of information, (Brand Strategy, 2005, pp48-51).

3. CHAPTER: MARKETING AUDIT

“A marketing audit is a systematic examination of the marketing function’s objectives, strategies, organization and performance,” (Dibb, 2001, p194). According to Kotler and Keller, the marketing audit has four major characteristics. It should be comprehensive so it covers the whole environment which influences the company. It should be unbiased and objective. It should be systematic and ordered so that the data are easily understood and reliable. It should be carried out regularly. Companies may undertake marketing audits only when having problems. However, periodicity helps prevent the problems as the marketing audit points out useful recommendations, (Kotler and Keller, 2007, cited in Lipnická and Dado, 2013, p27).

It is important to understand that the marketing audit should have two parts: the internal and external. The internal audit covers the variables the company may control. On the other hand, the external audit covers variables over which the company has no or little control, (McDonald, 2007, cited in Chirla and Funar, 2010, p54).

3.1 Historical Events

Trimo has gone through different times and each period in its history was interesting. For the purpose of the thesis, events that happened after 2009 are relevant since it was in that year that Qbiss One was introduced to the market. Qbiss One is tightly connected to another line of facades, ArtMe. Art Me is a RedDot winning product for 2010, (Charousek, op.cit.). It is a facade that allows all kinds of shapes and patterns of effects to be expressed on the external envelope. It partners with Qbiss One and comprises an aesthetic solution for demanding investors, (AR Products, 2012, p121). In 2013, Qbiss Air, a single skin glass facade, was introduced. This product is being used on various projects together with Qbiss One, (QbissAir, 2011). (See Appendix B for graphical illustration of the events.)

3.2 Marketing Mix

A marketing mix is “the set of tactical marketing tools — product, price, place, and promotion — that the firm blends to produce the response it wants in the target market”, according to Kotler and Armstrong, (Kotler and Armstrong, op.cit., p51).

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Even in the B2B sector the company has to look to its marketing mix in order to prepare its marketing strategy, (Kavková, 2013, p28). The following table illustrates the basic marketing mix for Qbiss One including: product, place, price, promotion.

Table 3 Marketing Mix Qbiss One

PRODUCT	<p>Qbiss One</p> <ul style="list-style-type: none"> ✓ Modular facade element with distinctive rounded corner ✓ Complete solution: the element comes in one piece, no additional assembling needed ✓ Highest levels of insulation ✓ Customization according to the customer's needs ✓ High aesthetics: rounded corners without cuts, folds ✓ Functionality: fire proof, self-supporting, air and water tightness, energy efficient and environmentally friendly ✓ Service and technical support ✓ 30 years guarantee ✓ Prefabricated in one element
PRICE	<ul style="list-style-type: none"> ✓ 80-130 Euro/ m2 <ul style="list-style-type: none"> ○ Price depends on: thickness, module and length ○ Quantity discounts depend on attributes stated above. ✓ Price differs 5-10% from the competitor when not calculating the price of the assembly
PLACE	<ul style="list-style-type: none"> ✓ Purchase only through Trimo ✓ Information to be found on web pages ✓ Need for a sales person (brochures, samples): usually the first contact with the product
PROMOTION	<ul style="list-style-type: none"> ✓ Direct marketing <ul style="list-style-type: none"> ○ Direct selling ○ Brochures ○ Telephone ✓ Online marketing ✓ Events

(Kavková, op.cit., pp28-31, Kotler and Keller, op.cit., pp51-52, Emap Limited, op.cit., Qbiss One, 2011, Charousek, op.cit.)

Qbiss One is known mainly for its rounded corners and the technical support, (See Appendix Ten). The system is widely used for the following types of buildings:

- Administrative buildings

- Business centers
- Car showrooms
- Banks
- Hotels
- Hospitals
- Retails
- Sport facilities (Charousek, op.cit.)

3.3 PESTLE Analysis

For the purposes of the thesis the researcher uses the PESTLE analysis. The PESTLE analysis is used for assessing the macroeconomic factors which may influence the industry in which the company operates, (Marmol, 2015, p5).

The tool's name is composed of the initials of the six above mentioned macroeconomic variables: political, economic, socio-cultural, technological, legal and environmental, (ibid., p6). The researcher uses the model to determine possible opportunities and risks that lie in the environment of the industry.

Table 4 PESTLE Analysis

Political	<ul style="list-style-type: none"> ✓ Funding: European Union, grants,... ✓ Local strategies for private and public sector projects ✓ Trade restrictions ✓ Tax rates ✓ EU directives ✓ Issues related to documentation, permits, licenses ✓ Office for the Protection of Competition
Economic	<ul style="list-style-type: none"> ✓ State of the economy ✓ Fluctuation in foreign exchange rates ✓ Fluctuations of input prices ✓ Market demand
Socio-cultural	<ul style="list-style-type: none"> ✓ Influencers: architects of the city, living authors of the buildings, conservationists ✓ Changing customer tastes ✓ Changing demographics ✓ Increase in online marketing
Technological	<ul style="list-style-type: none"> ✓ Time scale of the construction ✓ Assembly process ✓ Technological requirements of end-users ✓ Period of the year
Legal	<ul style="list-style-type: none"> ✓ Construction law ✓ Permits ✓ Certificates ✓ Intellectual property rights ✓ Competition law ✓ Wage legislation ✓ Material tests
Environmental	<ul style="list-style-type: none"> ✓ Sustainability ✓ Usage of ecological materials ✓ Geographical location of the construction ✓ Archeologists, traffic, access

(Charousek, 2015a, op.cit., Charousek, 2015b, Slavens, op.cit., Nadace pro rozvoj architektury a stavitelství, 2012, Office for the protection of competition, 2012, CzechInvest, 2015)

3.4 Competition

Competition exists in each business and is a key element which pushes companies forward. If no competition existed, firms would have almost an infinite power over consumers and customers. Competition helps the economy to grow, creates stakeholder value and, moreover, gives consumers the power to choose between brands. When companies are in a situation where there are couples of other firms that sell a similar or the same product, we call it a competitive environment, (Fleisher and Bensoussan, 2015, pp27-30). By watching the competition the

companies improve their creative processes, are aware what is happening on the market and, finally, it drives new and fresh ideas, (Baxter, 2013).

The process, by which companies analyse their competitors, is called competitive analysis. It belongs to the essential tools that companies use in order to collect information about the other companies in the industry and to create competitive strategies which take into account the possible competitor moves, responses and actions in the second place, (Czepiel and Kerin, pp1-2).

The thesis covers the main competitors of Qbiss One; it maps their activities and states their main weaknesses and strengths. The main competitors analysed are: Ruukki, Schüco and KingSpan. The strengths and weaknesses are taken solely from the analysis of the corporate materials and investigation on the Internet, as the researcher does not have access to insider information and customer perspectives.

3.4.1. Ruukki

Table 5 Ruukki

<ul style="list-style-type: none"> ✓ Energy efficient solutions for buildings and constructions ✓ Belonging to the SSAB Corporation since 2014 <ul style="list-style-type: none"> ○ A steel company with headquarters in Stockholm ○ The main concern: the sustainable development of the industry ✓ 3 500 employees ✓ Based in Helsinki, Finland, (Ruukki, 2015). ✓ <u>Portfolio</u>: sandwich panels, facade systems, solar systems for walls, load-bearing sheets and prefabricated roof elements ✓ Out of the portfolio, Ruukki® Facade Systems compete against Qbiss One. <ul style="list-style-type: none"> ○ Further divided into: Ruukki Forma, Ruukki Expression and Ruukki Solar 	
<p><u>STRENGTHS</u></p> <p>(ibid., Ruukki, 2015, op.cit.)</p> <ul style="list-style-type: none"> • Strong brand values • Wide range of colours, shapes and material options • Energy efficient panels • Established brand elements: slogan, logo • Active on social media • Intuitive web pages • Usage of videos, visual materials • Assistance with local projects: Innovating vouchers in Prague in 2014 • Present in online professional magazines 	<p><u>WEAKNESSES</u></p> <p>(Ruukki, 2015, op.cit., Ruukki, 2014, op.cit.)</p> <ul style="list-style-type: none"> • High investments in research and development • Social media only in English • In the Czech Republic known mostly for roofs

3.4.2 Schüco

Table 6 Schüco

<ul style="list-style-type: none">✓ Founded in Germany in 1951✓ Present in 80 countries✓ 12 000 partners: architects, planners, investors✓ High standards, quality, comfort and safety✓ Energetically effective buildings – it lowers the carbon dioxide in the atmosphere and save natural resources, (Schuco, 2015)	
<p><u>STRENGTHS</u></p> <p>(ibid., Konstrukce, 2013)</p> <ul style="list-style-type: none">• Strong brand values• Online marketing – web pages, social media• Green organization• Quality products• Innovation• Oriented to detail – corporate videos with feeling• BAU fair	<p><u>WEAKNESSES</u></p> <ul style="list-style-type: none">• Higher price for investors• In the Czech Republic known for plastic windows

