



STRATEGIC MANAGEMENT

Case study - Mercy Corps and KeBal Healthy Food Carts:
Sustaining and Scaling Up

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Executive Summary

This study has illustrated the concept of strategic management by taking into consideration the case of Mercy Corps and KeBal. The key approaches of strategic management in practice have been explained. An analysis of the external environment has been made with the help of PESTLE. Similarly, the internal analysis had been studied through use of SWOT and Resource-Based View as a tool in acquiring considerable sustainable advantage. The ethical, sustainability and CSR approaches had been made and the ways the business needs to strategize itself has been discussed. The methods of achieving competitive edge in the market has been highlighted and supported by differentiation and cost leadership strategies. In addition, corporate level strategy has also been elaborated in response to attaining sustainability in the future.

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Introduction

Strategic Management is the process through which a business is directed towards achieving its basic aims and objectives. A strategy is a plan of action that sets a possible direction in achieving the established norms and regulations upheld by a business. Mercy Corps and KeBal were a non-profit pilot business providing nourishing food to the poor children from street carts. This study has aimed to signify the strategic analysis of the basic issues that the business has been facing and how the company has achieved competitive advantage through strategic management. It has also aimed at application of significant concepts and frameworks applied in context to the issues faced.

Strategic management in different contexts

Small business

Strategic management enables the critical thinking of small business or franchises to increase their profit by being small or else extend into a larger business. In case of the small food franchises in Jakarta, it would be beneficial for them to expand their menu or food list by conducting promotional activities. Socialisation would play a vital role as a business model in increasing the market awareness of such business for a long term.

Multinational company

Multinational companies put their best efforts in doing research works before implementing any strategic actions. It would be beneficial if they channelize their products with e-retailers who would carry forward the significant role of marketer for increasing their profit on behalf of the multinational companies. Mercy Corps is one of the well-recognised global organisations who can contact the e-commerce sectors to deliver their service directly to the poor inhabitants.

Manufacturing and service

Manufacturing units aim to provide quality service by evaluating and determining its strategic management. Pisano (2017) stated that strategic management proves the manufacturing company dynamic and competitive capabilities by describing tasks, strategies and choices. In case of the KeBal Pilot Program against malnutrition, it would be beneficial for them to manufacture and preserve food in a large quantity initially. This strategy would aid the vendors to be focused only on selling instead of both.

Public sector

In the context of the public sector, strategic management can be improved by injecting new ideas and contents for enhancing the satisfaction level of its consumers. As opined by Höglund and Mårtensson (2019), entrepreneurship can be generated through longitudinal and qualitative processes in the organisation as it would welcome global customers and investors for expansion of service. Market survey and online interview would bring innovative concepts to the Mercy Corps through which they would understand the core needs of their expected consumers in order to aid them.

Non-profit organisation

Mercy Corps is a non-profit organisation who aims to help poor people by providing them adequate and nutritional food along with beneficial services. Strategic management would assist them to understand the best quality products of food to be given in order to make them sustainable for their personal growth.

Strategic Management in practice



Figure 1: Strategic Management approaches
(Source: Influenced by Schilling and Shankar, 2019)

Strategic position

Strategic positioning is concerned with the ways in which businesses distinguish themselves from its competitors and deliver value to a particular segment of its customers. KeBal's approach has been following a franchise model wherein they would deliver free and nutritious food to the malnourished children staying in Jakarta (Schilling and Shankar, 2019). Mercy Corps on the other hand has provided nearly \$2billion financial assistance to the 107 nations in general. Through its social entrepreneurial approach, Mercy Corps had been able to carry out effective programmes and financial assistance to the children in Jakarta under 5 years of age suffering from malnutrition.

Strategic Choices

The basic implication of KeBal had been provision of nutritious and healthy foods to children for raising the awareness among the community about nutritional issues. Its aim had been to set up a profitable and self-sustaining model that would allow them to separate from Mercy Corps and operate on its own. Mercy Corps strategic choice had been to recruit vendors who had an entrepreneurial and business mind-set who had interest in making profit and had the business would benefit most from the social income spent on the families. Such choices would help in defining the strategic goals of the individual owners in the food cart business.

Strategy in Action

KeBal's programme's strategy has been to deploy a total of four customs food carts in the neighbourhood areas. Through paintings delivered on the nutritional items the basic values of healthy eating provided to the children for gaining awareness of the nutritional values. Four vendors had been recruited for running the business and selling KeBal's menu. In selection of the vendors, Mercy Corps had advertised the positions where it would make the finest impact for KeBal. Mercy Corps had been responsible for the recruitment of vendors, development of menu, training as well as quality control. KeBal's program had been set upon the selling of food items by vendors from 6.00 a.m. to 8.30 a.m. and cooking of food by 12.30 a.m. for making it ready by 6 a.m. The menu for food items were developed by the nutritionists which included porridges with chicken, fruit jellies, meatballs as well as baked macaroni.

