



LESSON 1

# CASE ANALYSIS

NATIONAL BUSINESS PROGRAM

2022/2023

# WHO WE ARE

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FUSE Society is a **youth-led non-profit** organization that works to **promote accessibility to business literacy** for youth across Canada.

# AGENDA

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**SECTION 1 - WHAT IS A CASE STUDY?**

**SECTION 2 - CASE STUDY STRUCTURE**

**SECTION 3 - CASE STUDY ANALYSIS**

**SECTION 4 - THE CASE SOLUTION**

**SECTION 5 - IMPLEMENTATION PLAN**

**SECTION 6 - RISKS AND MITIGATIONS**

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# WHAT IS A CASE STUDY?



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# DEFINITION OF A CASE STUDY

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An **intensive, systematic investigation** to examine complex variables to increase understanding of them.

- **CASE** - a package of information that includes the context of the situation provided, and problems within it.

# 2 CASE STUDY STRUCTURE

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# EXAMPLE CASE STUDY



## DUMPLING DELIGHT

### COMPANY PROFILE

From Oslo to Kuala Lumpur, Dumpling Delight has taken the world by storm during the past decade, bringing authentic Chinese cuisine to a larger market than ever before. Its meticulous selection of high-quality ingredients and excellent customer service has earned the chain international acclaim and multiple awards. Nowadays, Dumpling Delight serves over 20,000 people a day across 15 locations worldwide. In addition to its recently introduced seasonal menu theme, Dumpling Delight also invites local musicians to perform on a central stage at its venues, incorporating a cultural ambience to the dining experience.

Ever since its inception, Dumpling Delight has valued quality over other aspects such as price and quantity output. As such, it strongly caters towards upper class demographics, with each additional store location being more carefully designed and constructed than the last. Moreover, Dumpling Delight has committed itself to fostering healthy business ethics, having been plastic free since 2019. Centered in Shanghai, China, Dumpling Delight heavily depends on overseas partnerships with local marketers and managers, which gives each branch some degree of autonomy over its operations. Currently, the restaurant chain has 6 stores in East and Southeast Asia, 4 stores in North America, and 5 stores in Europe.



# EXAMPLE CASE STUDY



## DUMPLING DELIGHT

### PROBLEM

For the past few years, high-end Chinese diners have become increasingly prevalent on the international food scene. Despite their stance within the economy, this increase in competition has greatly reduced Dumpling Delight's market share and forced the closure of its Dubai store. Competitors such as Long Feng Tai and Scarlet Fish offer a similar selection of food options to Dumpling Delight, but at cheaper prices, effectively taking away many of its loyal customers. Although these competitors do not match Dumpling Delight's level of quality, their stable growth and vast target markets will likely result in further expansion and directly compete with Dumpling Delight's global presence.

At the same time, Dumpling Delight's senior executives, who started the restaurant as a small venture in 1995, are nearing the age of retirement. Individual branches are now largely under the jurisdiction of its local managers, who are ambitious, young, and eager to prove themselves. However, the differing visions between these managers has caused rifts within the company, disconnecting branches from one another and the Chinese headquarters.



# 2.1 CASE STUDY STRUCTURE

## PROBLEM STATEMENT



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# PROBLEM STATEMENT

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A great problem statement effectively **introduces** the components of a case that will be **tackled in the upcoming solution**.

# EXAMPLE CASE STUDY



## DUMPLING DELIGHT

### PROBLEM STATEMENT

How can Dumpling Delight recapture the market while retaining its status as a world-renowned Chinese restaurant, in the face of fierce competition?

# 3 CASE STUDY ANALYSIS



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# 3.1 CASE STUDY ANALYSIS SWOT ANALYSIS



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# DEFINITION OF A SWOT ANALYSIS

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**SWOT analysis** is a strategic planning and strategic management technique used to help a person or organization identify:

- **STRENGTHS, WEAKNESSES, OPPORTUNITIES, and THREATS** related to business competition or project planning.



