



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

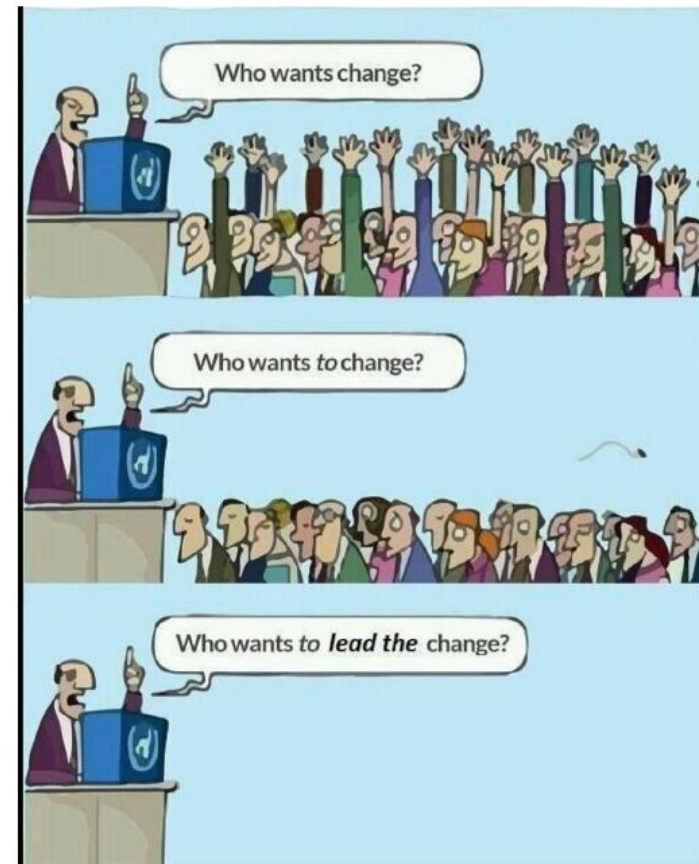
Growth strategies of a company:

