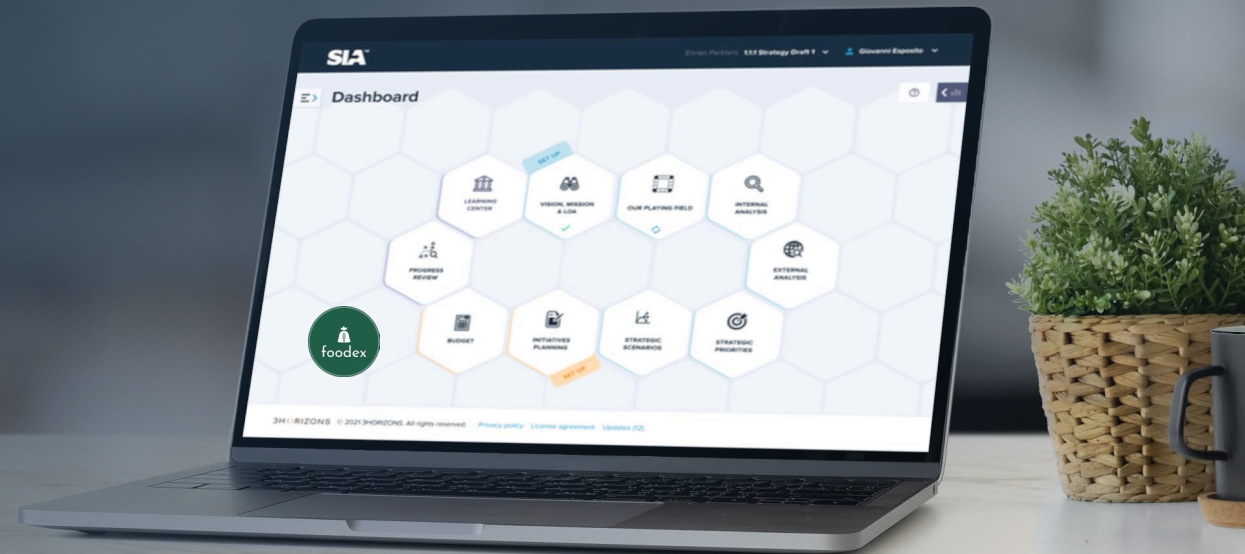


Strategy in Action (SiA)



FoodEx Case Study





Sanitised example of Strategy in Action Project





Introduction to FoodEx

Company Overview

	Revenue (2021)	€1,320m
	HQ	Copenhagen
	Employees	500+
	Sector	Consumer Goods & FMCG

*all data is hypothetical for conceptual purposes

FoodEx is a **Danish food company** with a leading position in the Scandinavia meat market. Its product portfolio includes **red meat (beef, pork, and lamb)** and **poultry products**, such as smoked and dried sausages, charcuteries, and ready meals.

FoodEx's offering is produced in 10 facilities located in **Denmark, Sweden and Norway** and sold in these three countries directly to final consumers solely through major retail chains, namely supermarkets and hypermarkets.

FoodEx engaged its leadership team in the **Strategy in Action Programme** to develop their 5-year Strategy, while it involved a wider team of 50 executives and middle managers to form their 2-year Operating Plan.

The company's employees are over 500 people, with sales representatives and production facilities located in 3 countries.

Transforming FoodEx's Market Position with the Strategy in Action (SiA) Programme

Pains

Although the company has the **biggest market share** in the Nordic and Baltic countries, they have been facing several **challenges** related to changes in consumer **health concerns** and **competitive and environmental landscape**.

This necessitated a strategic approach to maintain and grow their market share.

The Solution

The **Strategy in Action Programme**, the world's first end-to-end **Strategy as a Service (STRaaS) solution**.

The SiA Programme provided FoodEx with a **structured framework to identify and analyse market trends**, fine-tune its product offerings and **streamline production across its facilities** in Denmark, Sweden and Norway.

Gains

After using the SiA Programme, FoodEx **increased sales and market share retention** by optimising its production processes, **reducing operational costs and enhancing overall efficiency**. FoodEx successfully expanded its presence in these channels, **enhancing its distribution network**.

The team from Foodex that were engaged



Erik Christensen
Chief Executive Officer



Lars Andersson
VP Operations & Supply Chain



Anna Karlsson
VP Sales & Marketing



Anders Nilsson
Global Head of Farmer
Partnerships & Channel
Distribution



Ida Kalland
VP Human Resource
Management




Michael Vikinin
Head of Finance



Aatami Mäkinen
VP Research &
Development



Andrew Lars
VP Health & Safety



Andrea Nordin
Head of Legal



Strategy Formulation and Internal Analysis Workshops



Workshop 1

V, M & LoA, Market Map, Internal Analysis & External Analysis

- Vision, Mission and Level of Ambition
- Market Matrix (Where we Play, Where we Could Play)
- Strengths, Weaknesses, Opportunities and Threats
- Competitive Advantage
- Market Assessment
- Define and short-list Strategic Priorities across the 3 Horizons, as well as Enabling Priorities aiming to address the Vision & Level of Ambition

Workshop 2

Strategic & Enabling Priorities

- Define the of economic baseline and assess impact Strategic & Enabling Priorities on the Level of Ambition
- Finalisation of Strategic & Enabling Priorities
- Define the Capital Requirements of the Strategic Plan
- Strategic Scenarios
- Finalisation of Strategy



External Analysis and Strategic Priorities Workshops



Workshop 3

Economic Baseline & Financial Impact of Strategic Priorities

- Define the of economic baseline and assess impact Strategic & Enabling Priorities on the Level of Ambition
- Evaluation of the financial impact of strategic priorities and initiatives.
- Forecasting financial outcomes based on the execution of strategic priorities.
- Providing insights into how strategic priorities can contribute to improved financial performance.
- Aligning financial goals with strategic priorities

Workshop 4

Capital Requirements & Strategic Scenarios

- Define the Capital Requirements of the Strategic Plan
- Analysis of the organization's financial capacity to fund strategic initiatives.
- Aligning capital allocation with strategic priorities and goals.
- Strategic Scenarios



Operating Plan Workshop and Progress Review



Workshop 6

Finalisation of Strategy Document & Operating Plan

- Detailed outlining of the strategic priorities, initiatives, and their timelines.
- Development of an operating plan that translates the strategic priorities into actionable steps for various departments and teams.
- Providing a clear blueprint for the organization's strategic journey, including key milestones and deliverables.