# EXAMPLE SWOT ANALYSIS

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## DUMPLING DELIGHT

### STRENGTHS

- Higher quality ingredients than their competitors.
- Very well established around the world with 15 locations.
- Diverse menu options and seasonal food themes.
- Lively in-store atmosphere featuring local singers and musical performances.

### WEAKNESSES

- High market prices due to high costs of production.
- Store locations are mostly run by younger managers who lack sufficient experience.
- Internal competition between various branches creating rifts within the company.

# EXAMPLE SWOT ANALYSIS

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## DUMPLING DELIGHT

### OPPORTUNITIES

- Partnerships with renowned food critics and celebrities to attract new customers.
- Expanding to more locations in Mainland China and Chinatowns in overseas cities.
- Building upon existing cultural strengths to host festivals or special events during Chinese holidays.

### THREATS

- Direct competition with other Chinese restaurant chains that serve cheaper items.
- Slow decline in customer loyalty rates due to decreasing market share, which could potentially shut down the company entirely in less than a decade.
- Negative public image after recent shutdown of the Dubai store.

# 3.2 TARGET MARKET ANALYSIS



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# DEFINITION OF A TARGET MARKET ANALYSIS

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A study of **potential customers** to identify various **traits of the market**.

- Identifying the **target market** allows a company to segment the market in a way that is advantageous for both the consumer and business.

# DEFINITION OF A TARGET MARKET ANALYSIS

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## DEMOGRAPHIC

- Who is your business selling to?

## GEOGRAPHIC

- Where are your potential customers located?

## PSYCHOGRAPHIC

- What are the personality traits, attitudes, values, interests, and lifestyles of consumers?

## BEHAVIOURAL

- What are your customer's buying behaviour? Usage rate? Response to a product?

# EXAMPLE TARGET



# MARKET ANALYSIS

## DUMPLING DELIGHT

### DEMOGRAPHIC

- Ages 20-40
- Upper-middle class to upper class
- East Asians and people who enjoy authentic Asian cuisine

### GEOGRAPHIC

- In East Asia, North America, Europe
- Rebuilding Dubai location
- Launching in Shenzhen, Vancouver, and Brussels





## DUMPLING DELIGHT

### PSYCHOGRAPHIC

- Value quality over price
- Enjoy luxurious ambience and artistic presentation of dishes
- High end executive meetings, wealthy family meetings

### BEHAVIOURAL

- Tendency to spend on food
- Value impeccable service
- People who enjoy discovering and experiencing a new culture

# 3.3 CASE STUDY ANALYSIS

## 4 P'S OF MARKETING



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# 4 P'S OF MARKETING

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## PRODUCT

- What are you selling? Is your product tangible or intangible?

## PRICE

- How much is it? How does this price relate to your target market/product?

## PLACE

- Where can your product(s) be purchased? Where is your business located?

## PROMOTION

- What are your distribution channels? How can you attract your market?

# 3.4 CASE STUDY ANALYSIS COMPETITOR ANALYSIS



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# DEFINITION OF A COMPETITOR ANALYSIS

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The competitor analysis is a method to **compare business models** between competitors.

- Allows businesses to see how they stand in the industry

# EXAMPLE COMPETITOR ANALYSIS

## RESTAURANT CHAIN



## PRODUCT

- Focused on creating artisan dumplings and authentic Chinese dishes
- Ingredients are fresh
- Excellent quality is USP

- "Comfort-food" style dumplings
- Fresh ingredients
- Affordability and authenticity

- Western-Chinese fusion cuisine
- Better tasting Chinese fast food
- Less authentic dishes

## PRICE

- Expensive
- Dishes range from \$50 - \$300

- Fairly expensive
- Dishes range from \$10 - \$100

- Affordable
- Dishes range from \$10 - \$50



# EXAMPLE COMPETITOR ANALYSIS

## RESTAURANT CHAIN



## PLACE

- 15 store locations
- Traditional Chinese palace architecture with luxurious look

- 30 store locations globally
- Clean and modern interior designs

- 100+ locations in North America
- Found in malls, plazas and fast food courts

## PROMOTION

- Positive reviews on restaurant-review and food delivery apps
- Word of mouth

- Posters and billboards
- Social media marketing

- Social media marketing specifically TikTok
  - 2 mil+ followers
  - Post daily "food experiment" shorts

# 4 CASE STUDY SOLUTION



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# 1 | PROVIDE SOLUTION(S) OR CHANGES NEEDED.

