

# SUMMER WORK: A-LEVEL BUSINESS

## Instructions

On induction day we worked through case study material to identify strengths, weaknesses, opportunities and threats faced by Graggs.

For your summer work you should do this exercise again, independently, for Morrisons. Think about the range of factors that they are in control of and those that they're not.

When you return in September you will be expected to have brought along the completed SWOT for Morrisons (case study below).

# SWOT Analysis Template

State what you are assessing here \_\_\_\_\_

(This particular example is for a new business opportunity. Many criteria can apply to more than one quadrant. Identify criteria appropriate to your own SWOT situation.)

## criteria examples

Advantages of proposition?  
Capabilities?  
Competitive advantages?  
USP's (unique selling points)?  
Resources, Assets, People?  
Experience, knowledge, data?  
Financial reserves, likely returns?  
Marketing - reach, distribution, awareness?  
Innovative aspects?  
Location and geographical?  
Price, value, quality?  
Accreditations, qualifications, certifications?  
Processes, systems, IT, communications?  
Cultural, attitudinal, behavioural?  
Management cover, succession?  
Philosophy and values?

## strengths

## weaknesses

## criteria examples

Disadvantages of proposition?  
Gaps in capabilities?  
Lack of competitive strength?  
Reputation, presence and reach?  
Financials?  
Own known vulnerabilities?  
Timescales, deadlines and pressures?  
Cashflow, start-up cash-drain?  
Continuity, supply chain robustness?  
Effects on core activities, distraction?  
Reliability of data, plan predictability?  
Morale, commitment, leadership?  
Accreditations, etc?  
Processes and systems, etc?  
Management cover, succession?

## criteria examples

Market developments?  
Competitors' vulnerabilities?  
Industry or lifestyle trends?  
Technology development and innovation?  
Global influences?  
New markets, vertical, horizontal?  
Niche target markets?  
Geographical, export, import?  
New USP's?  
Tactics: eg, surprise, major contracts?  
Business and product development?  
Information and research?  
Partnerships, agencies, distribution?  
Volumes, production, economies?  
Seasonal, weather, fashion influences?

## opportunities

## threats

## criteria examples

Political effects?  
Legislative effects?  
Environmental effects?  
IT developments?  
Competitor intentions - various?  
Market demand?  
New technologies, services, ideas?  
Vital contracts and partners?  
Sustaining internal capabilities?  
Obstacles faced?  
Insurmountable weaknesses?  
Loss of key staff?  
Sustainable financial backing?  
Economy - home, abroad?  
Seasonality, weather effects?

## Evidence A

### Morrisons guns for big rivals in the South after profits jump

Morrisons has outlined its biggest store expansion programme since it acquired Safeway in 2004. These plans were revealed after publishing full-year pre-tax profits up by 7 per cent and credit crunch-defying sales.

The Bradford-based grocer revealed that it plans to open 48 stores within 12 months, including 38 it is acquiring from the Co-operative Group, as it tries to become a nationwide grocer. In addition, Morrisons, the UK's fourth-largest supermarket chain, has identified a further 100 sites, primarily in the south and London, to compete more aggressively with Tesco, Asda and Sainsbury's. 5

Marc Bolland, the chief executive of Morrisons, said: 'Our focus for the next few years is growth in floor space.' 10

The aggressive store expansion programme, along with its investment in IT, will result in a near-doubling of Morrisons' capital expenditure this financial year to more than £1.1 bn. Over the four years to February 2011, Morrisons plans to open 2 million sq ft of additional space. The business will accelerate its store openings through organic growth in 2010–11 by 40 per cent to 500,000 sq ft of space, up from 350,000 sq ft this financial year. 15

For the year to 1 February 2009, Morrisons grew its pre-tax profits by 7 per cent to £655 m. Its like-for-like sales jumped by 7.9 per cent over the 52 weeks, with growth of 7.6 per cent in the first half and an acceleration to 8.1 per cent in the second half, as the worst of the credit crunch surfaced.