Progress Review

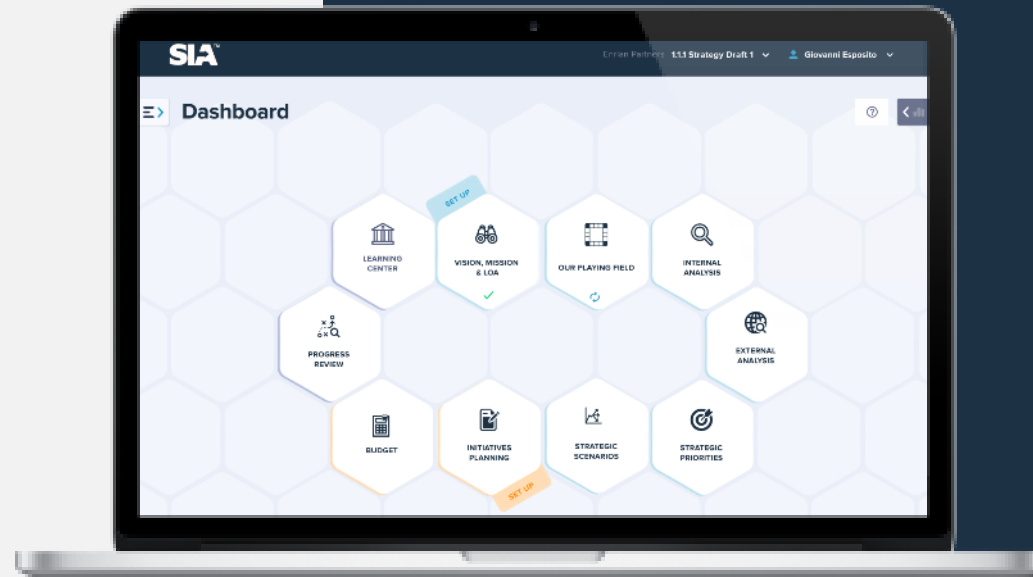
Quarterly Progress Reviews on Operating Plan

- Conducting regular quarterly reviews of the operating plan to assess progress and performance against established goals and KPIs.
- Making necessary adjustments and reallocations of resources based on market conditions and emerging trends.



SiA PLATFORM OUTPUTS

Let's take a look
at the **Strategic
Plan** and outputs
that the team
developed



Through the **SiA Programme**, FoodEx developed their Strategic Plan and Operating Plan

Contents

01

Where we play

02

Where we stand compared to our competitors

03

Where we could play

04

Where we want to be

05

How to get there

06

What we will achieve, and resources required



Existing Offerings

Existing Market Segments		Red Meat	Processed
Retail	Norway	✓	✓
	Sweden	✓	✓
	Denmark	✓	✓

KEY TAKEAWAYS

- Assessed the **current market landscape** and evaluated the attractiveness of existing market spaces
- We currently compete in 6 Market Spaces through 2 Offerings that are sold in 3 countries, Denmark, Sweden and Norway.

*all data is hypothetical for conceptual purposes

The Playing Field - Breakdown by Revenue



Existing Offerings (and 2022 Revenue)

Existing Market Segments		Red Meat	Processed	Grand Total
Retail	Norway	€250.8m 38.0 %	€143.0m 36.1%	€393.8m 45.5%
	Sweden	€217.8m 33.0 %	€123.0m 31.1%	€340.8m 39.4%
	Denmark	€72.6m 11.0 %	€57.8m 14.6%	€130.4m 15.1%
Total		€541.2m 62.6 %	€381.6m 44.1%	€865m

KEY TAKEAWAYS

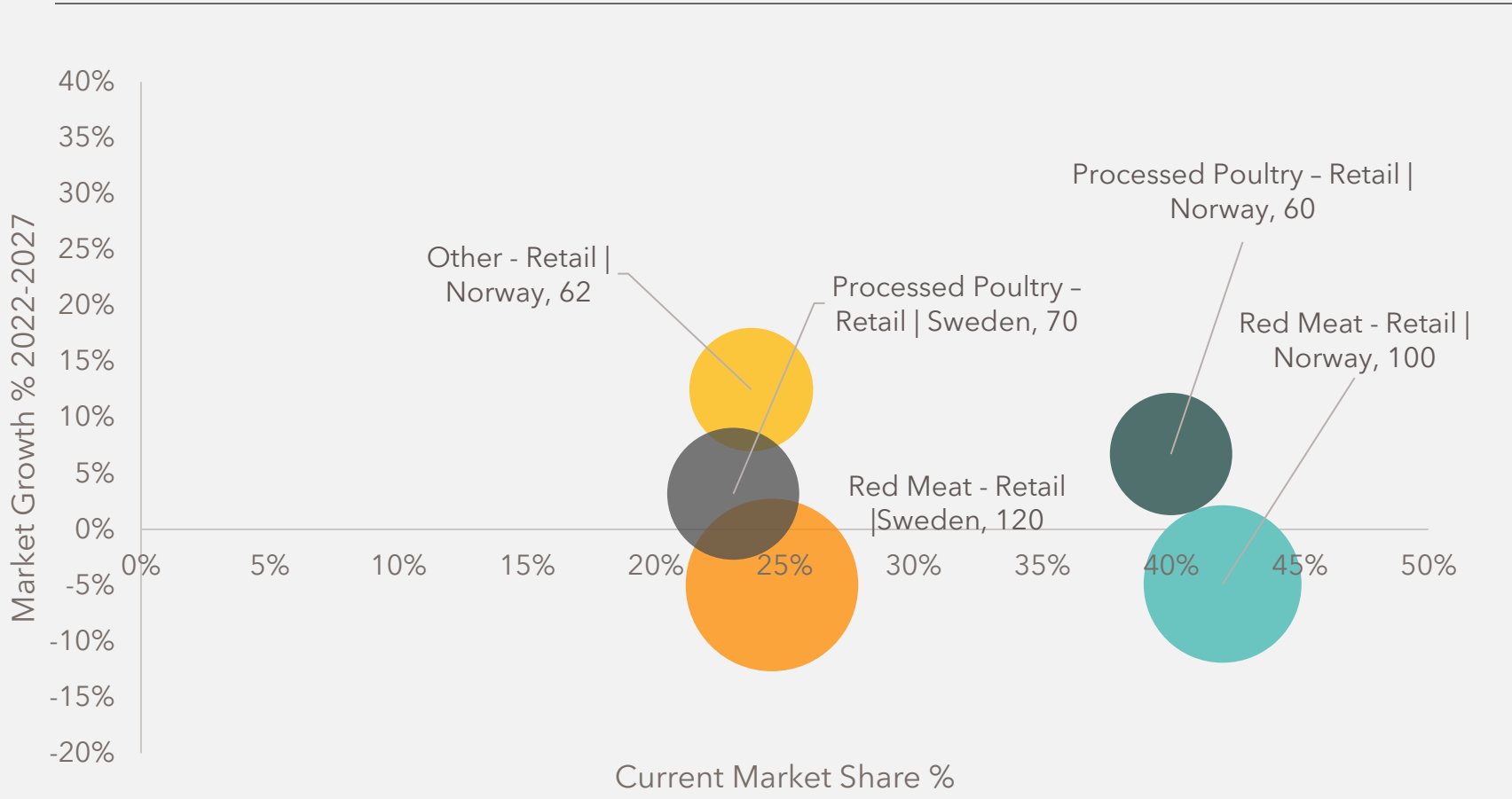
- The percentages in individual Market Spaces refer to the % of the Total Revenue for the Offering (e.g. 38% of Red Meat revenues come from sales in Norway)
- The percentages in the Total boxes refer to the % of FoodEx's Total Revenue that comes from each Market Offering or Market Segment (e.g. 62.6% of FoodEx's Total Revenue comes from Red Meat Offering and 45.5% of FoodEx's Total Revenue comes from Sales in Norway)