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A **strategy** or **effective means** to dealing with a problem or situation by **drawing information from a case**.

- *No single "right or wrong" answer*
- *Sometimes, the best solutions are the simplest ones*
- *Consider feasibility (is it actually possible)*
- *Do not leave any loopholes*

## 2 | SUPPORT YOUR SOLUTION WITH EVIDENCE.

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Support what you say through your presentation and analysis.

- *Do the research and utilize your analysis*
- *Have supporting evidence for **all claims***
- *Make sure to include **reputable** sources*

## 3 | EXPLAIN WHY THIS SOLUTION WAS CHOSEN.

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Use a **Decision Matrix** to explain your choice of solution.

- *Consider the criteria you created to determine your solution.*
- *Compare your idea amongst other alternatives.*
- *Prove why among the options, this is the best solution.*

# 4 | DECISION MATRIX

SOLUTION	FEASIBILITY	ALIGNMENT WITH COMPANY VALUES	SCALE OF IMPACT	FINAL SCORE
Loyalty Program	8	7	6	21
Invite prominent guests to exclusive events	7	10	10	27
Manager and executive mentorship program	9	8	10	27
Better ingredient usage	8	10	7	25
Introduce more traditional Chinese culture to stores	8	10	9	27



# SOLUTION ONE - EMPHASIZING CHINESE CULTURE

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## 1 | CHOSEN BECAUSE

- Builds on Dumpling Delight's existing strength in highlighting Chinese Culture through inviting local Chinese musical artists to perform at stores.
- Provides opportunities to scale up celebrations in Mainland China and overseas Chinese populations during cultural holidays (Spring Festival, Mid-Autumn Festival etc.) to attract more business opportunities.

## 2 | REQUIRES

- Increased budget to support additional Chinese cultural activities
- Outreach and partnerships with various cultural organizations and event-services companies to sponsor and construct new events
- Extensive event planning and management

# SOLUTION TWO - IMPLEMENTING A MANAGER MENTORSHIP PROGRAM

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## 1 | CHOSEN BECAUSE

- Centralized mentorship structure allows for different branch managers to be able to learn and overcome challenges together
- Minimizes rifts that currently threaten the company apart
- Improve central control of the Shanghai Headquarters in the operations as new executives are trained in Shanghai
- Ensures current executives can select successors and prevent future divisions

## 2 | REQUIRES

- Significant time and effort from current senior management to devise and provide training and onboarding materials.
- Temporary replacement of the existing executive team members and branch managers that lack sufficient experience.
- Short-term budget cuts from other aspects of Dumpling Delight's operations.

# SOLUTION THREE - OUTREACH TO NOTABLE GUESTS AND CELEBRITIES

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## 1 | CHOSEN BECAUSE

- Makes Dumpling Delight competitive in terms of social media and marketing presence.
- Attracts the attention of customers worldwide by associating the restaurant with famous and successful individuals.
- Builds a positive and exclusive image for Dumpling Delight that can offset the negative sentiment caused by the failure of its Dubai branch.

## 2 | REQUIRES

- Additional effort from the marketing and outreach executives to advertise and connect Dumpling Delight to celebrities.
- Drastic increase in marketing budget to potentially pay notable individuals to attend and host events at Dumpling Delight (we hope that the long-term success of outreach can offset any initial costs).

# CASE SOLUTION STEPS

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Provide **specific** and **realistic** solution(s) or changes needed.

Explain **why** this solution was chosen.