Developmental Process

The data from the pilot program had been analysed after a period of 6 months wherein the target profit for Mercy Corps had been to reach a profit margin from 20% to 30%. Individual vendors had begun to sell 40 and 70 portions of porridge at 2,000 IDR per serving. Sales of jellies had been made from 30-50 jellies at the rate of 1000 IDR on each serving. The customers would bring one or two servings on a daily basis and the profit made by each

vendor had been determined by how far they would push the product into the market (Trigeorgis and Reuer, 2017). As per the surveys, it was revealed that KeBal's programme had been successful and around 97% of the customers brought food items thrice a week. The purchases were grounded on nutritious value like porridges that were beneficial for the children. 70% of the mothers had claimed a variation in menu that needs to be changed at KeBal.

Strategic Analysis

PESTLE

Factors	Impact
Political	• Corporate Taxation Rate (22% for the year 2020) (tradingeconopmics.com, 2020) • Political Stability (139th in terms of stability) (theglobaleconomy.com, 2020)
Economic	• Poverty Rate (9.4% living below poverty line in 2019) (adb.org, 2020) • Inflation Rate (increase in food items to 5.28% in the year 2020) (tradingeconopmics.com, 2020) • Unemployment Rate (4.7% in the year 2019)
Social	• Demographic Population (2,73,523,625 people in 2020) (worldometers.com, 2020) • Changes in taste and preferences of the consumers
Technological	• Technological Growth (Ranks 85th)

	in 144 countries in the perspective of digital infrastructure) (brookings.edu, 2015) Investment on R&D (0.8% of the GDP to R&D)
Legal	- Child Protection Act, (Law No. 23/2002) (ilo.org, 2020) - Manpower Act, (Law no. 13/2003) (ilo.org, 2020)
Environmental	- Environmental Protection and Management, (Law No. 32/2009) (ecolex.org, 2020) - Law on Regional Governments (Law No. 32/2004) (ilo.org, 2020)

Table 1: PESTLE analysis

(Source: Created by author)

Analysis

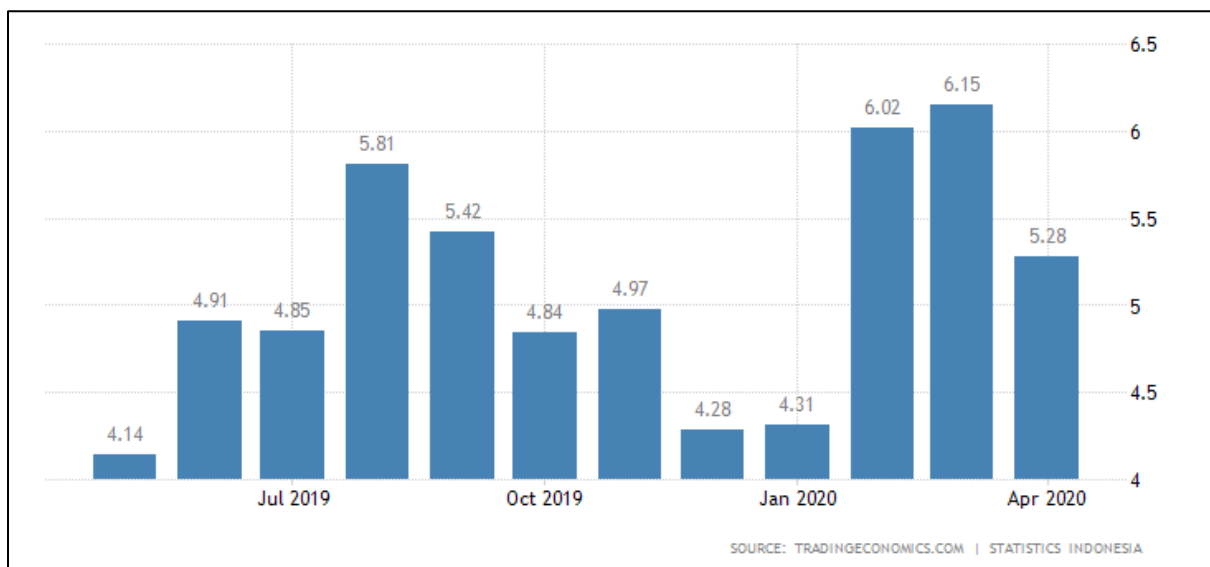


Figure 2: Inflation of food items

(Source: tradingeconopmics.com, 2020)

