Abstract

Title: Competition analysis of ski schools

Objectives: The main objective of the bachelor thesis is to compare the two strongest ski schools in a region in the Czech Republic, which is achieved by analysing the internal environment of the two selected ski schools. The marketing research is carried out by means of in-depth interviews with the managers of each ski school. Based on the marketing research, the ski schools are compared. The result of the work simplifies the decision-making process of users and employees and proposes recommendations to managers taking into account these results.

Methods: The qualitative research method is used in this thesis. For qualitative research, the main method is in-depth interviews with ski school managers, which are combined with document analysis. Based on the information obtained, the McKinsey 7S model is constructed, which helps to identify strengths and weaknesses. These factors are evaluated using the IFE matrix. The paper concludes with a comparison of the internal environment of the companies.

Results: The result of the work is an internal analysis of two ski schools in a region in the Czech Republic. From this analysis, specific strengths and weaknesses of both companies are identified, which are further evaluated and also used to compare the company's internal environment. The result shows that the position of an organisation depends on the point of view through which it is viewed - whether from a customer or an employee perspective. In doing so, Ski School 1 achieves a better position within the employee spectrum, where it is characterized by high values in the area of corporate culture and wage rate. On the other hand, Ski School 2 is more likely to be preferred by customers, particularly due to its facilities and the wide range of

services offered. Apart from evaluating the weaknesses and strengths, the following are recommended suggestions to eliminate the strongest weaknesses of the businesses.