3.4.3 Kingspan

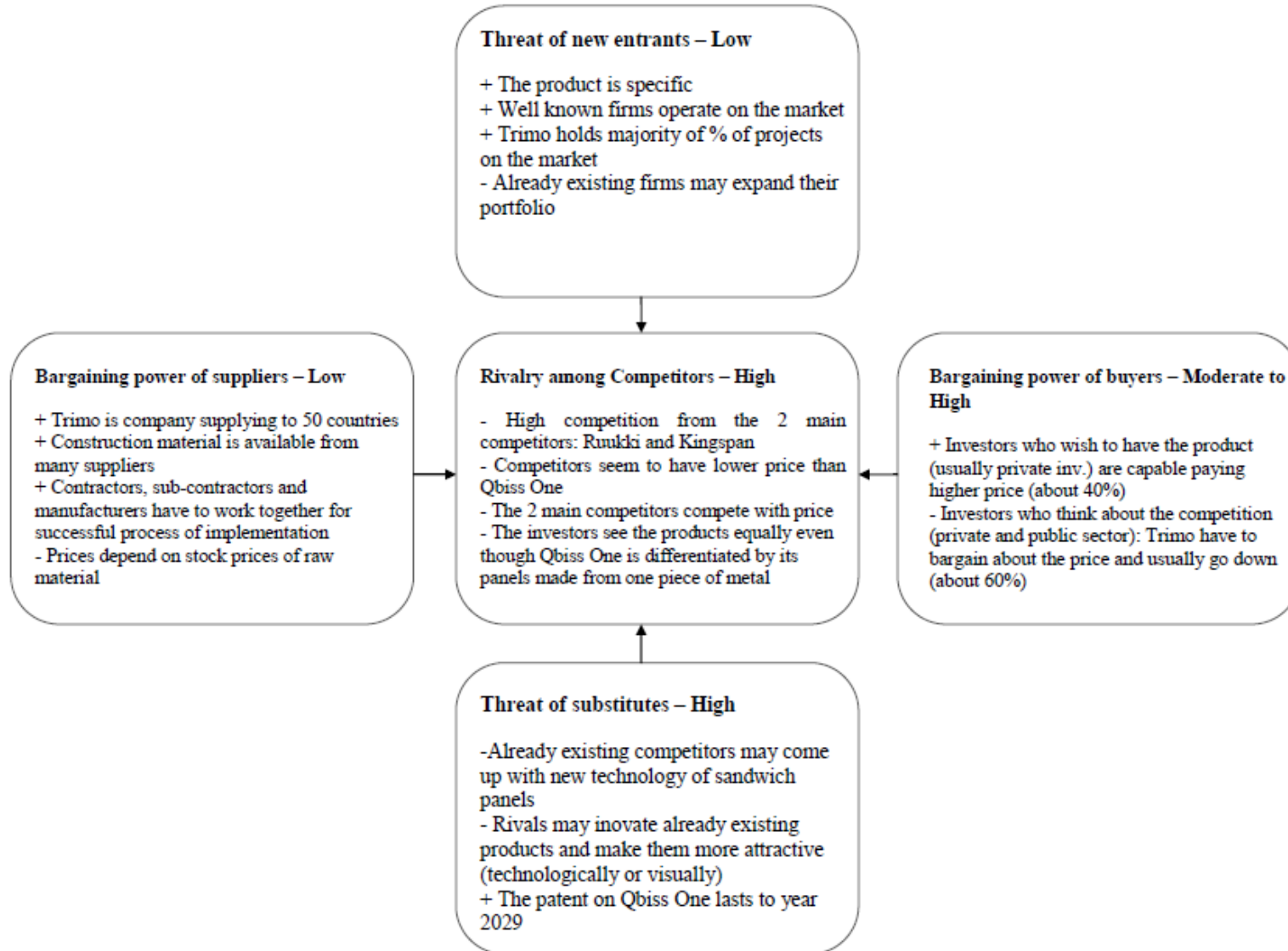
Table 7 Kingspan

<ul style="list-style-type: none"> ✓ The greatest competitor, according to Mr. Charousek <ul style="list-style-type: none"> ○ High integration into the minds of the Czech professional population, (2015b, op.cit.) ✓ Founded in 1965 ✓ Focus on: insulation, building fabric and solar integrated building envelopes ✓ The company's strategic goals are: <p style="margin-left: 40px;"><i>“Lead the field in high performance insulation globally with proprietary and differentiating technologies, become the world's leading provider of low energy building solutions – Insulate & Generate and achieve greater geographic balance, primarily focusing on The Americas, Western Europe and appropriate developing markets.”</i> (Kingspan, 2015).</p> ✓ Offers: a differentiated and proprietary product, (ibid.) Trimo should be aware of the goals of Kingspan and watch carefully its brand that competes with Qbiss: Benchmark. Benchmark is, like Qbiss, a complete solution and has its dealership in the Czech Republic. ✓ The product became Kingspan's brand. Thus, the strengths and weaknesses shown are for Benchmark, not Kingspan. 	
<p><u>STRENGTHS</u> (ibid.)</p> <ul style="list-style-type: none"> • Luxury appearance • Established brand • User friendly web site • Quality product • Benchmark Club: Twitter, video portal, newsletters, online registration in order to get free samples, CAD drawings 	<p><u>WEAKNESSES</u> (ibid.)</p> <ul style="list-style-type: none"> • Limited presence on social sites • Limited presence in online professional magazines (if it is, Kingspan is presented more than Benchmark)

3.5 Porter's Five Forces

Porter's Five Forces model (1979) is used when the researcher, marketer or any business person wants to reveal the competitive forces that lie behind the industry. The model is named after Michael Porter, who first introduced this simple yet helpful tool. The model forces managers to look outside of the circle of rivals and unleash the factors and influences that shape the nature of the industry. Those are: new entrants to the market, power of suppliers, power of buyers and the substitute products, (Harvard Business School Press, 2006, pp38-40).

Figure 2 Porter's Five Forces
(Charousek, 2015a, op.cit., Charousek, 2015b, op.cit., Slavens, op.cit.)



3.6 SWOT Analysis

A SWOT analysis describes company’s internal strengths and weaknesses and its external opportunities and threats. It is a basic tool to use in business and marketing. The results, on the other hand, may be advantageous while creating or re-creating strategies of a company, (Strauss, 2013, p237).

Table 8 SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> • Quality of the product • Unique patented production technology: rounded corners without cuts, folds or welds • Well-trained staff • Technical support • Keeping relationships with its customers • Trimo Architectural Award 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Preciousness of the product: hard to assemble with cooperation with subcontractors • Trimo is only dealership in the Czech Republic – assembly is communicated by Slovenia • Not official Czech web pages of Qbiss One • Poor online marketing • Long time of the process of settling down the cooperation on a project
<p>Opportunities</p> <ul style="list-style-type: none"> • Further enhancement of brand recognition • Making Qbiss One a strong brand • Improving promotional strategies • Addressing future professionals at universities • Establishment of a technical base in the Czech Republic • Establishment of online professional brand communities • Expansion of the “green way” even to professionals – Qbiss One is environmentally friendly 	<p>Threats</p> <ul style="list-style-type: none"> • Biggest threat is competition • Economic situation • Stock prices of raw material • Changing customer tastes – following the trends • Competitors may increase their portfolio with new technologically advanced products • Promotional activities of competitors

(Charousek, 2015b, op.cit., Andersen, 2004)

3.7 Ansoff's Matrix

Ansoff's Matrix (1957) was developed by a Russian expert on strategic management and defines two main factors important to marketers: what we sell and to whom. The matrix shows four possible actions to undertake while considering marketing objectives: selling existing products to existing markets, selling existing product to a new market, developing a new product for an existing market and developing a new product for a new market, (Stone, 2001, pp50-51).

The matrix is a useful tool for companies which have their products, operate in a given market and manage also their manufacturing. Ansoff's Matrix is not an appropriate tool to analyse Qbiss One for the following reasons: Qbiss is solely a product of Trimo, it is unique in its manufacturing and, therefore, it is almost impossible to develop another product with the same quality. Further, the manufacturing is located in Slovenia and the Czech branch office is only an agent between the Slovenian headquarters and the customers. As the thesis is oriented on developing marketing strategies for Qbiss One in the Czech Republic, the researcher will, therefore, not use Ansoff's Matrix for the reasons stated above.

3.8 TOWS Matrix

The TOWS matrix is an acceptable tool for Qbiss One and is used instead of Ansoff's Matrix. It works with the SWOT analysis and helps the researcher in developing potential strategies. The TOWS matrix is, in other words, a "conceptual framework for a systematic analysis that facilitates matching of the external threats and opportunities with the internal weaknesses and strengths of the organization," (Koontz and Weihrich, 2010, p112).

The matrix formulates four strategies:

- SO strategy: Maxi-maxi: make use of the strengths to maximize the opportunities
- WO strategy: Mini-maxi: make use of the opportunities to minimize the weaknesses
- ST strategy: Maxi-mini: make use of the strengths to minimize the threats
- WT strategy: Mini-mini: minimize weaknesses and avoid threats (ibid., p113)

Table 9 TOWS Matrix

	External Opportunities (O)	External Threats (T)
Internal Strengths (S)	<p style="text-align: center;"><u>SO</u></p> <ul style="list-style-type: none"> ✓ Promote Qbiss One at the universities through the staff and build knowledge about the brand ✓ Promote Trimo Architectural Award to gain the brand recognition 	<p style="text-align: center;"><u>ST</u></p> <ul style="list-style-type: none"> ✓ Maintain the relationships with the customers and prospects to fight the possible promotional activities of competitors ✓ Focus mainly on promoting one package (quality product with patent + technical support) in order to gain competitive advantage over the competitors
Internal Weaknesses (W)	<p style="text-align: center;"><u>WO</u></p> <ul style="list-style-type: none"> ✓ Enhancing brand recognition through the official web pages of Qbiss One ✓ Addressing future professionals at universities to promote the brand and thus cut the time when the prospect will be becoming familiar with the product (word-of-mouth) 	<p style="text-align: center;"><u>WT</u></p> <ul style="list-style-type: none"> ✓ Enhance online marketing to fight the competition ✓ Creation of Czech web pages of Qbiss One to show and promote the timelessness of the product

4. CHAPTER: ASSUMPTIONS

From the performed research, the writer assumes Qbiss One is currently at a stable position while talking about the sales. The product is relatively young, compared to the standard Trimo brands, such as Trimoterm. Through the seven years it has been on the market, Qbiss One has gained supporters, from the architects to investors. This interest in the product was observed while performing the interviews with the architects who have a connection to Trimo and Qbiss.

Although Qbiss One has gained its position on the market, there appears to be a problem with the time, (Charousek, 2015b, op.cit.). Trimo needs extensive time to obtain a contract or a relationship with the customer. The researcher estimates the time scale will not change dramatically with the implementation of new marketing tools. As the interviewed architects said, those types of products are demanding and for their smooth implementation, the investor has to be sure about the product. The product is also technologically advanced; therefore, a longer time from the side of the demanding side is needed to understand each component of Qbiss.

The analysis of the competition shows that most of the companies are working on their products' online marketing. As the online marketing is gaining in popularity in the B2B construction sector, the researcher sees it as a threat for Qbiss, (Steiger, 2014). From the PESTLE analysis it is clear the industry is endangered mainly by the state of the economy, European Union and influencers. The construction industry is directed by the economy. If the situation is positive, the investors build and plan new projects while when the situation is not positive, the industry is worse off, (Ministerstvo průmyslu a obchodu, 2015). Some projects are sponsored by the European Union these days. The company should carefully look at these types of projects; the disadvantages may be the longer the time of implementation as the European Union demands many materials and the process of the bargaining takes some time likewise. The influencers as the architects of the cities and living authors of the building may prolong the process as well.

It is crucial for Trimo to know the external factors which are changing every day and the company has to be aware of them and react to them. Only by reacting in time can the company compete with the competition and the state of the market and create a brand that will be known and valued, Qbiss One.

5. CHAPTER: STRATEGIC MARKETING PLAN

The Strategic Marketing Plan (SMP) is based on the researcher's previous analysis of a brand, Qbiss One, from the company Trimo. "Strategic marketing involves putting together a plan for best use of the organization's resources and developing tactics to meet its corporate objectives," (Blythe et.al., 2005, p23). To do this, the managers need to study the external and internal environmental forces that drive the performance. The SMP plan studies the company's current processes, the target market, the marketing mix, the main marketing objectives and the current marketing plan.

It is indispensable for Trimo to monitor the external and internal environment of Qbiss One. The main advantages of strategic marketing scanning are the overview of actions on the market and the possibility of adapting to changes. Thus, the company may react and gain its competitive advantage over its competitors, develop the best ways to address a prospect and a customer, and develop the most appropriate marketing mix to satisfy consumer demand. As the B2B sector is based on relationships and also on bargaining for the best price, the customer has to be at the centre of all of the business activities and decision making.

