

**CEMS Business Project Offer for Term 2 2024/2025
(February – May 2025)**



ASAHI EUROPE & INTERNATIONAL

Company name: Asahi Europe & International (AEI)

Business Project topic:

Benchmarking & Optimization of Commercial Capital Investments

Business Project objectives:

- **Identify strengths and weaknesses:** Benchmarking will allow Asahi to pinpoint specific commercial areas and markets where Asahi's commercial investments outperform the investment made and areas where improvement is needed, so Asahi can focus on areas with the greatest potential for enhancement.
- **Set realistic targets:** By developing AEI internal benchmarks, Asahi can set realistic financial targets for commercial capital investments (CAPEX) and establish a roadmap for sustainable spend rate on capital investment.
- **Improve decision-making:** Whether it's optimizing capital investment or investing more in Commercial growth and expansion, benchmarking will help Asahi's management to make informed decisions that drive profitability.

Business Project description and background:

- Until recently, Asahi had decentralized approach towards commercial investments done in individual markets. All middle-term plans and budget submissions were prepared solely based on the competency of sales & finance teams within each market. However, lately one of key focus areas has become unlocking Commercial Growth opportunities based on the optimum level of capital invested (CAPEX).
- Project team will be provided a set of data capturing all historical investments done within Commercial space per each market and channel (On-trade, Off-trade). Team will be required to conduct research and prepare internal AEI benchmarking. As a next step, project team will need to leverage benchmarking to enhance Asahi's commercial investment (CAPEX) strategy.
- By identifying strengths and weaknesses, setting realistic targets, and improving decision-making, Asahi will optimize its capital investments and drive profitability.

Business Project key challenges and outcomes:

▪ **Project scope:**

- Benchmarking Analysis: Conduct a comprehensive analysis of internal AEI benchmarks.
- Performance Metrics: Identify key performance metrics to evaluate Asahi's commercial investments.
- Data Collection: Gather data from various sources to ensure a robust benchmarking process.
- Gap Analysis: Perform a gap analysis to highlight areas of strength and opportunities for improvement.

▪ **Expected outcomes:**

- Enhanced understanding of Asahi's competitive position in the market – in terms of commercial investment.
- Clear identification of areas for strategic investment and improvement.
- Realistic and achievable financial targets for capital investments.
- Improved decision-making processes leading to increased profitability.

Knowledge and Skills to Be Gained by the Students During BP:

- Use different research methods & reports to understand the issue
- Learn how to conduct qualitative research to generate actionable insights to solve the brief
- Learn techniques for benchmarking commercial performance and investment capital allocated to that area:

- **Key Performance Indicators (KPIs)** - Track the KPIs that are relevant to commercial performance, such as market share rates, average spend per outlet, capital investment as a percentage of revenue, and core operating profit (COP). Compare these KPIs against industry benchmarks to assess Asahi commercial performance.
 - **Financial ratios** - Calculate financial ratios such as ROI and capitalization rate to evaluate financial health and profitability.
 - **Trend analysis** - Analyse revenue and capital investment trends, and market dynamics to assess the trajectory of Asahi's commercial financial performance.
- Develop optimization model based on the research findings and benchmarking techniques
 - Develop a complete compelling story and presentation

Company:**Asahi Europe & International**

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**CEMS Business Project Offer for Term 2 2024/2025
(February – May 2025)**



Company name: Hilti

Business Project topic:

Customer Loyalty in the Construction Sector – How to Steer Pricing in Order to Strengthen Customer Trust and Build Partnership

Business Project objectives:

- Customer loyalty in the construction sector – evaluation of the Hilti pre-defined criteria
- Product portfolio segmentation – evaluation of the “frequency driver” group of products
- Competitor analysis with focus on price & value positioning of the “frequency driver” products
- Developing recommendations for key pricing initiatives for the “frequency driver” products per each sales channel (direct sales, e-commerce etc.)
- Assessment of the impact of the proposed pricing initiatives including their prioritization

Business Project description and background:

- In the highly competitive construction sector customer loyalty plays a pivotal role in driving sustained growth and profitability. Establishing trust and building long-term relationships with customers require a strategic balance between value delivery, service excellence and pricing. The project aims to explore key factors influencing customer loyalty by evaluating product segmentation and pricing strategies in the context of competitors’ landscape.
- The key objective of the project is analyzing the impact of products defined as frequency-drivers on customer engagement and benchmarking them against competitors in terms of price and value proposition. By understanding these dynamics, tailored pricing strategies that take into consideration different sales channels should be developed. The final recommendations should include prioritization of implementation based on potential impact, ensuring practical, actionable solutions that strengthen customer trust and foster partnerships. Ultimately, this project will equip the company with data-driven insights to steer pricing as a lever for customer loyalty in the construction sector.