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

Strategic planning: strategies

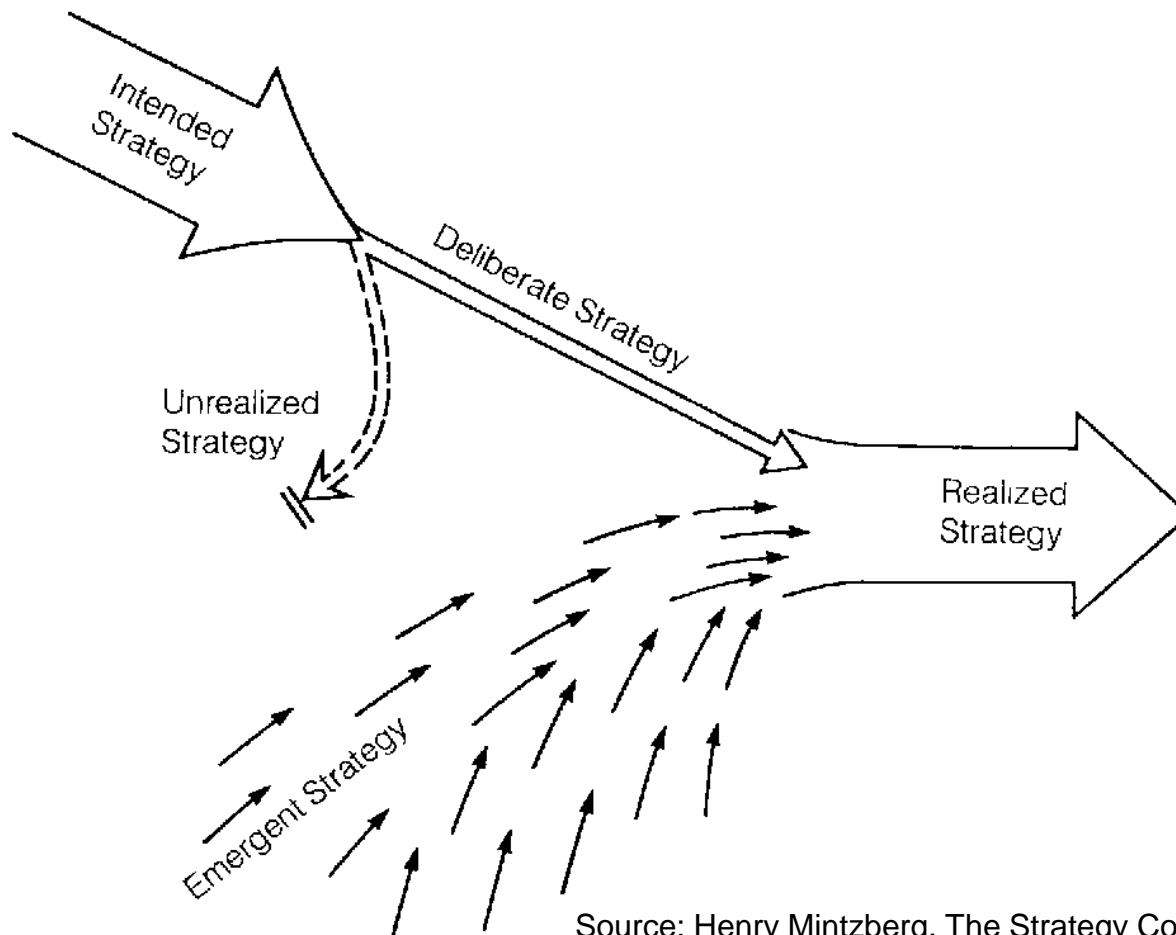
Change is the only constant

“ 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

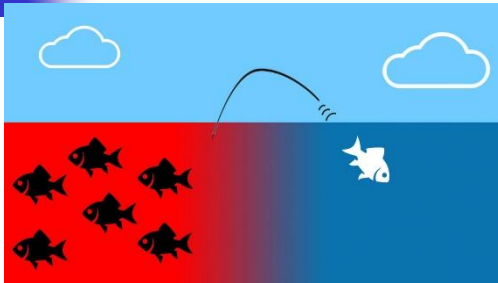
The set of shared beliefs that determine corporate culture

Dogmas

Resources
=>
Burdens

The trap of Active Inertia (Donald Sull)

Strategic planning: strategies

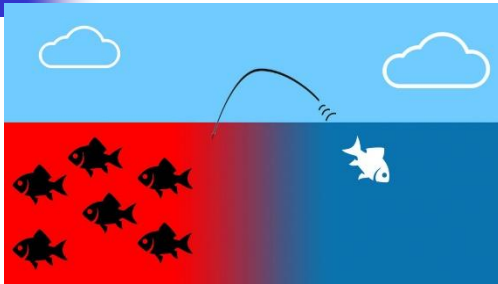


Red Ocean vs. Blue Ocean Strategies

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

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

Strategic planning: strategies



Red Ocean vs.
Blue Ocean Strategies

fulfoods.com

<https://baynsolutions.com/en/blue-ocean-strategy-in-the-food-industry/1118117>

Yellow Tail case study

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

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>

The image shows a wine advertisement for Yellow Tail Chardonnay. The central focus is a bottle of wine with a label featuring a kangaroo. The background is a scenic view of a vineyard at sunset. The advertisement includes several text elements: a headline 'SIMPLY ELEGANT' and a sub-headline 'FROM THE HEART OF AUSTRALIA' in a white oval; a body copy 'Rich tropical fruits with a creamy finish. This wine is soft yet fresh with balanced acidity' in a white oval; and a contact link 'www.discoveryyellowtail.com' at the bottom. A small kangaroo logo is also present. The advertisement is annotated with labels: 'Packshot' points to the bottle; 'Headline' points to the top text; 'Occhiello' points to the sub-headline; 'Visual' points to the vineyard background; 'Bodycopy' points to the descriptive text; 'Logotipo' points to the kangaroo logo; and 'Contatti' points to the website link. A 'Trademark' label points to the kangaroo logo.

