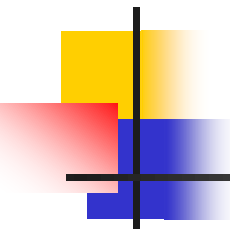


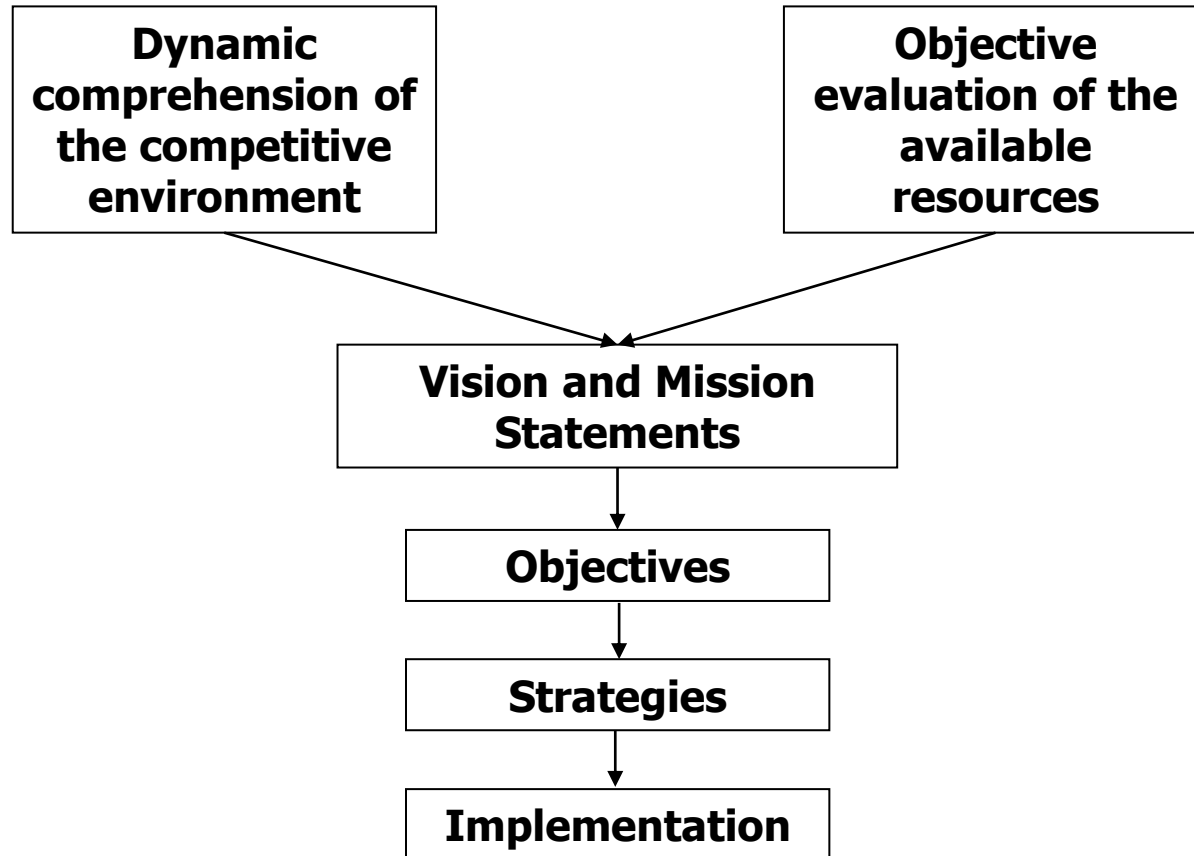
Strategic planning

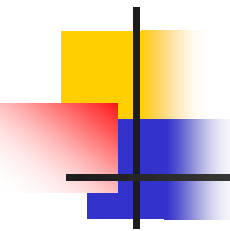
Strategic planning:

- The managerial process that combines the available resources with the market opportunities, in a long term perspective:
 - Definition of the *vision* and of the *mission* of the company
 - Definition of the objectives
 - Selection of the strategies and tactics best suited to achieving the objectives