Business Project key challenges and outcomes:

- **Data Availability and Quality** - accessing reliable and comprehensive data on customer behavior, product performance, and competitor pricing
- **Product Portfolio Complexity** – complex and diverse company portfolio will require prioritization and choosing a focus area
- **Competitor Analysis** - gathering detailed and accurate competitor pricing and value positioning information
- **Sales Channel Variability** - each sales channel has unique dynamics and customer expectations, requiring customized strategies
- **Implementation Feasibility** - ensuring that proposed pricing strategies can be realistically implemented within the organization’s operational, technological, and cultural framework
- **Measuring Impact** - quantifying the impact of pricing initiatives on customer trust, loyalty, and long-term partnerships

Knowledge and Skills to Be Gained by the Students During BP:

Knowledge:

- **Customer Loyalty in B2B Markets** - understanding the factors influencing customer loyalty in the construction sector and B2B relationships.

- **Pricing Strategies** - learning how to design and implement data-driven pricing initiatives and assessing their implication of company profitability
- **Product Portfolio Management** - gaining insights into portfolio segmentation
- **Competitor Analysis & Market Dynamics in the Construction Industry** - developing awareness of industry-specific challenges, customer needs, and competitive trends.
- **Sales Channel Dynamics** - exploring how different sales channels (e.g., direct sales, e-commerce) influence pricing and customer trust.

Skills:

- **Analytical Skills** - enhancing abilities to process and interpret data, identify trends, and draw actionable insights.
- **Strategic Thinking** - developing the capacity to align pricing strategies with broader business objectives and customer expectations.
- **Stakeholder Management** - gaining experience in communicating and collaborating with cross-functional teams
- **Problem-Solving** - improving skills to address complex challenges such as balancing competitive pricing with customer loyalty goals.
- **Communication and Reporting** - learning to present findings, recommendations, and implementation roadmaps clearly and persuasively to stakeholders.
- **Project Management** - building the ability to manage project timelines, prioritize initiatives

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**CEMS Business Project Offer for Term 2 2024/2025
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Company name: Hilti (cross-border project with VSE + CUB + SGH)

Business Project topic:

Improving OPEX Management through an Optimized Purchase Cycle

Business Project objectives:

- Analyze the current indirect materials purchasing process across each E5 Market Organization (including purchase order creation and approval, invoice validation, and expense tracking).
- Conduct an internal and external benchmark to identify best practices, drawing insights from other Hilti regions and potentially other leading companies.
- Develop a proposal for a standardized purchasing process and strategic management of indirect spending for all E5 Market Organizations.

Business Project description and background:

- The project aims to optimize the indirect materials purchasing cycle across all E5 MOs by reviewing current processes, benchmarking best practices, and proposing a standardized approach. The goal is to improve efficiency, enhance compliance, and strengthen OPEX management and financial transparency.

Business Project key challenges and outcomes:

- The output will be valuable for all E5 MOs and will have real impact on the organization (streamlined process, better compliance, better OPEX management and transparency).

**E5 = Eastern Europe (Czech Rep., Poland, Hungary, Slovakia, Baltics, Ukraine)*

**MO = Market Organization (= country)*

▪ **Key Challenges:**

- **Fragmented Processes:** Inconsistent purchasing cycles across E5 MOs.
- **Compliance Issues:** Differing compliance standards across regions.
- **Standardization Across Regions:** Aligning diverse regional practices with a unified approach.