*all data is hypothetical for conceptual purposes

The Playing Field - Breakdown by Revenue



Market Share % vs. Market Growth % vs. Potential by Existing Market Space in 2027 (million €)



KEY TAKEAWAYS

- This shows our current performance and potential in the markets we play today.
- Higher positions on the graph indicate anticipated market growth over the next 5 years.
- Bubble size represents potential gross profit in 2027.
- Horizontal positioning reflects current percentage market share.
- E.g. the Processed Poultry market in Norway is showing a current market share of 40% with a 5% market growth potential in the next 5 years and 60 in relative potential in Gross Profit in 2027

Note: The size of the bubble represents the relative potential in Gross Profit in 2027

*all data is hypothetical for conceptual purposes

Conducting External Analysis on our Market Matrix unearthed 8 top **Opportunities** which represent a high combined Obtainable Market Size in the next five years...

OPPORTUNITIES			
	Opportunities	Potential (USD)	
		2022	2027
1	Retail Sweden Processed Poultry		
2	Retail Norway Processed Poultry		
3	Retail Finland Processed Poultry		
4	Retail Denmark Processed Poultry		
5	Retail Sweden Processed Red Meat		
6	Retail Norway Processed Red Meat		
7	Retail Finland Processed Red Meat		
8	Retail Denmark Processed Red Meat		

KEY TAKEAWAYS

- The most noteworthy opportunities to be aware of and to seek to explore are:
- Processed Poultry (Sweden + Norway + Finland) is seen to represent a large opportunity in the coming years owing to rapid population growth combined with increased consumer desire for ready-to-eat meals.
- Processed Red Meat (Sweden + Finland + Norway) which is currently the offering which could present a sizeable growth opportunity going

*all data is hypothetical for conceptual purposes

...As well as 6 highest priority Threats in our Existing Market Spaces

THREATS			
	Threats	Risk (USD)	
		2022	2027
1	Retail Sweden Processed Red Meat		
2	Retail Norway Processed Red Meat		
3	Retail Denmark Processed Red Meat		
4	Retail Sweden Processed Poultry		
5	Retail Norway Processed Poultry		
6	Retail Denmark Processed Poultry		

KEY TAKEAWAYS

- The most noteworthy threats to be aware and take mitigating actions are:
- Processed Red Meat (Sweden + Norway + Denmark) where we have more than €200m in Revenue and ~6% in Gross Margin under threat due to clients pulling back on spending, price sensitivity and changing customer behaviours due to potential health risks
- Processed Poultry (Sweden + Norway + Denmark) which is also under threat but not as much as the processed red meat offering.

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Contents

01

Where we play

02

Where we stand compared to our competitors

03

Where we could play

04

Where we want to be

05

How to get there

06

What we will achieve, and resources required



Assessed Market Spaces

MS 1 Processed Poultry Retail Norway		MS 2 Processed Poultry Retail Sweden		MS 3 Processed Poultry Retail Denmark	
MS 9 Processed Red Meat Retail Norway		MS 10 Processed Red Meat Retail Sweden		MS 11 Processed Red Meat Retail Denmark	

Market Assessment

Market Size

1. Assessment Method

Choose Total Market Sizing Method: Basic Analysis Driver analysis

Choose Obtainable Sizing Method: Basic Analysis Driver analysis

2. Size The Market

Please estimate the size of the market for this offering

Market Space	Total Market Size (2022)	Obtainable Market Size (2022)	Gross Margin % (2022)	CAGR % (2017-22)
Processed Poultry Retail Norway	551.2	275.6	4.5%	1%

Industry and Macro - Economic Trends

Competitive Rivalry	Increasing pressure from private label	My Company:	Market:
Bargaining Power of Suppliers	Farming prices are increasing	My Company:	Market:
Social Trends	Consumers showing growing preference for poultry meat thanks to healthier and fresher image	My Company:	Market:

Comparative Advantage/ Disadvantage

Capability	Disadvantage	Advantage
Key Account Management		
Partner Relationship in Delivery Channel Management		
Brand Awareness		
Sourcing & Procurement		
New Product Development		
Environmental Sustainability in Operations		

Key Competitors

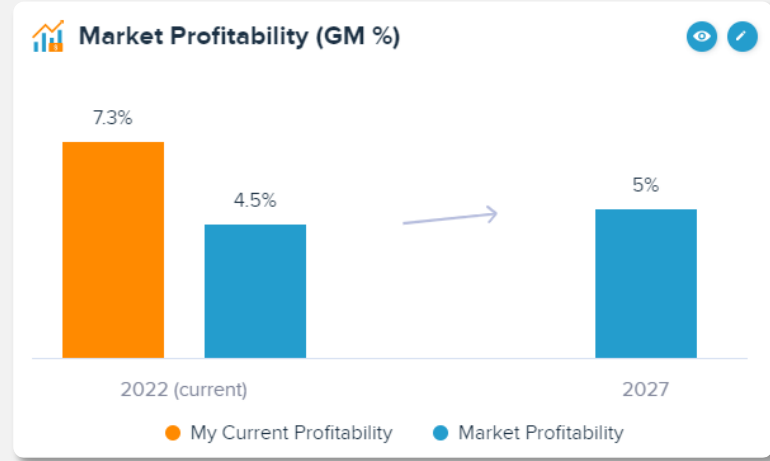
Competitor: BeefCore Market Share: 32.4%

Competitor Profile (762/1600)

BeefCore is FoodEx's main competitor: it serves the same markets with similar offerings, but with a slightly wider coverage and a different value proposition. The company sells a variety of processed red meat and processed poultry products mainly to fast-food chains and large retail chains. Its...

