

Master's Thesis Evaluation by the Supervisor

Title of the Master's Thesis:

Competitive Strategy of the company Garena a.s.

Author of the Master's Thesis:

Václav Baštýř

Goals of the Master's Thesis:

To work out a competitive strategy for Garena and to answer following questions:

What strategic changes need to be implemented in order to make the company a top performer achieving a sustainable long-term growth?

What are the internal causes of the current problems?

What is the competitive landscape the company is competing in and how can the company strengthen its position?

What targets must be met in order to enable the company to grow sustainably and profitably?

EVALUATION OF THE MASTERS' THESIS	
Criteria (each max 10 points)	Points awarded
1. The goals of the thesis are evident and accomplished	9
2. Demands on the knowledge	10
3. Adequacy and the way of the methods used	10
4. Depth and relevance of the analysis in relation to goals	9
5. Making use of literature/other resources, citing	10
6. The thesis is a well-organised logical whole	10
7. Linguistic and terminological level	10
8. Formal layout and requirements, extent	10
9. Originality, i.e. it is produced by the student	10
10. Practical/theoretical relevance/applicability	8
Total score in points (max 100)	96
Final grading	Excellent (1)

Overall evaluation, additional questions or comments:

The author presents a very comprehensive and quality literature overview regarding competitive strategy. Also the application of theoretical basis on an example of company Garnea (slight confusion with the title of this thesis) could be considered as very successful, especially the analytical part. I found few drawbacks only in sole strategy crafting where I miss higher customer orientated focus. I consider this strategy too self orientated, but it could be my subjective point of view. I also miss more detailed description of steps which must be carried out to achieve set goals. The author often says what must be done but without deeper consequences regarding customers, competition and the rest of the market (see following question). Nevertheless I have to repeat that the thesis as a whole is of a high quality and meets all the requirements set for master's thesis.

The author calculates with future sales growth. But this could be achieved only at expenses (losses) of Garnea competitors. Could you, please, explain more deeply how would you make your customers to switch from your competitors products to your ones, and what reactions of your competitors you expect?

Second question regards assumed and target profit margin which should grow as well. At the same time the strategy says that 2/3 of total turnover should be carried out by dealers. If they would also require similar profit margin, how would you achieve your goals? It looks like your requested profit margin could kill all your sales.

The name of the supervisor:

Ing. Ladislav Tyll, MBA., Ph.D.

The employer of the supervisor:

KPE, FPH, VSE

04 September 2011

Zachislao 8/4
Signature of the supervisor