Headline

Occhiello

Visual

Bodycopy

Logotipo

Trademark

Contatti

Packshot

www.discoveryyellowtail.com

Rich tropical fruits with a creamy finish.
This wine is soft yet fresh with balanced acidity

FROM THE HEART OF AUSTRALIA

SIMPLY ELEGANT

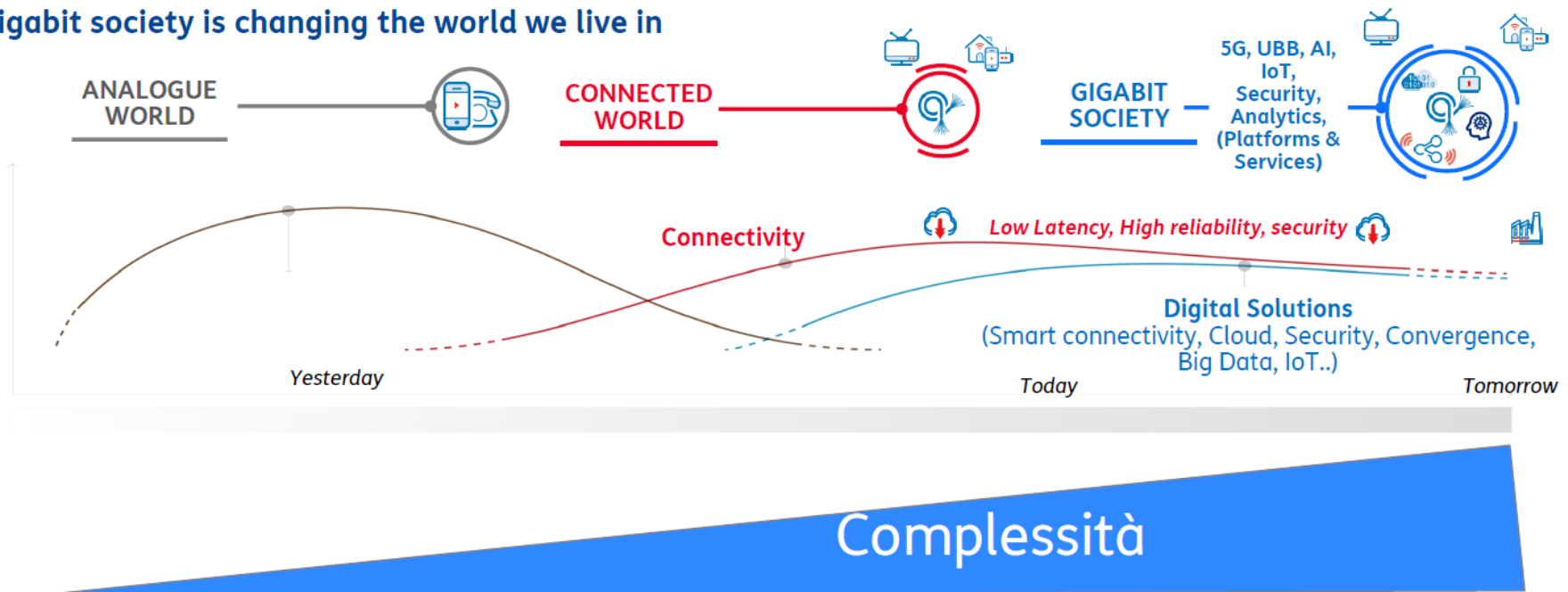
[yellow tail]
CHARDONNAY

EdiSES M. Gregori
Il Marketing del Vino
EdiSES

Strategies in a changing and complex world

Il mondo cambia e aumenta la complessità

Gigabit society is changing the world we live in



- Stabilità del contesto di business
- Modello di Business lineare
- Focus su prodotti e servizi
- Focus della Strategia: ability to predict e poi tanta Execution
- Modello Manageriale & Leadership: Command & Control
- Bassa relazione con l'ecosistema
- Bassa innovazione (principalmente tecnologica)

- Constant Change. Cambiamento continuo
- Modello di Business Reticolare
- Focus su Esperienza e Trasformazione
- Focus della Strategia: ability to Adapt and lead the Change
- Modello Manageriale & Leadership: Duale (execution & Innovation)
- Parte dell'ecosistema
- Innovazione guida il cambiamento