Operational Case Study

Strategic Analysis

Fireworks

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Introduction to the Case

FireWorks (FW) designs, manufactures and sells a range of outdoor grills. The company is based in Beeland, a country in Europe which has the B$ as its currency.

FireWorks is one of three specialist regional brands operating in Europe. There are four specialist global brands that control 70% of global sales.

The Beeland market for sales of grills is expected to grow on average by 5% a year over the next 5 years.

FW's product range includes charcoal, gas and electric grills in a range of sizes with a focus on high quality to facilitate the 'ultimate outdoor cooking experience'.

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Strategic Analysis – The Rational Model

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

Strategic Analysis – The Rational Model

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

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Mission - Introduction

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	Create grills that will enhance the outdoor eating experience Creating opportunities for hospitality and friendship
Strategy	Grow market share a build reputation via a modest range of high quality specialist products
Values	Quality Sustainability
Policies	Carbon neutral in six years All staff learn the manufacturing process

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Objectives and Performance Measurement

The objectives provide a focused target to move towards to direct planning, motivate staff and enable accurate performance measurement.

We can are given a few specific targets from the case study:

Innovate in order to consolidate its reputation
(Catherine, Managing Director)

Expand and increase market share
(Seb, Sales & Marketing Director)

They are likely to have more **specific strategic targets we are not told about. If the unseen suggests they do not, then this is a weakness** in the company's planning approach.

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