Mr Bolland said the company had delivered growth across the UK, but it had been particularly strong in the south of England and Scotland. Total sales rose by 12 per cent to £14.5 bn. 20

Morrisons delivered sales growth across its product range, but the star performer was value range sales, which rocketed by 50 per cent. The sales growth of its premium lines, 'The Best', slowed to 5 per cent, but Mr Bolland said this was ahead of its rivals. 25

He added that it was grabbing market share from its big three rivals, as well as from the more upmarket grocers Waitrose and Marks & Spencer. 'We are the only one of the big four retailers not losing share to the discounters,' Mr Bolland said.

Morrisons has again resisted pressure to move heavily into non-food or to launch an online grocery offer, but the grocer will launch 500 new non-food homeware lines, which will complement its food range, this year. 30

(Source: adapted from an article by James Thompson, *The Independent*, Friday 13 March 2009)

## Evidence B

<b>Summary Income Statement</b>	<b>2009 £ m</b>	<b>2008 £ m</b>	<b>Change %</b>
Turnover	14 528	12 969	12
Gross profit	913	818	12
Other operating income	37	30	23
Administrative expenses	(281)	(268)	5
Property transactions	2	32	–
Operating profit	671	612	10
Finance income and cost	(16)	–	–
Taxation	(195)	(58)	236
Profit/(loss) for the period	460	554	(17)

(Source: WM Morrison preliminary accounts, 12 March 2009)

## Evidence C

### At Morrisons we value our staff

Whether you work in one of our stores, at Head Office or at one of our warehouses or distribution centres, you can expect excellent training, great prospects and fantastic benefits and opportunities including the following:

- Competitive Rates of Pay
- 10% Staff Discount
- Free Life Assurance
- Profit Share (after qualifying period)
- 29 Days' Paid Holiday (after qualifying period)
- Service Award (after qualifying period): £125 after 5 years, £250 after 10 years, £375 after 15 years and £500 after 20 years
- Subsidised Staff Canteen
- Opportunity to join the Stakeholder Pension Scheme
- Health Care Cash Plans
- Premium Payments for Sunday Working
- Selected Discount Benefits with APH, Thomas Cook, RAC, Kwik Fit and many more
- Social Committees – many of our locations have Social Committees which organise a number of activities ranging from theatre trips to Christmas parties
- Fundraising Events for the Charity of the Year.

(Source: adapted from Morrisons website)

## Evidence D

	Activity	Duration (weeks)	Preceding Activity/ies
A	Foundations	6	–
B	Drainage	8	–
C	Erect steel frame	2	A, B
D	Brickwork and blockwork	15	A,B
E	Roof structure	9	C,D
F	External window and doors	4	E
G	Internal floor tiling	5	E
H	Ceilings	8	F
I	Joinery and internal doors	2	F
J	Decoration	7	H
K	Fixtures and fittings	4	I

Southern Counties Construction proposed schedule for construction of a new Morrisons store.

## Evidence E

### Morrisons bids for big time after family bows out

This week is an historic one for Morrisons and its founding family. On Thursday, 75-year-old Sir Ken Morrison will step down as chairman, to be succeeded by Ian Gibson, after more than 50 years in charge.

Sir Ken took over the company at the age of 21 and ran it until 2006. His father, William, founded what is today a FTSE 100 company when he became an egg and butter merchant in Bradford, Yorkshire, in 1899. For the first time, no member of the Morrison family will be in charge or on the board, which may have an impact on the culture of the business.

