

## **Abstract of the diploma thesis „Business strategy of company BeRider during the COVID-19 pandemic“**

This thesis focuses on the Prague-based company BeRider, which has been providing a service of shared electric mopeds since 2019. The main objective of this work is to evaluate the strategies employed by the company during the crisis period caused by the COVID-19 pandemic and, among other things, to identify the company's strengths and weaknesses along with opportunities and threats not only in connection with the COVID-19 pandemic. In the theoretical part, the work introduces key concepts of strategic management, sharing economy, shared mobility, shared micromobility, strategic analysis and communication mix.

A strategic analysis was conducted to evaluate the strategies, namely an external environment analysis using PEST and Porter's 5 forces methods and an internal environment analysis where the company's resources and capabilities were identified and then the VRIO analysis was used. This data, together with a description of BeRider's development, was subsequently consolidated into the SWOT analysis. The company's communication focusing on the communication mix was also evaluated for completion. The data was obtained from publicly available data, from the website of BeRider and its parent companies ŠKODA AUTO DigiLab and ŠKODA AUTO, from social networks and from public registers.

The analysis showed that while the company reacted quickly to the COVID-19 pandemic, capitalising on some of its strengths and opportunities, it failed to realise its full potential. BeRider failed to sufficiently compensate for the lost profits caused by the general reduction in human mobility, and along with underestimating the threat of a possible supply chain problem that manifested itself in 2022, the service ended in mid-2023. This case study serves as a source of guidance for companies operating in the shared micromobility sector while developing a strategy, and not just during a crisis period. At the same time, this work highlights strategic decision-making, diversification and strategic partnerships as core components of sustainability and resilience in times of crisis and beyond.