After the investigation, the researcher will know the current position of the company and will be aware of the drivers that shape the industry and may influence Qbiss. Based on the analysis, the writer will present recommendations which should help to improve the overall marketing performance and outcompete rivals.

5.1 Corporate Strategy

A corporate strategy is "the direction and scope of an organization over the long term, which achieves advantage in a changing environment through its configuration of resources and competences with the aim of fulfilling stakeholder expectations," (Johnson, et.al., 2009, p3).

In order to understand the corporate strategy of Trimo, the company's mission, vision and corporate culture are analysed.

The mission answers an essential question the company has to ask: what business are we in? (ibid.) The corporate strategy is understood from the mission of Trimo.

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“Our primary mission is to ensure original and complete solutions in the area of steel buildings:

- *With completed solutions we enable customers increased success;*
- *Develop the potential of each individual within the company;*
- *Build a financially strong company that ensures an appropriate return on the company’s capital and growth for our shareholders;*
- *Keep a clean environment for our future generations and nurture responsibility to the environment in which we operate by supporting relevant activities,”* (Trimo, 2008b).

According to Pearce, there are nine components that make up a successful mission statement and should be included: customers, products/services, geographic markets, technology, concern for survival/growth/profits, philosophy, public image, employees and distinctive competences (how a company is different from its competitors), (Khalifa, 2012).

The mission clearly defines that Trimo works in the construction industry and wants to supply solutions that will satisfy customers. It is easy to understand and the points below the main sentence develop the main idea. It touches the main components of a mission statement. However, this mission statement does not inspire anybody. The perfect statement should affect different stakeholders of the company; it should be written in a way that it shows the commitment, courage and innovation of the company, (Radtke, 1998). As Trimo is a company that invests highly in innovation, the mission statement should stress this fact and the other components should complement it.

The values and the main interests of the company are seen in the corporate culture. Trimo set the strengths of the company that make up a culture within the company. The main objective and the focus are on the employees that are supported, rewarded, able to grow professionally. Moreover the company is striving to be open, friendly, target oriented, innovative, challenging and ethical, (Trimo, 2008b, op.cit.). (For the full text of the statement, please see Appendix Nine.)

The vision statement should state a clear goal of the organization so that the employees see what needs to be done daily in order to make the vision statement reality. (Payne, et.al., 1994)

“We are going to become the leading European supplier of complete solutions for steel buildings,” (Trimo, 2008b, op.cit.).

Trimo's vision statement is clear, simple and concise. The employees know that complete solutions are the centre of the business and, thus, their work has to be dedicated to perfection, innovation, selling, marketing and creating value for customers. Only when the employees work as they should, and know the viewpoints of the company, may the goals be met.

5.2 Market and Segments

Trimo belongs to the construction industry as the main activity of the company is to supply construction and prefabricated steel solutions. Trimo is a global organization, supplying to more than fifty countries, (Trimo). Because of the fact the company strives to address construction in the country of the customer order and the appeal from the representative office to undertake a marketing study, the researcher is focusing on the Czech Republic, specifically on the product, Qbiss One.

Companies have to understand what a market segment is. Market segments exist in B2C organizations as in B2B ones. By the definition, it is “a collection of customers who have something in common which makes them share broadly similar product needs and buying behaviour,” (Dibb and Simkin, 2013, p5). A company has to identify the market, the customer segment and the right mix of benefits to offer to different groups of customers, (Wright, op.cit., p200).

5.2.1 Macro Analysis

Important factors that form the industry are: the overall state of the economy, European Union (EU) funding and the influencers. As the economy progress, the investors are willing to invest into new projects and vice versa. EU funds help the investors to build and, thus, help the regions or countries in development. The downside is the bureaucracy and the controlling that goes hand-in-hand. The researcher believes Trimo should look for projects that are coordinated with private investors to eliminate possible complications. The influencers are architects of the cities, living authors of the buildings or conservationists. This group has the power to thwart the project. Companies have to keep an eye on them and, where possible, try to keep good relationships with them.

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The factors that shape the industry and influence the companies are trade restrictions, EU directives, tax rates, and local strategies for public and private sector projects, permits, licences, construction law, wage legislation and material tests. (There are many more factors; the researcher identified those above to be the most influential.)

In the Czech Republic, the strategies for public and private sector projects are a topic for discussion, nowadays. The private sector does not experience any problems; the projects are solely in the investor's hands. The investor does not have to undertake time-consuming tenders; the negotiation takes place between the investor and the construction company, (Jamnický, op.cit.). The process for public sector projects is different. The companies have to sign a tender where, currently, the project whose price is the lowest possible, wins. The winning bid is lower than the estimate of the submitter. The result is then a project with lower quality because the winners of the tender have to cut the costs, (Smola, 2013, pp4-5). For Qbiss One, public procurement is unfavourable. The product has set of standard quality parameters and the manufacturer, Trimo, cannot change them. The product is known mainly for its quality. Trimo should carefully watch the situation, if it changes; Qbiss could be pushed to the public sector more.

5.2.2 Micro Analysis

Trimo in the Czech Republic is a representation of the parent company in Slovenia. Trimo, therefore, organizes every project in the country but the construction and manufacturing is arranged through the headquarters in Slovenia. The researcher discovered that Trimo does not have project support in the Czech Republic. This issue leads to complaints from investors because the communication with Slovenia is longer. (See Appendix Four.) Qbiss One is only a brand from Trimo. The marketing is done in Slovenia and locally adapted in each country, (Charousek, 2015c, op.cit.).

The increasing demand for complete solution facade systems has increased the number of competitors on the market. The demand is caused by the advantages the systems bring to investors and manufacturers. Some of the advantages are: safety, comfort, and the time of construction, (Konstrukce, 2008). The trends are one of the driving forces of the industry. With the increasing trends, companies innovate and develop new systems which make up the

competitive environment of Qbiss One and Trimo. Qbiss One is a patented system which gives Trimo a competitive advantage for the next fourteen years. Even so the company has to monitor those competitors which sell similar products.

The customers – investors, have the power in the construction industry. According to Mr. Charousek, the projects are divided between the investors who like the product and want to implement it (about 40%) and investors who cannot decide which company to choose (about 60%). The second group bursts with the negotiating strength, (Charousek, 2015b, op.cit.).

5.2.3 Current State of the Market

Trimo is a public limited company. However, the company is not listed on any stock exchanges and, since 2011, does not publish its annual reports. The researcher cannot, therefore, analyse the financial information as the company refused to present the necessary financial information due to confidentiality. The only information about the financial position of the company was extracted from its press releases.

The total revenue for the year 2014 was 72.1 million and the operating profit (EBIT) was 1.4 million. Due to the impairments of financial investments and receivables, the company had a negative operations result of 3.5 million euro. The accumulated loss was 11.7 million euro as at 31 December, 2014. The General Meeting adopted a resolution about the loss:

“The net loss of the 2014 financial year is transferred to the item retained loss and partially covered with the retained profit in the amount of EUR 1.1 million. The remaining accumulated loss in the amount of EUR 11.7 million is partially covered with the simplified reduction of the share capital in the amount of EUR 9.1 million”. (Trimo, 2015)

Trimo’s recent major shareholder is a state-controlled lender, Nova Ljubljanska banka (NLB), which does not see Trimo as a long-term investment, (Invest Slovenia, 2015). NLB is, therefore, currently negotiating the sale of the company with three possible buyers: Kingspan, Metroll Australia and Innova Capital. In January, the offered price was low and the sale did not take place. According to local newspaper, Drevnik, Trimo could be sold for a higher price when

the ongoing restructuring takes place and the company will be in better state than today, (Global Insulation, 2015). Trimo is recovering and the forecast for the 2015 results remains positive, (Invest Slovenia, op.cit.).

5.2.4 Market Trends

The construction industry shows more positive than negative trends for the upcoming years. The industry is finally recovering and the positive numbers show that the growth is likely to continue. Construction output increased by 7.7% in 2015. The positive trend came after five years of a crisis, (Ministerstvo průmyslu a obchodu, op.cit.). Hand-in-hand, the architectural market also sees positive trends. According to a survey by the Architects Council of Europe, the majority of respondents judge the situation as “good” or “very good”. The respondents from Central Europe are more negative about the situation; but, overall, the survey confirms a recovery of the market, (Architects Council of Europe, op.cit.).

The construction companies are aware of the situation of weakening labour supply and the number and value of new announced orders. The government is aware of the situation and has promised to solve it, (Matyáš, 2015). The government’s regulations touch each company of the construction industry. The law of public procurement should help the state in eliminating corruption; but the truth is the construction companies have to cut down their costs, which negatively affect the whole industry. The results are then: lower quality of buildings, technical equipment becoming obsolete, usage of a non-qualified workforce or ageing of references, (Bušina). The law, therefore, influences the investors who look for the lowest possible price and do not look for quality.

The Amendment to the Law of the assessment of the impacts to the environment came into force from April 2015. It has more negative effects on the construction industry because more publics are involved. The permit process may be attacked by such involved publics as an owner of a neighbouring property or a legal person whose principal activity is the protection of the environment or public health, (Horáček and Bohuslav, 2015, p14).

The European Union is more concerned about sustainable buildings and follows the raising trend of green buildings and an overall green way of living. A suggestion says, “the

number of green buildings could be increased by stepping up the support for construction companies and developers committed to green construction”, (European People’s Party Group, 2014). The support could help companies in promoting the green way of constructions. Green buildings are cost-efficient for the final users. The costs of the construction may be higher but, in the long term, the final user of the building saves on the operating costs, (U.S. Green Building Council, 2015). As Qbiss One is also a green solution, the company should stress the advantages of the product. The approach to sustainable building is still a discussed topic in the Czech Republic. It is extremely difficult to decide which project is or is not, sustainable. For this reason, numerous evaluation methods were created: LEED, BREAM, DGMB, and Minergie. Overall, the proposal should take into account the following aspects: the technology, ecology, aesthetics, economics, culture and health, (Janíková, 2013).

The marketing for the B2B market has changed. The trade shows are no longer the winners. The trend calls for digital marketing. The construction companies are investing into Websites, SEO (Search Engine Optimisation) and social media, (Steiger, op.cit.). According to a Sagefrog survey, “the digital marketing channels are becoming a top source of sales” and “LinkedIn, Facebook, and Twitter are the most popular social media sites for B2B companies”, (Feuer, 2014).

5.2.5 Competitor Analysis

The main competitors of Qbiss One are the companies, Ruukki, Schüco and Kingspan. Kingspan owns a brand, Benchmark, which, according to Mr. Charousek, is a direct competitor within complete solution facades, (2015b, op.cit.). Benchmark by Kingspan is a luxury product from its portfolio. The researcher decided not to analyse the financial results of these companies due to the following reasons:

- The researcher did not undertake an elaborate analysis of Trimo/Qbiss One financial results as the access to this information is confidential and the company did not allow the writer to see it. The analysis of the competitors would, therefore, not bring any positives as the results could not be compared with a Trimo financial analysis.