The macro-economic environment enables assessment of the external factors that affect the growth and sustainability of the organization. Indonesia is rightly the 4th largest country in

the world. Considering the political factors, the corporate taxation rate has been observed to be 22% for the year 2020 (tradingeconopmics.com, 2020). Similarly the political stability is low indicating that Indonesia stands 139th in terms of maintaining stability in its political environment (theglobaleconomy.com, 2020). These factors indicate that such issues have a considerable impact on the strategic decision making of NGO's like MercyCorps. Taking into account the economic factors, it is observed that 9.4% of the people had been living below the poverty line for the year 2019 (adb.org, 2020). The inflation rate indicated that there had been an increase in the rate of food items to 5.38% in the year 2020 (tradingeconopmics.com, 2020). The unemployment level had been 4.7% for the year 2019. This indicated that the economic conditions in Indonesia put stress upon the organization to take a stronger approach in dealing with the issues that are of public concern. Considering the social factors, it is indicated that the demographic population of the country stands at 2, 73,523,625 people in 2020 (worldometers.com, 2020). Moreover, there are changes in the tastes and preferences of the consumers indicating that there might be a shift in the pattern of consumers in acquiring tastes. The demographic population indicates that the population is large but which creates an impact upon the strategy and decision making approaches of MercyCorps organization. Taking into account the technological factors, it can be understood that Indonesia ranks 85th among the 144 countries from the perspective of digital infrastructure (brookings.edu, 2015). Moreover, the investment made on R&D had indicated a 0.8% of GDP towards R&D. This indicates that the technological growth is still lower as compared to the other countries and much improvements needs to be made for initiating a growth in the economic expansion of the country. It has a considerable impact on the growth of the technological factors in MercyCorps. Taking into consideration the legal factors, it can be stated that MercyCops acts in accordance with the laws which protects children from forced labour and sexual exploitation. Considering the environmental factors, it can be stated that sustainable approaches are taken for delivering minimum harm to the environment and organizing a cooperative approach towards maintenance of a clean and pure environment.

Porter's Five Forces Framework

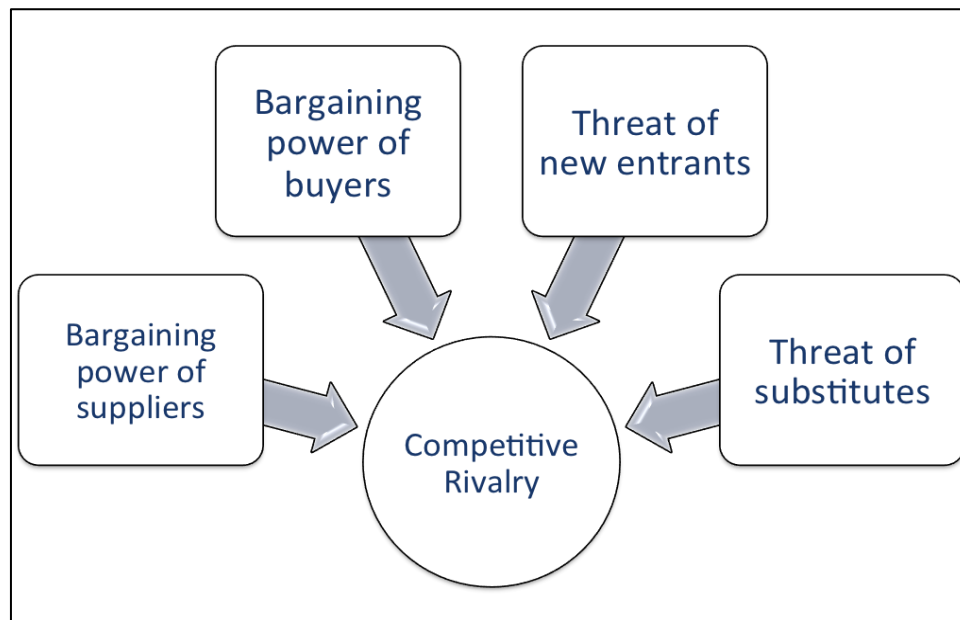


Figure 3: Porter's Five Force Framework

(Source: Influenced by Shokeen, 2016)

The five force framework of Porter is used for considering the competitive analysis present in the sector. The "*Threat of new entrants*" implies that the entry of new franchises acts as a major contributor towards profit maximization and growth of MercyCorps and KeBal. It was observed that there have been many new franchises set up in the streets of Jakarta selling food items to the consumers with distinguished products. The "*Bargaining power of buyers*" implies that buyers might have a strong influence upon the prices offered by KeBal on porridges, meatballs and macaroni through their bargaining power (Shokeen, 2016). On the other hand, "*Bargaining power of suppliers*" indicates that there are greater chances of the suppliers to create an influence on the prices of items through their power of bargaining. In the perspective of "*Threat from substitutes*" it can be stated that development of small franchises like "Texas chicken, Honey Juice and Idu Dias' Porridge" offers similar range of products like chicken, juice and porridges which can act as a threat to the growth and profitability of KeBal. MercyCorps too, can receive a blow due to shifts of customers due to change in tastes and preferences on a periodic basis (Gerard, 2018). Considering the "*Competitive Rivalry*" it can be identified that strong competitive rivalry may emerge due to emergence of new firms setting up in the business. International organizations like McDonalds, KFC are eatery organizations that provide ample opportunities to the consumers to select from the range of items offered. Moreover, such implications indicate that there are strong chances of rivalry emerging from creation of new franchises in the market.