Knowledge and Skills to Be Gained by the Students During BP:

- **Process optimization:** Skills in analyzing and improving procurement processes across regions
- **Strategic procurement:** Understanding strategic purchasing and financial transparency
- **Cross-Border Collaboration:** Experience in engaging with diverse stakeholders and multi-market operations

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**CEMS Business Project Offer for Term 2 2024/2025
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L'ORÉAL

L'Oréal

Business Project topic:

E-commerce Acceleration of Beauty Business

Business Project objective:

- Propose solutions for the acceleration of E-commerce business of mass beauty with specific focus on APP SOLUTIONS.

Business Project description and background:

Increasing competition and rising consumer data protections make ecommerce players to focus more and more on exploring the application platform as source of business. We are searching for ideas and solutions how to increase share of business of application with our ecommerce partners.

In the project, you will:

- Set the scene, know the client and consumer product brands of brands L'Oréal. Get to know how the e-commerce model works to be able to propose solutions.
- Run analysis of provided sell-out data. Analyse share of application on purchases in time on the level of country and brand. Focus on bestsellers and increase of conversion rate. Draw conclusions.
- Explore how the biggest ecom players in Europe use their applications, what are the top rated features and activation. Similarly, how the brands are activated on these platforms, what tools they are using. Focus countries: Czech Republic, Slovakia, Poland, Hungary, Romania.
- Suggest concrete actions steps to take to exploit the application for our brands.

Business Project key challenges and outcomes:

- Outcomes of data analysis on relation between purchase moments and share of app
- Overview of app solutions as business driver of the leading European ecom players
- Set of recommendations on what to do to increase app business
- Presentation to General management, main E-commerce and Marketing stakeholders in the company

Knowledge and Skills to Be Gained by the Students During BP:

- E-comm business in the beauty sector on a European level
- Data analysis, drawing meaningful insights
- Deep knowledge of application as ecom platform and social commerce
- Creative mind and Entrepreneurial spirit



Company:

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**CEMS Business Project Offer for Term 2 2024/2025
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Company name: Plzeňský Prazdroj, a. s.

Business Project topic:

Next-Gen Beer: Attracting Young Czech Beer Consumers

Business Project objectives:

- Develop a comprehensive demographic study to identify consumer preferences and habits, with a focus on understanding the younger generation's expectations.
- Propose a strategy to attract new young consumers by aligning the company's portfolio with their preferences.

Business Project description and background:

- The Czech beer market is facing challenges such as declining per capita consumption and an aging consumer base. To stay successful in the long term, the company needs to adjust its strategy to attract younger consumers who often choose other types of drinks.
- The project will focus on analyzing demographic trends, understanding the consumption behavior of young consumers, and designing actionable strategies to attract this target group. Inspiration can be drawn from the Proud beer brand, which successfully launched an innovative product in 2024.

Business Project key challenges and outcomes:

- **Challenges**
 - Identifying the preferences and habits of younger consumers
 - Developing strategies to differentiate Asahi's products for young consumers
- **Outcomes**
 - A comprehensive demographic study analyzing consumer habits and market trends
 - A robust company's strategic plan outlining specific actions to attract new consumers with a focus on long term business profitability

Knowledge and Skills to Be Gained by the Students During BP:

- Market analysis and research skills to assess current market dynamics and trends
- Strategic planning and decision-making skills to formulate effective growth strategies
- Financial analysis skills to evaluate the economic feasibility of proposed strategies
- Presentation and communication skills to articulate findings and recommendations to stakeholders

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**CEMS Business Project Offer for Term 2 2024/2025
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Company name: Škoda Auto

Business Project topic:

Using AI robots to Streamline Dealer Processes at ŠKODA AUTO

Business Project objectives:

- Propose specific uses of AI robots to simplify work and improve efficiency in dealer processes.

Business Project description and background:

- **Automation of Vehicle Reception** – Describe how robots could perform vehicle inspections upon reception and initiate service processes.
- **Assistance in Repairs** – Propose how robots can support mechanics, for example, by bringing tools or providing information.
- **Robotic Support in the Warehouse** – Consider the possibilities of using robots in warehouse operations, such as locating and transporting spare parts.
- **Virtual Assistants for Customers** – Suggest how robots could help customers with reservations and providing information.
- **Automation of Diagnostics** – Describe how robots could perform basic vehicle diagnostics and relay the results to mechanics.
- **Interactive Employee Training** – Consider the possibilities of using robots in training new employees, for example, through simulations of various scenarios.
- **Support in Vehicle Sales** – Focus on the ways AI robots can assist salespeople in selling new and used vehicles, such as by aiding in vehicle presentations or handling administrative tasks.