Strategic planning





The vision and the mission statements

The **vision** statement of a company (organisation):

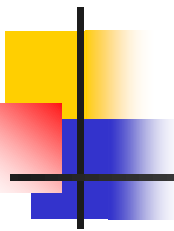
- Defines few but important **basic objectives** for organizing the company resources, **inspires the team** and forges the company **identity**, incorporate the company **values**, defines the **aim** and what the company will look like in the **future**
 - The organisation's reason for existing
 - The long term vision of what the company wants to be
 - The distinctive aim that differentiates the company from the others and the set of the characteristics that represent this differentiation
 - The direction in which guide the company

The vision and the mission statements

Example:

Barilla: *Bringing people closer to the joy of good food and making quality the choice for a better life, from each individual to the planet. Because this is how we are nurturing the future, today.*





The vision and the mission statements

The **mission** statement:

- The company **mission**, as the vision, should be **inspirational**, but, unlike the vision, should be **operational**.
 - It is the plan that guides the management and the team in their choices and can periodically change.
 - Defines why a business exists and helps a company respond to change and make decisions that align with its vision
 - Identify its role in the market and in the society in a perspective of development of its activity.
-
- VISION (where we want to be)
 - MISSION (what is our role)
-
- Not focused on the products (that could change) but on needs that the products could satisfy.

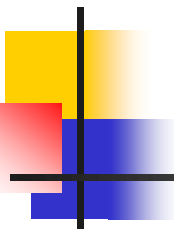
The vision and the mission statements

Example:

Barilla: *Our mission: to provide the world with tasty and healthy food, inspired by the Italian lifestyle and the Mediterranean diet, all supplied by mindful industries.*

"Good for you, good for the planet".





The vision and the mission statements

Constellation Brands

(<http://www.cbrands.com/about-us/our-vision-and-values>)

Our Vision

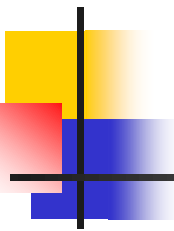
To elevate life with every glass raised.

We're proud that our beer, wine and spirit brands help people enjoy life a little more; celebrate small moments; and make big occasions even more special.

Our Mission

To build brands that people love.

What unites us and makes Constellation Brands such an exciting place to work is our collective passion for building brands that people love. We are all brand builders – regardless of our position in the company.



The vision and the mission statements

Caviro (<https://www.caviro.com/en/>)

Caviro ed i suoi Valori: passione e ragione

Together we cultivate values, from the roots up

We believe in the growth of the area and in ethical development, in the innovation that passes through the protection of the environment, the support of workers and the sustainability of decisions and processes.

We are economically sustainable because our financial statements reflect solidity and allow long-term projects.

We are sustainable from a social point of view because the effects of our work have a positive effect on the entire supply chain and on the community around us.

We are sustainable from an environmental point of view because our concrete circular economy model determines clear benefits for our territory.

We have chosen and built a new business model: our goal is to both enhance and preserve every resource to guarantee an eco-sustainable future.

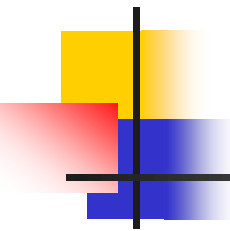
The vision and the mission statements

Donnafugata (<https://www.donnafugata.it/en/>)

Our values

Donnafugata is wine craftsmanship.
We produce a range of eclectic and consistent
wines with respect for the environment.
Wines that represent an innovative and
forward thinking Sicily.

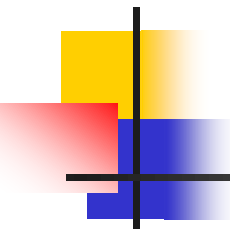




Strategic planning: objectives

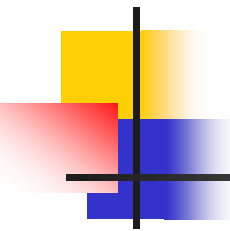
The **objectives**:

