I. Author: Dijana Drinčić

Title: Corporate social responsibility and business competitiveness

II. Objective of the thesis and its fulfilment

The aim of the thesis was to analyze web communication on CSR issues of chosen companies and to formulate conclusions (ev. suggestions) related to research problem. The aim is partially fulfilled.

III. Content processing and approach to diploma work conception

The thesis follows traditional structure, being divided into literature review and empirical research.

I find the literature review to be well written. It is composed using large number of sources, including recent academic journal articles, and follows an easy-to-follow structure.

My wish is that the empirical research was as well conducted as the literature review, unfortunately this is not true. Author proposes five research questions (p.8), and she does not fail to attend to them in the actual research. The problem is in the questions themselves: they are of descriptive nature (mostly starting with "to what extent...") and suggest that no analysis is performed, only description. The questions fail to attend to important area outlined in the very title of the thesis – the competitiveness. Looking at the questions, one could think that author could answer them simply by visiting websites of several companies and reading through them – and this is exactly what is conducted in the empirical part of the thesis. I understand that this too is part of content analysis, the method chosen by the author, but unless coupled with another tools and methods, one cannot hope to perform more, than simple description on what is, and what is not, present on particular websites.

Author selects ten fashion brands, visits respective websites and with each performs a “checklist” (p.49) of 20 indicators. While interesting, research of this extent is not considered satisfactory for Master’s thesis and fails to address questions on actual CSR performance and its relation with competitiveness. The methodology of selecting companies for analysis is unclear – it seems that author selected 10 international fashion companies according to her liking, and verified with her friends that these brands are known to them. Selection of the 20 attributes being evaluated should also be justified more clearly.

Conclusion of the thesis reads as follows: “... Some retailing companies communicate very actively about their CSR practices in the very broad area, while the communication of the others is more modest.” (p. 85). This, unfortunately, is very accurate summary of the research presented – author was able to identify differences between the companies, but provides no further analysis, comments, conjectures or conclusion. Needless to say, suggestions and recommendations for practical applications are missing entirely.

IV. Formal particulars of the diploma thesis and layout

I have no objections as for the formal attributes of the thesis. Citations are used correctly (although some are in the footnotes, while other are in the text), the layout is not confusing and numerous graphs and diagrams are used (although some are presented in low resolution or hard-to-read fashion – redrawing them could prove useful). Although the level of English is not always perfect, author manages to convey the message in clear manner.
V. Comments about the thesis
See above

VI. Questions recommended to detailed explanation during defense

- On p. 52 you write “Moreover, I will mainly focus on companies’ actual performance of their CSR activities ... “. I was able to locate comments on how the activities are presented online, but not on their real performance. Am I mistaken to feel that no such analysis was performed?
- You claim your study to be replicable (p. 53). Please explain that some more, considering that websites are a form of content that constantly changes over time.
- One of your criteria for company selection was “prices of their products should be approximately at the same level”. In my small personal comparison, I found Dolce & Gabanna about 10 times more expensive with every item than GAP. Please comment on how strict the criteria for including a company into your research were, and what the selection process looked like.

VII. Conclusion
Dijana Drinčić’s thesis does meet the required standards. Considering what is written in this assessment, I suggest the thesis to be graded E.

Ing. Michal Ďuriník

In Brno, 31.5. 2015