- Kingspan is an international company, owning different brands and products, and as such does not publish the financial data separately for Benchmark in the Czech Republic.
- Ruukki belongs to a steel company, SSAB, since July 2014. Together, it makes an international corporation which does not publish the financial data separately for specific markets – the annual reports of Ruukki are consolidated.
- Schüco, like Ruukki or Kingspan, is an international company which produces not only facades, but also windows and doors. The annual reports are consolidated and as such would not help the researcher with the main subject of the thesis – Qbiss One in the Czech Republic.

5.2.6 SWOT Analysis

Trimo is highly integrated into the Czech market and the investors and architects know it for a long period of time and are aware of the quality Trimo offers. The interviewed architects and investor, (see Appendices One and Three to Eight) said the initial contact with the company started few years ago. Therefore, its new brand Qbiss One, has the support of a well-established brand on the market. Another advantage is its quality which goes hand-in-hand with the patented production. The customers have a guaranteed patented solution until 2029, and a 30-years' guarantee on the material – Tata Steel, (Charousek, 2015c). The staff keeps relationships with its customers and partners, which is also an important aspect when selling to B2B markets, (Albadvi and Hosseini, 2011, p503). On top, the Trimo Architectural Award, organized each year, influences the architects to design with Qbiss One and its other brands in order to be able to win the competition.

Qbiss One has been six years on the market and, thus, is relatively young. The opportunity here is to raise the brand awareness and to create Qbiss One as a strong brand under Trimo. There is still room for improvement if the company takes into accounts its opportunities and weaknesses. (For the specific recommendations, please see Chapter 6.) The changing market trends could bring other opportunities and the company can take advantage of them if watched for carefully. The company should look for new trends, coordinate the marketing strategies

accordingly but not forget about the old strategies of practicing relationship marketing. Relations are the core of the business to business companies, (Albadvi and Hosseini, op.cit.).

5.3 Products and Services

Trimo has different product lines. The thesis analyses its brand which is high in aesthetics and is considered a luxury one, Qbiss One. Qbiss One is a total wall solution, where the main parts are: modular facade elements, fixing and sealing material, architectural performance details, corner elements, sub-structure (optional), windows and doors (optional).

The benefits are:

- *“Ultimate aesthetic – rounded corners without cuts, folds or welds*
- *Total wall solution – fully prefabricated and self-supporting system*
- *Maximum safety – non-combustible core, air and water tightness*
- *Active sustainability – energy efficient and environmental friendly solution”*

(Qbiss One, op.cit.)

The product is patented due to its original manufacturing. The modular facade elements are produced from one sheet of steel. There are no additional cuts or folds. Qbiss One is a B2B product and is sold through agents. The relationship between the customer and the agent is the most important. Trimo offers customized services that help the investors and contractors with the implementation of the project. The service and the personal contact, together with the actual product, belong to the competitive advantage of the firm, (Charousek, 2015c, op.cit.).

5.4 Marketing Objectives

[The] “Marketing objective states what is to be accomplished through marketing activities. These objectives can be stated in terms of product introduction, product improvement or innovation, sales volume, profitability, market share, pricing, distribution, advertising or employee training activities”, (Pride and Ferrell, 2014, p42).

The objectives should be SMART: Strategic, Measurable, Actionable, Realistic and Timely. Apart from these, communicable and aspirational are also appreciated characteristics,

(Egan, 2007, p107). Each marketing objective should correspond to the business objectives (ibid.) and contribute to the corporate strategy, (Ferrell and Pride, op.cit.).

As a product line, Qbiss One should have clear marketing objectives which are to be achieved within a given time frame. It is crucial for Qbiss to create a message that will be in harmony with the corporate strategy: to supply a complete solution, not just a product, (Trimo, op.cit.). Marketing objectives should help Qbiss One to create a brand, raise brand awareness and, moreover, create value for the target groups so that the customers or prospects will look for Qbiss One when designing their projects – the benefit from the product should be communicated through all channels of communication.

5.5 Marketing Strategies

“Marketing strategy is the selection of a target market and the creation of a marketing mix that will satisfy the needs of target market members. A marketing strategy articulates the best use of the company’s resources to achieve its marketing objectives. It should also match [the] customer’s desire for value with the organization’s distinctive capabilities”, (Ferrell and Pride, op.cit., pp42-43).

As Ferrell and Pride note, marketing strategy is more than creating a marketing mix. An essential part is to segment the market and selecting which target market to serve. Another step is to find a point which will differentiate the company from its competitors and position the company in the minds of the target customers, (Fill, 2006, pp116-120).

With Trimo and Qbiss One, the managers did a successful job with the targeting and segmentation. However, the differentiation and positioning should be improved. Overall, the strategy should point out the need for creating Qbiss One as a unique brand which will be positioned as a luxury one. The differentiation will be focused on the unique features and the service. The analysis and further recommendations for these methods follow in the sections below.

5.5.1 Porter's Competitive Advantage Grid

Michael Porter “defined a Competitive Advantage Grid based upon three generic strategies that enable an organization to closely identify the various competitive options open to them”, (Beamish and Ashford, 2006, p57).

They include the following: cost leadership, differentiation and focus, (ibid.).

Trimo decided to pursue differentiation and focus strategies. Cost leadership strives to offer customers the lowest price; Qbiss One is not perceived as such and, thus, pursues differentiation, (Cohan, 2012). Qbiss One creates value for customers and is sold for a higher price than competitors because of its quality and perceived luxury. The target group belongs to a narrow area of the market and the focus is on attractive markets. That is a focus generic strategy. Qbiss One is a high-quality, customized and premium product, (Beamish and Ashford, op.cit., pp58-59).

5.5.2 TOWS Matrix

Since the researcher decided not to use Ansoff's Matrix, the TOWS Matrix was used instead (See Table 6). With the matrix, the researcher identified potential strategies the brand could implement. The possible strategies include: build brand recognition through relations with universities, make use of its Webpages to the highest extent in order to build brand recognition, enhance online marketing to fight the competition or focus on promoting “one package” (a quality patented product with technical support and helpful staff) in order to gain a competitive advantage over its competitors.

5.5.3 Segmentation

“Segmentation is the process of partitioning markets into groups of potential customers with similar need[s] and/or characteristics who are likely to exhibit similar purchase behaviour,” (Weinstein, 2004, n.p.).

The four bases used for segmenting a market are: geographic segmentation, demographic segmentation, psychographic segmentation and benefit segmentation, (Needham, et.al., 1999, p32).

Table 10 Consumer Segmentation Profile

Geographic	<ul style="list-style-type: none"> • Czech Republic • Key strategic segments: Prague, Brno
Demographic	<ul style="list-style-type: none"> • Gender: all • Age: 25 – 50+ years old • Education: University degree • Income: <ul style="list-style-type: none"> ○ High within investors ○ Medium to high within architects • Occupation: architects, designers, general contractors, assembly companies, investors: administrative buildings, business centers, car showrooms, banks, hotels, hospitals, sport facilities
Psychographic	<ul style="list-style-type: none"> • Modern and value driven • Appreciation of quality over price • Interested in new trends and design • Individual • Determined • Realistic
Benefit	<ul style="list-style-type: none"> • Guaranteed long term usage (warranty) • High level design • Multiple design possibilities • Characteristics: insulation, comfort, energy saving • Total wall solution: no additional assembly, saving money

(Charousek, 2015a, op.cit., Ahmad, 2003)

5.5.4 Targeting

“Having decided on a segmentation strategy in order to break the market down into more manageable and effective segments, the next stage in the process is to approach the target sub-markets with a distinctive approach”, (Megicks, et.al., 2009, p142). The company should be able to identify the most attractive segment of the market, also called target market, and adapt the marketing mix on it accordingly, (Lamb, et.al., 2009, p220). Three general strategies for selecting

the target market are: undifferentiated, concentrated and multi-segment, (ibid.). The undifferentiated strategy is not profitable for Qbiss One as the strategy sees the market as one market with no individual needs, (ibid.). The concentrated strategy seeks one segment of the market. Qbiss One has two main segments which have to be targeted: architects (designers) and investors. The concentrated strategy is, therefore, inapplicable but the last strategy applies: the multi segment. The multi-segment strategy targets more than one segment. Its advantage is greater financial success but the disadvantage is higher costs, (ibid., pp220-223). It is essential for Qbiss One to target the two main segments as those two are interconnected: the architects discuss the project with the investors.

5.5.5. Differentiation

Product differentiation is “a state in which all products are not perceived as equal on each of the product characteristics, including price”, (Dickson and Ginter, 1987, p5, cited in Magin, 2006, p111). In other words, with more similarity, products are more substitutable and the competitive advantage the companies may gain decreases.

Two types of product differentiation exist: horizontal and vertical.

- With horizontal differentiation, both products have the same demand when offered at the same price. The purchase depends more on the consumer preference, (Ferreira and Thisse, 1996, p486).
- If one good has greater demand at the same price, the products are vertically differentiated. The purchase depends on the quality of the product, (ibid).

According to the researcher, Qbiss One is vertically integrated. Qbiss One has a unique patented system of manufacturing – the whole element is created from one piece of metal, no folds and cut are needed. The advantage is the product has better characteristics when it comes to corrosion. The fact the elements are produced in the factory and are not folded at the place of the construction makes the product stand out from the competition when speaking about insulation, (Trimo, 2015c). The technical support and the personal approach also belong to the quality package, (Kovalík, Kutálek, Doležal, Přehnal, Švajcr, Kříž, 2015). With these, Qbiss One is one

