

BAY02A1

ASSIGNMENT #2

DUE DATE: 09 MAY 2025 [BEFORE MIDNIGHT]



Instructions

Complete the following questions and submit your typed-out solution before the submission deadline, which is **Friday, 09 May 2025 at 23:59:00**, via Moodle. Please note the following instructions:

1. This is the second individual assignment (Assignment 2) for BAY02A1, 2025
2. This assessment counts **30%** towards the **Final Mark** for the module
3. The general University of Johannesburg policies, procedures and rules pertaining to written assessments apply to this assessment
4. Strictly, **no extensions will be granted** for whatever reason
5. Late submissions will be assessed and will carry a strict penalty of **5%** for each day that the assessment is late for a maximum of 3 days (this means that there will be no submission possible after **12 May 2025, at 23:59**)
6. Read through the assessment to make sure that you understand the requirements
7. **IMPORTANT**: Please name your submission like so (failure to do so will attract a **5%** penalty):
 - [STUDENT_NO]_[SURNAME]_ASS2.pdf
 - (e.g. 2018993320_Brown_ASS2.pdf)
8. **PLAGIARISM**: Please refer to your Learning Guide as well as the latest University of Johannesburg's plagiarism policy document entitled: "POLICY: PLAGIARISM"
9. **COPYING**: This is an individual assignment; if any copying is detected, all parties involved will score a **0%** for the assignment and **WILL** face disciplinary consequences

GOOD LUCK!

SECTION A — DEFINITIONS AND SHORT ANSWERS [TOTAL: 35]

Question 1 (35)

- 1.1 A **RACI chart** is an important tool for assessing the involvement of stakeholders in tasks or deliverables during business change projects. **NAME** and **BRIEFLY DESCRIBE** each of the components of this tool. (8)
- 1.2 The **power/interest grid** is a strategic tool for stakeholder management. When using it, it is important to plot stakeholders where they actually are, not where they should be. What precautions should be exercised for stakeholders falling in the following categories? **BRIEFLY EXPLAIN** your answer.
 - 1.2.1 High/Low (3)
 - 1.2.2 Low/Low (3)
- 1.3 The **business process hierarchy** comprises three (3) levels. A *business process*, which models the middle level of the business process hierarchy, contains which six (6) key components? (6)
- 1.4 **EXPLAIN** what
 - 1.4.1 **benchmarking** is (2)
 - 1.4.2 and why it is important. (4)
- 1.5 **BRIEFLY DISCUSS functional benchmarking**. In your brief discussion, include at least one (1) advantage and one (1) disadvantage associated with this benchmarking approach. (4)
- 1.6 **LIST** the five (5) key steps to follow when using the **McKinsey 7S Model**. (5)

SECTION B — CASE STUDIES [TOTAL: 40]

Question 2 (28)

Case Study SWOT Case Study: Bolt Food Delivery Service

Bolt Food is a division of Bolt, the European ride-hailing company, and was launched in 2019 to expand its platform into the food delivery market. Operating in several African cities, including Nairobi, Johannesburg, and Lagos, Bolt Food faces stiff competition from established players like Uber Eats and local services such as Mr D Food. The platform allows users to order meals from nearby restaurants via a mobile app, with deliveries made by contracted couriers.

Operational Overview: Bolt Food focuses on speed, affordability, and a user-friendly experience. It has optimised its delivery routes through GPS tracking and dynamic route algorithms. Bolt Food also offers discounts and free delivery promotions to attract and retain customers. The service is app-based, but a web version was introduced recently to increase accessibility. Bolt Food partners with both high-end restaurants and more affordable, everyday eateries, catering to a wide range of customer preferences.

Product Offering: Customers can access an extensive variety of cuisines, from fast food to fine dining. Bolt Food emphasises the affordability of its service, often positioning itself as the cheaper alternative to other delivery apps. The company shares data insights with restaurants to help improve service quality and menu offerings.

Strategic Initiatives: Bolt Food has launched several strategic initiatives, including a loyalty programme offering discounts for frequent users. It has partnered with mobile money platforms to facilitate cashless payments, a crucial move in countries with limited credit card penetration. Bolt Food is also trialling eco-friendly delivery methods such as electric bikes and scooters to appeal to environmentally conscious customers.

Challenges: Bolt Food struggles with high courier turnover due to low pay rates and job instability. Customer complaints about inconsistent delivery times and missing orders are also a concern. Furthermore, Bolt Food operates in environments with unpredictable regulatory changes regarding gig economy workers and food delivery services.

Technology and Innovation: The Bolt Food app incorporates real-time order tracking, AI-powered delivery time estimates, and personalisation features based on user ordering history. However, technical glitches during peak times remain a challenge.

Legal: Labour laws concerning gig workers are evolving rapidly in African markets. Bolt Food must navigate complex employment regulations while maintaining its flexible, contractor-based business model. Data protection and privacy compliance are also ongoing priorities.

- 2.1 Using the **SWOT analysis** framework, **IDENTIFY** and **EXPLAIN** Bolt Food's strengths, weaknesses, opportunities, and threats. Use examples from the case scenario to support your explanation. (16)
- 2.2 Suggest one strategic initiative Bolt Food could implement to reduce courier turnover. **BRIEFLY EXPLAIN** why this would be effective. (4)
- 2.3 **IDENTIFY** one external trend Bolt Food should monitor closely over the next 3–5 years. **EXPLAIN** how this trend could impact its business. (4)
- 2.4 Based on the SWOT analysis, **RECOMMEND** one short-term action Bolt Food should prioritise to strengthen its market position. **JUSTIFY** your recommendation. (4)

Question 3

(12)

Case Study McKinsey 7S Case Study: BrightPulse Consulting (Pty) Ltd.

BrightPulse Consulting (Pty) Ltd. is a small but growing business analysis firm founded five years ago. It specialises in helping medium-sized companies in South Africa streamline operations through digital transformation projects.

Recently, BrightPulse has experienced a surge in new clients, but internal issues are starting to emerge:

- Project delivery timelines are slipping.
- Staff feel unclear about reporting lines and decision-making processes.
- New technologies like project management tools have been introduced, but adoption is patchy.
- Leadership continues to promote a flexible, informal working culture.
- Most employees are highly skilled individually, but there is inconsistency in how projects are approached.

BrightPulse's leadership recognises that rapid growth demands a review of how the business operates internally, but they want to avoid losing their entrepreneurial spirit.

- 3.1 Using the **McKinsey 7S Model**, **IDENTIFY** and **BRIEFLY DISCUSS** any four internal elements BrightPulse should focus on aligning to improve performance. (8)

(TIP: Pick two Hard elements and two Soft elements.)

- 3.2 **RECOMMEND** one immediate action BrightPulse could take to better align its internal elements during this growth phase. (4)

Mark Allocation

Section	Marks
Section A – Definitions and Short Answers	35
Section B – Case Studies	40
TOTAL	75

Table 1: Assignment #2 Mark Allocation

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