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# Management Case Study

## Strategic Analysis

### Trayyner



## Introduction to the case

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Trayyner is a training provider that offers executive training courses.

It is based in Capital City, Northland and was founded in the 1990s by the Nasir family. It is still currently headed by the founders Asif and Miriam Nasir.

It has three subsidiaries in Southland, Eastland and Westland, all of which are sales offices.

The company is unquoted and must produce its financial statements in accordance with IFRS and its closest competitor is Masterkles



# Strategic analysis – the rational model

This analysis uses the rational planning model of strategic analysis, summarised in the following diagram

## The Rational Model





# Strategic analysis – the rational model

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The first stage of analysis is to ensure we fully understand where the organisation is heading, along with its approach to meeting stakeholder needs.





# Mission - introduction

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What is the organisation all about? Why does it exist? Who does it exist for? What is it trying to achieve? An organisation's mission answers these questions.

A mission helps to provide common purpose, focus for the organisation's strategy and provide direction to directors to guide objectives and strategic thinking. An organisation without a strong mission may lack focus and purpose and the strategic direction may be confused.

Campbell set out the following key elements of good mission statements:

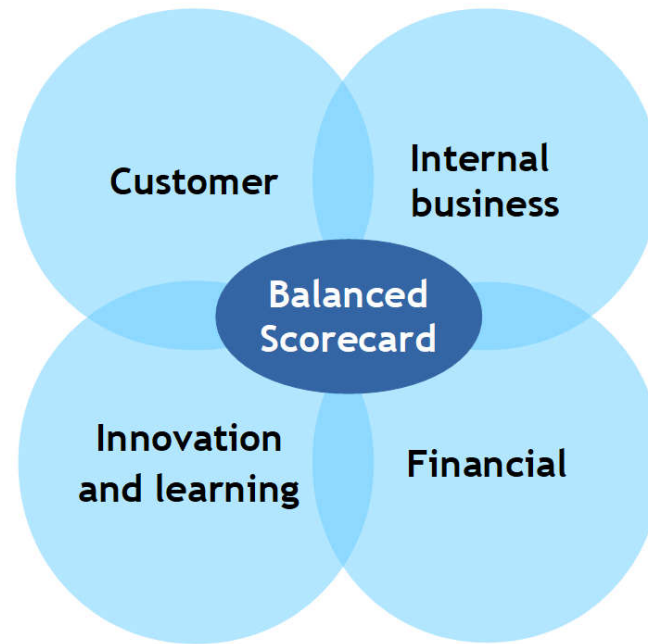
Purpose	<p>To train executives to be better leaders</p> <p>Why does the organisation exist? For whom does it exist?</p> <p>What does the organisation hope to achieve long term?</p>
Strategy	<p>One of the most popular leadership training providers</p> <p>How will the organisation compete? The range of businesses it is operating within. By having the best trainers</p> <p>Provides courses in five key topic areas</p>
Values	<p>What the organisation stands for (quality, value for money, innovation etc). High quality service</p>
Policies	<p>Policies will ensure people act according to the defined values, strategy and purpose.</p> <p>Trainers must perform to a high standard</p>



# Performance measurement – balanced scorecard

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In order to overcome the limitations of using financial ratios alone, Kaplan and Norton developed the balance scorecard, which outlines four key areas in which company and divisional performance should be measured. The key idea is that **managers should be appraised on a variety of measures, which include non-financial measures so that their focus is both long and short term.**





# Performance measurement – balanced scorecard

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## Financial Perspective

Profit  
Variance analysis  
Cash flow  
Gearing

## Learning Perspective

Number of high quality recruits  
Number of training projects completed  
Hours spent on training

## Internal Perspective

Completing under budget  
Employee satisfaction  
Number of sales made

## Customer Perspective

Number of repeat customers  
Number of complaints  
Customer satisfaction (from questionnaire)