SWOT

Strengths ● Acquired a large number of satisfactory customers with 97% purchasing food items thrice a week. ● Enabled provision of food items that are of high quality through raising community awareness on nutritional issues from KeBals programme. ● Generated virtues of healthy eating among the consumers. ● Profit margins to increase between 20% and 30% from MercyCorps.	Weaknesses ● Opening of franchises that were keen on setting up independent units and serving customers. ● KeBal's programme had lesser menu variation. ● Requirement for greater expenses in setting up cooking centres. ● Complexities in arriving at one defined and concrete strategy.
Opportunities ● Provision of employment opportunities to the local people of North Jakarta' ● Creation of self-sustaining business model based upon the sales earned by KeBal. ● Opening of franchise offices in different parts of the country. ● Higher sales through menu variation. ● Division of responsibilities leading to better structural collaboration between the hierarchical levels.	Threats ● Threat of franchises turning into competitors. ● International Franchises like McDonalds, KFC and expansion of domestic franchises leading to provision of suitable rivalry for MercyCorps. ● Threat from small franchises like Texas Chicken, Honey Juice and large franchises like Edam Burger and Ice Cendol Idol.

Table 2: SWOT analysis

(Source: Created by author)

Analysis

Analysis of the internal factors are important in determining the strengths and weaknesses and the reducing the opportunities and weaknesses. An NGO business like MercyCorps would therefore need to make significant opportunities for growth and identify its strengths in

order to create a greater number of consumers in foreplay. Considering the strengths, it has been observed that the KeBals programme under the assistance of MercyCorps had acquired satisfactory customers where 97% of the customers brought the food items for three times a week. A great number of business owners and franchises were better able to signify how the franchises worked by setting up shops in the street corners of Jakarta (Carlisle *et al.* 2010). The general virus of healthy and nutritious living was provided through awareness programmes. Considering the weaknesses, the KeBal pilot programme had lesser food variation and 70% of the mothers had desired to bring a variation in menu. There was a requirement for 50 million IDR for purchasing equipment needed for expanding the cooking centre. Looking at the opportunities created, it can be observed that recruitment of vendors and business minded people has enhanced job opportunities for the local people of Jakarta. Opportunities for higher sales can be generated through menu variation and opening of franchise offices in different parts of the country (Gürel and Tat, 2017). Moreover, division of responsibilities ensures that better collaboration is available for the hierarchical levels of the organization. The threats are that the franchise businesses can turn into competitors and there are many minor and enormous franchises operating in the streets of Jakarta that can give a tough competition to the KeBal.

Resource and Competence Analysis

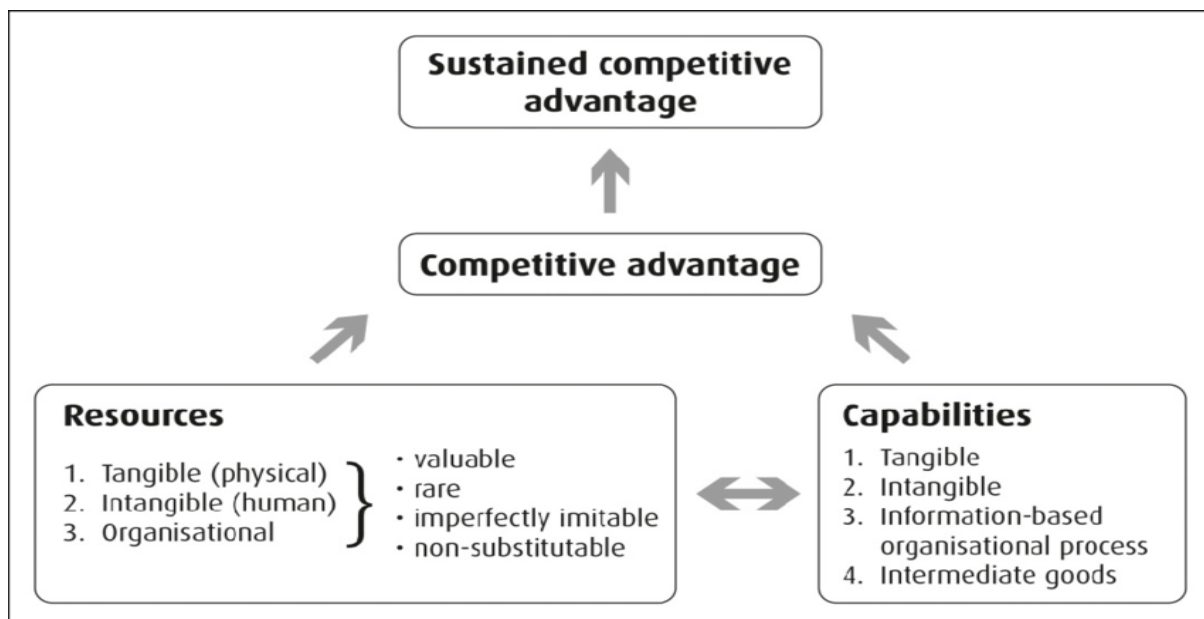


Figure 4: Resource based View
(Source: Influenced by David and David, 2016)

Resources

Resources of an organization can take place in form of tangible and intangible assets. The tangible resources for MercyCorps and KeBal have been those that are physical and are observed as quantifiable resources for the NGO organization. Based on the financial assets, it can be proclaimed that MercyCorps gained a total profit of 20% to 30% on the menu items served by them. The average revenues for the months of June, July and August had been 2,627,000, 2,984,000 and 2,956,000 with gross marginal profits of 41%, 47% and 43% in the year 2009. The financial assets are those which cannot be quantifiable and hence they are those that have accumulated on a timely basis. These resources cannot be monitored and sometimes are even hard for competitors to comprehend and imitate them. The competitive advantage gained from intangible resources is more profitable as compared to the intangible resources generated over time.