- 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



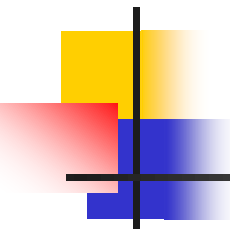
Strategic planning: strategies

- 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

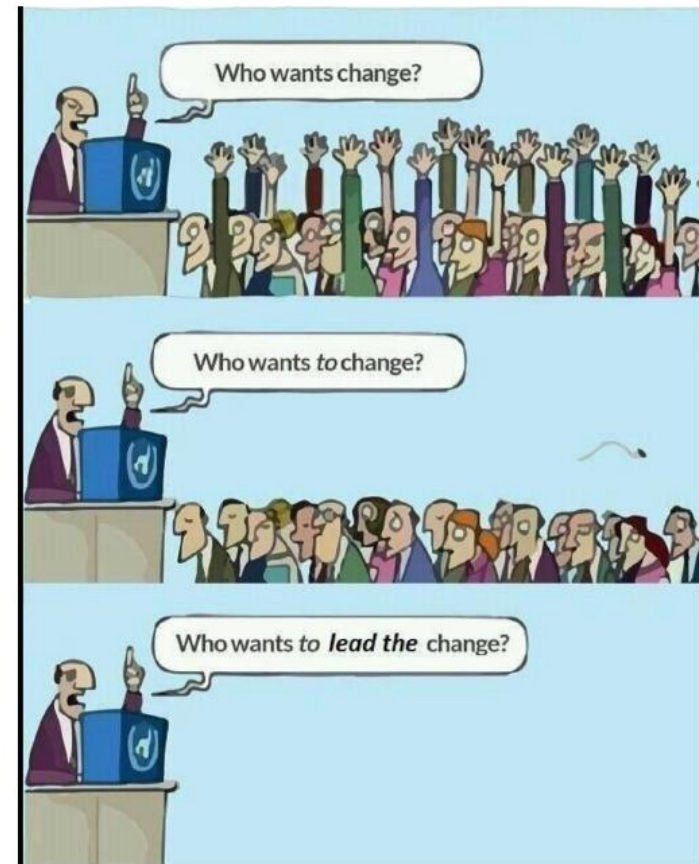
Growth strategies of a company:

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

Strategic planning: strategies

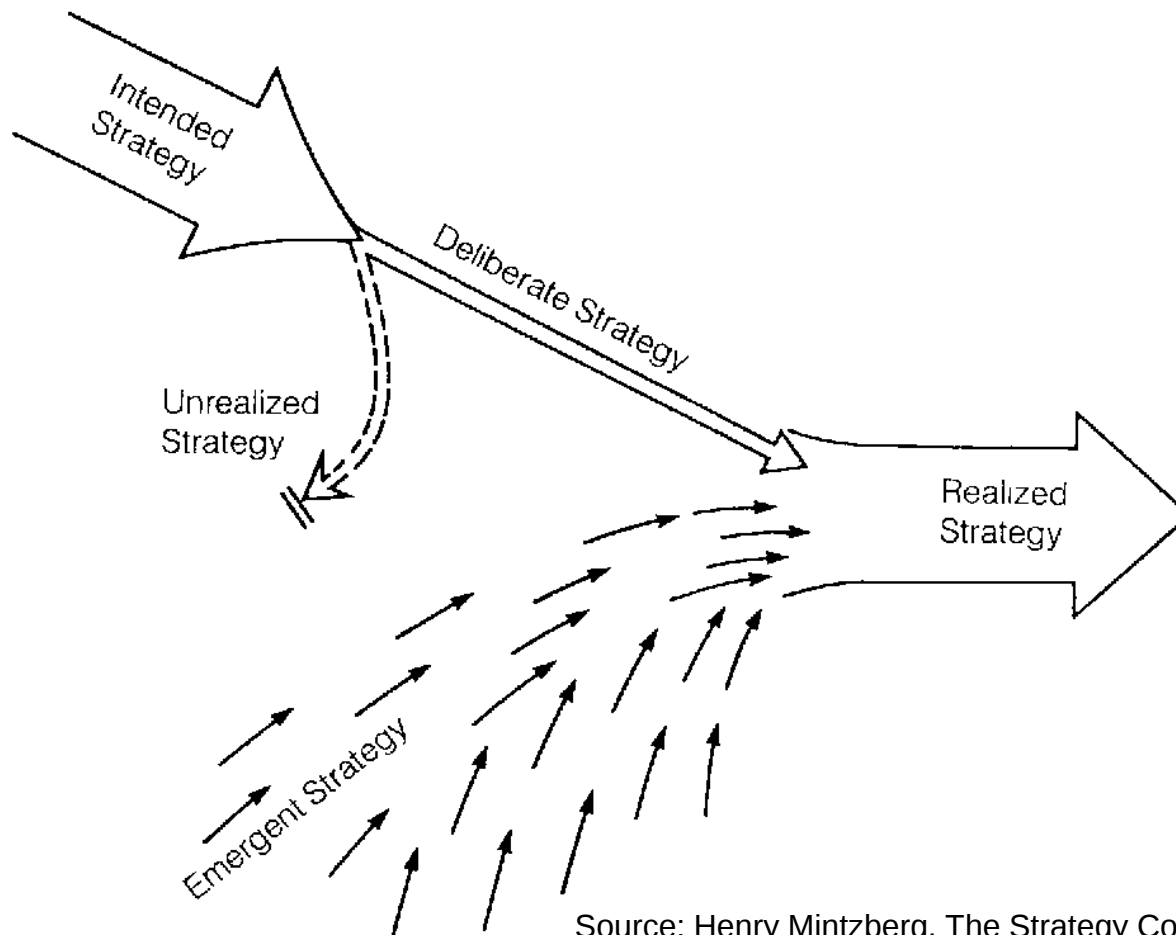
Change is the only constant

“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

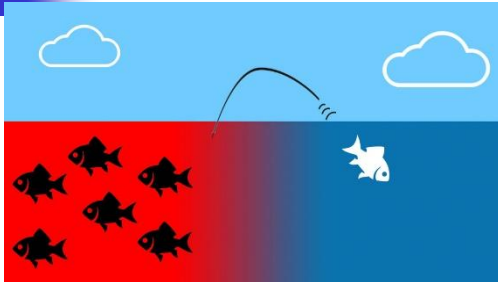
The set of shared beliefs that determine corporate culture

Dogmas

Resources
=>
Burdens

The trap of Active Inertia (Donald Sull)

Strategic planning: strategies

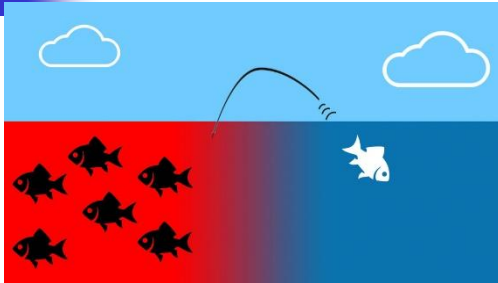


Red Ocean vs. Blue Ocean Strategies

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=uJf0m8eK6qg>

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

To find out more...

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

The image shows a Yellow Tail wine advertisement with several annotations. The central focus is a bottle of Yellow Tail Chardonnay, labeled 'Packshot'. The bottle is set against a background of a vineyard at sunset, labeled 'Visual'. Above the bottle, the headline 'SIMPLY ELEGANT' is enclosed in a speech bubble, with 'FROM THE HEART OF AUSTRALIA' below it, both labeled 'Occhiello'. To the right of the bottle, the body copy reads 'Rich tropical fruits with a creamy finish. This wine is soft yet fresh with balanced acidity', labeled 'Bodycopy'. At the bottom left, the website 'www.discoveryyellowtail.com' is listed under the label 'Contatti'. At the bottom right, the Yellow Tail kangaroo logo is labeled 'Logotipo' and 'Trademark'. The bottom of the slide features the logo for 'EdiSES' and the text 'M. Gregori Il Marketing del Vino EdiSES'.

Headline

Occhiello

Visual

Bodycopy

Logotipo

Trademark

Packshot

Contatti

www.discoveryyellowtail.com

EdiSES

M. Gregori
Il Marketing del Vino
EdiSES