Business Project key challenges and outcomes:

- Detailed proposals and analysis of the benefits of each use, including specific scenarios and expected benefits for the efficiency of dealer processes.

Knowledge and Skills to Be Gained by the Students During BP:

- Scope and dynamics of the automotive business, customer segments, and needs
- Innovative and customer-driven thinking and approach
- Knowledge of AI technologies and their applications in educational environments

Company:

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**CEMS Business Project Offer for Term 2 2024/2025
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Company name: Škoda Auto

Business Project topic:

Analysis of Current Trends and Students' Attitudes in the Automotive / Automotive Retail Areas

Business Project objectives:

- Identify and analyze current trends in learning and development in the automotive and automotive retail area.
- Investigate the motivations and expectations of part-time students regarding employment in the automotive area.
- Assess the preparedness of students and employees for careers in the automotive environment, and recommend improvements for educational and training programs.

Business Project description and background:

- **Description:** This project aims to explore two primary areas related to employee learning and development and the working environment in the automotive area. The first part will focus on identifying current trends in learning and development, while the second part will examine part-time students' attitudes towards working in the automotive environment.
- **Background:** The automotive industry is rapidly evolving, with new technologies and approaches continuously emerging. This dynamic environment necessitates ongoing learning and development for employees. Additionally, understanding the motivations and expectations of future professionals, particularly part-time students, is crucial for aligning educational programs with industry needs.
- **Relevance to Current Work Activities:** The findings from this project will inform the Academy's training programs for sales staff in dealerships, ensuring they are up-to-date with industry trends and meet the expectations of new entrants into the workforce.

Business Project key challenges and outcomes:

Challenges:

- Conducting comprehensive literature reviews and surveys within the given timeframe.
- Ensuring the accuracy and relevance of data collected from various sources.
- Integrating diverse insights into detailed recommendations for development programs.

Outcomes:

- A detailed report on current trends in learning and development in the automotive and automotive retail areas.
- An analytical report on part-time students' attitudes towards working in the automotive environment, including their preferences and expectations.
- Practical recommendations for educational institutions and employers in the automotive area to enhance their learning and development programs.

Knowledge and Skills to Be Gained by the Students During BP:

- **Research Skills:** Students will gain experience in conducting literature reviews, designing surveys, and analyzing data.
- **Analytical Skills:** Students will learn to critically evaluate trends and data, drawing meaningful insights and conclusions.
- **Communication Skills:** Students will develop their ability to present findings and recommendations.
- **Industry Knowledge:** Students will deepen their understanding of the automotive area.
- **Problem-Solving Skills:** Students will enhance their ability to identify challenges and propose practical solutions.



Company:

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**CEMS Business Project Offer for Term 2 2024/2025
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UNIBAIL-RODAMCO-WESTFIELD

Company name: Unibail-Rodamco-Westfield

Business Project topic:

Westfield Rise Expansion Initiative

Overview: Westfield Rise is the in-house retail media agency of Unibail-Rodamco-Westfield (URW), specializing in capitalizing on the retail media market. The agency focuses on shaping the future of experiential retail, making it the first choice for brands and marketers who want to connect with an engaged audience. These audiences are eager to explore new experiences and have a strong intention to spend.

Objective: The task is to assess the market opportunity and market size, prepare a growth strategy for expanding Westfield Rise outside of the URW network in the Czech Republic (CZ).

Business Project objectives:

- Identify shortlist of potential shopping centers in the CZ to expand into
- Assess market size and opportunity
- Prepare financial analysis
- Deep dive into shopping center conditions and agreements with media partners
- Set recommendation of expansion as well as long term plan to expand outside of shopping centers

Business Project description and background:

- Westfield Rise is the in-house retail media agency of Unibail-Rodamco-Westfield (URW), a leading global developer and operator of flagship destinations. Westfield Rise specializes in capitalizing on the retail media market, focusing on shaping the future of experiential retail. The agency is renowned for connecting brands and marketers with an engaged audience eager to explore new experiences and spend.
- As the retail landscape evolves, there is a growing opportunity for Westfield Rise to expand its presence beyond the existing URW network. The Czech Republic, with its dynamic retail market and increasing consumer demand for unique shopping experiences, presents a promising market for expansion. This project aims to assess the market opportunity and develop a strategic growth plan for Westfield Rise to establish a strong presence in the Czech Republic.