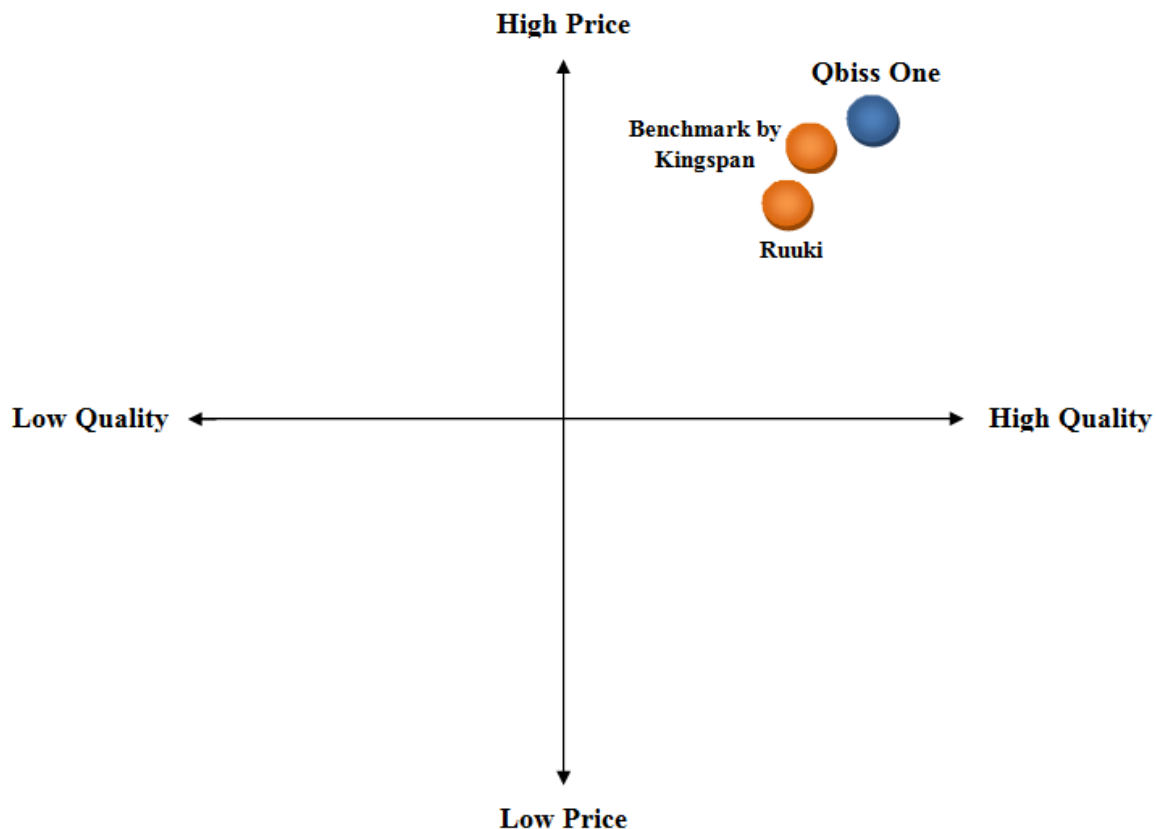
step ahead from its competition and, if the prices are the same, the customers and prospects are more likely to choose Qbiss One.

5.5.6 Positioning

Market positioning is a an effort to manipulate the consumer perception of a product or a brand, relative to the competing brands, in order to create a positive image in the minds of the consumers. The important point to stress is the positioning should be oriented to benefit, not only feature and should be easy to spread – understandable, (Higgins, et.al., 1997, pp33-47).

Trimo positions itself as a company supplying high quality complete solutions for building envelopes, steel constructions and modular space solutions. It also positions itself as a leader in innovation, sustainability projects and customer care, (Trimo, 2015c).

Figure 3 Perceptual Positioning Map



According to the researcher, the position of the brand is, nowadays, in the range of luxury goods as Qbiss is seen as high quality and high priced product. The competitors follow: Benchmark is seen as high quality product with lower price than Qbiss, and Ruukki as lower quality and lower price in comparison to Qbiss One.

5.6 Gap Analysis

Gap Analysis is a technique used to identify inconsistencies between the company and the customer/ prospect perception of the product or service performance, (Brown and Swartz, 1989, p97). Addressing the gaps help companies to unleash the possible tactics and strategies which will increase “the likelihood of satisfaction and a positive quality evaluation,” (ibid.).

Further primary research should be undertaken on Qbiss One in order to understand the correlation between the usage of marketing tools and strategies and the time of acquisition of a new customer and the effect of the marketing activities within the B2B environment.

5.7 Product Strategies

A product strategy is “the use of [a] firm’s product-related resources in such a way as to maximize growth and profitability opportunities,” (Mukerjee, 2009, p228). Trimo offers a wide range of complete solutions buildings and facades. The Qbiss One facade belongs to the luxury range of products, together with ArtMe and Qbiss Air.

5.7.1 Product Management

Product management is the process of managing a product from the beginning of the Product Life Cycle till the end. As Qbiss One is already present on the market, the following activities from product management apply: positioning, pushing the product to the market, generating revenue, improving it and (at some time) terminating it, (Zahid, 2013, p18). In order to fully answer the strategic question of the thesis, decisions such as implementing detailed external and internal market research and, possibly, improving the product services and branding, should be taken into account.

5.7.2 Product Life Cycle

The Product Life Cycle (PLC) consists of four stages: introduction, growth, maturity and decline, (Miller, 2001, pp36-37). Qbiss One was introduced onto the market quite recently and, thus, is still experiencing growth. With the recovery of the economy, (Europaproperty.com, op.cit.), the researcher expects sales of the product to further grow in the Czech Republic. Qbiss One has the potential to stay long term on the market as the market values sustainable products and Qbiss was designed to minimise emissions and energy usage. Further it is made out of environmentally friendly materials, (Qbiss One, 2011b). The researcher's assumption on the growth of the product is supported by the features of the modular systems: pace of the manufacturing, price in comparison to brick buildings, quality, eco-friendliness, flexibility and low costs for usage, (Černá and Svoboda, 2012).

5.7.3 Product Portfolio

Qbiss One belongs to the portfolio of Trimo. Within the same quality and price range, Trimo offers also its Qbiss Air and ArtMe modular facade systems. These three can be used together and complement each other. Since the subject of the thesis is a brand of the Trimo company, and not its entire portfolio of products, the researcher will not use the Boston Consulting Group Matrix or other analytical tools such as the GE Matrix. Such matrices are used to study portfolio investments decisions, (Sahaf, 2008, p39).

5.7.4 Targeting Decision Makers

Within B2B and the construction industry, addressing the decision makers of target companies is essential, whether these are architects or the investors. The ultimate decision makers are the investors but, for the product to be pushed through, the architects also play an important role as decision makers. The individual decision makers have to be targeted differently – the marketer has to choose the right set of benefits, (Linton, 1997, p61). Architects are creating projects for investors and, thus, should be targeted based on personal and business benefits. The personal benefits may be to help the architect's company to grow into the luxury segment and, thus, contribute to their own success. The business benefits may be improving competitiveness, ensuring quality, better return on the investment, to attract and retain the best employees, and

achieve cost savings for the project, (ibid.). For the second target group, investors, the same business benefits apply as with the architects. Productivity benefits, such as improving productivity or contributing to long term cost reduction should be applied likewise, (ibid). Communicating the benefits would help Trimo to better address the decision makers.

5.8 Price Strategies

Trimo, as a construction company, is based on a cost-based pricing strategy. This type of strategy involves evaluating the cost of the project and “then applying a mark-up for profit,” (Mochtar and Arditi, 2000, p56). Trimo had set prices for Qbiss One and the prices are stable over time. For some of the investors, a discount is offered. This situation happens usually when the firm wants to get the project because of the references and exclusivity of the project, (Charousek, 2015b, op.cit.).

Another strategy used by Trimo is market skimming pricing. Essentially it means “setting a high price for a new product to skim maximum revenues layer by layer from the segments willing to pay the high price; the company makes fewer but more profitable sales,” (Kotler and Armstrong, op.cit., p314). The strategy is used mainly because the industry environment is changing rapidly, new technologies arise, the demand changes and, thus, the price is likely to go down when the product is in the last stage of its life cycle, as new products will replace it, (Keegan, 2013).

5.9 Distribution and Customer Service Strategies

Trimo, in the Czech Republic, works as a branch of the parent company in Slovenia. The branch solely arranges the deals and Trimo Slovenia manufactures and supplies the product. All of the paper work and materials come from Slovenia, (Charousek, 2015c, op.cit.). For the sales of Qbiss One, the company uses personal selling which is the process of communication between the salesperson and the customer/prospect where the result should be the satisfaction of the customer’s needs and wants. This type of selling is important in B2B as it builds relationships for the long-term benefit of both parties, (Cant and Heerden, 2005, p3).

As already mentioned, relationships are important business builders in B2B companies. The salesperson of Trimo, nowadays, uses mainly personal meetings and the telephone to keep

informed about the news within the industry. These relationships should be maintained and supported by more marketing tools, such as social media, webpages, brochures, visuals, e-mailing, events and public relations. All of these should back up the personal contacts with the customer and create a unified message, known as integrated marketing communications, (Smith, et.al., 1999, pp165-166).

5.10 Marketing Communications

Trimo communicates with its customers through the sales people (as mentioned in Chapter 5.9). Other marketing tools used are:

- Direct marketing
 - Direct selling
 - Brochures
 - Telephone calls
 - Personal communication

- Online marketing
 - Website of Trimo company
 - English webpage of Qbiss One
 - LinkedIn (https://www.linkedin.com/company/trimo?trk=company_logo)
 - Facebook (<https://www.facebook.com/trimo.eu/?fref=ts>)
 - YouTube (<https://www.youtube.com/user/trimokatja>)

- A separate group is the organization of events and cooperation with universities: the company organizes the Trimo Architectural Award, which is a worldwide competition; Trimo cooperates with business and architectural universities in order to gain new ideas about discussed issues within the company, (Charousek, 2015c, op.cit.).

5.11 Direct and Interactive Marketing Strategies

The topic was discussed in section 5.10.

5.12 International Marketing

All of the marketing tools used in the Czech Republic originate from Slovenian parent company. The materials are adapted to the Czech market (translations). The events and projects with cooperation with universities are organized locally. Slovenian marketing department assist with what the market needs for the particular marketing promotion, (Charousek, 2015d).

5.13 Implementation

In order to obtain accurate information about the implementation of the marketing strategy, further primary research of the firm's internal environment should be conducted. The researcher assumes from the observation of the company that the Czech team is concerned mostly about the direct selling and do not pay attention to other tools of promotion. The reason of the problem may be the centralized marketing department; as there is not a marketing person for Trimo in the Czech Republic; the employees whose are mainly the sellers and technical support do not have the capacity and knowledge to implement the marketing strategy.

5.14 Internal Marketing

Internal marketing uses "same techniques of analysis and communication which is used for external market place, should be adapted and used to market plans and strategies to important targets within the company," (Piercy and Morgan, 1991, p84). The team in the Czech Republic is untold and only one person, Mr. Charousek, is working with Qbiss One brand. The team discusses once a year a marketing budget where the resources are allocated to specific projects. An online magazine Trimo Informer with short articles exists to inform all markets about the new projects. Trimoteam magazine is printed less than five times a year where interesting projects and topics are studied in more detail, (Charousek, 2015d, op.cit.).

Slovenian Trimo supplies: brochures, materials and graphic designer support (ibid.)

5.15 Marketing Organisation Structure

The marketing activities for Czech market are implemented by the Czech team, with the support of Slovenian marketing department. The marketing department help the branches with

the implementation of brochures and specific tasks the Czech team organizes, (Charousek, 2015d, op.cit.). The researcher did not have access to other information concerning the department in Slovenia.

5.16 Branding Strategy

The strategy of Qbiss One focuses on the personal contact with the customer/prospect, supported by the distribution of print materials and samples of the material and event marketing. The positioning of the brand is based on the service, technical support and quality of the product. The patented manufacturing and insulation are incorporated in the quality. The product is presented as: high aesthetic total wall solution, (Qbiss One, op.cit.).

5.17 Monitoring and Control

Monitoring and control is undertaken before the launch of a new product and through the process of manufacturing of the material, (Charousek, 2015d, op.cit.). Qbiss One holds several certificates on the quality and processes in order to meet the requirements:

- ISO 9001:2000 – quality management
- ISO 14001:1996 – environment management system
- OHSAS 18001:1999 – health and safety system (Qbiss, 2011c)

The testing of the standards of the production and the test of the production process and the product is usually required by U.S. companies and multinationals such as: IKEA or LEGO, (Charousek, 2015d, op.cit.).

