

Bachelor's Thesis Evaluation by the Supervisor

Title of the Bachelor's Thesis:

Strategic analysis of ZARA

Author of the Bachelor's Thesis:

Alima Sharipova

Goals of the Bachelor's Thesis:

To formulate the strategy for Zara by executing strategic analysis of its activities.

EVALUATION OF THE BACHELOR'S THESIS	
Criteria (each max 10 points)	Points awarded
1. The goals of the thesis are evident and accomplished	7
2. Demands on the acquisition of additional knowledge or skills	9
3. Adequacy and the way of the methods used	7
4. Depth and relevance of the analysis in relation to goals	7
5. Making use of literature/other resources, citing	10
6. The thesis is a well-organised logical whole	9
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	7
Total score in points (max 100)	86
Final grading	velmi dobře (2)

Overall evaluation (cca 150 words):

The author covered well most of the current frameworks used for analysing company's strategic position. Thus, from the theoretical perspective I do not have any comments. In case of the practical part there are several flaws or at least issues which might be challenged.

1. The goal of the thesis is not well-chosen. The title of the thesis and the content itself is about strategic analysis as agreed with the supervisor. But in the introduction the author starves to "...formulate the strategy..." which is not by the logic achieved. But anyways I do evaluate the thesis as the strategic analysis.
2. On page 36, the author writes about: "...high level of corruption in the Czech Rep. might negatively impact the import of Zara's products to the Czech market in terms of import duties and other taxes..." Here I do not understand what import duties the author speaks about if there is written in other parts that majority of production is from Spain.
3. Real technological factors in PEST analysis are not described. I mean technology which may soon effect supply chain, sales, customer service, marketing and others which Zara may benefit from in the future.
4. In case of Porter's it would be nice to analyse the market of tailor-made clothing. If we consider that the wealth of population is growing in the Czech market, there may be a growing demand for these substitutes.
5. I cannot agree with some VRIO outcomes. Specifically, that the global presence and brand image are rare.
6. SWOT analysis suffers from one common mistake. The opportunities are not the real opportunities arising from the external analysis but rather author's suggestions to some external market analyses outcomes. I would also suggest putting the SWOT analysis at the very end of the work, since in the thesis it is followed by e.g. the performance analysis which outcomes could be part of SWOT.
7. The SPACE analysis is carried out rather well. I would only expect having identified and listed some of many interesting findings already in different prior mentioned analyses where they belong to.
8. Some suggestions are not very aligned with the outcomes of the analysis. E.g. Robots, monitoring relations with stakeholders etc. None of these were identified as core and central issues to be addressed. Even though I may agree with them. Also suggesting more advertising is a bit disputable, since the zero advertising is the core of the Zara's strategy almost worldwide.

In spite of above mentioned comments, the author presents rather well organized and structured strategic analysis which is backed by some data, which may be on this (bachelor) level acceptable.

For the defence I would like to ask the author to comment on above mentioned issues, specifically on issue No. 2, 5, 3 and 4.

The name of the supervisor:

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

The employer of the supervisor:

KSG FPH VŠE

28 May 2018


Signature of the supervisor

Hints	
Criteria evaluation in points	
insufficient	1-2
below average	3-5
acceptable/average	6-8
outstanding	9-10
Final Grading	
Excellent (1)	100-90
Very good (2)	89-75
Good (3)	60-74
Failed (4)	<59

*After completing all fields, print the report
and sign; it may be printed to .pdf*