



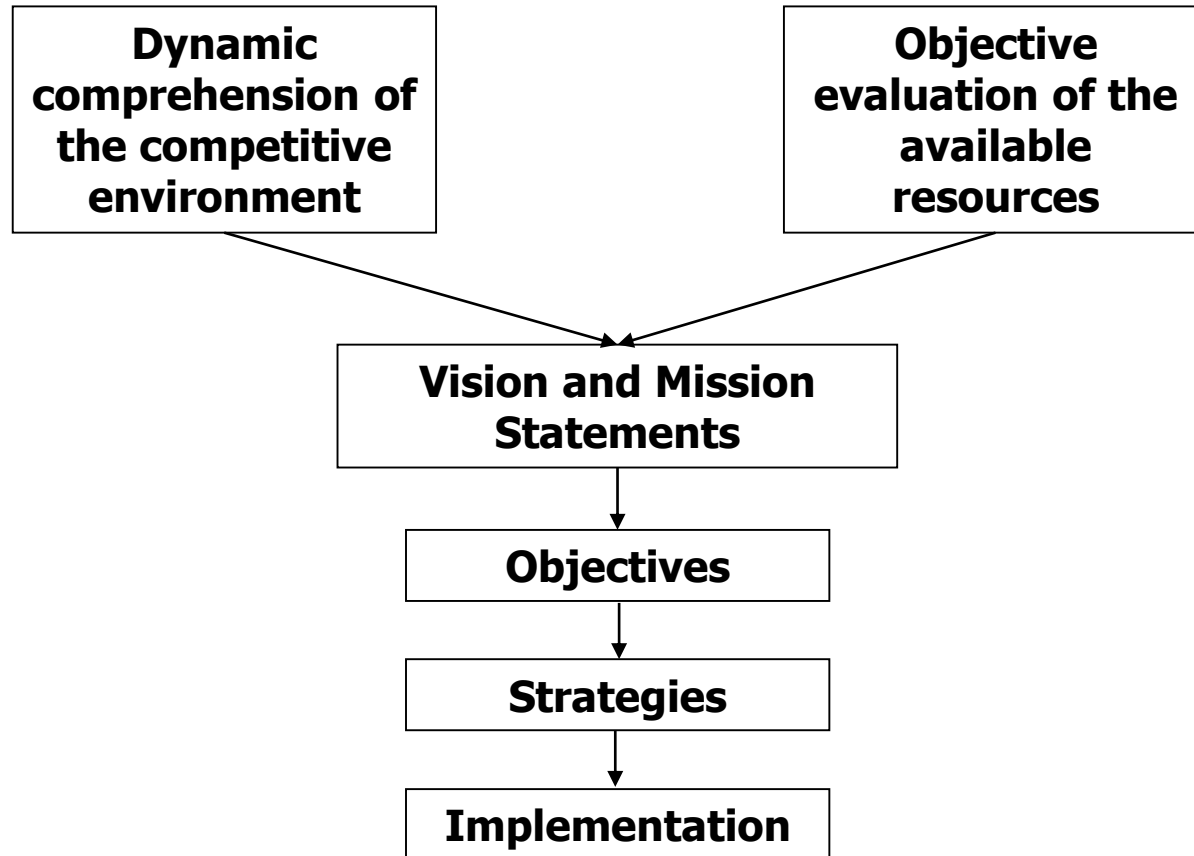
# Strategic planning

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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





# Strategic planning

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## The **vision** and the **mission statements**:

- VISION (where we want to be)
- MISSION (what is our role)
- Defining the mission statement of a company (organisation) it means identify its role in the market and in the society in a perspective of development of its activity.
  - 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
- Not focusing on the products (that could change) but on needs that the products could satisfy.



# The mission statement

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## 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 mission statement

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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 mission statement

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

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## 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

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- 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

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- 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