Intangible resources therefore include human resources, goodwill as well as the brand reputation of the organization. Acquiring a total of 150 staff, MercyCorps current programmes had been able to reach 1,646,804 people through its nutrition and economic development approaches (agriprofocus.com, 2020). It aims to strive for fineness and create a affirmative impact on the minds of the customers.

Core Competence

The brand reputation as well as the services provided can act as a core competence in the sustaining competitive advantage for MercyCorps and KeBal. The human resources had been a significant factor in development of a strong position for the organization. The core competence of the MercyCorps had been in working towards its basic objective of aiming for improvement in community infrastructure and development of welfare opportunities among the individuals. This has helped in generation of core competence among its basic competitors.

Organizational Capabilities

An organization's capability depends on its ability to manage resources in order to advance a competitive advantage over its basic competitors. The capabilities of the organization therefore have its focus on meeting the demands of the customers (David and David, 2016). In a 30 years history, MercyCorps has been able to provide nearly \$ 2 billion assistance to people of 107 nations of the world. Considering the number of staff, MercyCops has been able to successfully utilize its resources through right selection of employees in the process of service delivery. Having programme offices in around 40 countries MercyCorps has been able to be the world's largest NGOs reliant on the U.S and foreign grants.

Importance of Stakeholder Mapping

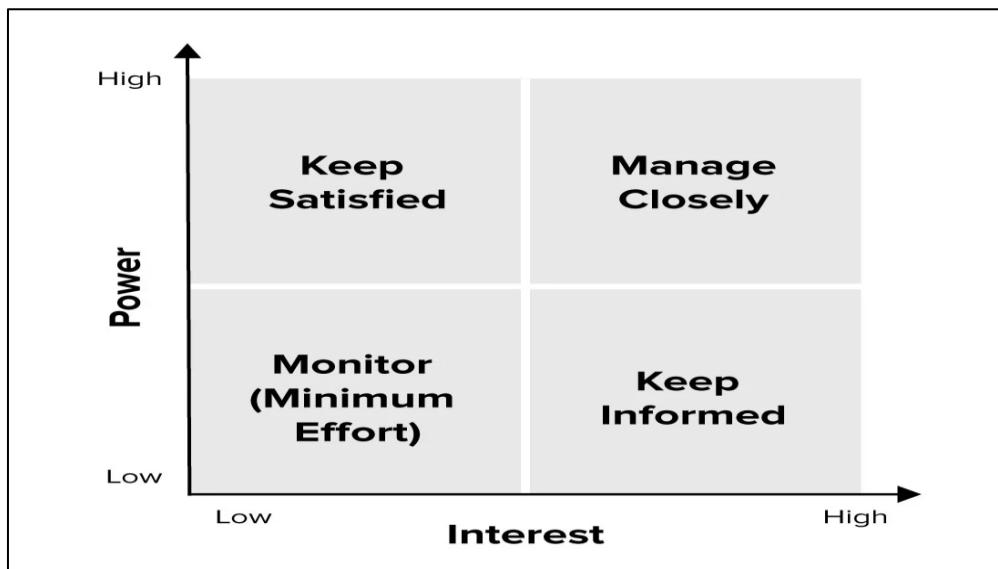


Figure 5: Stakeholder Mapping

(Source: Influenced by Slabá, 2016)

Stakeholder mapping is a tool that is used by the stakeholders that makes provision for the visual representation of the stakeholders and the level of interest and importance delivered to the company. MercyCorps was running pilot programmes with KeBal for generating effective nutritional facilities and support from the people. The main stakeholders are the consumers specially the malnourished children below 5 years of age and the mothers of these children. The key approaches to the mapping process includes, keeping the stakeholders satisfied, managing them closely, monitoring with minimal effort and keeping them informed about the process (Slabá, 2016). Therefore, the key approaches towards meeting the stakeholder's expectations and serving the purpose of the organization would be creating a stakeholder mapping in the process.

Critical Assessment

Ethical issues

At MercyCorps the main issue had been to promote inclusion by serving a wide range of malnourished children. Through implementation of programmes and institutional franchisees, the NGO organization has aimed at provision of just and equitable preferences to all the members of the society. Therefore a commitment towards strengthening of culture would generate larger levels of inclusion and culture within Jakarta where a bountiful amount of children were suffering from poverty and malnutrition. However, the lack of variation in

service and the constantly changing approach creates perplexity within the organizational framework and requires greater flexibility in dealing with such an approach.

