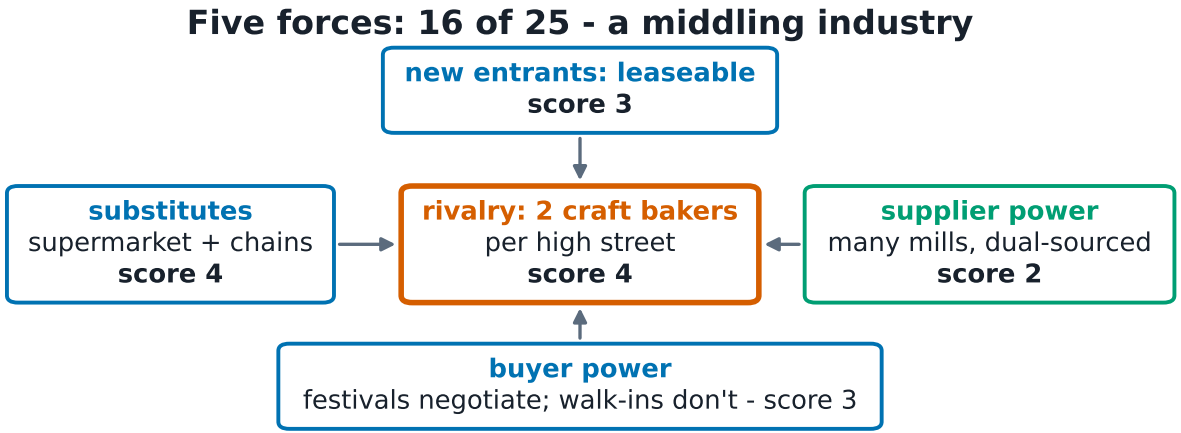
Exercise walk-through

12.4 Implementation and organisation

University Business

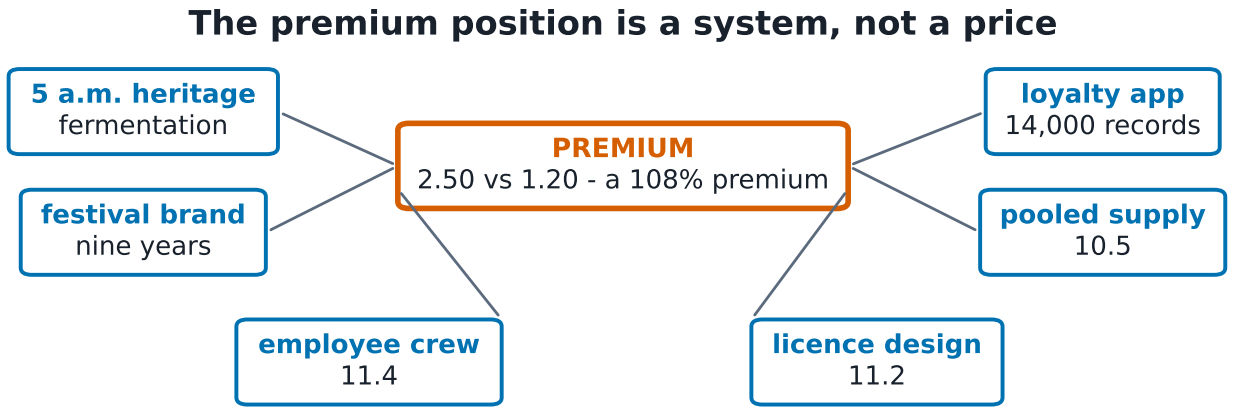
Industry and internal analysis: score, then act



total 16 of 25: the profit must come from position; industry average 6%, top quartile 11%

Five forces score 16 of 25; the bun earns an 8% margin.

Competitive strategy: position, fit, equilibrium

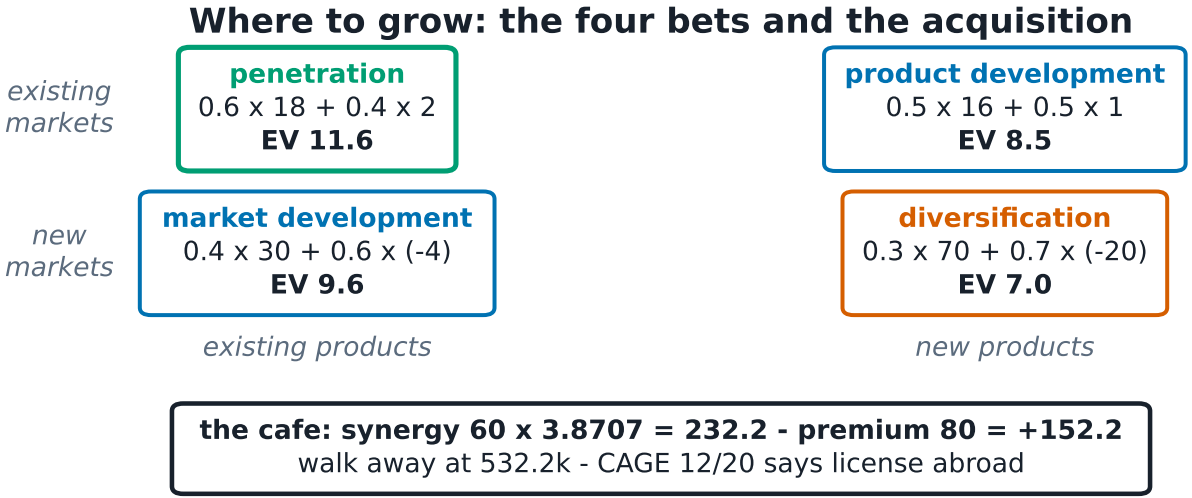


the 2.50 bun: materials 0.95 + labour 0.70 + energy 0.20 + distribution 0.15 + overhead 0.30

= cost 2.30, margin 0.20 (8%) - against the supermarket cost line of 1.60

> Six reinforcing activities carry a 108% price premium.

Corporate and international strategy: bet by the arithmetic



Ansoff values: penetration 11.6k leads; walk away from the cafe at 532.2k.

Exercises 2.1·2.2

2.1 The index (one decimal). [3]

2.2 The execution gap in hours, and two ways to close it with numbers. [4]

Exercises 2.1·2.2

2.1 The index (one decimal). [3]

2.1

- $88(.25) + 74(.30) + 66(.25) + 58(.20) = 22 + 22.2 + 16.5 + 11.6 = 72.3.$

2.2 The execution gap in hours, and two ways to close it with numbers. [4]

2.2

- Gap $41 - 35 = 6$ hours.
- Any two with arithmetic: promote a senior engineer (+4h), cut one low-value ceremony (-2h), and measure the rest.

Exercises 2.3·2.4

2.3 Cascade: objective “the most trusted onboarding”, measure “14-day activation (now 31%)”, target, initiative, owner. [4]

2.4 Which perspective is the leading indicator, and what follows it? [3]

Exercises 2.3·2.4

2.3 Cascade: objective “the most trusted onboarding”, measure “14-day activation (now 31%)”, target, initiative, owner. [4]

2.3

- Objective given; measure 14-day activation 31%; target e.g. 45% by Q3.
- Initiative: the onboarding checklist rebuild; owner: the product lead - someone who can move 31% this quarter.

2.4 Which perspective is the leading indicator, and what follows it? [3]

2.4

- Learning 58 is the leading indicator.
- Process improves a quarter later, customer the quarter after - fund learning first.

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