**ST.13**
Do an individual/group review of the business strategy proposal

*Requires dialogue*

The aim of this activity is to review the business strategy that has been developed through the preceding activities.

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**INPUT**

- New company vision from the activity *ST.8 Develop a vision for the company.*
- New strategic goals from the activity: *ST.9 Define the strategic goals.*
- New markets, products and selling points along with the evaluation information from the activity: *ST.12 Select which ideas for new markets, products and selling points to include in the strategy proposal.*

**OUTPUTS**

- New business strategy proposal used in the activity: *ST.14 Pitch the new business strategy to the CEO.*
**ST.13** Do an individual/group review of the business strategy proposal

Having developed the business strategy element by element it is important to take a step back and review the business strategy as a whole so that you can identify and inconsistencies or problems and reflect on whether it is the best option for the company.

**HOW TO GO ABOUT IT**

1. Decide if you will perform the review by yourself or with some of your colleagues in a workshop session.

2. If you do involve some colleagues you should start by presenting some additional information to help your them understand how you have arrived at the strategy proposal, such as:
   - The SWOT analysis and the points that were given a high priority from this.
   - The ideas generated using the TOWS template.
   - The ‘original’ and ‘proposed’ versions of the Business Strategy template to highlight the changes that have been made to the strategy.

3. Whether you perform the review with colleagues or not, key questions to ask include:
   - Are the goals and vision aligned and consistent?
   - Are the changes proposed to the markets, products and selling points consistent with the vision and goals?
   - Do the goals sound ambitious but achievable within the timescales proposed?
   - If you were the CEO of this company, what concerns would you have about this strategy?
   - If you were an employee at the company, what concerns would you have about this strategy?
   - What could be done to improve this strategy?

4. After the review you may need to make small changes to the vision, goals, markets, products or selling points or even go back to some of the earlier activities if significant concerns are identified. Once you are happy with the overall business strategy proposal you can proceed to the next step, which is pitching the strategy proposal to the company.

**Template of Business Strategy**

- **Vision**
- **Market**
- **Product**
- **Selling points**
- **Strategic goals**
**ST.13** Do an individual/group review of the business strategy proposal

**Template of Business Strategy Review**

<table>
<thead>
<tr>
<th>Vision</th>
<th>Strategic goals</th>
<th>Market, product and selling points</th>
<th>Facing the CEO</th>
<th>Facing the employee</th>
</tr>
</thead>
</table>

Facing the CEO

Facing the employee
## Business strategy review

<table>
<thead>
<tr>
<th>Vision</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Is this vision aligned and consistent with the goals? If not, what should be modified?</td>
<td>Does the goals sound ambitious but achievable within the timescales proposed? If not, what should be modified?</td>
<td>Are the changes proposed to the markets, products and selling points consistent with the vision and goals? If not, what should be modified?</td>
<td>If you were the CEO of this company, what concerns would you have about this strategy?</td>
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**ST.13**
ST.13 Do an individual/group review of the business strategy proposal

LEARNING CASE STUDY OF BUSINESS STRATEGY

Vision
Tasty Tuna is the leading producer in the region of processed fish and seafood products, providing tasty, nutritious food to millions of people in a sustainable way.

We work closely with the fishing community to ensure a steady supply of sustainably sourced fish and seafood. We make the most of what the sea offers to create innovative, varied and tasty products that our customers love.

We strive to treat our staff, suppliers and partners fairly and cooperate to build a profitable and sustainable value chain.

Market
- Domestic restaurants/cafes
- Domestic consumers
- Restaurants/cafes in neighbouring countries
- United States consumers
- United States restaurants/cafes
- European consumers

Product
- Tinned tuna - large tins for caterers
- Tinned tuna - small tins for consumers
- Tuna with a sauce
- Limited edition seafood dishes using whatever seafood is abundant at the time

Selling points
- SPEED
- INNOVATION
- SUSTAINABILITY

Strategic goals
- We will reduce fish and product loss between point of fish purchase (fish market) and arrival at retailer by 30% within three years.
- At least 30% of our total sales will come from ‘sustainable’ product lines within three years.
- We will support local fishing companies that use sustainable fishing methods to create at least 20 fishing jobs.
- At least half of total sales revenue will come from products that do not include tuna within five years.
- We will increase total product sales to over $1 million within three years.
- We will reduce employee turnover rates by 20% and facilitate at least two female employees to gain senior management positions by introducing a ‘family friendly working’ policy that will improve working conditions for staff with families within three years.
**ST.13** Do an individual/group review of the business strategy proposal

## LEARNING CASE STUDY OF BUSINESS STRATEGY REVIEW

<table>
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</table>
| - Vision informally discussed with fisherpeople and retailers and received a positive response.
- All aspects of the vision linked to at least one strategic goal. | - Total product sales goal was pre-existing but still ambitious
- Fish loss goal good to stretch operational performance
- Changing working practices of fisherpeople will be very challenging but they recognise the need for change – extend timeframe to three years?
- Informal discussions about family friendly policies and the need for females in senior management have been positively received by operational staff
- Could add a further goal in the future to clarify how we will collaborate with retailers and other value chain partners (highest priority is fisherpeople for now). | - Diversification of product range will be very challenging and will impact the whole company
- Several different selling points to fulfil – low cost, innovation and sustainability. Can all this be done at once? | - Risk of new market and new product failure
- How much will it cost to implement changes?
- How will changes be funded? | - Will there be any job losses?
- If we process less tuna will I still get the same wages and hours? |
**ST.13** Do an individual/group review of the business strategy proposal

### LEARNING CASE STUDY OF BUSINESS STRATEGY

After completing the SWOT analysis matrix and listing all the significant strategic factors that you noted from your work with Mango Pulp Co., you have now prioritized the strategic factors. You have also considered and prioritized the major life cycle sustainability hotspots for canned mango pulp. Based on your analysis you have decided to suggest a diversification strategy for the management of the Mango Pulp Co.