Sustainability

The initiative undertaken by MercyCorps had been taken for developing social sustainability among the vulnerable and disadvantaged people of the society. It has aimed to treat people with equal dignity so that they are free from exploitation, harassment and biases. Delivery of food items like porridges, meatballs and macaroni by the vendors at suitable timings has created enthusiasm and supported the school children to get hold of such items on their way back. Sustainability has been among the key factors responsible for the changing scope in the strategic decisions (Engert and Rauter, 2016). Development of franchisees has resulted in diversification of interest among the people. This has created a negative effect on the growth and development of profits for the mentioned organization.

CSR

The CSR responsibilities of the MercyCorps and KeBal team have been to safeguard the approach towards strengthening the community and deliver equitable services to the members of the Jakarta society. The carts had implicated upon illustration of paintings on nutritious food to create awareness about the health benefits that they provide. In such a case, provision of equal opportunities was encouraged by delivery of food services to the malnourished children (Mosca and Civera, 2017). However, complexities with regard to making a single decision had created an impact on strategic development. It has also led to creation of a sustainable position lent by the society in order to establish a suitable position with respect to its strategic approaches. The different franchise organizations had been strengthening themselves to acquire an individual status and act as competitors.

Assessment of organizational culture, structure and leadership by use of theoretical approaches

Organizational Culture

The organizational culture at MercyCorps was derived by constant change and dynamism in its strategic approaches. The biggest hurdle had been in the terms of setting fees and royalty rates in the business. Therefore, a culture of free communication is necessary for application of such concepts. In this context, it can be stated that Lewin's Change Model can be used to identify the change in the management process. The entire process of change would involve

formation of an insight that alteration is needed and then heading towards a new and desired level of actions as a progressive norm in approach.

Organizational Structure

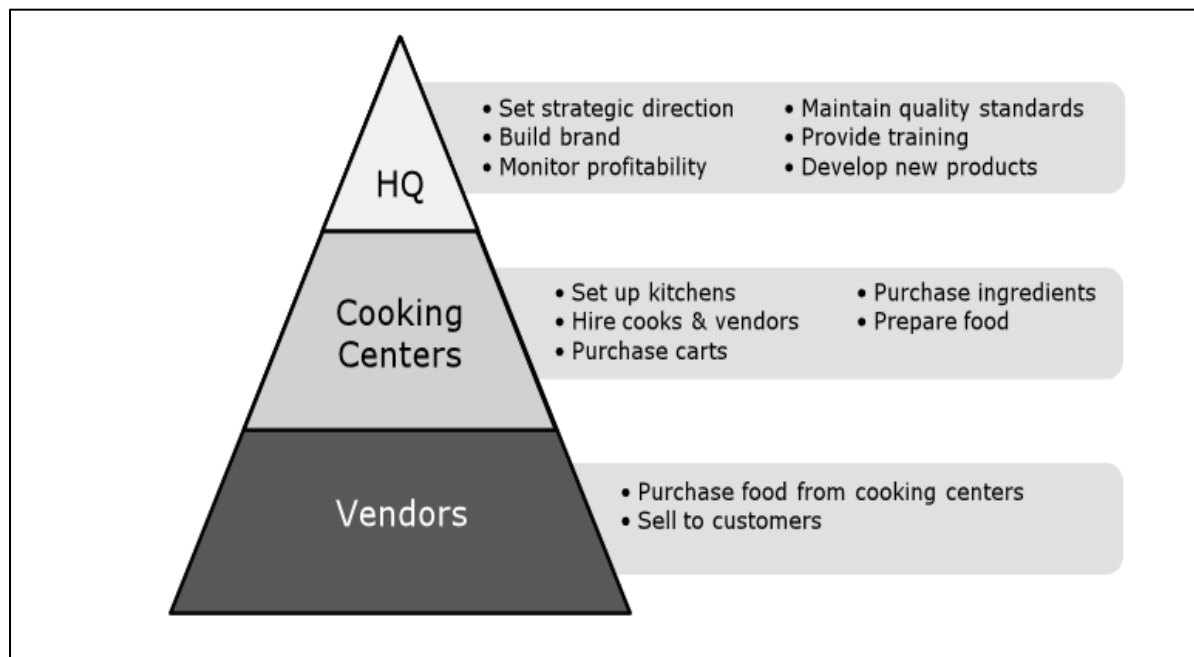


Figure 6: The Three Layer Model

(Source: Influenced by Jiang *et al.* 2017)

The MercyCorps and KeBal team had been working on gaining a three layered structure also known as “Three Layer Model” having franchising at two levels of the organization. The top layer would be the headquarters accountable for Marketing, R&D and operational management. Revenues would be coming from fees charged upon by the franchises. The middle layer would be consisting of the independent centres of cooking for hiring and preparing cooks (Jiang *et al.* 2017). The owner of the cooking centre would be charged on the basis of sales coming from the vendors and fees charged upon by the vendors. The third layer would comprise of vendors wherein food would be purchased from the cooking centres and sold out to the customers.

