Strategic planning: strategies

- VISIONE (dove vogliamo arrivare)
- MISSIONE (qual è il nostro ruolo)
- OBIETTIVI (definizione dei risultati finali, risponde alla domanda: "cosa vogliamo ottenere")



(Liberamente tratto da G. Negro "La Qualità Totale a Scuola")

Source: Cotarella R., Cimino S., Tinarelli J., Strategia di mercato e gestione dell'impresa vitivinicola

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

Treacy M., Wiersema F. "The Discipline of Market Leaders"

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."

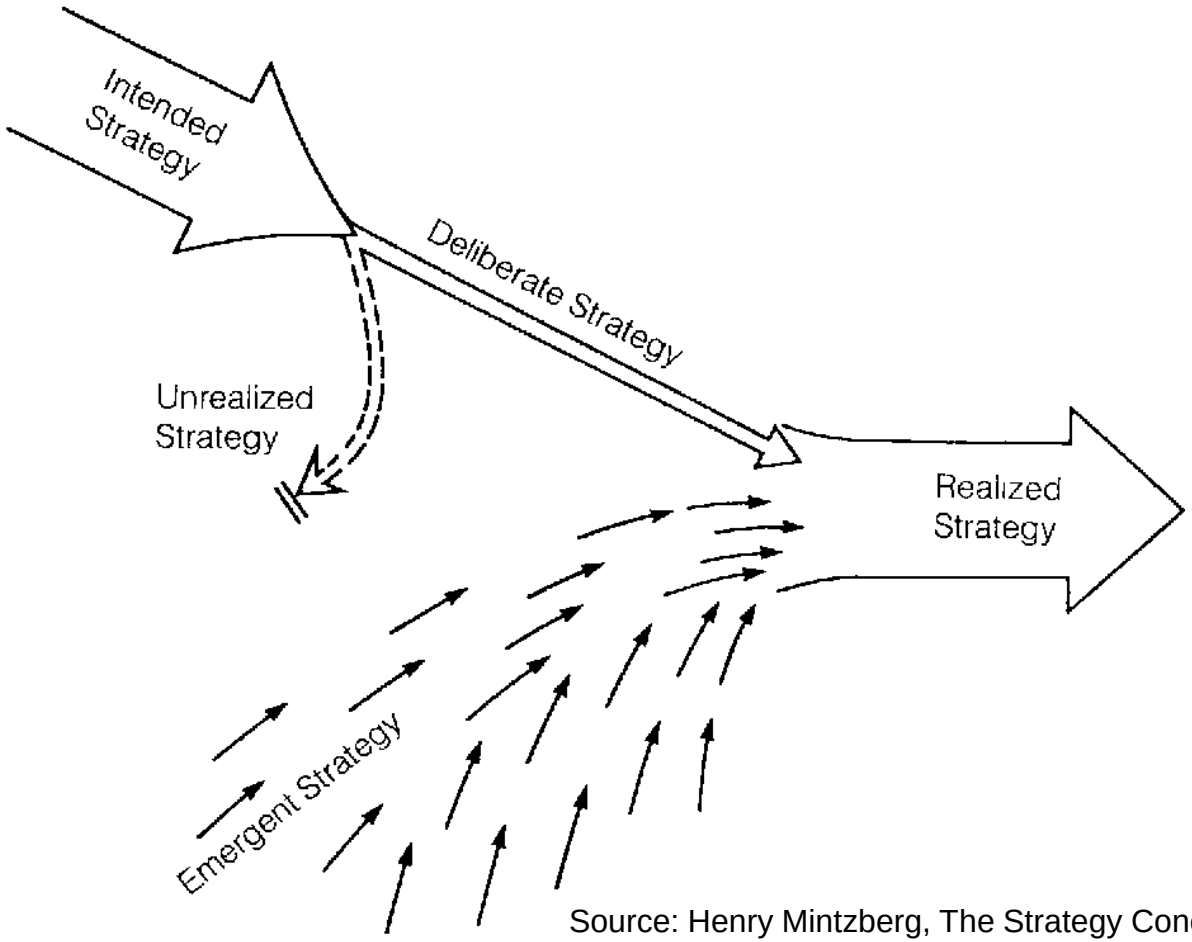
JACK WELCH



Source: Mario Di Mauro, Innovazione di business nell'era digitale, Presentation Wine Business Course, Tollo 22.02.2020