- ### KEY TAKEAWAYS
- We evaluated all our existing market spaces,
 - These market spaces were assessed based on these components:
 - Market size** - encompassing total market size, obtainable market, gross margin and CAGR (Compound Annual Growth Rate);
 - Key competitors**
 - Industry and macro-economic trends**
 - Comparative advantages and disadvantages**

Market Assessment: Processed Poultry | Retail | Norway



KEY TAKEAWAYS

- The Processed Poultry market is only **expected to grow marginally (by 3%) in the next five years** due to the impact of trends including health and wellbeing concerns, buyers becoming more price sensitive and increase in farming prices

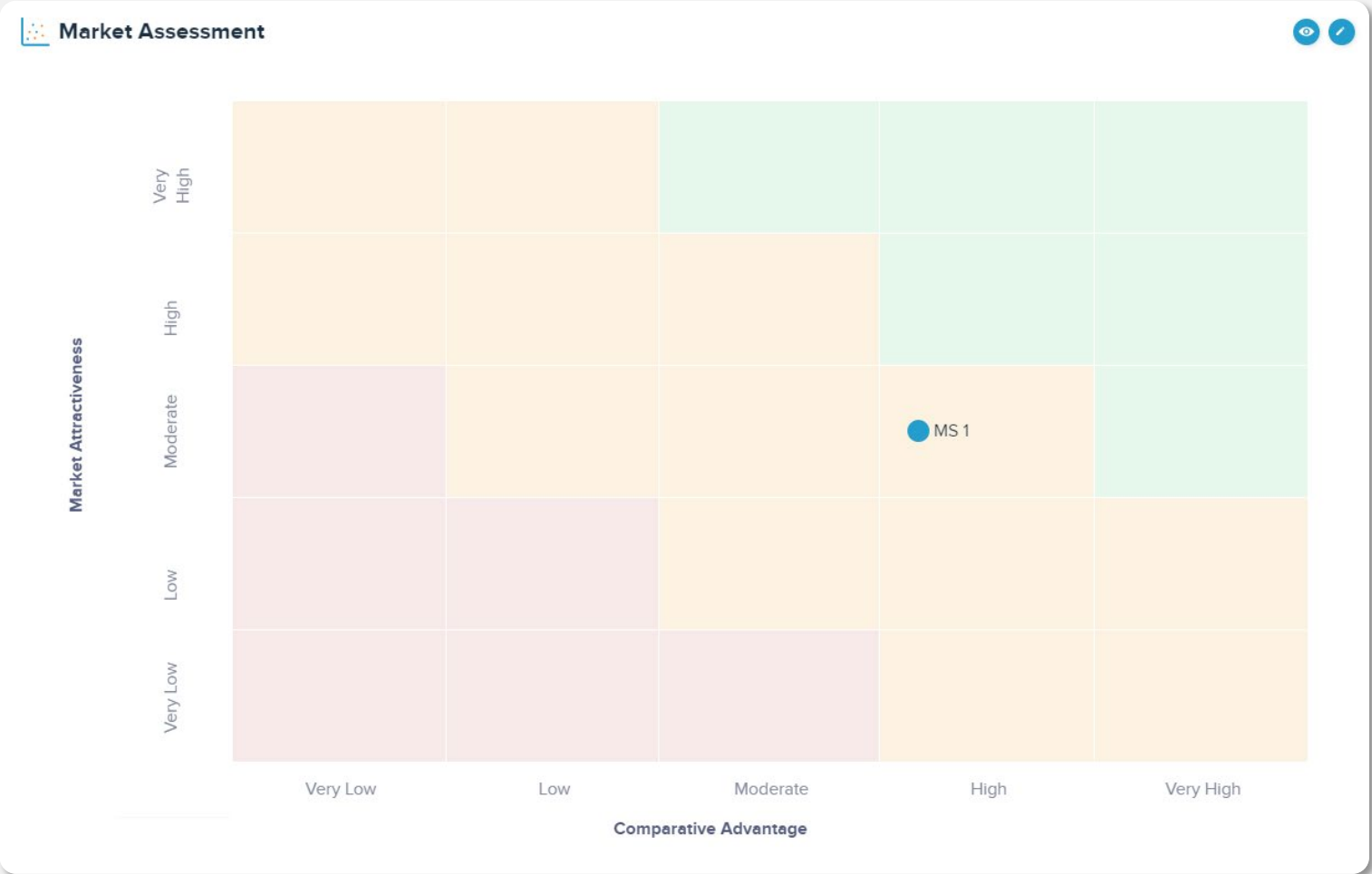
Market Attractiveness

Macro - economic Trends

Category	Trend	Impact	
		FoodEx	Market
Social	Health and wellbeing concerns are increasing	Moderate Positive	Moderate Positive
	Consumers showing growing preference for poultry meat thanks to healthier and fresher image	High Positive	High Positive
Political	Russia's invasion of Ukraine	Moderate Negative	Moderate Negative

Category	Trend	Impact	
		FoodEx	Market
Threat of Substitutes	The attractiveness of substitutes is increasing	Moderate Negative	Moderate Negative
Bargaining Power of Buyers	Buyers are becoming more price sensitive	Moderate Negative	Moderate Negative
Threat of New Entrants	The industry is becoming more capital intensive	High Positive	Moderate Positive
Bargaining Power of Suppliers	Farming prices are increasing	Moderate Negative	Moderate Negative
Competitive Rivalry	Increasing pressure from private label	Moderate Negative	Neutral