5.18 Recommendations and Conclusion

The amount of secondary and primary data that was collected by the researcher was sufficient to evaluate the performance of Qbiss One brand in the Czech Republic, and elaborate the strategic question of this paper. Further primary resources from both external and internal environment would be helpful in order to supply more accurate results. Nevertheless, the researcher believes the presented analysis and results are sufficient to propose recommendations that may help the brand in attracting new customers in shorter period of time.

6. CHAPTER: EVALUATION

6.1 Marketing Strategy

The current marketing strategy for Qbiss One is based on relationship marketing. To some extent, the company is undertaking focus and differentiation strategy. Trimo is aiming in the right direction with Qbiss One, but more of the marketing tools, controlled planning and implementation should take place. Using just one tool to target customers is not enough if the company wants to send a clear message and wants the audience to receive it. Internet belongs to first medium when people is searching for information (Peterka, 2015); as Qbiss One is barely present in the online world, the prospects do not recognize the brand and the process of obtaining a customer/ contract is longer than if the brand is known and recognizable.

Instead of focusing only on the relationships, the company should invest into the online marketing and create Qbiss One a strong brand. The researcher sees the problem in not having the marketing department or a marketing person in the Czech branch of Trimo. Employing a marketing specialist could help not only Qbiss One, but also other Trimo brands become more visible in front of the target audience. Such employee could work on proper marketing strategy with timings when, where and what to publish. Today's marketing is one channel oriented, because it is implemented by an architect and a sales person. Marketing oriented person could bring new view on the product and come with new ways how to promote the brand.

Another problem is lack of research on the external and internal environment. Trimo conducted a research while Qbiss One was introduced to the market and since then no other analysis was implemented.

6.2 Corroboration of Thesis

The secondary data allowed the researcher to analyze the industry in general; it helped analyzing the external environment and the basic processes. The main trends and opportunities were identified and the researcher's assumptions were supported by reliable academic literature: books, journals, interviews, case studies and government publications. The primary research helped unleash the internal environment of the company and gave the researcher valuable

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information towards the brand perception. Even though the writer did not have access to some internal information, it did not influence the results of the analysis of the strategic marketing plan of this paper.

7. CHAPTER: DISCUSSION

This research paper studied internal as well as external forces and environment; it provided a basic understanding of the situation of Qbiss One on the Czech market. The research was classified satisfactory in order to answer the strategic question of the thesis: what are more effective ways of marketing of Qbiss One system in the Czech Republic in order to diminish the time of acquisition of a new partner/customer?

As was already stated, the construction industry is based on relationship marketing. This type of marketing belongs to the main strengths of the company. However, the company is focused only on this and is missing the power of integrated marketing communication where the Internet has a significant power, (Slavens, op.cit.). A strategic decision has to be made: to build a strong brand. The aim should be to create the identity, image, position the brand and spread it through appropriate channels.

Branding

Branding is activity creating greater customer satisfaction, reduced price sensitivity and loyalty, (Ghodeswar, 2008, p4). It consists of the opinions the customer has, the characteristics, the visible elements and a brand strategy, (Wise, 2008, p3).

Qbiss One has already created a position of high quality complete solution facade system in the minds of the customers. It focuses on the unique features and service. According to the researcher, Qbiss One should position itself as “smart choice for the building envelope,” (Trimo facade system truly an innovation, 2011, n.p.) which is highly aesthetical and offers exceptional service through all stages of the implementation. It is important to stress the added value the product will bring to the customers; bonds are created not with the product itself, but with the perception of the brand, (Ghodeswar, op.cit., pp4-10).

Sub-Branding

Qbiss One should be a sub-brand of Trimo. Marriott for example owns facilities such as AC Hotels by Marriott, Courtyard by Marriott, Residence Inn by Marriott or SpringHill Suites by

Marriott, (Stringer, 2015). The sub-branding is applicable to Qbiss One also. Trimo is highly integrated to the Czech market, according to the interviewed architects, (Kovalík, Kutálek, Doležal, Přehnal, Švajcr, Kříž, op.cit.). Therefore, it is acceptable to link Trimo with Qbiss One. The brand's name should be changed to Qbiss One by Trimo. As such, the brand will be backed up by the already integrated brand and will still be a recognizable standalone brand, (Stringer, op.cit.). Creating a sub-branding will also detach the brand from the standard Trimo brands and create illusion of exclusivity.

Brand Position

In order to get a position of a luxury brand, a right segment of the market has to be targeted and offered with a product that differs, (Dudovskiy, 2012).

The differentiators:

- Service
- 30 years warranty on the steel
- Quality – rounded corners
- Innovative aesthetic design

The target groups:

- Architects: the first person to talk to the investor; while communicating the message, focus on quality and aesthetics, (Jamnický, op.cit.).
- Investors: the deciders (ibid.); while communicating the message, focus on the value to the customer – the benefits will be visible and the customer will be able to pay higher price, (Ghodeswar, op.cit.).

Design

In order to create a luxury brand, the design has to be unified. For Qbiss One, the important aspects have to be:

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- Simple and clear, so as the positioning, (Wallentin, 2015, p7).
- All materials in the same design: dark grey / white with silver glitters (the colour corresponds to the basic color of Qbiss) to emphasize the premium appearance (See Appendix Eleven for the example of a cover page of a brochure).
- Visible logo + creation of a monogram/ logo (Petersen, 2014) which will make the brand recognizable – people are less likely to remember a picture than a word (Oates and Reder, p2).

Integrated Marketing Communication

Audiences look for multiple sources of information, (Fehrnstrom and Rich, 2009, p31). In order to create a consistent message about the brand, more channels have to be used as:

- Web page: creation of Czech Qbiss One web page – link it to Trimo web page, use SEO (Search Engine Optimization) to improve visibility of a brand online (What is SEO?, 2015) + link it to the social media
 - Research showed that architects said: if a firm does not have “a robust Web site, [it] would not get much 'shelf space' in his firm,” (Slavens, op.cit.).
- Social media: use professional platforms as LinkedIn and video sharing website YouTube (Feuer, op.cit.)
 - LinkedIn: sharing of news, photographs, linking the professionals to the brand → creation of groups where people may discuss
 - YouTube: share videos of the production, new projects, the technology → connect to web page and LinkedIn
- Online communities: Online communities help with the communication with the customer, (Andersen, op.cit., p285). The communities are here for users to share the knowledge, communicate with each other and most importantly it helps the company with the brand recognition and customer loyalty (ibid, pp285-288).

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- Example: Adobe Learning Communities: consist of user forums and groups → connection, sharing knowledge, learning, (DiMauro, 2015).
- Qbiss One community could: discuss the trends, send newsletters to the members, purchase of CAD (Computer Aided Design) drawings, supply of photographs and references from Czech and foreign projects – Mr. Doležal pointed out the company could send more of the visuals, (Doležal, op.cit.).
- Media Relations: the company should maintain relations with media; supplying the press releases about news → many professionals read the news in magazines and newspapers, (Theaker, 2012, p371).
 - For the Czech market, appropriate magazines are: Konstrukce.cz, Stavba, Stavební Fórum, Fórum architektury a stavitelství, Architektura or E-architekt.cz, (Portál Českého Stavebnictví).
- Brochures: usage of the already existing brochures with the proposed design, (see Appendix Eleven).

In order to drive IMC, events should take place in the company communication with the customers, (Fehrnstrom and Rich, 2009, pp31-37). Qbiss One already organizes events for architects who have relationships with Trimo and Qbiss One.

A new way may be to create events for architecture universities:

- A competition for the best project integrating Qbiss One – similar to Trimo Architectural Award, (Charousek, 2015b, op.cit.).
- For students in last year of their studies.
- Building brand recognition and loyalty to the brand from the early start of the career.
- Entry to online community → supply young architects with news and ideas.

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In order to implement all of the mentioned tasks and ideas, a marketing specialist or an external agency should be employed for the Czech market. If the company wants to diminish the time of acquisition of a new customer, the researcher believes IMC is a way and all of the activities proposed need a person who is well versed in marketing.

8. CHAPTER: CONCLUSION

Qbiss One is a branded product from a Slovenian company Trimo. It is a modular facade system that offers quality, customization according to individual needs of customers and high aesthetics. For those reasons Qbiss One, together with Qbiss Air and ArtMe, belongs to the luxury brands of Trimo.

The researcher was asked to focus on researching Qbiss One on the Czech market. According to the trends, Qbiss One and similar facade systems are gaining in popularity. The situation of Qbiss One is acceptable but is not perfect; the acquisition of a new customer is a long-term activity and, thus, the researcher was asked to study the topic.

The employees of Trimo have developed a solid base of architects that cooperate with the company. The establishment of this cooperation was the result of relationship marketing, a most important activity in the business in business-to-business sector. The care is extraordinary: telephone calls, personal visits and events, all of which help with gaining trust in the brand and help create the basis for long-term cooperation. Through the secondary and primary research, the writer determined the brand is also known for its quality of workmanship and the service with the project documentation.

To keep up with the competition, raise brand awareness, educate about the brand and thus eliminate the time of acquisition for a new customer, the following recommendations were developed:

- Focus on online marketing: Web, social media, and online communities.
- Target two main groups (architects and investors) and create and implement marketing strategies for both separately.
- Differentiate the brand as luxury through: aesthetic and customized Webpages, brochures, media relations, building relationships and the highest level of service.
- Search for prospects at universities through projects.

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- Word-of-mouth strength: use more references.
- Create Qbiss One as a brand, not solely a product of Trimo.

Overall, Qbiss One has to keep the high standard of the product and work hard to push the product through the chosen media. The focus should be on a differentiation and focus strategy.

In conclusion, the adoption of the above recommended marketing strategy should help the company to build the brand and educate the target market about it, resulting in lower time spent with the prospect in the early stage of relationship building. The prospect will know the brand and, thus, the time spent on describing it and persuading the prospect to agree to a first meeting will be less and the flow of the project will be smoother – the customer would have already heard about the brand through different channels. The proposed marketing plan is, therefore, considered to be successful in meeting the stated Qbiss One objectives.

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APPENDICES

Appendix One

Personal interview with Roman Jamnický, COO of Model Obaly a.s.
roman.jamnicky@model.cz, +420 602 711 511
Date of the interview: 6 October 2015

(K)ristýna: What is the process of your construction project?

(R)oman: We are the general investor and we usually recruit general contractor. Of course we are contacted by the subcontractors but we leave it for our general contractor. The contractor then addresses different companies and supply their materials and parts. We have some parameters that we want to have on our building so the architects incorporate it to the project. The problem is the general contractors usually have contracted suppliers.

K: I suppose the contracted suppliers then address the general contractors?