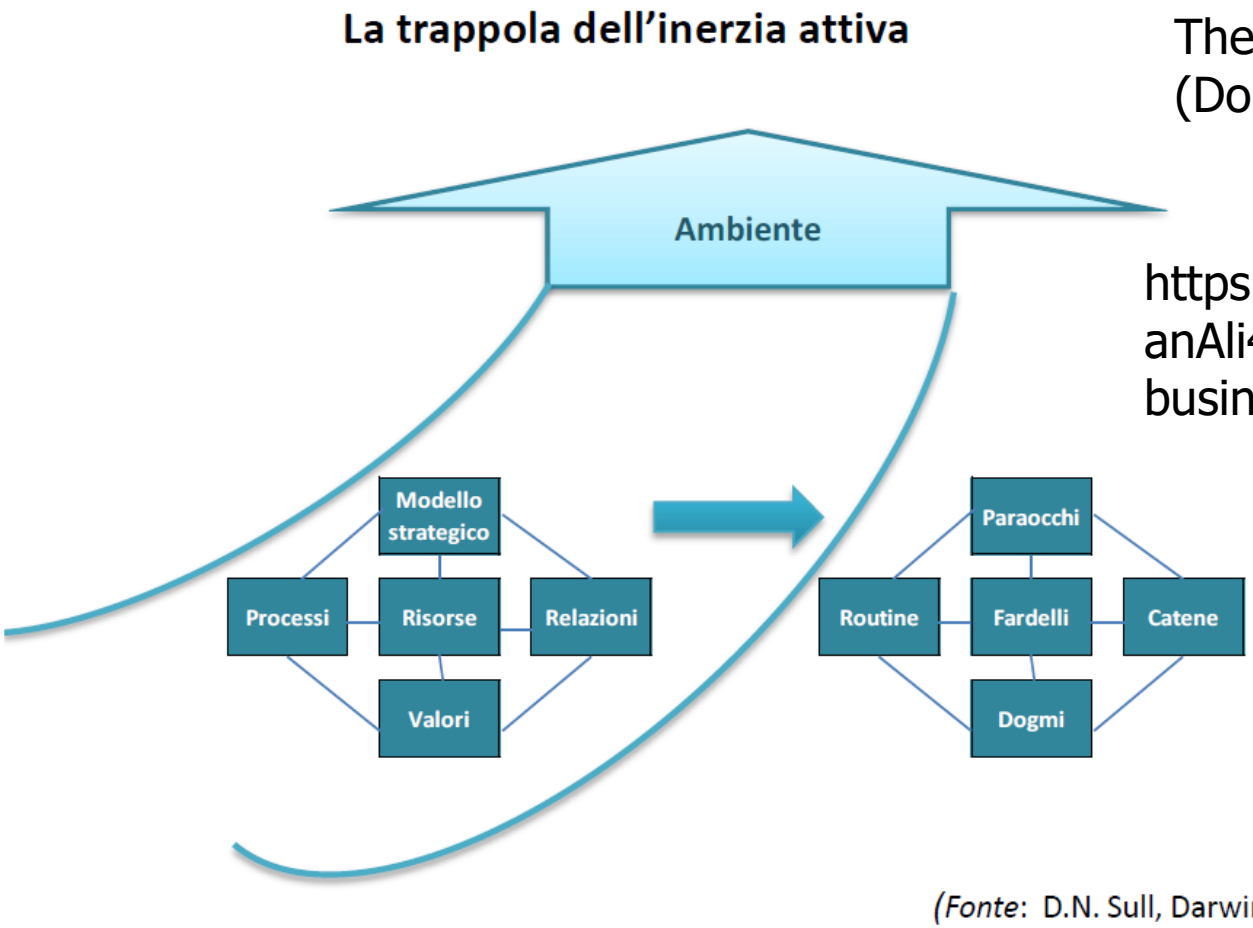
Strategic planning: strategies

Figure 1. Deliberate and Emergent Strategies



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

Strategic planning: strategies



The trap of Active Inertia (Donald Sull)

