



# Strategic planning: objectives

---

## The **objectives**:

- Management has the task of translating the vision and the company mission into specific objectives, which:
  - Can be converted in specific activities
  - Provide a point of orientation to the employees
  - Allow the management to define long term priorities
  - Provide reference standards for evaluating the overall performance of the organisation
- Internal to each area (company department)
- Transversal to different areas



# Strategic planning: strategies

---

- Strategies based on a **competitive advantage** (M. Porter)
  - Position of prominence towards competitors
  - **Overall cost leadership**: minimise the costs (in relation to competitors)
  - **Differentiation**: products significantly different (= better) from competing products and premium price
  - **Focus**: concentration on few market segments



# Strategic planning: strategies

---

- Strategies based on **value disciplines**:
  - Competitive advantage based on the development of a specific value that the company can offer on a specific market
  - (best at one primary value discipline and “good enough” in the other two)
- **Product Leadership**, where the company wins through having differentiated product functionality
- **Operational Excellence**, where the company wins through delivering better value and reliability
- **Customer Intimacy**, where the company wins through loyal customer relationships



# Strategic planning: strategies

---

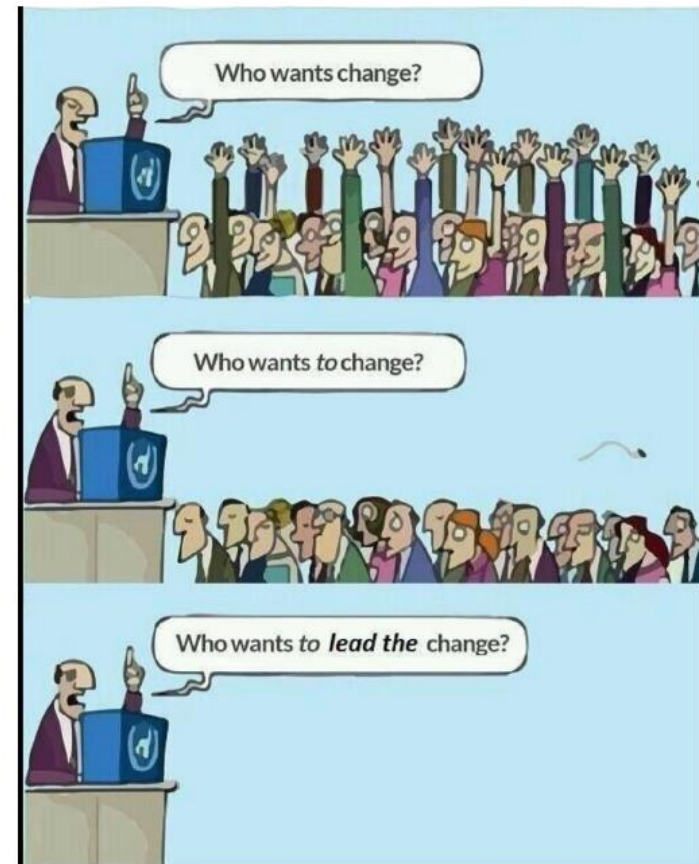
## Growth strategies of a company:

	Existing products	New products
Existing markets	Market penetration	Product development
New markets	Market development	Diversification