R: Yes, that is true. The contracted suppliers know the general contractors and try to address them personally. There are two types of investors: private and state sphere. In the state sphere price is the most important factor when deciding. Of course there are public tenders as the governments have to eliminate discrimination and the cheapest price usually wins. In the private sector, the investor may do what he/she wants.

K: Does the supplier have the power to influence the general contractor?

R: Yes. With the general contractor it is more about negotiations and that the contractor knows about you and will want to do business with you. The price also matters here.

K: Does the architect have power to influence the investor?

R: The architect influence either positively or negatively the investor as he/she is the first person the investor talks to when doing a building project. If the investor has done some projects, he knows which company is good in quality, contact, etc. For example, Trimo has done for us the production halls and we know it is good quality, we cooperate with them for a long time so probably, to the next project, we would like to have Trimo again.

K: Does the marketing techniques influence you as an investor?

R: I am influenced by marketing. If I see somewhere the company stresses its advantages, I see it and remember. It is the same if I hear about the positive aspects of the product. So if the marketing is good, the investor is attracted and will choose company with marketing than company he/she never heard of.

K: Do you keep the relationships with the contractors and architects?

R: Yes, it is less time consuming and cost us less money. If we have to choose new contractors and architects for each project, we would never finish any project so we basically build some relationship with them through the time.

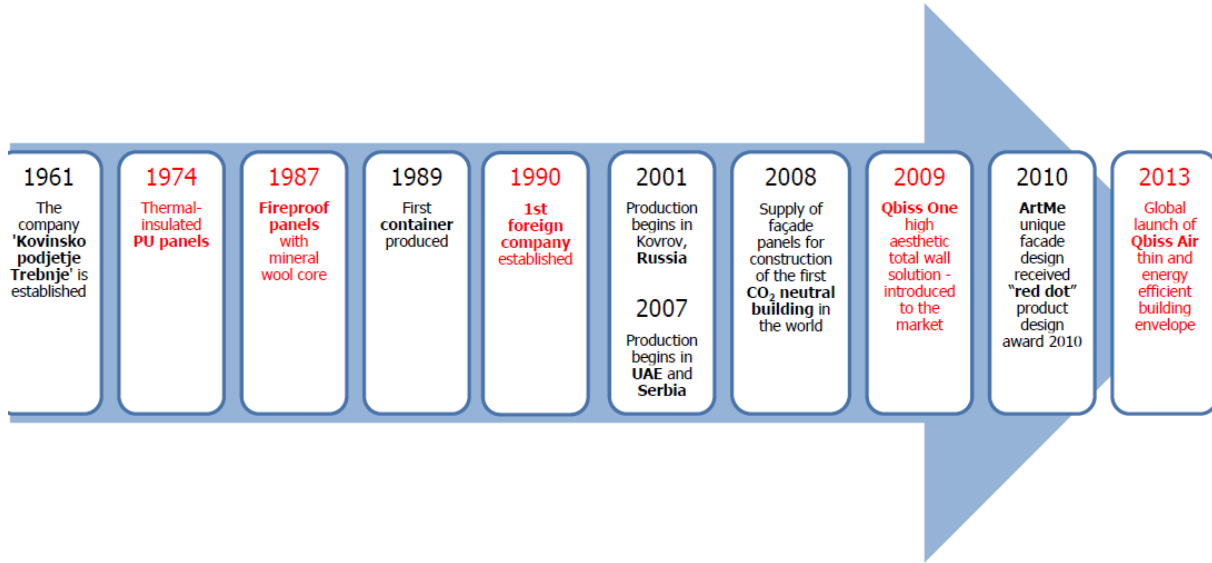
The interview was translated by the interviewer, Kristýna Jamnická, Anglo American University, 2015.

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Appendix Two

(Charousek, 2015)

Trimo | Trimo – the history



Appendix Three

Telephone interview with architect who have references with Trimo.

The interviews were undertaken by Kristýna Jamnická, Anglo American University, 2015.

Ing. Ivo Kovalík – ArchDesign Brno, kovalik@archdesign.cz, +420 777 737 995

Date of the interview: 7 October 2015

Summary of the interview: The product has great quality and the main advantage the architect sees is technical support from Trimo side and the personal contact of Mr. Charousek. The personal relationship is highly important and with this Trimo gained its competitive advantage.

K: Jak jste se dozvěděli o společnosti Trimo a produktu Qbiss One?

I: S firmou jsme se poprvé setkali před deseti lety a ve spolupráci pokračujeme do dnešní doby. Poprvé jsme pracovali na Olympii v Brně.

K: Jak Vás společnost přesvědčila, abyste s nimi pracoval na projektu?

I: Je to o osobním přístupu. Pan Charousek jezdí za klienty. Pro Qbiss jsme se rozhodli kvůli osobnímu kontaktu a proto, že na prezentacích má fyzické vzorky a take, to je nejdůležitější, zajišťují technický support (výkresová dokumentace, ...)

K: Jaký je proces celé spolupráce?

I: Je to o osobních setkáních, schůzkách, telefonátech, následně pan Charousek objíždí klienty, pořádají eventy pro klienty, investory.

K: Co se Vám na způsobu spolupráce líbilo?

I: Ten osobní přístup a servis je nejdůležitější. Trimo si někdy zve projektanty a investory do Slovinska, aby jim Qbiss ukázali. To beru jako velké plus.

K: Co byste změnil?

I: Nic, Trimo považuji za jednu z nejlepších firem se kterou spolupracujeme.

K: Chybělo Vám ze strany Trimo něco?

I: Ne.

K: Jak s Vámi společnost komunikuje? (telefon, emailing)

I: Pan Charousek nás objíždí, jinak formou telefonátů.

K: Máte rádi nějaký konkrétní způsob komunikace, který dělají jiné firmy a Trimo by mohlo dělat také?

I: Ne.

K: Co Vás přivedlo k Qbiss One? (Je-li více než jeden faktor, prosím, dejte je v sestupném pořadí podle důležitosti)

I: Funkčnost, jedinečné vlastnosti.

K: Jak vidíte architekturu - kvalita před cenou X cena nad kvalitou X hlas investora?

I: Vždy záleží projekt od projektu. Cena je důležitá, nechci však obětovat kvalitu. Investor má také velké slovo.

K: Co je pro vás nejdůležitější věc, když dáváte dohromady nějaký smluvní vztah/ spolupráci?

I: Osobní kontakt a důvěra.

K: Jak vám Trimo pomáhá s propagací produktu investorovi? Jak to dělají jiné firmy?

I: Když naprojektujeme projekt, kde je zakomponován Qbiss, Trimo je informováno. To se pak stará, kdo to bude realizovat, aby navázali vztah a aby nedošlo k výměně za jiný produkt, I když u Qbiss to není lehké. Investoři se zvou na ukázky, jak už jsem říkal.

Appendix Four

Telephone interview with architect who have references with Trimo.

The interviews were undertaken by Kristýna Jamnická, Anglo American University, 2015.

Ing. Arch. Michal Kutálek – Next Level Studio, kutalek@nextlevelstudio.cz,
+420 605 434 423

Date of the interview: 7 October 2015

Summary of the interview: Mr. Kutálek appreciates the personal contact of Mr. Charousek. Though, at the time of the implementation, they had problems with contact. The appreciated is also the quality brochures and the Trimo Architectural Award which Mr. Kutálek wanted to win. That pushed him to do the cooperation with the company.

K: Jak jste se dozvěděli o společnosti Trimo a produktu Qbiss One?

I: Bylo to asi 12 let zpátky na fakultě architektury na ČVUT. Byl tam malý veletrh stavebnictví a tam mělo Trimo malý stánek. Vzal jsem si katalogy.

K: Jak Vás společnost přesvědčila, abyste s nimi pracoval na projektu?

I: Produkt je kvalitní, I když má stinné stránky jako přesnost. Hodně důležitá a ceněná je technická podpora.

K: Jaký je proces celé spolupráce?

I: Pan Charousek přivezl katalogy, které byly nadstandartní. To mne zaujalo, produkt vypadal luxusnější. Poté to je o osobní komunikaci.

K: Co se Vám na způsobu spolupráce líbilo?

I: Trimo zve projektanty na výlety, podívat se na projekty.

K: Co byste změnil?

I: V mé době vázl osobní kontakt s projektanty, to bylo za dob když tam pan Charousek nebyl. Musel jsem tehdy jet do Slovinska a během odpoledne jsme vyřešili to, co jsme dlouhou dobu řešili po emailech a telefonátech.

K: Chybělo Vám ze strany Trimo něco?

I: V ČR chybí projektová podpora, kontakt byl delší, tím že se to řeší přes Slovinsko.

K: Jak s Vámi společnost komunikuje? (telefon, emailing)

I: Osobní kontakt. Pan Charousek volá a když přijede, zajdeme na oběd.

K: Máte rádi nějaký konkrétní způsob komunikace, který dělají jiné firmy a Trimo by mohlo dělat také?

I: Ne, myslím, že tohle má Trimo zvládnuté. Je lepší osobní kontakt než dopisy, emaily. Těmi jsem každý den zahlcován dost.

K: Co Vás přivedlo k Qbiss One? (Je-li více než jeden faktor, prosím, dejte je v sestupném pořadí podle důležitosti)

I: První design produktu a poté prezentace. Další byl i Trimo Architectural Award, chtěl jsem to vyhrát.

K: Jak vidíte architekturu - kvalita před cenou X cena nad kvalitou X hlas investora?

I: Jako architekt se snažím vždy upřednostňovat kvalitu a hezký design, proto někdy bojujeme s investory, kteří nemají někdy až takové estetické cítění. Příklad může být jeden projekt, co děláme, bojujeme o to dát Qbiss One na jednu halu, protože investor má z Qbissu i ostatní budovy. Ten ale nechce z ekonomického hlediska, a my ho přesvědčujeme, že by to esteticky vypadalo lépe s Qbissem. Proto se snažíme argumentovat.

K: Co je pro vás nejdůležitější věc, když dáváte dohromady nějaký smluvní vztah/ spolupráci?

I: Osobní kontakt.

K: Jak vám Trimo pomáhá s propagací produktu investorovi? Jak to dělají jiné firmy?

I: Pan Charousek se schází s investorem. Snaží se ho tedy také přesvědčit o produktu. Někdy však investor nevidí mezi značkami rozdíl a chce si vybrat nejlevnější a proto je Trimo někdy dohnáno ke slevám. U takovýchto staveb se slevy počítají na statisíce a to dělá rozdíl. Investor si potom řekne proč platit více za Qbiss když je tady podobná firma která to nabízí za jiné peníze a vypadá to podobně. Cenová politika je tudíž problém.

Extra komentář ze strany pana Kutálka: Kvalita zpracování je u Qbiss One přesná, počítá se na milimetry a proto je problém se subdodavateli, kteří dělají například konstrukce. Mnohdy to nevychází a architekt je potom rozladěný. Možná by pomohla školení nebo kontrola subdodavatelů.

Appendix Five

Telephone interview with architect who have references with Trimo.

The interviews were undertaken by Kristýna Jamnická, Anglo American University, 2015.

