

Bachelor's thesis evaluation by the opponent

Title of the Bachelor's thesis:

Strategic analysis of ZARA

Author of the Bachelor's thesis:

Alima Sharipova

Objectives of the Bachelor's thesis:

To perform the strategic analysis of the ZARA company and provide some recommendations.

EVALUATION OF THE BACHELOR'S THESIS	
Criteria (max. 10 points per category)	Points awarded
1. The objectives of the thesis are evident and accomplished	8
2. Demands on the acquisition of additional knowledge or skills	7
3. Adequacy and the way of the methods used	7
4. Depth and relevance of the analysis in relation to objectives	7
5. Making use of literature/other resources, citing	10
6. The thesis is a well-organised logical whole	10
7. Linguistic and terminological level	9
8. Formal layout and requirements, extent	10
9. Originality, i.e. it is produced by the student	9
10. Practical/theoretical relevance/applicability	7
Total score in points (max 100)	84
Final grading	Very good (2)

Overall evaluation and questions to be answered in the course of the defense:

Author is providing very well structured thesis. The extent, logical order of tools used and comprehensiveness meets the requirements of the bachelor's thesis. Formal layout and work with the citation are also on a very decent level. The tools were used mostly properly, however, I would have a few comments and questions:

- 1 - p.7 - In which part of the thesis was used modeling as a research method?
- 2 - Although I believe that the power/interest matrix was done correctly, I am missing some further comments about the power and interest of particular stakeholders. What gives them the power? Why they have such high or low interest?
- 3 - PEST - E - author is mentioning that ZARA should consider alternative workforce such as machines or robots. The question is what would be the job for them in CR, where there are no production sites of ZARA. T - I would expect the machines and robots to show up in this section. Also what about other technological innovations that could impact the company?
- 4 - Five forces analysis - Threat of entry - Why new entrants do not need a huge amount of capital? Also just by going through the other factors affecting the threat of entry, one would say it would be rather low. Could author explain that?
- 5 - I really enjoyed the way benchmarking was done.
- 6 - SWOT - I would not put the low advertising cost in S while the lack of advertising in W. O - is mentioned here are the recommendations already, not the O.
- 7 - SPACE - the analysis in thesis is not following the proper logic of SPACE analysis. When evaluating the CA and ES, the scale is actually vice versa. More specifically you are supposed to evaluate them from -6 to -1. That means the closer to zero they are, the better. If company possesses great competitive advantage, the evaluation should be close to zero.
- 7 - Recommendations - some of the recommendations are against the successful strategy of ZARA. They have basically built on low advertising and not collaborating with the world famous fashion houses or designers.

Name of the Bachelor's thesis opponent:

Ing. Karel Pernica

Occupation of the Bachelor's thesis opponent:

KSG

I honestly declare that I am not in any allied relationship with the author of this Bachelor's thesis.

June 16, 2018

Signature of the Bachelor's thesis opponent