# Strategic planning: strategies

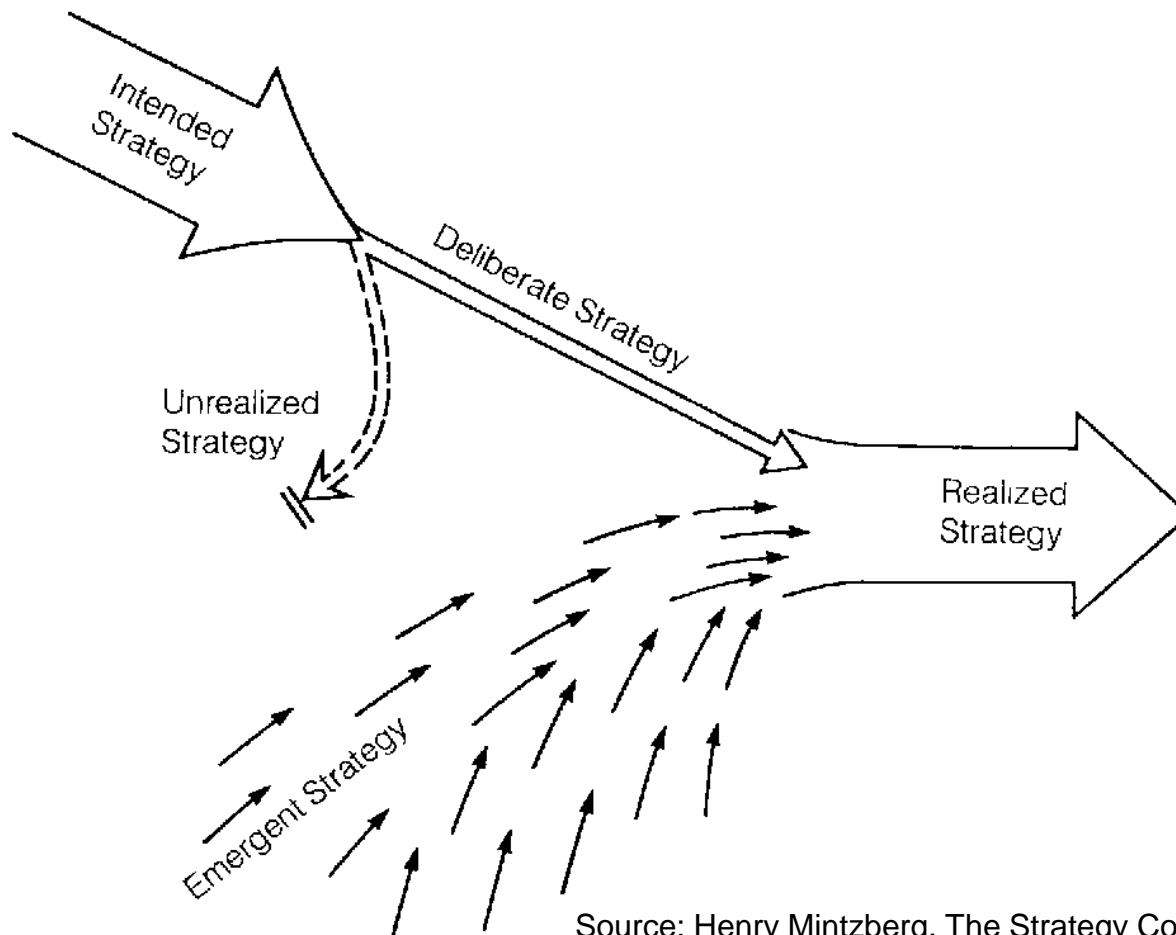
Change is the only constant

“ IF THE RATE OF CHANGE ON THE  
OUTSIDE EXCEEDS THE RATE OF CHANGE  
ON THE INSIDE, THE END IS NEAR. ”  
JACK WELCH



# Strategic planning: strategies

Figure 1. Deliberate and Emergent Strategies



Source: Henry Mintzberg, The Strategy Concept I: Five Ps for Strategy

# Strategic planning: strategies

## Why good companies go bad

<https://www.slideshare.net/AhsanAli435/why-success-full-business-go-bad>

### Hallmarks of Active Inertia

#### Strategic Frames

The set of assumptions that determine how managers view the business

#### Blinders

#### Processes

The way things are done

#### Routines

#### Relationships

The ties to employees, customers, suppliers, distributors and shareholders

#### Shackles

#### Values

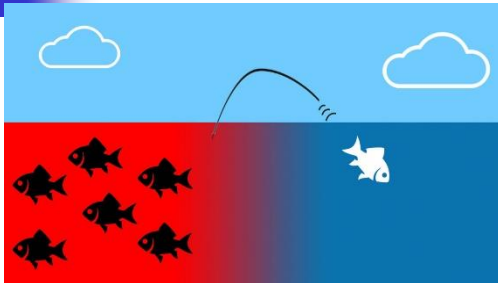
The set of shared beliefs that determine corporate culture

#### Dogmas

Resources  
=>  
Burdens

The trap of Active Inertia (Donald Sull)

# Strategic planning: strategies



## Red Ocean vs. Blue Ocean Strategies

<b>Red Ocean Strategy</b>	<b>Blue Ocean Strategy</b>
<b>Compete in existing market space.</b>	<b>Create uncontested market space.</b>
<b>Beat the competition.</b>	<b>Make the competition irrelevant.</b>
<b>Exploit existing demand.</b>	<b>Create and capture new demand.</b>
<b>Make the value-cost trade-off.</b>	<b>Break the value-cost trade-off.</b>
<b>Align the whole system of a firm's activities with its strategic choice of differentiation or low cost</b>	<b>Align the whole system of a firm's activities in pursuit of differentiation and low cost</b>

Source: Kim C. & Mauborgne R., <https://www.blueoceanstrategy.com/>



# Marketing strategies: the case of Yellow Tail

## Yellow Tail: communication

<https://www.theguardian.com/media/2017/feb/06/australia-wanna-pet-my-roo-yellow-tails-super-bowl-ad>

<https://www.youtube.com/watch?v=uS0fwYKCvIE>

<https://www.youtube.com/watch?v=uJf0m8eK6gq>

<https://www.youtube.com/watch?v=gMU0tut-PEg>

To find out more...

<https://www.youtube.com/watch?v=ysGPVIJyvQU>

Headline

Occhiello

Visual

Bodycopy

Logotipo

Trademark

Contatti

Packshot

www.discoveryyellowtail.com

M. Gregori  
Il Marketing del Vino  
EdiSES