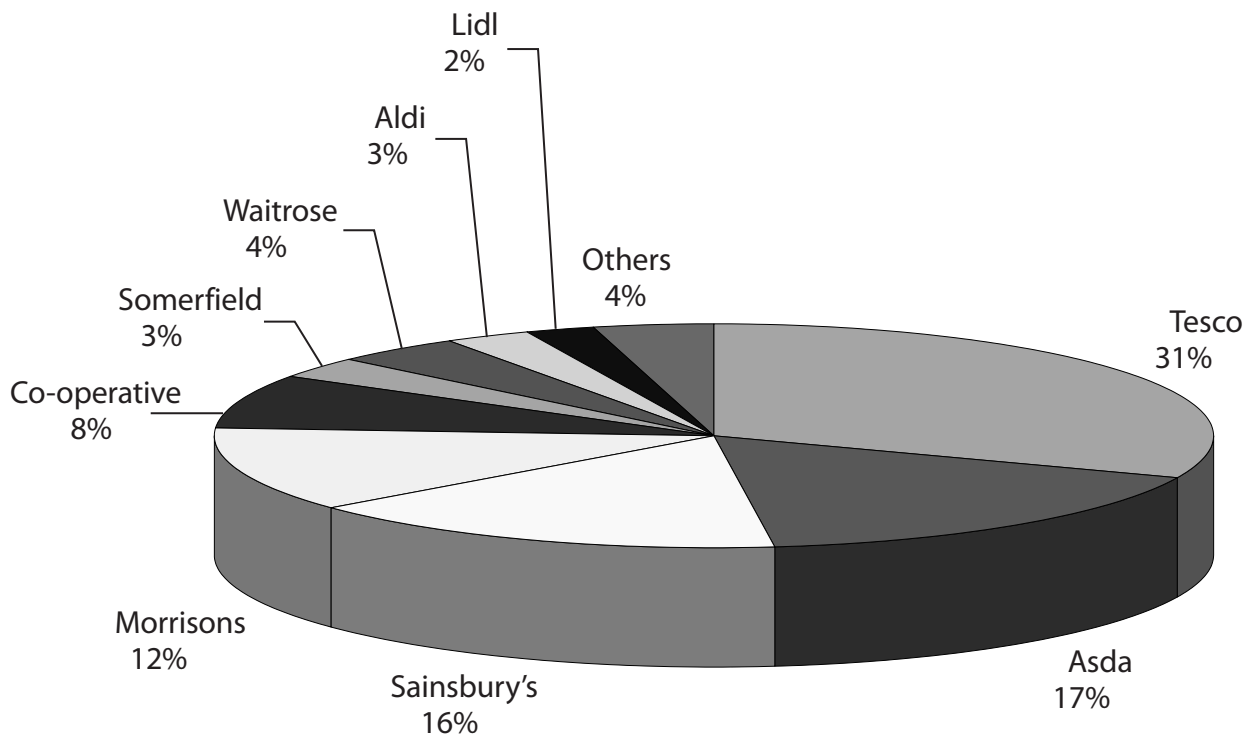
In many ways, Morrisons has been changing for some time. Sir Ken's retirement is more symbolic than anything. Since Dutchman Marc Bolland became chief executive 18 months ago, he has tried to shake off its dowdy image as a budget, pie-selling traditional Northern retailer, which the Morrison family had worked so hard to foster over the years. This formula was successful when the supermarket was based in Yorkshire, but when Sir Ken bought the mainly southern-based Sainsbury's in 2003, many former Sainsbury's shoppers deserted Morrisons.

Ten years ago, Morrisons' Christmas television adverts featured the supermarket's pies, cut-price family-size packets of crisps and smiling in-house butchers. Last Christmas, singer Lulu was the star turn in its advert, which also starred celebrities Nick Hancock, Denise van Outen and football pundit Alan Hansen, as part of the supermarket's attempts to inject some glamour and modernity into its image and attract younger, more southern-based shoppers.

(Source: adapted from an article by Tim Webb, *The Observer*, Sunday 9 March 2008)

**Evidence F**

**UK grocery sales market share, June 2009**



(Source: adapted from Retail Week/TNS sales data, 23 June 2009)

## Evidence G



In September we launched our Let's Grow Scheme that aims to help schools capture the imagination of the nation's children to show them that food doesn't just come from supermarkets. By collecting Let's Grow vouchers customers will be enabling children to get their hands dirty for good reason by giving them the opportunity to grow their own food in the school grounds.

For every £10 customers spend in-store, they will receive a voucher that schools can collect and redeem for brand new gardening equipment including seeds, spades and greenhouses. Whether a parent, family member or a teacher, it's easy to get involved and get children growing today.

For more information visit  
[www.morrisons.co.uk/letsgrow](http://www.morrisons.co.uk/letsgrow)



(Source: Corporate Social Responsibility section of Morrisons half-yearly report 2008/2009)