Strategic Case Study

Strategic Analysis

Slide Pack

Snakwheel
Snakwheel is the developer of a fast food delivery platform which allows customers to order fast food to be delivered to their home or work from a range of fast food restaurant chains.

The company facilitates delivery through the use of its advanced software and apps to co-ordinate three key groups: customers, fast food outlets and delivery couriers.

The company is the largest in its domestic market and continues to grow in what is considered a mature market.

Snakwheel is based in Westaria and has been listed on the Westarian Stock Exchange since 2016.
This analysis uses the rational planning model of strategic analysis, summarised in the following diagram.
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**

**Balanced Scorecard**

**Governance**

**Stakeholder Analysis**

**Critical Success Factors**

**Ethics and CSR**

**FUTURE** Where the organisation is heading
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**

Why does the organisation exist? For whom does it exist?

What does the organisation hope to achieve long term?

**Strategy**

How will the organisation compete? The range of businesses it is operating within

**Values**

What the organisation stands for (quality, value for money, innovation etc.)

**Policies**

Policies people are expected to follow which will ensure people act according to the defined values, strategy and purpose.
Enable consumers to buy Westaria’s best fast food without leaving their homes or workplaces.

What is the organisation all about? Provides common purpose

**Purpose**
Why does the organisation exist? For whom does it exist?
What does the organisation hope to achieve long term?

**Strategy**
How will the organisation compete? The range of businesses it is operating within.

Provide *convenient delivery services* to customers by *co-ordinating* outlets and couriers through the use of *sophisticated software and technology*.

**Values**
What the organisation stands for (quality, value for money, innovation etc).

Customers first  Make life simple  Team players  Make things happen  Take care of employees  Create opportunity

**Policies**
Policies will ensure people act according to the defined values, strategy and purpose.
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

### Financial Perspective
- Revenue growth
- Cash flow
- Share price

### Learning Perspective
- New outlets added
- R+D spend

### Internal Perspective
- Cost per delivery
- Cost per outlet added
- Staff turnover
- Courier retention

### Customer Perspective
- Customer ratings
- Average delivery times
- App downtime
- Cancellations

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How do we look to shareholders?  
How can we continue to improve, create value and innovate?  
What must we excel at?  
What is important to our customers and stakeholders?