Organizational Leadership

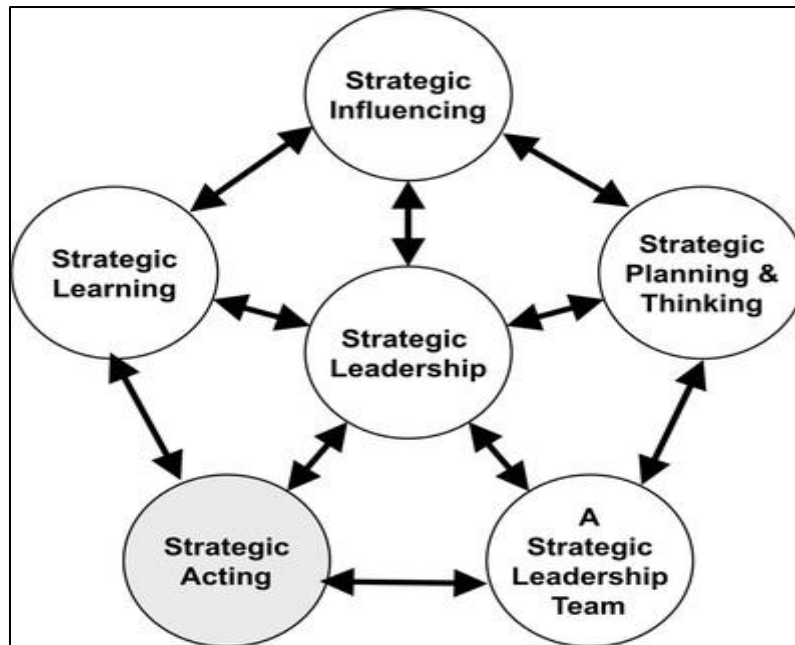


Figure 7: Organizational Leadership

(Source: Influenced by Samimi *et al.* 2020)

Strategic Leadership refers to the potential of the leaders to provide a vision to the organization for motivating and persuading people to acquire that vision. The team of MercyCorps and KeBal acquired a strategic management leadership by provision of strategic approaches in its business proceedings. Sometimes the vendors were the ones who sold and cooked (Samimi *et al.* 2020). On the other hand, strategies were implemented on division of responsibilities between the vendor and cook. The departmental offices had been responsible for collecting taxes on the basis of sales generated and hiring new people in the process.

Impact on strategic implementation

Strategic implementation is an effective process through which plans and strategies are put into action for the purpose of reaching desired objectives. Upon analysing the case study, it is evident that the pilot program as in Kedai Balitaku run by Mercy Corps is in a transition mood to transform being a non-profit organization to a sustainable independent business. Through the means of strategic implementation the plan to transform into an independent business is turned into action. As suggested by Frank *et al.* (2017), there are certain factors such as culture, structure and effective leadership that needed to be considered before implementation changes. Upon considering the case of Indonesia and the adverse impact of malnutrition, the strategy needs to be implemented meeting the needs of the people as well as the organisation.

Business level Strategy

Business level strategies are referred to as detailed actions that ensure to provide the customers quality services as well as value the customers. Another main motive behind business level strategies is to attain a competitive edge in the market. Overall, it is the customers that at the main essence of a corporation and its business level strategies. Thus through the effective implementation of the strategies, a high level of customer satisfaction is expected to be achieved.

Methods of achieving competitive advantage

Cost leadership

The factor of cost leadership proves to be one of the most important methods in achieving a competitive edge. As opined by Dutse and Aliyu (2018), cost leadership is attained when a business serves a similar quality product like that of the competitors but at lower prices. One of the areas that KeBal must consider before implementing cost leadership is to minimize the cost of the production. Considering the factor of malnutrition and needs for cheap yet good quality food, applying cost leadership would not only maintain competitive edge but also sustain the philanthropist approach led by the organisation. It is noted that Indonesia consists of around 1010 franchises amongst which 750 are locals and 260 are international. Hence, before finally implementing a leadership strategy a beneficial approach would be to monitor the strategies implemented by those of the competitors such as Texas chicken and Ibu Dias' Porridge.

Differentiation strategy

Another effective strategy various organisations utilise for the purpose of setting Armageddon the competitors is the differentiation strategy. In the words of Samuel *et al.* (2017), differentiation strategies are being implemented for the purpose of looking out for marketable attributes different from the competitors. Through strategy KeBal is able to produce products and services that are different yet affordable. Initially Mercy Corps and KeBal focussed on providing nutritious and high quality food to the children. But due to the factor bro g an independent business corporation a strategy of differentiation would serve better significance. Since there have been competitors such as Texas chicken and Honey juice, a better presentation of menus would be able to attain better competitive edge in the market.

