

<b>ABSTRACT</b> .....	3
<b>AUTHORS PROFILE</b> .....	4
<b>ACKNOWLEDGMENT</b> .....	5
<b>REVIEW (WRITTEN ABOUT THE BOOK)</b> .....	9
<b>FOREWORD</b> .....	10
<b>INTRODUCTION</b> .....	12
<b>1 THEORETICAL BACKGROUND</b> .....	15
<b>2 RESEARCH GAP</b> .....	25
<b>3 RESEARCH OBJECTIVES OF THE MONOGRAPH</b> .....	26
3.1 PRIMARY OBJECTIVES OF THE MONOGRAPH.....	26
3.2 SECONDARY OBJECTIVES OF THE MONOGRAPH.....	26
3.3 RESEARCH QUESTIONS AND HYPOTHESES .....	28
3.3.1 What strategic approaches influence the value proposition of language schools? .....	28
3.3.2 What do language school clients want?.....	29
3.3.3 What do language schools offer?.....	30
<b>4 METHODOLOGY</b> .....	32
4.1 RESEARCH STRUCTURE.....	32
4.2 EXPLORATORY RESEARCH.....	33
4.3 QUANTITATIVE RESEARCH.....	34
<b>5 RESEARCH RESULTS I – MARKET RESEARCH OF LANGUAGE SCHOOLS IN SELECTED EU COUNTRIES</b> .....	36
5.1 ANALYSIS OF THE LANGUAGE SCHOOL MARKET IN THE CZECH REPUBLIC.....	36
5.1.1 Competition analysis .....	36
5.1.1.1 Market share.....	38
5.1.1.2 Analysis of innovation opportunities .....	40
5.1.1.3 Value analysis of competitors .....	44
5.1.2 Market characteristics.....	56
5.1.2.1 Market size .....	56
5.1.2.2 Market attractiveness .....	57
5.1.3 External factors.....	59
5.1.3.1 Political factors .....	61
5.1.3.2 Economic factors.....	62
5.1.3.3 Social factors.....	65
5.1.3.4 Technological factors .....	67
5.2 ANALYSIS OF THE LANGUAGE SCHOOL MARKET IN SLOVAKIA .....	68
5.2.1 Competition analysis .....	68
5.2.1.1 Number of competitors .....	68
5.2.1.2 Analysis of innovation opportunities .....	70
5.2.1.3 Value analysis of competitors .....	74
5.2.2 Market characteristics .....	82
5.2.2.1 Market size .....	82
5.2.2.2 Market attractiveness .....	84
5.2.3 External factors.....	86
5.2.3.1 Political factors .....	86

5.2.3.2	Economic factors.....	87
5.2.3.3	Social factors.....	87
5.2.3.4	Technological factors .....	87
<b>5.3</b>	<b>ANALYSIS OF THE LANGUAGE SCHOOL MARKET IN LATVIA .....</b>	<b>87</b>
5.3.1	Competition analysis .....	88
5.3.1.1	Market share.....	90
5.3.1.2	Analysis of innovation opportunities .....	90
5.3.1.3	Value analysis of competitors .....	94
5.3.2	Market characteristics.....	106
5.3.2.1	Market size.....	106
5.3.2.2	Market attractiveness .....	108
5.3.3	External factors.....	110
5.3.3.1	Political factors.....	112
5.3.3.2	Economic factors.....	114
5.3.3.3	Social factors.....	115
5.3.3.4	Technological factors .....	116
<b>5.4</b>	<b>ANALYSIS OF THE LANGUAGE SCHOOL MARKET IN THE POLAND .....</b>	<b>117</b>
5.4.1	Competition analysis .....	117
5.4.1.1	Number of competitors: .....	118
5.4.1.2	Analysis of innovation opportunities .....	119
5.4.1.3	Value analysis of competitors .....	127
5.4.2	Market characteristics.....	140
5.4.2.1	Market size .....	140
5.4.2.2	Market attractiveness .....	142
5.4.3	External factors.....	143
5.4.3.1	Political factors.....	143
5.4.3.2	Economic factors.....	144
5.4.3.3	Social factors.....	145
5.4.3.4	Technological factors .....	147
<b>5.5</b>	<b>ANALYSIS OF THE LANGUAGE SCHOOL MARKET IN CROATIA.....</b>	<b>148</b>
5.5.1	Competition analysis .....	148
5.5.1.1	Number of competitors .....	148
5.5.1.2	Analysis of innovation opportunities .....	150
5.5.1.3	Value analysis of competitors .....	154
5.5.2	Market characteristics.....	160
5.5.2.1	Market size .....	160
5.5.2.2	Market attractiveness .....	161
5.5.3	External factors.....	163
5.5.3.1	Political factors.....	163
5.5.3.2	Economic factors.....	163
5.5.3.3	Social factors.....	163
5.5.3.4	Technological factors .....	164

