



Strategic Case Study

Strategic Analysis

Slide Pack

Snakwheel



Introduction to the case

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.



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

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

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.



Mission - introduction

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).

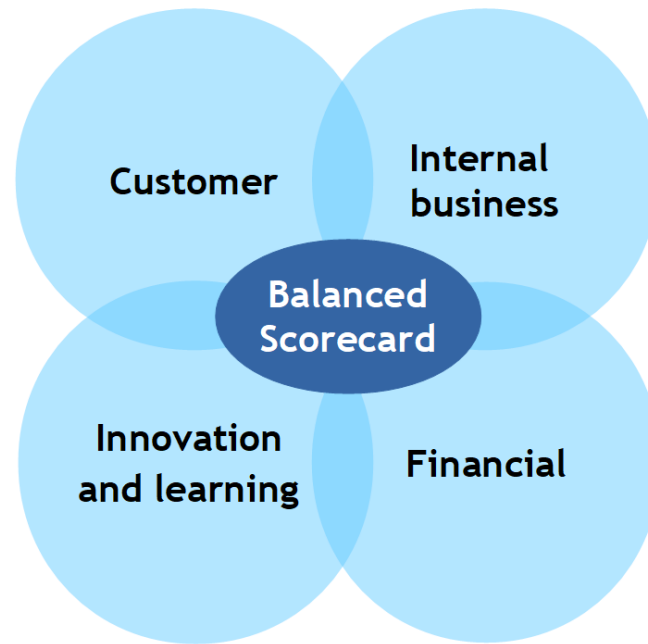
Customers first Make life simple Team players Make things happen Take care of employees Create opportunity

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



Performance measurement – balanced scorecard

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 Profit
Cash flow Return on investment
Share price EPS P/E ratio

How do we look to shareholders?

Learning Perspective

New outlets added
R+D spend

How can we continue to improve, create value and innovate?

Internal Perspective

Cost per delivery
Cost per outlet added
Staff turnover
Courier retention

What must we excel at?

Customer Perspective

Customer ratings
Average delivery times
App downtime
Cancellations

What is important to our customers and stakeholders?