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

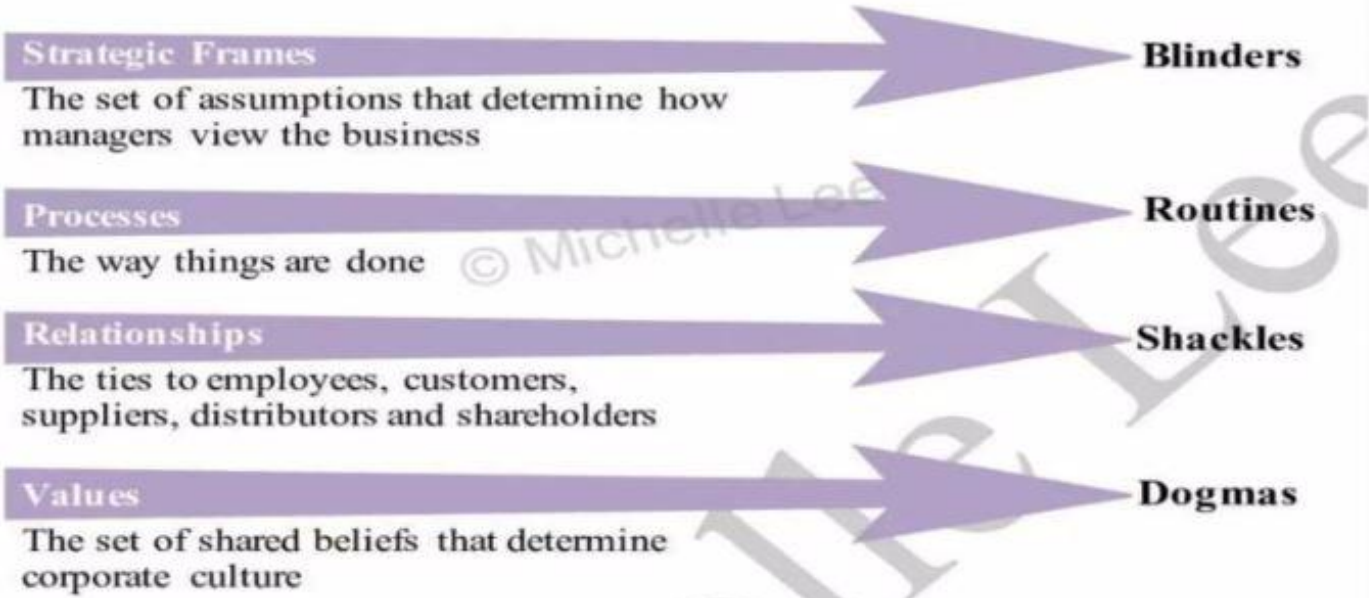
Source: Cotarella R., Cimino S., Tinarelli J., Strategia di mercato e gestione dell'impresa vitivinicola

Strategic planning: strategies

Why good companies go bad

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

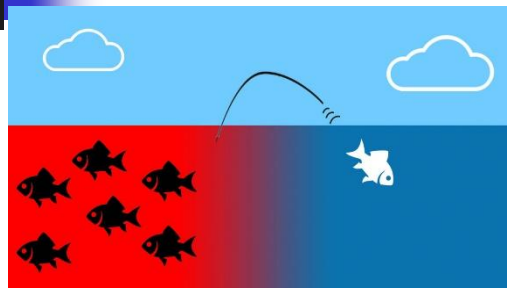
Hallmarks of Active Inertia



Resources => Burdens

The trap of Active Inertia (Donald Sull)