<b>6 RESEARCH RESULTS II - EXPLORATORY RESEARCH ON THE OFFER OF LANGUAGE SCHOOLS.....</b>	<b>165</b>
6.1 RESEARCH CHARACTERISTICS .....	165
6.2 OFFER OF LANGUAGE SCHOOLS IN THE CZECH REPUBLIC .....	165
6.3 SPECIFIC COURSES IN THE CZECH REPUBLIC.....	168
6.4 STRATEGY FOR CREATING A PRODUCT PORTFOLIO.....	171
<b>7 RESEARCH RESULTS III - QUESTIONNAIRE SURVEY .....</b>	<b>172</b>
7.1 RESULTS OF QUESTIONNAIRE I – LANGUAGE SCHOOLS .....	172
7.1.1 Characteristics of the business model of language schools .....	172
7.1.2 Didactics of the teaching process .....	183
7.2 RESULTS OF QUESTIONNAIRE II – CUSTOMER OF LANGUAGE SCHOOLS .....	194
7.2.1 Characteristics of the language school client .....	194
7.2.2 Requirements of the language school clients .....	203
<b>8 STATISTICAL HYPOTHESIS TESTING.....</b>	<b>213</b>
8.1 OFFER OF LANGUAGE SCHOOLS .....	213
8.2 ANALYSIS OF THE BUSINESS MODEL OF LANGUAGE SCHOOLS .....	215
8.2.1 Verification of hypotheses regarding the business model of language schools .....	216
8.2.2 Summary of results (Q1) .....	219
8.3 ANALYSIS OF LANGUAGE SCHOOL CLIENTS .....	221
8.3.1 Verification of hypotheses regarding the clients of language schools .....	221
8.3.2 Summary of results (Q2) .....	225
<b>9 CURRENT BUSINESS MODEL OF LANGUAGE SCHOOLS.....</b>	<b>227</b>
9.1 BUSINESS TRENDS AND OPPORTUNITIES.....	227
9.2 THE CURRENT BUSINESS MODEL OF LANGUAGE SCHOOLS.....	233
<b>10 BUSINESS MODEL INNOVATION OF LANGUAGE SCHOOLS .....</b>	<b>239</b>
10.1 OPPORTUNITIES AND TRENDS .....	239
10.2 CASE STUDIES OF DIGITAL INNOVATORS IN THE LANGUAGE EDUCATION SECTOR.....	241
10.3 INNOVATION OF THE BUSINESS MODEL OF LANGUAGE SCHOOLS .....	244
<b>CONCLUSION.....</b>	<b>250</b>
<b>SUMMARY .....</b>	<b>252</b>
<b>LIMITATIONS OF THE RESEARCH.....</b>	<b>255</b>
<b>REFERENCES.....</b>	<b>256</b>
<b>GLOSSARY.....</b>	<b>264</b>
<b>LIST OF ABBREVIATIONS .....</b>	<b>266</b>
<b>LIST OF FIGURES .....</b>	<b>268</b>
<b>LIST OF TABLES .....</b>	<b>270</b>
<b>LIST OF APPENDICES .....</b>	<b>274</b>
APPENDIX AI: QUESTIONNAIRE I - VALUE PROPOSITION OF LANGUAGE SCHOOLS ....	275
APPENDIX AII: QUESTIONNAIRE II – CUSTOMER PROFILE OF LANGUAGE SCHOOLS ..	282