**Support** this solution with solid evidence, such as:

- a. **Concepts** from class (text readings, models, lectures)
- b. Outside **research** (examples from real corporations)
- c. Personal **experience** (anecdotes)

# 5 IMPLEMENTATION PLAN

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# 3 | DUMPLING DELIGHT TIMELINE



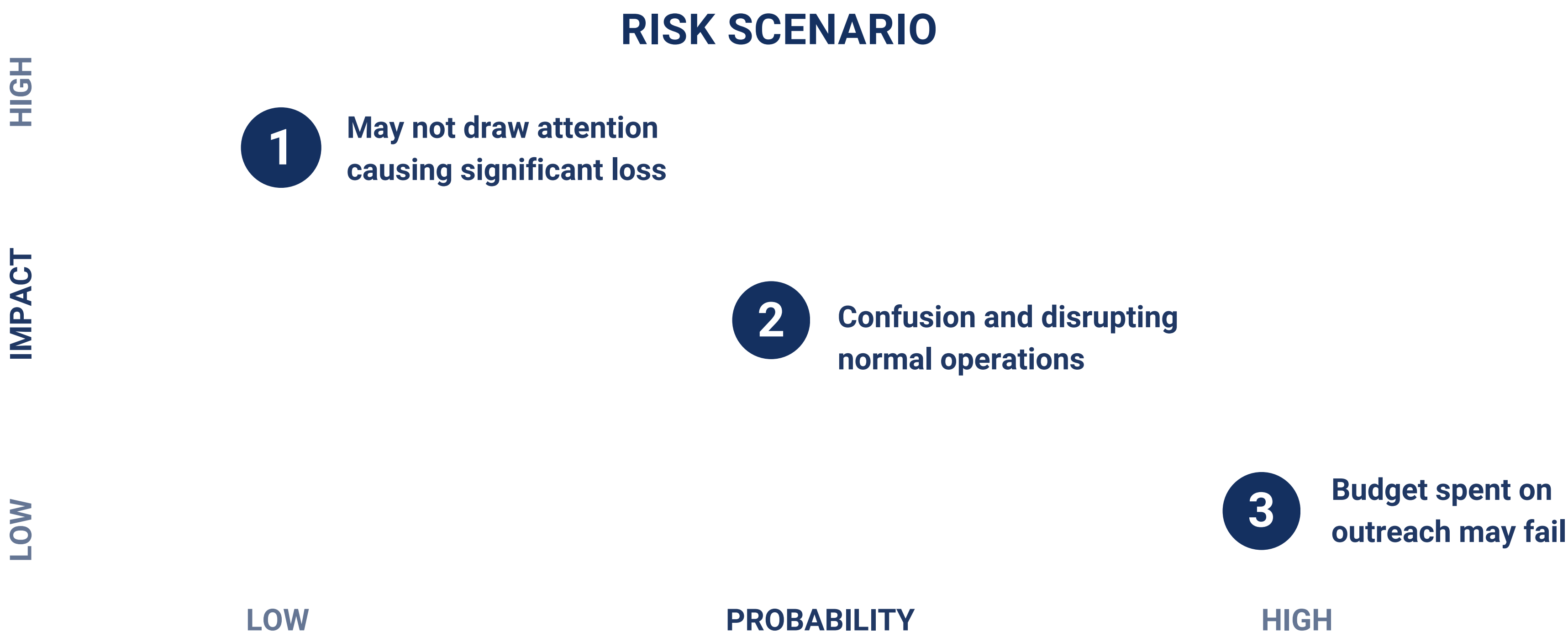
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# RISKS AND MITIGATIONS



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# RISK CONSIDERATIONS FOR DUMPLING DELIGHT





# STRATEGIC MITIGATION

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- 1** Gauge customer interest through various polls beforehand and selectively implement additional events into the most promising branches. Before each event, dedicate time to community outreach, especially in regions with high Chinese population concentration.
- 2** Significant planning will need to be carried out before the program can be initiated. During the first few years of the actual program, branch managers can also be trained via online lessons and meetings with senior managers or concurrently conduct branch operations while being trained. In the long term, this issue will be resolved after the system is stabilized.
- 3** While it is true that most of the marketing money will not be useful, it only takes one major celebrity appearance at any branch for that location to become very successful. As such, this risk can be mitigated by starting outreach and hosting events with smaller personalities before building the reputation to invite more famous individuals capable of drastically improving sales.

# ANY QUESTIONS?



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