

## SUCCESS STORY - CORPORATE STRATEGY

*With a more clear direction, a Romanian meat based cans producer strengthens its leading market position*

### 1 Context and Challenge

A Romanian meat based cans producer had reached to a dominant market share. However, in the period of 2008-2009, the General Manager was concerned about consolidating the leading market position and bringing the business to the next level by encouraging further development against the very challenging economic environment. The client wanted appropriate professional support to design the strategy that could help it consistently and effectively respond to this priority. Following a request from the General Manager, Sta.RPerformining business advisors stepped in.

### 2 Approach and Findings

Sta.RPerformining team started by gathering relevant, complete data and prepared information that was necessary in the process of strategy building. Details were obtained from the company and the market, by involving the employees. Based on them, we helped the client prepare the support needed in the analysis phase.

A consistent SWOT model analysis process allowed the organization and the employees precisely examine the external and internal environment, discover the clear picture and define the key challenges for the company. The process reconfirmed the company's existing vision, mission and set of values. Next step was to set the main strategic directions that the organization was to head for the following 5 years.

Our team proceeded further with a business segmentation process, in order to help the company discover the market potential and identify new opportunities. We worked afterwards with the client to analyze the attractiveness and define the particular challenges for each business segment. The process completed with the phase of defining the actual strategic projects, detailed action plans including resources allocation map and budget. In the end, the company obtained the Strategy Map that correlated the objectives and the key performance indicators (KPIs) defined for monitoring the strategy implementation and measuring the results.

### 3 Impact

The client approached new business segments and implemented the strategic projects, which brought the company a steady, consistent business growth over the next 3-4 years. Having the new strategic frame as foundation, the company successfully expanded on the food retail business segment. It launched a new concept of fast food restaurants with traditional food specialties only that proved to meet real market expectations.

#### **Solid expertise in the food and agribusiness industry**

Performer solution for strategy building also marked a success with a leading company from the edible oil industry segment. During the economic crisis, our client successfully opened a new business line, which led to a 20 percent increase of the company's turnover for three years in a row.

Advantages of the Sta.RPerformining solution:

- shared, easy to understand language made available to all the company's employees, no matter the hierarchical position in the organizational structure
- logical, clear structure and frames adapted to the company's specific need of carrying out the strategic planning process
- valid tools and guidance that helped the employees discover by themselves, in a most natural way, each step the company needed to follow in order to achieve the objective.