

# Internal environment of a bakery and its analysis

## *Vnitřní prostředí pekařské firmy a jeho analýza*

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**Abstract:** The Delta Group with its daughter company Delta Pékárny, a.s., belongs to the most significant firms in the Czech food processing industry and it is number one baking company in the Czech market of fresh, long-shelf-life and frozen bakery products. The Delta Group associates eleven industrial bakeries in the Czech Republic and four in Slovakia, in addition to mills, Delta Frozen Products frozen-pastry plant, Delibake and Harry's Delta sweet long-shelf-life bakery products' plant, Vegilife company producing healthy food, Eureka Shops running Paneria, Fr. Odkolek fast-food outlets and Le Patio restaurants. In order to consolidate its status of a strong and successful Central-European company capable to meet all requirements of its customers, the company must perform a continuous analysis of external and internal environment.

**Key words:** internal environment, analysis, strengths, weaknesses, success factors, key skills

**Abstrakt:** Skupina Delta, její dceřinou organizací je společnost Delta Pékárny, a.s., patří mezi nejvýznamnější potravinářské subjekty v České republice a je jedničkou na českém trhu v pekárenském odvětví čerstvého, trvanlivého i mraženého pečiva. Skupina Delta sdružuje vedle jedenácti velkopekáren v České republice a čtyř velkopekáren ve Slovenské republice, výrobu mraženého pečiva Delta Frozen Products a sladkého trvanlivého pečiva Delibake a Harry's Delta, společnost Vegilife s produkcí zdravé výživy, Eureka Shops s prodejny rychlého občerstvení Paneria, Fr. Odkolek a restaurace Le Patio. Aby mohla firma posilovat svoji pozici silného a úspěšného středoevropského podniku, který je schopen kvalitně uspokojovat požadavky zákazníků, je třeba kontinuálně provádět analýzy vnějšího i vnitřního prostředí.

**Klíčová slova:** vnitřní prostředí, analýza, silné stránky, slabé stránky, faktory úspěchu, klíčové schopnosti

Delta is a customer-oriented company, the aim of which is to offer top-quality products and first-class services. It delivers its products to about seven thousand sales points, keeping its eye on up-to-date trends and reflecting them in its activities. The most important customers are the global distribution chains, such as the Ahold (Albert and Hypernova divisions), Billa, Carrefour, Delvita, Earest, Interspar, Lidl, Makro, Norma, Plus Discount, Sodekho, and Tesco. In the Czech Republic and Slovakia, Delta employs approximately 2 800 people. The complete product offering list includes 600 items.

The leader company of the Delta Group is Delta Pékárny, a.s. Its scope of business includes Bakery and Confectionery, Wholesale, Specialized Retail Sale, Inn Keeping, Accommodation Services, Business, Management and Financial Counselling, Production of Machines and Machinery for Specific Branches of Economy.

Delta Pékárny, a.s., sold 109.5 thousand tons of fresh pastry in 2003, about 267 tons more than in the previous year. The turnover of the Fresh Pastry Division recorded an annual increase of CZK 39.5 million to CZK 2.256 billion.

Also other divisions of the Delta Group recorded a successful year. Non-consolidated turnover of the Delta Group, without turnovers of the new acquisitions in Poland, Hungary and Košice, Slovakia, amounted to CZK 3,887 billion in 2003 as opposed to CZK 4,258 billion in the year 2002. Factually, it was an increase in 2003, the visual decrease was effected by the transfer of CZK 0.6 billion, the turnover of Delta Mlýny (Mills) Division. Delta Mlýny had been removed from the Delta Group last year and became a part of the Unimills company. The analysis of the Delta Group was dealt with in the papers of Chládková (2005) and Chládková, Kudová (2004). Similar problems were solved generally by Tomšík (2004) and Hron (2004) in their papers.

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# Internal And External Environment Analysis Of A Bakery

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