

Abstract

The thesis is focused on a company transition from a centrally planned economy to a market-oriented economy. It attempts to illustrate the example of German company Carl Zeiss (Jena), which was after World War II divided into two new companies - eastern VEB Carl Zeiss Jena and western Carl Zeiss Oberkochen. After the fall of the Berlin Wall were both companies reunified. Due to the large differences in the economic environment from which both companies came, it was a very difficult process that lasted almost until the beginning of the second half of the 90s. Like most of the former East German corporate sector, the Jena factory found itself in a crisis. Jena hoped, however, that it will gain support from the western brother in Oberkochen. However, due to inherent problems of Oberkochen and excessive production structure of Jena could Western counterpart assume take over only a small part of the eastern company. Through the privatization, which was in charge of the Treuhandanstalt, paradoxically another partition of the factory in Jena occurred. From everything that was not assumed by Oberkochen, was founded the company Jenoptik. The aim of the study is to determine, if the two companies have survived the transformation, also to which extent can their transformation be described as a successful one and how big role in this process was played by factors such as the economic level of the company, THA and western sister company (Oberkochen). Based on the reconstruction of the transition period of Carl Zeiss Jena and Jenoptik, it is clear that both companies despite the considerable complications have survived the restructuring process. In terms of economic level had Jenoptik managed to break even in 1995 and Carl Zeiss Jena in 2000. A surprising finding is, that in the first half of the 90s was the factor of sister company for Carl Zeiss Jena not very significant. A very important factor was on the contrary the role of THA (especially in case of Jenoptik) which invested in the rehabilitation of the both companies more than twice as much, than it originally planned. The survival of Carl Zeiss has thus partially happened at the expense of other privatized companies, and therefore it is rather difficult to label it as success or a "success-story".