

ST.8

Develop a vision for the company

Requires dialogue

This activity guides you through the process of defining a vision for the company that is aligned with the value chain vision and the high priority strategic factors previously defined.



INPUT

- List of key stakeholders from the activity *PR.3 Build the right external partnerships*.
- A vision of a sustainable value chain from the activity *PR.6 Develop a value chain vision*.
- Categorized set of strategic factors to support strategy development from the activity *ST.7 Do a SWOT analysis*.

OUTPUTS

- A short description of what the company is like in a more sustainable future used in the activities *ST.9 Define the strategic goals* and *ST.10 Generate ideas for new products, markets and selling points*.

ST.8 Develop a vision for the company

The aim of the company vision is to define what a company aspires to be in the future, providing inspiration for employees and direction to inform strategic decisions. The company vision 'zooms in' on the part of the value chain vision that is relevant for the company and succinctly describes what that the company will look like in a sustainable future.

HOW TO GO ABOUT IT

To develop the company vision you should:

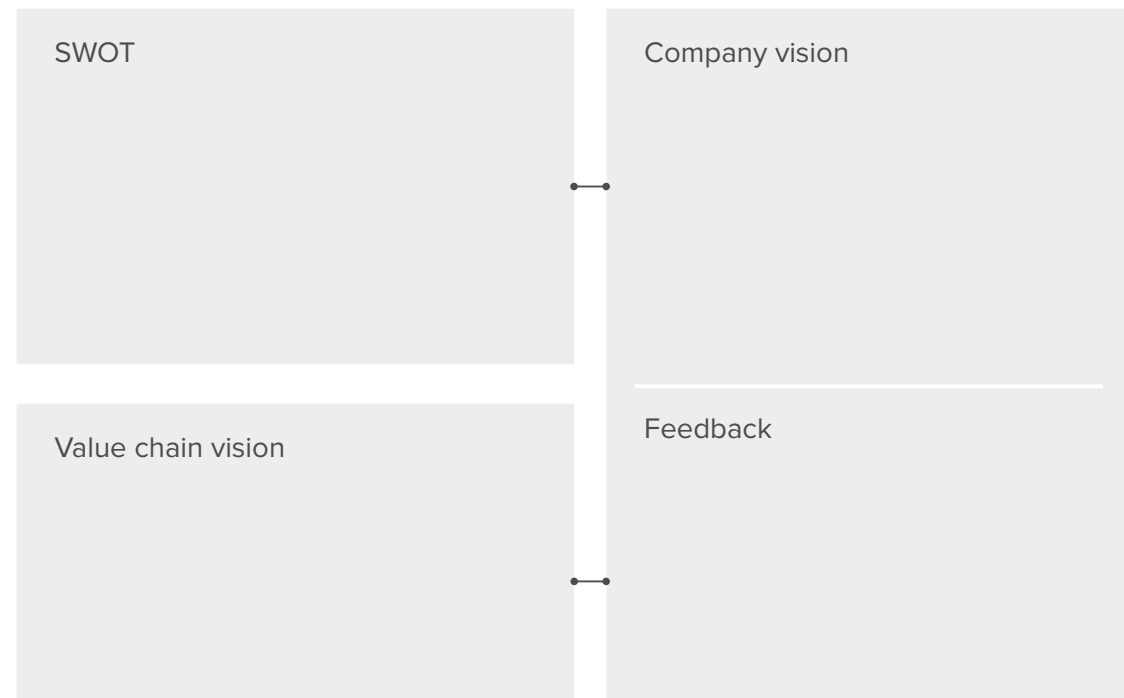
1. Review the prioritised points from the SWOT analysis.
2. Review the value chain vision and think about the role played by the company in this vision.
3. Select a time frame 3-10 years in the future in which to set the company vision.
4. Write a first draft of the company vision from this future perspective. You can use the following questions to inspire you:
 - What are the sustainability hotspots that the company has helped to address?
 - How is the company performing from a commercial perspective (growth, profitability, market position)?
 - How do customers feel about the company?
 - What are the first things that other people outside the company think of when they hear the company name?
 - Why are employees proud to work for the company?
5. Review and re-draft this company vision description then share it with your colleagues and ask for feedback. Is it clear? Is it

ambitious and inspiring? Is it relevant for the company? Is it too prescriptive or too vague?

6. Revise the company vision based on the feedback and then include the final version in the *Company Vision template*.

→ Further information in the Agri-food, Chemicals and Metals Supplements

Template of Company Vision



Company vision

Project _____

Date _____

Version _____

SWOT

What priorities from the SWOT analysis are important to keep in mind?

Company vision

What do you envision for the company in 3-10 years?

What are the sustainability hotspots that the company has helped to address?

How is the company performing from a commercial perspective (growth, profitability, market position)?

How do customers feel about the company?

What are the first things that other people outside the company think of when they hear the company name?

Why are employees proud to work for the company?

Value chain vision

What could be the role of the company in the value chain vision?

Feedback

What feedback have you received from this version of the vision?

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LEARNING CASE STUDY OF COMPANY VISION

SWOT

- *Fishing activity a hotspot*
- *Energy intensity of the production phase*
- *Significant fish loss and waste*
- *International fishing*
- *Overfishing and by-catch*
- *Increasing consumer awareness about sustainability*
- *Slavery-like conditions on board tuna fishing vessels*

Value chain vision

- *Local and international markets*
- *Overfishing and by-catch issues addressed*
- *Local markets for non-protected fish species*
- *Waste drastically reduced in value chain*
- *Communication improved in value chain*
- *Worker protection on fishing vessels improved*

Company 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.

Feedback

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LEARNING CASE STUDY OF COMPANY VISION

SWOT

Company Vision for the Mango Pulp Company

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 offering the highest quality, best taste and convenience.

Value chain vision

Feedback

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LEARNING CASE STUDY OF COMPANY VISION

SWOT

Value chain vision

Company vision for TipTop Textiles Co.

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, which is fairly compensated.

Also, we promote the cooperation with our direct customers for corporate and school wear to reclaim used textiles and to close the loop as much as possible through reuse or recycle of the end-of-life textiles.

We have a good and intense relationship 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 Eco-label certifiers using only chemicals on positive lists in the manufacturing of selected value-add textile products for niche and higher value products.

Feedback

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LEARNING CASE STUDY OF COMPANY VISION

SWOT

Company vision

BikeBizz Co. is a leader in a new and growing market specialized in the production of standard bicycles offering customization on demand.

The aim is to specialise in manufacturing and selling sustainable bicycles with added-value services and accessories customized on demand. BikeBizz provides the customer with an enhanced cycling experience since the bike geometry (frame, seat, handle bars, forks) and accessories are personally customised for comfort and efficiency of use.

BikeBizz strives to treat their staff, suppliers and partners fairly and cooperate to build a profitable and sustainable value chain.

Value chain vision

Feedback