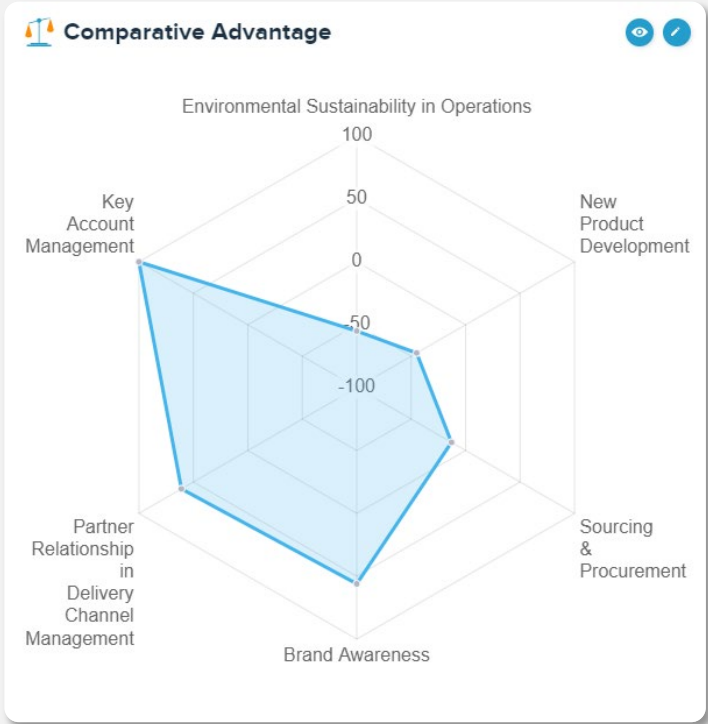
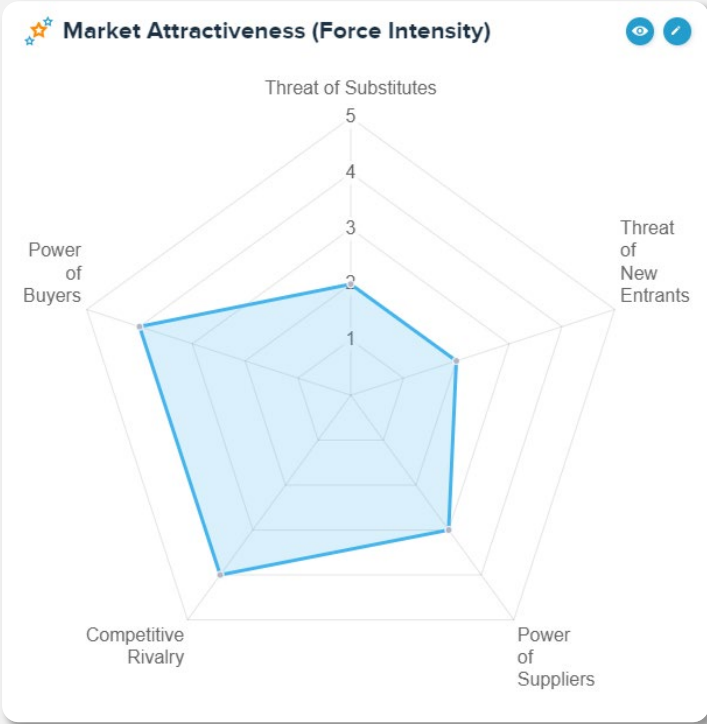
Market Assessment: Processed Poultry | Retail | Norway



KEY TAKEAWAYS

- The Market Space is quite attractive with high potential to be exploited, as we have high Comparative Advantage and moderate in Market Attractiveness

Market Assessment: Processed Poultry | Retail | Norway



KEY TAKEAWAYS

- There is considerable threat of new entrants in this market space, as well as moderate power of buyers due to a competitive landscape which is diversified and populated by a large number of smaller and regional players

Competitors	
BeefCore	8%
AfriFood	3%
Green Eats	2%

*all data is hypothetical for conceptual purposes
 *Example of completed market spaces and market assessment from SiA Platform 20

Deep diving on our Operating Model, we have identified 7 Core Strengths, which are the key source of our competitive advantage as they are areas that are key to win, and we believe we are better than our competitors. Our incredibly strong Key Account Management, Safety in Operations and Flexibility in Operations sets us apart on the market



	Core Strengths	Advantage
1	Key Account Management	
2	Safety in Operations	
3	Flexibility in Operations	
4	Health & Safety and Wellness	
5	Learning & Development	
6	Partner Relationship in Delivery Channel Management	
7	Brand Awareness	

Our Core Weaknesses are areas we identified as very important to win, that we're not performing well in compared to our current competitors. Channel Data Management and Diversification and Environmental Sustainability in Operations have been identified as areas of improvement to deliver even better results



	Core Weaknesses	Disadvantage
1	Channel Data Management	
2	Channel Diversification	
3	Environmental Sustainability in Operations	
4	R&D Process Management	
5	Recruitment & Onboarding	
6	Operating Control and goal setting	
7	Compensation & Benefits	
8	New Product Development	
9	Product Portfolio Management and Existing Product Development	
10	Price Management	
11	Corporate Governance	

Contents

01

Where we play

02

Where we stand compared to our competitors

03

Where we could play

04

Where we want to be

05

How to get there

06

What we will achieve, and resources required

Adjacent and New Market Spaces



Existing Market Segments		Existing		Adjacent		New	
		Processed Red Meat	Processed Poultry	Meat & Fish Substitutes	Processed Frozen Fruits	Frozen Desserts	Ready-To-Eat Meals
Existing	Retail	Norway	✓	✓	✓	✓	✓
		Sweden	✓	✓	✓	✓	✓
		Denmark	✓	✓	✓	✓	✓
Adjacent	Retail	Finland	✓	✓	✓	✓	✓
New	Food Service	Norway	✓	✓			
		Sweden	✓	✓			
		Denmark	✓	✓			
		Finland	✓	✓			

KEY TAKEAWAYS

- Defined the future market strategy, including **where we plan to compete and when we intend to do so**
- Explored adjacent or new market spaces
- **Identified key players** in both current and potential markets

*all data is hypothetical for conceptual purposes

*Example of completed market spaces and market assessment from SiA Platform

Conducting External Analysis on our Adjacent and New Market Matrix unearthed 8 top Opportunities which show could show a large increase in Revenue in the future...



OPPORTUNITIES		
	Opportunities	Potential (€)
		2022
1	Retail Sweden Ready-To-Eat Meals	
2	Retail Finland Ready-To-Eat Meals	
3	Retail Norway Ready-To-Eat Meals	
4	Retail Sweden Processed Frozen Fruits & Vegetables	
5	Retail Sweden Meat & Fish Substitutes	
6	Retail Denmark Meat & Fish Substitutes	
7	Retail Denmark Processed Frozen Fruits & Vegetables	
8	Retail Norway Processed Frozen Fruits & Vegetables	

KEY TAKEAWAYS

The most noteworthy opportunities to be aware of and to seek to explore are:

- **Ready-To-Eat Meals (Sweden)** is seen to represent a large opportunity in the coming years owing to rapid population growth combined with increased consumer desire for ready-to-eat meals.
- **Ready-To-Eat Meals (Finland)** which is currently the offering which could present a sizeable growth opportunity going forward.
- **Processed Frozen Fruits (Norway)** is showing as an opportunity in the coming years however is not as big of an opportunity as the other offering, showing smaller growth.