Business Project key challenges and outcomes:

- Market Analysis Complexity
- Competitive Landscape
- Strategic Recommendations
- Comprehensive Market Assessment
- Target Shopping Centers List
- Financial Analysis Report
- Set of recommendations for growth plan

Knowledge and Skills to Be Gained by the Students During BP:

- Market Research
- Financial analysis
- Retail Media market knowledge
- Real Estate knowledge
- Growth strategy

Company:

Unibail-Rodamco-Westfield

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**CEMS Business Project Offer for Term 2 2024/2025
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r o c k a w a y

Company name: Rockaway Capital

Business Project topic: European Venture Capital Strategy

Business Project objectives:

- **Develop a Compelling and Data-Driven VC fund Investment Thesis:**
 - *Your primary objective is to create a clearly articulated and well-justified investment thesis for a VC Fund tailored to the European landscape. This thesis must define the fund's focus, target sectors, and strategic advantages.*
- **Design a Structured Investment Pipeline Generation Strategy:**
 - *You need to outline a concrete strategy to effectively generate a robust pipeline of promising investment opportunities within Europe. This strategy should be actionable.*
- **Construct an Investment Evaluation Framework:**
 - *Develop a structured and efficient process for evaluating high number of investment opportunities generated from the pipeline.*

Business Project description and background:

- Technology startups have become a key part of the global business world. They drive major innovations, the most successful startups become iconic (and the most valuable) companies and their founders transform whole sectors and sometimes economies by further investments into innovative areas and startups.
- Venture capital plays a key role in startups' growth and global scaling. The European venture capital ecosystem has grown significantly, with increasing competition among funds to source and invest in high-potential startups.
- A successful VC fund must have a differentiated investment thesis that aligns with its expertise, risk appetite, economic trends and market needs.
- Generating a strong pipeline requires active sourcing strategies, including leveraging networks, data analytics, and ecosystem relationships.
- The final focus is on implementing a comprehensive evaluation process – covering initial screening of high number of opportunities, deeper due diligence and investment committee review – to identify the most promising startups.
- The assignment simulates real-world VC fund operations in Europe, where students take on the role of Venture capital fund investment team - principals or analysts – and cover the major aspects of VC fund strategy and operations.

Business Project key challenges and outcomes:

- **Challenges:**
 - Crafting an unique investment thesis that is both focused and broad enough to capture sufficient opportunities.
 - Establishing systematic deal sourcing that generates a continuous and high-quality flow of opportunities.
 - Filtering investment opportunities efficiently while ensuring no high-potential deals are overlooked.
 - Navigating the complexities of the European market, including diverse languages, regulations, and business cultures across different countries.
- **Outcomes:**
 - Clearly defined market-responsive investment thesis, outlining the fund's sector focus, investment stage, and geographic scope (supported by research and market data).
 - Practical and actionable plan for generating a robust deal pipeline, including proactive and reactive sourcing strategies
 - A guide outlining evaluation process, from initial screening to final investment decision, with an emphasis on efficiency and rigor.

Knowledge and Skills to Be Gained by the Students During BP:

- **Startup and VC market knowledge:** Knowledge of startup landscape in Europe, the distinct business model of startups and also the Venture capital market and business model
- **Strategic Thinking:** Ability to articulate and defend an investment thesis that addresses market gaps and opportunities.
- **Market Analysis Skills:** Enhance your ability to conduct market research, identify industry trends, and analyse competitive landscapes.
- **Problem-Solving and Analytical Skills:** Strengthen your analytical and problem-solving abilities by applying theoretical knowledge to a real-world business scenario and developing practical solutions.
- **Business Communication and Presentation Skills:** Improve your ability to communicate complex business strategies clearly and effectively in written reports and presentations.
- **Teamwork and Collaboration:** Enhance your collaborative skills through working in teams to tackle a complex business problem.

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