

Review of: "Unpacking Snowflake: How a Data Cloud Company is Ruling the Roost"

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Potential competing interests: No potential competing interests to declare.

I wish to thank the authors for their submission and the opportunity to review this paper.

The objective of this paper, as I understand, is to present an analysis of Snowflake's business model and continuity, i.e., the existing business model, the uncertainties, as well as strategies and plans to deal with those uncertainties for business continuity. Based on my experience in business model research and understanding toward this paper, I would like to offer some advice for improvement:

1. The authors present a business model canvas of Snowflake in the introduction part, I'm thinking about more backgrounds of the selected firm. For example, how its business model evolved? The basic industrial background? The main competitors? How is its performance like? Its position in the served market? This information are needed for further analysis of external threats and uncertainties.
2. Even through the authors basically present the whole story, I would like to suggest authors to frame their story-telling carefully to make it attracting and interesting. What's the unique or exciting characteristics of this case? Why do we need to analyze its business model and continuity?
3. Based on the reading of analysis part (uncertainties and their impacts), I prefer to suggest the authors to follow a framework or logic (e.g., SWOT) to guide their analysis, which could make it reasonable and convincing.
4. As no information on analysis procedure is provided, I'm skeptical about the conclusions. How do authors come to the description of new business model and execution plans?
5. Lastly, based on the analysis and conclusions, what implications would the authors contribute to management theory or practice? This, I am considering, is the meaning of this research.