Market Assessment - Adjacent and New

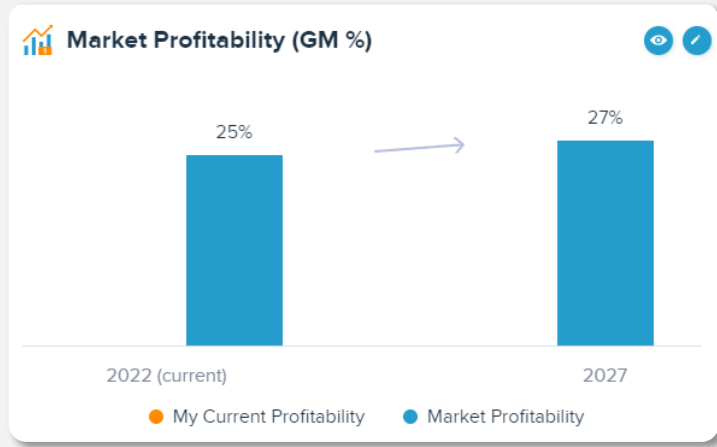
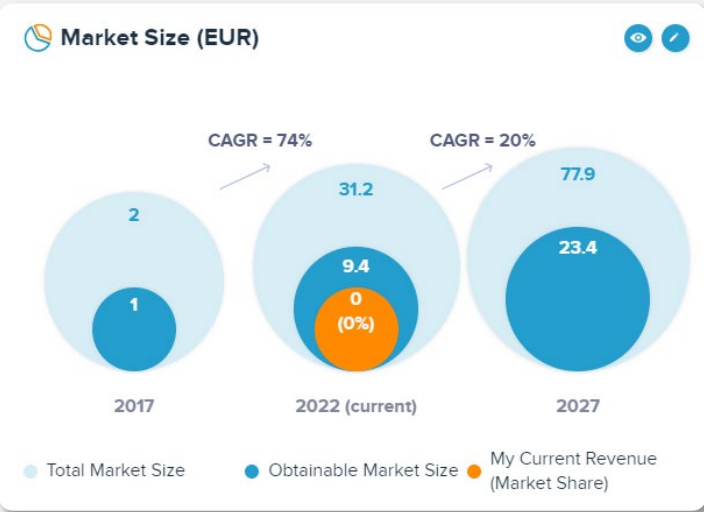


Assessed Market Spaces		
MS 4 Processed Poultry Retail Finland		Assess
MS 12 Processed Red Meat Retail Finland		Assess
MS 13 Processed Red Meat Food Service Norway		Assess
MS 14 Processed Red Meat Food Service Sweden		Assess
MS 17 Meat & Fish Substitutes Retail Norway		Assess
MS 18 Meat & Fish Substitutes Retail Sweden		Assess
MS 19 Meat & Fish Substitutes Retail Denmark		Assess
MS 20 Meat & Fish Substitutes Retail Finland		Assess
MS 21 Processed Frozen Fruits & Vegetables Retail Norway		Assess
MS 22 Processed Frozen Fruits & Vegetables Retail Sweden		Assess
MS 23 Processed Frozen Fruits & Vegetables Retail Denmark		Assess
MS 24 Processed Frozen Fruits & Vegetables Retail Finland		Assess
MS 25 Frozen Desserts Retail Norway		Assess
MS 26 Frozen Desserts Retail Sweden		Assess
MS 27 Frozen Desserts Retail Denmark		Assess
MS 28 Frozen Desserts Retail Finland		Assess
MS 29 Ready-To-Eat Meals Retail Norway		Assess
MS 30 Ready-To-Eat Meals Retail Sweden		Assess
MS 31 Ready-To-Eat Meals Retail Denmark		Assess
MS 32 Ready-To-Eat Meals Retail Finland		Assess

KEY TAKEAWAYS

- Assessed market spaces in the adjacent and new offerings

Market Assessment: Meat & Fish Substitutes | Retail | Norway



KEY TAKEAWAYS

- The Meat & Fish Substitutes market in Norway is only expected to grow marginally (by 20%) in the next five years due to the impact of social and political trends including consumers showing growing preference for poultry meat thanks to healthier and fresher image and the Russian invasion of Ukraine

Macro - economic Trends

Category	Trend	Impact	
		FoodEx	Market
Threat of Substitutes	Plant-based food continues to flourish amidst rising concerns over meat consumption	Moderate Negative	Moderate Negative
Competitive Rivalry	Increasing pressure from private label	Moderate Negative	Neutral
Threat of New Entrants	Major players can invest their significant capital resources to retain their market share	Moderate Positive	Moderate Positive

Market Attractiveness

Category	Trend	Impact	
		FoodEx	Market
Social	Health and wellbeing concerns are increasing	Moderate Positive	Moderate Positive
	Consumers showing growing preference for poultry meat thanks to healthier and fresher image	High Positive	High Positive
	Demand for meat and seafood substitutes continues flourishing	Moderate Positive	Moderate Positive
Political	Consumers are spending more time at home	Moderate Positive	Moderate Positive
	Russia's invasion of Ukraine	Moderate Negative	Moderate Negative

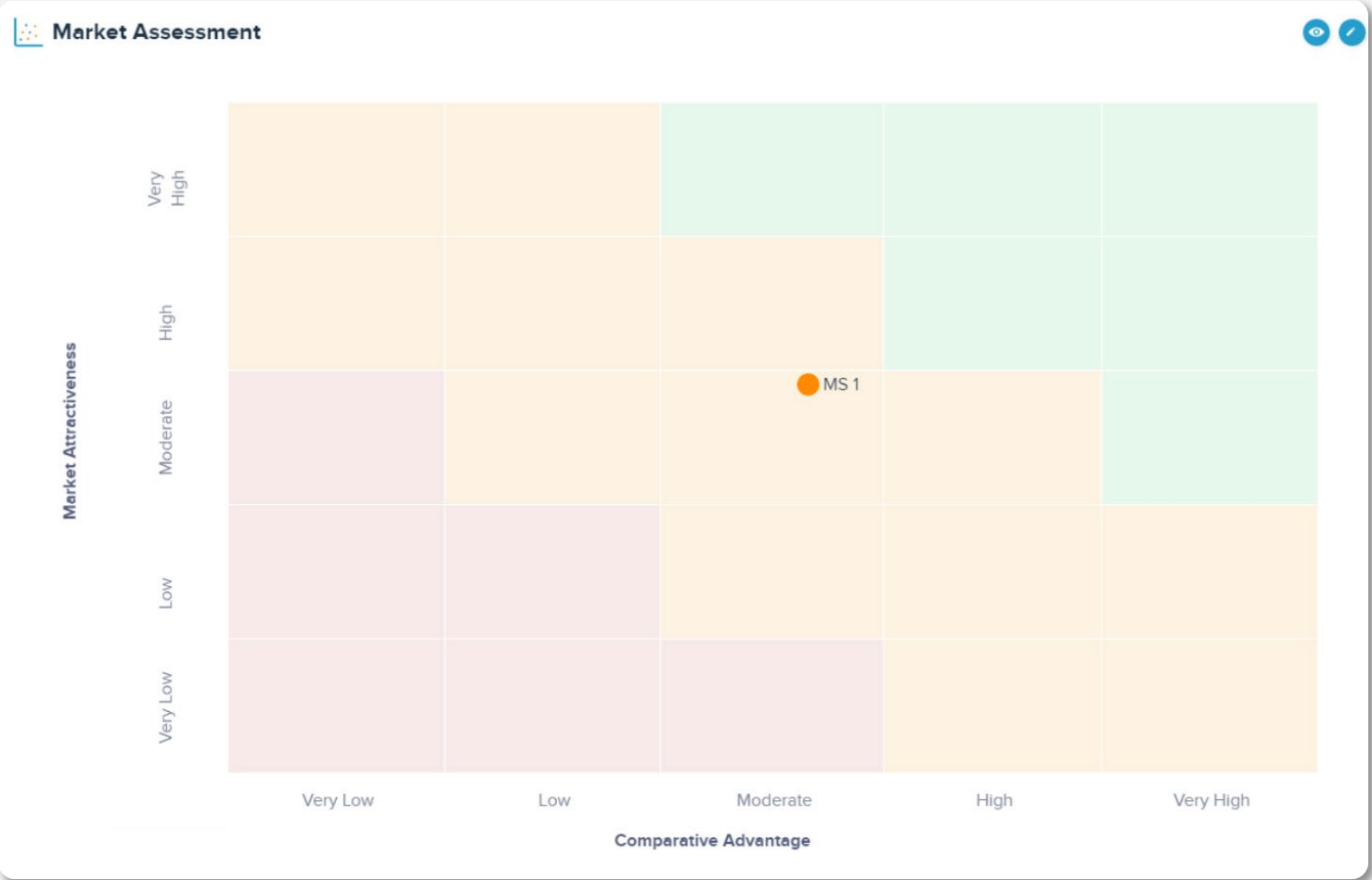
*all data is hypothetical for conceptual purposes
 *Example of completed market spaces and market assessment from SiA Platform 27