Corporate Level Strategy

Product Diversity

Product diversity is considered to be an effective marketing technique utilised by corporations for the purpose of attaining better profits. The process in context to the product diversity includes changing the products for letting it enter the new market and grab a better audience. As stated by Trott and Simms (2017), effective product diversity technique is responsible for increasing the market power of the company. The menus that have been developed at KeBal by the nutritionists included rice porridge with chicken and vegetables, fruit jellies, machines and meatballs. The porridge supposedly sold our garnering around 2,000 IDR and the jellies 1000 IDR on the daily basis. Though the KeBal has seemed to be successful in maintaining loyal customers, the desire of menu variety has been witnessed with about 70% requesting for menu variations. Thus considering the demand, implementing product diversity would not only sustain am creating the local customer and also attract new customers attributing better profits.

International Diversity

The concept of international diversity supports the incorporation of different cultures, values and nations in a workplace. In context to business, as much as domestic diversity serves important international diversity is beneficial for attaining better success and sustainability. Upon examining the findings from the case study the factor of diversity is observed to have maintained with the collaboration between Mercy Corps and KeBal. Mercy Corps as an internal NGO has served about people from 107 nations providing nearly about \$2 billion. The field office at Jakarta of Mercy Corps and KeBal sustained the approach of diversity by pursuing the philanthropist approach of serving the children in Indonesia. Considering the factor of competitors in the market, KeBal could further extend the international diversity by hiring more employees inheriting varied cultures and traditions.

Corporate Parenting roles

Corporate parenting in business is referred to as a collaboration and partnership between different agencies, departments and authorities who work in fostering the needs of the children. As stated by Moodie and Nolan (2017), corporate parenting is responsible for adding value to the business and improving performance through shared expertise and knowledge. In context to the case study, a pure exemplar of corporate parenting could be seen with Mercy Corps and KeBal collaboratively working towards seeing quality products to the children in Indonesia suffering from malnutrition.

Portfolio Management



Figure 8: Portfolio Management

(Source: Influenced by Jiang *et al.* 2017)

Portfolio management plays a significant role in managing allocations of investments for the private clients. Through the means of portfolio management Mercy Corps and KeBal Healthy Food Carts would be able to select groups of investments that in the long term would serve better benefits. For the purpose of diversifying and meeting the needs of the broader audience, portfolio would assist in making strategic decisions for buying and selling of the stocks. As per the views of Jiang *et al.* (2017), one of the key elements of portfolio management is asset allocation. The long term mix of assets at Mercy Corps and KeBal Healthy Food carts comprises bonds and cash. Upon understanding various assets suiting the purpose of the business, accordingly balance could be maintained.

Strategic Evaluation and selection

Generic Strategies

Generic strategies stressful tools used for describing the effectiveness of an organisation in pursuing collective advantage across the market sphere. As per the views of Bolisani and Bratianu (2018) there are mainly different types of generic started namely, cost leadership, differentiation and focus. Upon examining the business criteria of the collaboration between Mercy Corps and KeBal two useful strategies have been identified as eminent strategies.

Through the means of cost leadership, KeBal would be able to overpower the competition in the market such as Texas Chicken and Ibu Dias's Porridge. Upon examining the case study successfully representation for the generic strategy has been identified. Prices in customers' perspectives have been considered to be fair and even lower. The advantage about successful implementation of the strategies is that the quality has been considered superior in terms of taste and nutritional factors by the mothers. Similarly the factor of differentiation needs extra emphasis for producing products that are unique and different. Since there are various food joints serving a wide variety of menu, the factor of menu evacuation has been initiated by the customers too. By resting inequality as well as nutritional value KeBal could produce food that could eventually add value in sustaining the organisation.

Strategic Development Methods and change management

Strategic development in the context of visions scenario has been widely used for the purpose of identifying options and decisions for attaining better business objectives. Strategic development methods such as market penetration, product diversification and marketing would be able to provide better capabilities sir Mercy Corps and KeBal to continue serving the children and the mothers. Strategic development is a fundamental approach in business helping plan strategic decisions for running suggestion business.

Change management is considered to be a systematic approach that majority deals with transitions and transforming the goals and processes. Through the implementation of change management the employees and the cooks at KeBal could be provided training in attaining product variation. Since KeBal has been dealing with emerging competition, adopting changes would be able to create better benefits intertwining sustainability (Morin *et al.* 2016) one of the major factors that holds utmost importance in change management is communication. Thus through effective communication within the stakeholder and customer, KeBal would be able to achieve better success.

Conclusion

Upon analysing the findings from the study, a better concept about strategic management has been understood. Taking into consideration the case of Mercy Corps and KeBal, the study has effectively highlighted strategic management in various contexts as all practised. The choices, position and actions taken by the organisation into strategic management has been illustrated. Through the means of strategic analysis and assessments factors impacting the

business and ethical issues has been elaborated. The various methods of achieving competitive edge are though the means of cost leadership and differentiation has been illustrated along with corporate level strategies. It has been identified that by utmost states such as product diversity and international diversity a better level of sustainability could be achieved.

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