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# **Operational Case Study**

## **Strategic Analysis**

### **TreadCushy**



# Introduction to the Case

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- Designs, manufactures and sells athletic shoes
- Based in Keyland, mainland Europe
- Use of natural and recycled materials



# Strategic Analysis – The Rational Model

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

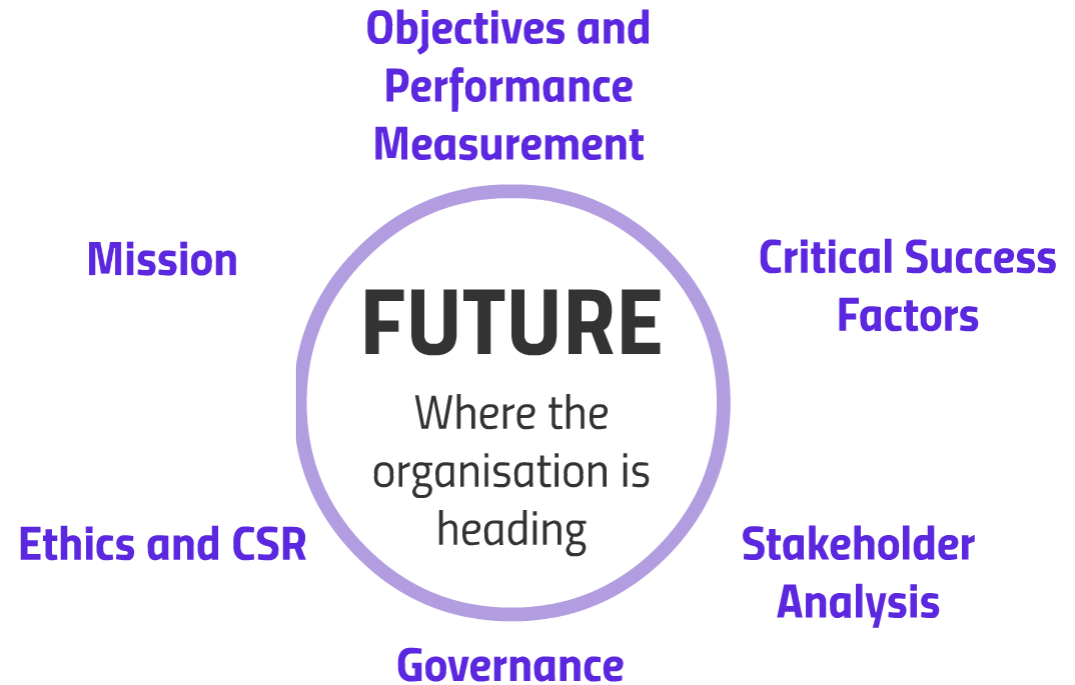




# Strategic Analysis – The Rational Model

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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

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><i>Well-crafted sustainable footwear - performance &amp; casual</i></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><i>Carbon neutrality, expansion - 1m shoes/year, new products?</i></p> <p>How will the organisation compete? The range of businesses it is operating within.</p>
Values	<p><i>Trendiness, sustainability, comfort</i></p> <p>What the organisation stands for (quality, value for money, innovation etc).</p>
Policies	<p><i>Quality, environmental consciousness</i></p> <p>Policies will ensure people act according to the defined values, strategy and purpose.</p> <p><i>Design approval, training, environmental standards</i></p>



# Objectives and Performance Measurement

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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:**

- By 2025:
  - Sell over 1,000,000 pairs of athletic shoes per year
  - Sell across more than 20 countries
- By 2030:
  - Be carbon neutral

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.



# Critical Success Factors - Introduction

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**Critical success factors are the key things the organisation must do well if it is to succeed.** It is critical therefore that each CSF for the case study organisation is developed and improved to ensure that it is a strength of the business

If new strategies recommended in the unseen which support these CSFs then that is evidence to you that you should support the strategy (as long as it is realistic in other ways e.g. it's not too expensive).

If something in the unseen is contradictory to these CSFs then not, then you should question whether they are appropriate.