Strategic planning: strategies

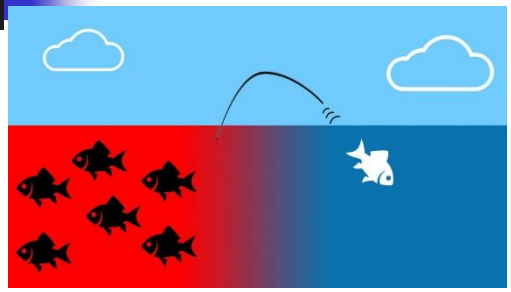


Red Ocean vs. Blue Ocean Strategies

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

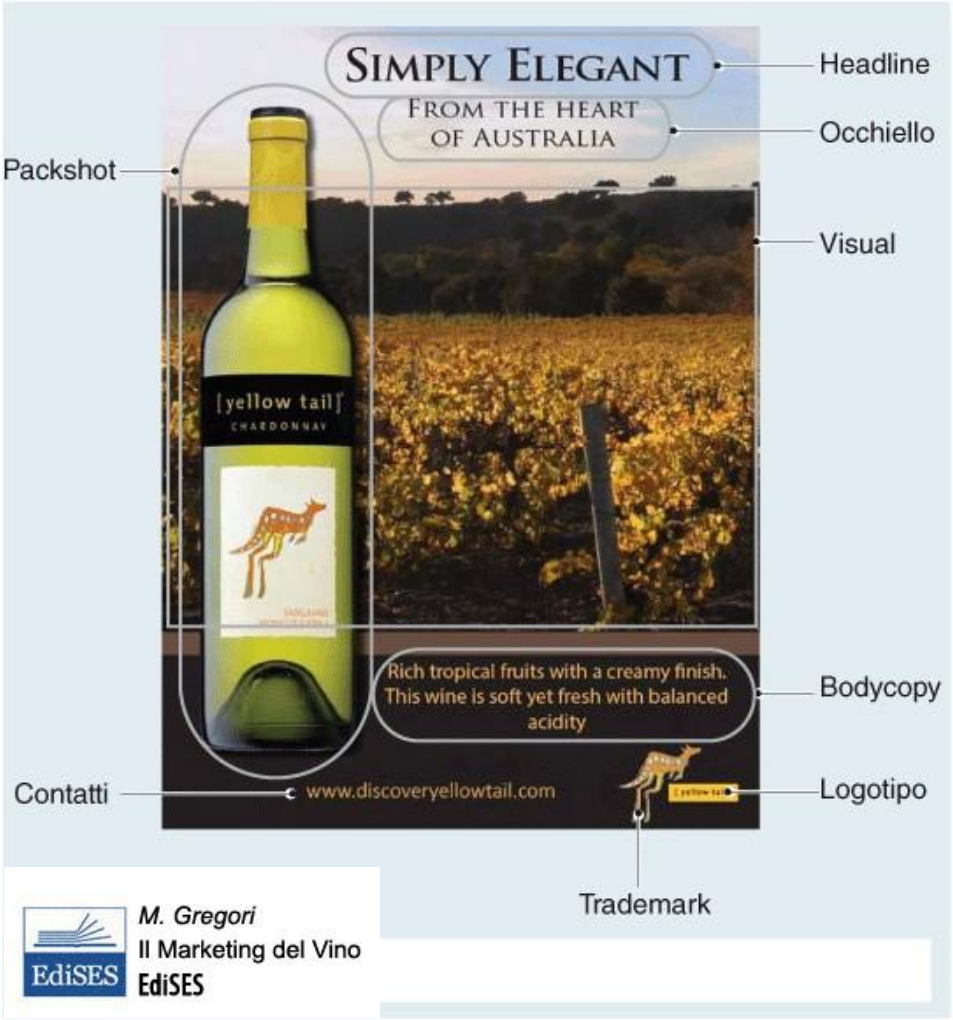
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https://www.youtube.com/watch?v=uJf0m8eK6qg

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

To find out more…

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



M. Gregori
Il Marketing del Vino
EdiSES