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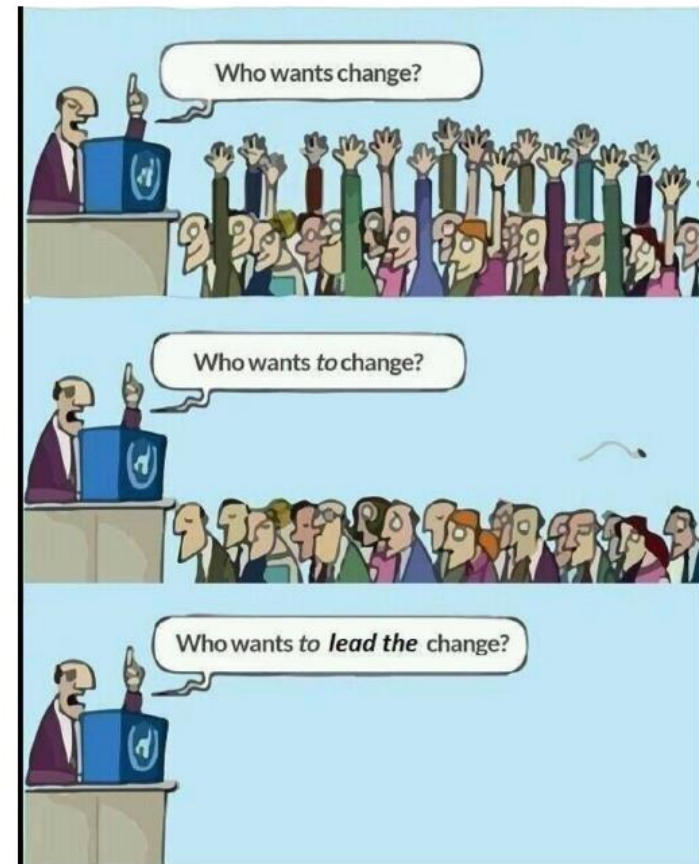
## Growth strategies of a company:

