**Activity 1**

Write a report to the Board of Directors that

1. Investigates what the existing culture is at Snapchat (AF1, AF2, AF4)
2. Makes recommendations for improvements to the culture to ensure that Snapchat remains a competitive organisation (AF1, AF2, **AF3**, AF4)

Possible answer structure:

Four clear paragraphs analysing cultural issues at Snapchat. Each issue illustrated with points from the case study. Comparisons with other tech companies such as Google where relevant. Make sure that you know the size and activity of competitors in addition to culture and management style.

Points might include:

1. Culture of secrecy - explain the problems and analyse how this might impact on the motivation and productivity of employees. Almost like government departments in wartime.
2. Lack of trust – not to be confused with secrecy – link to Herzberg and Maslow – staff induction all about what is not allowed etc, Christmas party no photos, style of dismissal of staff.
3. Poor communication – link to the hierarchical structure, the multi-site office accommodation
4. Visible and invisible culture (apparent positives such as ‘councils’ for time out etc are in fact exclusive and poorly attended by employees many of whom resent rather than enjoy them)

*Make sure that your initial points analyse cultural issues and their implications, avoid discussing Leadership and Management in Activity 1 as this is the focus of the PowerPoint presentation for Activity 2*

**Activity 2**

Having investigated the culture at Snapchat prepare a 6 slide presentation to the Board making recommendations for change to the Management and Leadership style to enable cultural change

Slides should be direct and to the point with additional information in the notes pages

**A six slide presentation with notes in the notes sections underneath.**

No title slide required – make sure every slide counts.

As with Activity 1, make sure that every point that you make is supported by evidence and comparison to other similar organisations if appropriate. Although this task appears to be mainly focussed on AF3/4 marks will be given throughout for relevance/reference to the case study (AF1) and use of business theory and terminology (AF2).

Possible plan/structure could be:

**Slide** 1 Current management and leadership style at Snachat

**Slide 2/3** Issues? Whats working well/not working well?

**Slide 4/5** Your proposal – based on your analysis of the issues

**Slide 6** Justification – what the outcome of implementing your proposal should be (improved motivation and staff retention? Increase in productivity? Etc)