Market Assessment: Meat & Fish Substitutes | Retail | Norway



KEY TAKEAWAYS

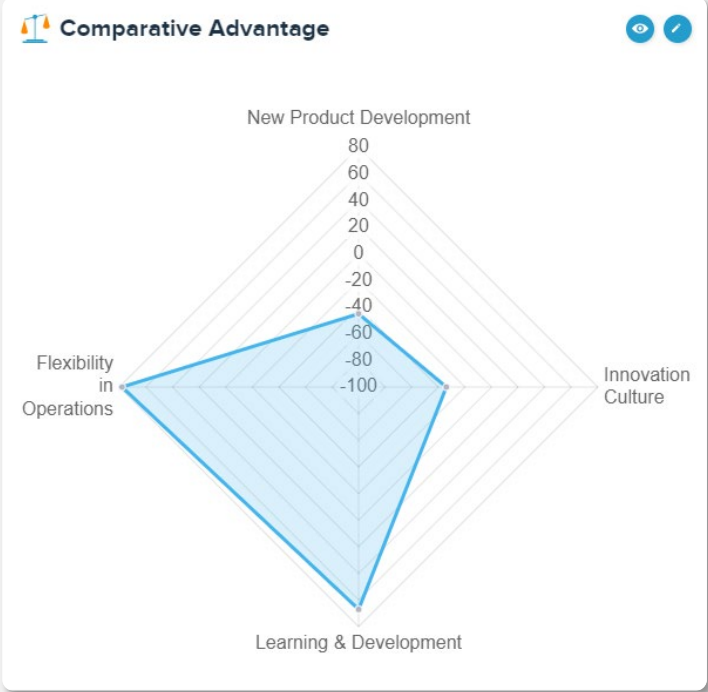
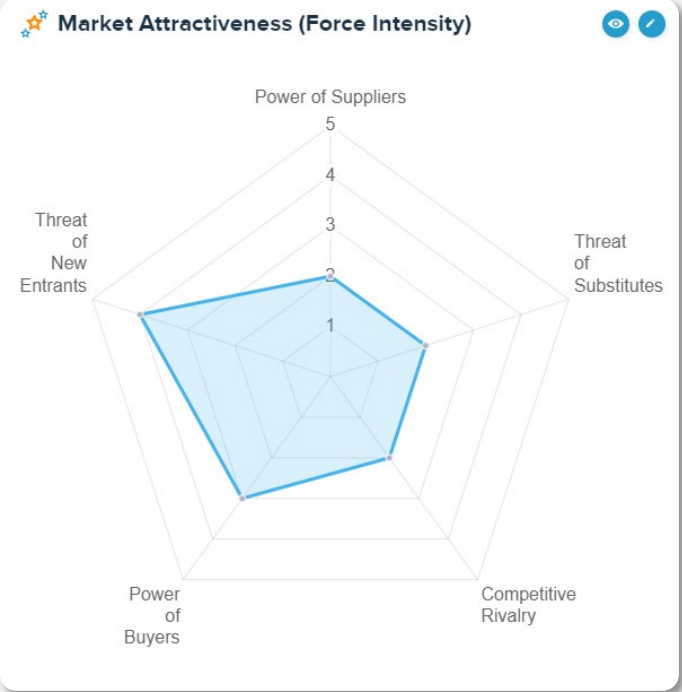
- The Market Space is quite attractive with high potential to be exploited, as we have high Comparative Advantage and moderate in Market Attractiveness



*all data is hypothetical for conceptual purposes

*Example of completed market spaces and market assessment from SiA Platform

Market Assessment: Meat & Fish Substitutes | Retail | Norway



KEY TAKEAWAYS

- There is considerable threat of new entrants in this market space, as well as moderate power of buyers due to a competitive landscape which is diversified and populated by a large number of smaller and regional players

Competitors	
AfriFood	8%
Green Eats	3%
Gold & Green	2%
BeyondMeat	2%
Voner	1%
Beanit	1%

*all data is hypothetical for conceptual purposes
 *Example of completed market spaces and market assessment from SiA Platform

Contents



Our Vision, Mission & Level of Ambition



- ### KEY TAKEAWAYS
- Defined our **Strategy in a Page**, that uses both financial and non-financial metrics to set our Level of Ambition
 - Defined our **Vision, Mission and Level of Ambition** for the future
 - Assessed sustainability and future relevance of our vision and mission statements
 - **Set clear and measurable goals for the next five years**, with a focus on defining success metrics
 - Aligned strategic direction with **long-term vision and mission**, ensuring a coherent and future-proof strategy