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

# Strategic planning: strategies

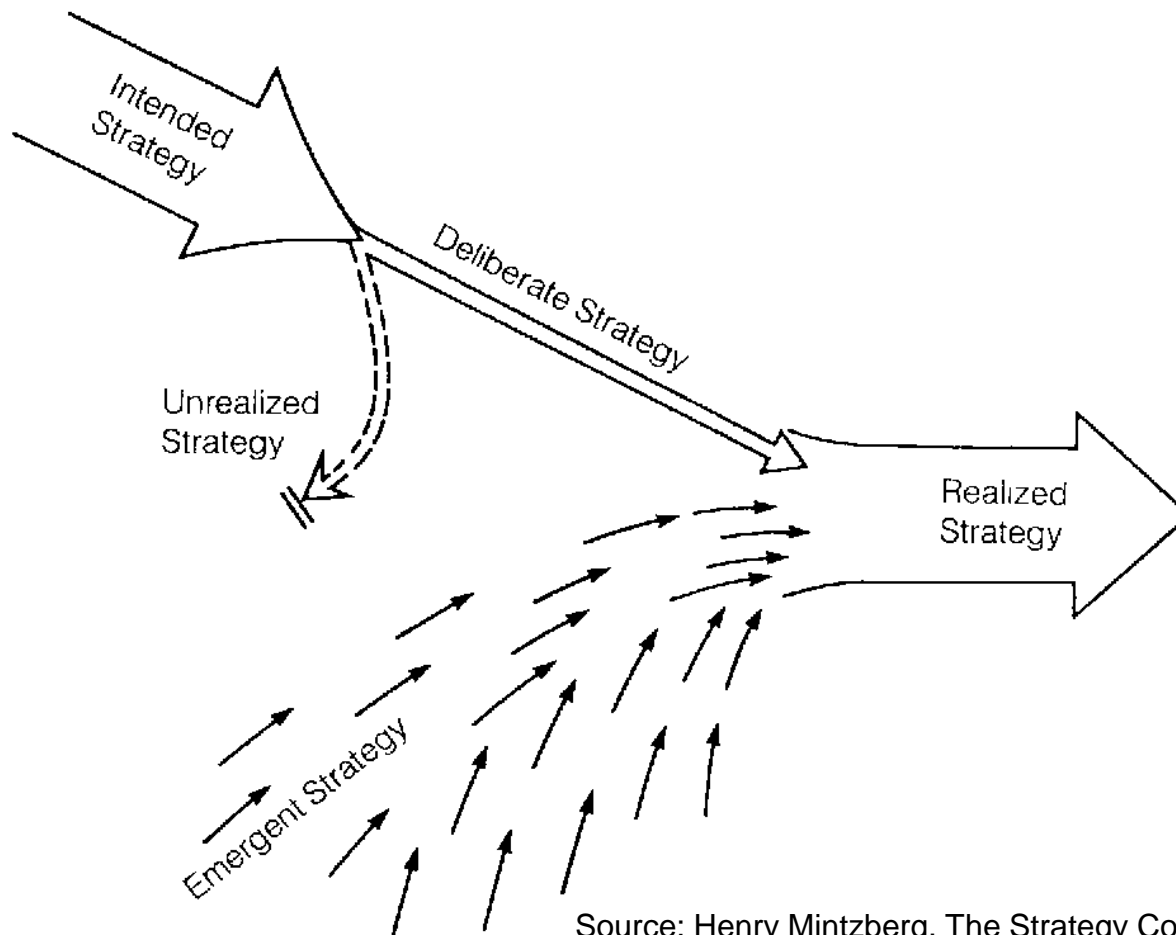
Change is the only constant

“ 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

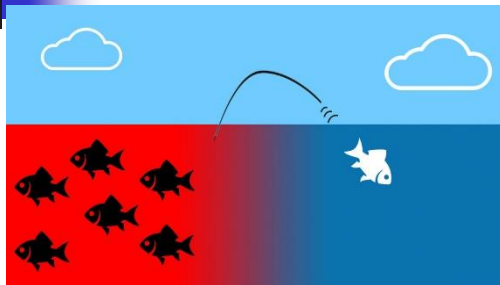
The set of shared beliefs that determine corporate culture

#### 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/>

# 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>

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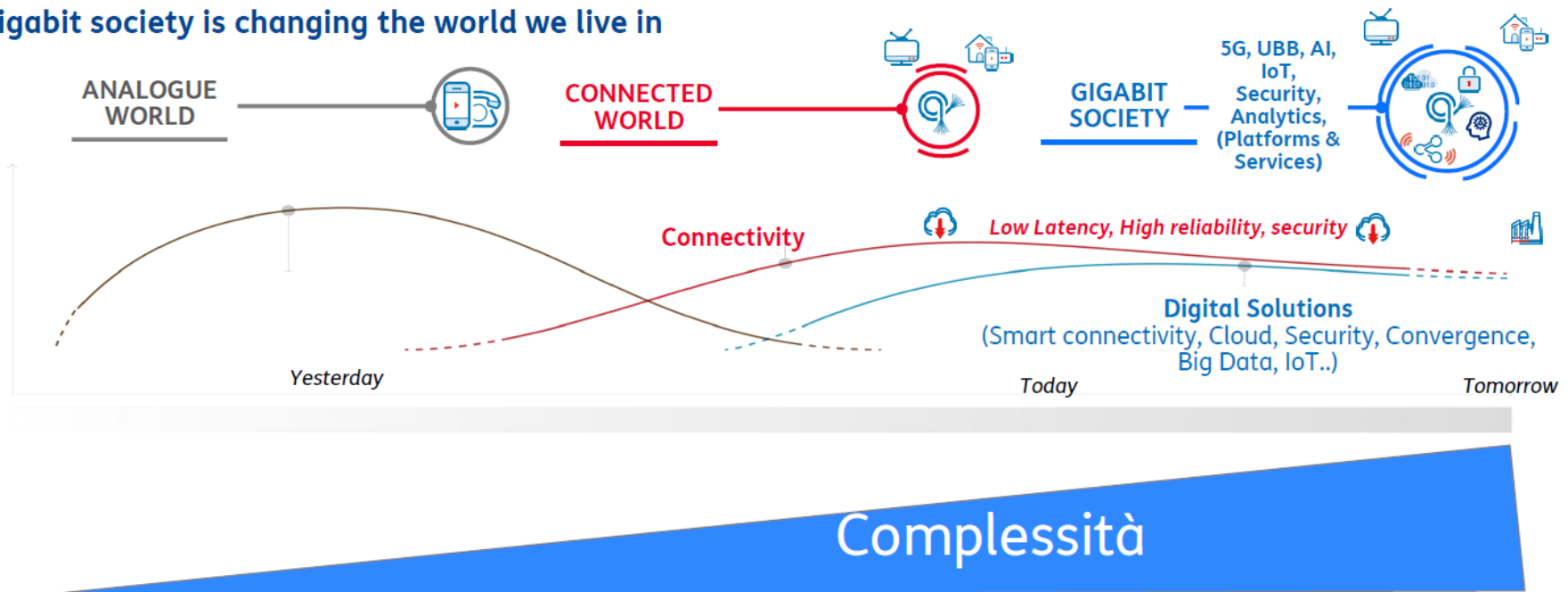
www.discoveryyellowtail.com

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