Ing. Arch. Richard Doležal – DAM, richard.dolezal@dam.cz, + 420 602 308 076

Date of the interview: 13 October 2015

Summary of the interview: Mr. Doležal was more positive than negative about Qbiss One. As other interviewed architects, he stressed out the importance of technology and quality of the product but mentioned presentation is important as well. Valuable point was his critique of pictures. He states the company could send more pictures.

K: Jak jste se dozvěděli o společnosti Trimo a produktu Qbiss One?

R: Moc si to nepamatuju, je to pro mě dávno. Myslím ale, že mi někdo z Trima zavolal. Spolupracujeme s nimi dlouho.

K: Jak Vás společnost přesvědčila, abyste s nimi pracoval na projektu?

R: Je tu jak technická stránka Qbiss, která je velice dobrá a potom způsob prezentace. Ten je profesionální.

K: Jaký je proces celé spolupráce?

R: Společnost nás kontaktuje jak telefonicky, tak osobně. Když cokoli potřebujeme, přijede nebo to vyřešíme právě po telefonu.

K: Co se Vám na způsobu spolupráce líbilo?

R: To že mají ten osobní přístup k firmě.

K: Co byste změnil?

R: Nic.

K: Chybělo Vám ze strany Trimo něco?

R: Více obrazových materiálů. Mohli by posílat elektronicky fotky projektů, posílat “newslettery” s novými projekty. Nemyslím pořad, ale když je nějaký nový projekt ve světě, tak ať je o tom architekt informován.

K: Jak s Vámi společnost komunikuje? (telefon, emailing)

R: Hlavně prostřednictvím telefonu a osobních schůzek.

K: Máte rádi nějaký konkrétní způsob komunikace, který dělají jiné firmy a Trimo by mohlo dělat také?

R: Jak už jsem říkal, více obrazových materiálů by nebylo na škodu.

K: Co Vás přivedlo k Qbiss One? (Je-li více než jeden faktor, prosím, dejte je v sestupném pořadí podle důležitosti)

R: Technologie, prezentace produktu

K: Jak vidíte architekturu - kvalita před cenou X cena nad kvalitou X hlas investora?

R: To závisí projekt od projektu. Mě osobně záleží na architektuře a snažím se, aby budovy vypadaly hezky a ladily s prostředím. Nemůžu ale nacpat Qbiss investorovi, který chce postavit například halu pro svůj sklad.

K: Co je pro vás nejdůležitější věc, když dáváte dohromady nějaký smluvní vztah/ spolupráci?

R: Pro mě je důležitá kvalita, to že můžu někde budovy postavené s tou či tou technologií vidět a technologické zpracování.

K: Jak vám Trimo pomáhá s propagací produktu investorovi? Jak to dělají jiné firmy?

R: Pan Charousek jezdí za investory a dává nám propagační materiály.

Appendix Six

Telephone interview with architect who have references with Trimo.

The interviews were undertaken by Kristýna Jamnická, Anglo American University, 2015.

Ing. Arch. Jan Přehnal – JaP architects Zlín, japarchitects@japarchitects.cz,
+ 420 603 471 332

Date of the interview: 13 October 2015

Summary of the interview: Mr. Přehnal knows Trimo for a long time and since he cooperates with Barum, Trimo was his choice as Barum uses Trimo for its projects. As others, Mr. Přehnal stresses importance of customized services as the contact and ability to help whenever needed.

K: Jak jste se dozvěděli o společnosti Trimo a produktu Qbiss One?

J: Dozvěděl jsem se o firmě dávno, firma byla etablovaná a dodavatel o Trimo požádal.

K: Jak Vás společnost přesvědčila, abyste s nimi pracoval na projektu?

J: Trimo vyrábí kvalitně a u projektu Barum Continental jsme nahrazovali jiný produkt za Qbiss One.

K: Jaký je proces celé spolupráce?

J: Veskrze osobní. Firma se stará a její zájem o projekt byl veliký.

K: Co se Vám na způsobu spolupráce líbilo?

J: Líbilo se mi, že když jsme něco potřebovali, nebyl problém a Trimo se nám snažilo pomoci.

K: Co byste změnil?

J: Nic, byla to nakonec pro nás dobrá volba, která nám dala úsporu financí.

K: Chybělo Vám ze strany Trimo něco?

J: Ne.

K: Jak s Vámi společnost komunikuje? (telefon, emailing)

J: Jsou to hlavně telefonáty a osobní schůzky.

K: Máte rádi nějaký konkrétní způsob komunikace, který dělají jiné firmy a Trimo by mohlo dělat také?

J: Myslím že Trimo má vše promyšlené a odvádí svou práci dobře.

K: Co Vás přivedlo k Qbiss One? (Je-li více než jeden faktor, prosím, dejte je v sestupném pořadí podle důležitosti)

STRATEGIC MARKETING PLAN FOR PRODUCER OF BUILDING ENVELOP
SOLUTIONS TRIMO, K. Jamnická

J: Jak jsem řekl, Trimo už bylo etablované, má s Barum vztahy takže bylo jasnou volbou.

Appendix Seven

Telephone interview with architect who have references with Trimo.

The interviews were undertaken by Kristýna Jamnická, Anglo American University, 2015.

Ing. Miloš Švajcr – ASSA architekti Plzeň, svajcr@assa.cz, + 420 777 715 605

Date of the interview: 13 October 2015

Summary of the interview: Mr. Švajcr, as other interviewed architects said that the personal contact with the company and the quality of the product is the driver why he chose this company. He is satisfied with the work Trimo does and would not change anything about the communication tools.

K: Jak jste se dozvěděli o společnosti Trimo a produktu Qbiss One?

M: Někdo mi nejspíš zavolal a o firmě jsem slyšel i od jiných lidí.

K: Jak Vás společnost přesvědčila, abyste s nimi pracoval na projektu?

M: Hlavně kvalitou výrobku. Další byl osobní kontakt, spolupráce a profesionálně zpracované podklady.

K: Jaký je proces celé spolupráce?

M: je to zdouhavý proces plný telefonátů, osobních schůzek a plánování.

K: Co se Vám na způsobu spolupráce líbilo?

M: Osobní kontakt a technická znalost produktu.

K: Co byste změnil?

M: Nic.

K: Chybělo Vám ze strany Trimo něco?

M: Ne.

K: Jak s Vámi společnost komunikuje? (telefon, emailing)

M: Hlavně prostřednictvím telefonu.

K: Máte rádi nějaký konkrétní způsob komunikace, který dělají jiné firmy a Trimo by mohlo dělat také?

M: Firma není od jiných odlišná.

K: Co Vás přivedlo k Qbiss One? (Je-li více než jeden faktor, prosím, dejte je v sestupném pořadí podle důležitosti)

M: Už si nevzpomínám.

K: Jak vidíte architekturu - kvalita před cenou X cena nad kvalitou X hlas investora?

M: Samozřejmě chci vytvářet kvalitní architekturu ale vždy závisí situace na investorovi. Pokud má investor estetické cítění a pocit, že je právě tento produkt ten pravý, máme vyhráno.

K: Co je pro vás nejdůležitější věc, když dáváte dohromady nějaký smluvní vztah/ spolupráci?

M: Osobní kontakt.

K: Jak vám Trimo pomáhá s propagací produktu investorovi? Jak to dělají jiné firmy?

M: Pokud je třeba, pan Charousek odprezentuje produkt investorovi a nám dává katalogy, ať je můžeme také investorům ukázat.

Appendix Eight

Telephone interview with architect who have references with Trimo.

The interviews were undertaken by Kristýna Jamnická, Anglo American University, 2015.

Ing. Josef Kříž – HELIKA Praha, josef.kriz@helika.cz, + 420 731 142 166

Date of the interview: 14 October 2015

Summary of the interview: Mr. Kříž, as other interviewed architects said that the personal contact with the company and the quality of the product is the main reason why he chose Qbiss One for the project. He is satisfied with the work Trimo does.

K: Jak jste se dozvěděli o společnosti Trimo a produktu Qbiss One?

M: Trimo znám už dlouho, je na českém trhu zavedená. O Qbiss One jsem se dozvěděl přes Trimo.

K: Jak Vás společnost přesvědčila, abyste s nimi pracoval na projektu?

M: Kvalita výrobku je důležitá, poté i spolupráce s Trimo.

K: Jaký je proces celé spolupráce?

M: Zaměstnanci firmy se s architekty scházejí, řešíme důležité věci, hodně konverzací probíhá formou emailu nebo telefonátů.

K: Co se Vám na způsobu spolupráce líbilo?

M: Osobní kontakt a technické provedení produktu.

K: Co byste změnil?

M: Nic.

K: Chybělo Vám ze strany Trimo něco?

M: Ne.

K: Jak s Vámi společnost komunikuje? (telefon, emailing)

M: Hlavně prostřednictvím telefonu a prostřednictvím osobních schůzek.

K: Máte rádi nějaký konkrétní způsob komunikace, který dělají jiné firmy a Trimo by mohlo dělat také?

M: Většina firem má podobný způsob komunikace, takže ne.

K: Co Vás přivedlo k Qbiss One? (Je-li více než jeden faktor, prosím, dejte je v sestupném pořadí podle důležitosti)

M: Už si nevzpomínám.

K: Jak vidíte architekturu - kvalita před cenou X cena nad kvalitou X hlas investora?

M: Jako architekt chci tvořit esteticky vypadající věci a také kvalitní, někdy ale člověk musí ustoupit, pokud investor není ztotožněn s mým nápadem, musím plán změnit.

K: Co je pro vás nejdůležitější věc, když dáváte dohromady nějaký smluvní vztah/ spolupráci?

M: Osobní přístup.

K: Jak vám Trimo pomáhá s propagací produktu investorovi? Jak to dělají jiné firmy?

M: Pan Charousek odprezentuje, pokud je třeba, investorovi informace ohledně produktu, proběhne osobní schůzka. Dává taky tištěné materiály.

Appendix Nine

Corporate culture

Trimo is an innovative, inquisitive and fast-growing company that creates trends and develops the competencies of its employees for them to be capable of establishing themselves professionally within the global environment and therefore integrating their competencies with the emotional and spiritual values of each person.

- We are creating an atmosphere of cooperation and achieving a balance of interests.
- We want to be recognized for our quality and professionalism in all business areas.
- We want to be the first choice and, therefore, operate according to the highest ethical standards.
- We are actively designing a work environment in which all employees have a number of challenges to stimulate professional and personal growth.
- All employees are aware of their personal responsibility for the success of the company and like to take initiative for their personal development the development of their department and the company.
- We are open and receptive to changes and regularly encourage improvements.
- We think positively.
- We nurture a people-friendly atmosphere and are supportive to our colleagues, considerate towards our customers and are actively involved in the life of the community in which we operate.
- We are punctual and keep to our agreements.
- We are proud to be part of the Trimo team.

Appendix Ten



Comparison: Rain screen system (left) - Qbiss One facade system (right)

Appendix Eleven