The priority factors identified were: customer demand (local and regional) for high quality affordable products with low impact on the environment; problems caused by seasonality of mango; unstable supply of mango; low processing yields; and high waste in the value chain. The new strategic goals were based on these prioritized strategic factors.

The next step was to select the markets to target. Targeting market segments that have shown a strong interest in sustainably produced mango pulp offers growth potential for Mango Pulp Co. Additionally, the company might consider diversification to other fruits and vegetables to cope with the seasonality of mango and increase their production. The complete strategy proposal for the Mango Pulp Co. is described below.

<table>
<thead>
<tr>
<th>Vision</th>
</tr>
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<tbody>
<tr>
<td>Our vision is to bring sustainably sourced and manufactured fruit and vegetable products to our consumer in the domestic and export markets thorough collaboration with our value chain partners. The health and wellbeing of our current and future consumers is our primary focus. For this reason we provide food that is sustainable, safe, healthy and nutritious. We communicate this message to consumers through appropriate certifications. Additionally, we bring pleasure to our consumers by assuring the highest quality, best taste and convenience.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategic goals</th>
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<tbody>
<tr>
<td>• Increase sales by 100% in the export market within 5 year through marketing of sustainable products</td>
</tr>
<tr>
<td>• Diversify business to 3 new fruit or vegetable products in the next 5 years to compliment mango pulp production</td>
</tr>
<tr>
<td>• Secure a flow of 6000Mt/year (metric tonnes per year) of mango and other fruit or vegetables, 70% of which are sustainably sourced within the next 3 years.</td>
</tr>
<tr>
<td>• Increase the processing yield from 40% to 60% in the next 3 years</td>
</tr>
<tr>
<td>• In the next 5 years reduce the food loss by:</td>
</tr>
<tr>
<td>• 70% in the growing and post harvesting stages</td>
</tr>
<tr>
<td>• 50% in processing</td>
</tr>
<tr>
<td>• 20% in distribution</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Market</th>
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</thead>
<tbody>
<tr>
<td>• Domestic food retail market segments worth US$ 20k-500k for sustainably sourced fruits and vegetable products</td>
</tr>
<tr>
<td>• Export food wholesale and retail market segments for sustainably sourced fruit and vegetable products worth more than US$10M</td>
</tr>
<tr>
<td>• Export food ingredient market for mango jam manufacturers that are producing jam from sustainably sourced mango worth about US$1M</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Product</th>
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</thead>
<tbody>
<tr>
<td>To be added</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Selling points</th>
</tr>
</thead>
<tbody>
<tr>
<td>• QUALITY</td>
</tr>
<tr>
<td>• FOOD SAFETY</td>
</tr>
<tr>
<td>• HEALTH</td>
</tr>
<tr>
<td>• TASTE</td>
</tr>
<tr>
<td>• SHELF LIFE</td>
</tr>
<tr>
<td>• SUSTAINABILITY</td>
</tr>
</tbody>
</table>
**Vision**
TipTop Textiles Co. is the leading manufacturer of apparel textiles in the region providing sustainably sourced and manufactured textiles to the domestic and export markets.

We work closely with cotton farmers to ensure a stable and cost-effective supply of organic cotton produced under safe working conditions that is fairly compensated.

We work closely with our direct customers for corporate and school wear to reclaim used textiles and to close the loop as much as possible and reuse or recycle the end of life textiles.

We work closely with innovative chemical suppliers, international brands and quality assurance specialists to ensure only chemicals placed on the ZDHC Restricted Substance List are not used intentionally or inadvertently in the manufacturing process and do not end up as residue on sold clothing. approved chemicals are used in manufacturing high quality textile products.

Furthermore, we work with ecolabel certifiers using only chemicals on positive lists in the manufacturing of selected value-add textile products for niche, higher value products.

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**Market**
- Domestic corporate wear and school wear market segments
- Domestic market for sustainably produced apparel
- Regional export corporate wear market segment

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**Product**
- Corporate wear
- School uniforms
- Infant clothing
- Shirts for young adults

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**Selling points**
- LOW COST
- QUALITY
- SPEED
- SERVICE
- INNOVATION
- SUSTAINABILITY

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**Strategic goals**
- We will eliminate all chemicals used in production which are on the ZDHC Restricted Substances List (RSL) within two years through a combination of substitution and technological improvements.
- We will reduce chemical footprint of toxic chemicals between raw material extraction and use by 15% in 3 years.
- We will manufacture sustainably-sourced and biodegradable printing ink within 2 years while maintaining the same performance quality.
- Reduce polyester based products sold by the company from ending up in landfill by 25% within 2 years and by 75% within 4 years.
- Increase sales by 25% in three years while increasing productivity by 15%.
- To become the leading local supplier of sustainably sourced and manufactured processed textiles for corporate wear customers.