*all data is hypothetical for conceptual purposes

Contents

01

Where we play

02

Where we stand compared to our competitors

03

Where we could play

04

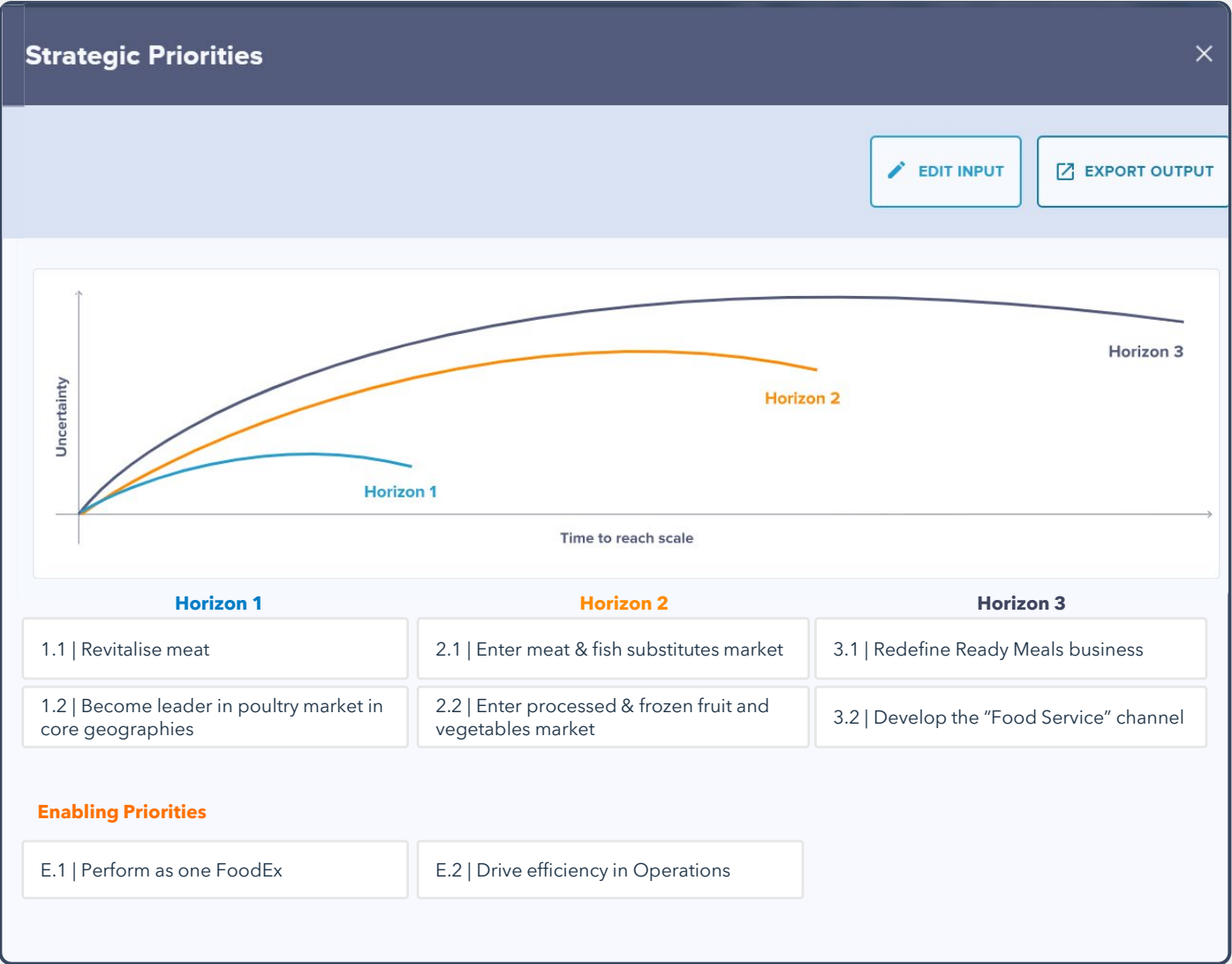
Where we want to be

05

How to get there

06

What we will achieve, and resources required



- KEY TAKEAWAYS**
- The culmination of this is our Strategic and Enabling Priorities, which set out how we will **bridge the gap between where we are today, and where we want to be.**
 - Each Priority has been organised around the Three Horizon framework, focusing on extending and defending our core business, scale up and emerging businesses, and small bets for the future

*all data is hypothetical for conceptual purposes



Define Strategic Priority

1.1 | Revitalise meat

Select Opportunities	Potential	Select Threats	Risk
<input type="radio"/> Ready-To-Eat Meals Retail Sweden	1	<input checked="" type="checkbox"/> Processed Red Meat Retail Sweden	1
<input type="radio"/> Ready-To-Eat Meals Retail Finland	1	<input checked="" type="checkbox"/> Processed Red Meat Retail Norway	1
<input type="radio"/> Ready-To-Eat Meals Retail Norway	1	<input checked="" type="checkbox"/> Processed Red Meat Retail Denmark	1
<input type="radio"/> Processed Frozen Fruits & Vegetables Retail Sweden	1	<input type="radio"/> Processed Poultry Retail Sweden	
<input type="radio"/> Meat & Fish Substitutes Retail Sweden	1	<input type="radio"/> Processed Poultry Retail Norway	
<input type="radio"/> Meat & Fish Substitutes Retail Denmark	1	<input type="radio"/> Processed Poultry Retail Denmark	

Select Strengths	Advantage	Select Weaknesses	Disadvantage
<input type="radio"/> Key Account Management	2	<input checked="" type="checkbox"/> Channel Data Management	1
<input type="radio"/> Safety in Operations		<input type="radio"/> Channel Diversification	1
<input type="radio"/> Flexibility in Operations	1	<input type="radio"/> Environmental Sustainability in Operations	
<input type="radio"/> Health & Safety and Wellness		<input type="radio"/> R&D Process Management	
<input type="radio"/> Learning & Development		<input type="radio"/> Recruitment & Onboarding	1
<input type="radio"/> Partner Relationship in Delivery Channel Management		<input type="radio"/> Operating Control and goal setting	

Impact Measures from Level of Ambition	From	To	Impact
Return on Invested Capital (%)	6.3	12.7	Very High
Net Promoter Score	50	65	High
Revenue from products developed during last 3 years (%)	5	17.5	High

Strategic Priority Name

Revitalise meat

Revitalise the meat category, repositioning our brands and bringing the pride back

Strategic Priority Owner

Lars Andersson

- ### KEY TAKEAWAYS
- The **formulation of strategic priorities** is done by selecting the opportunities and threats relevant to it
 - Choosing the **strengths and weaknesses** necessary for its implementation
 - Identifying which **measures of success** will be affected by this priority and how much impact it will have

*all data is hypothetical for conceptual purposes



Initiative Cards

Start with selecting Initiative in the list below.

[Select All](#) [Baseline](#) [Enabling Priorities](#) [Horizon 1](#) [Horizon 2](#) [Horizon 3](#)

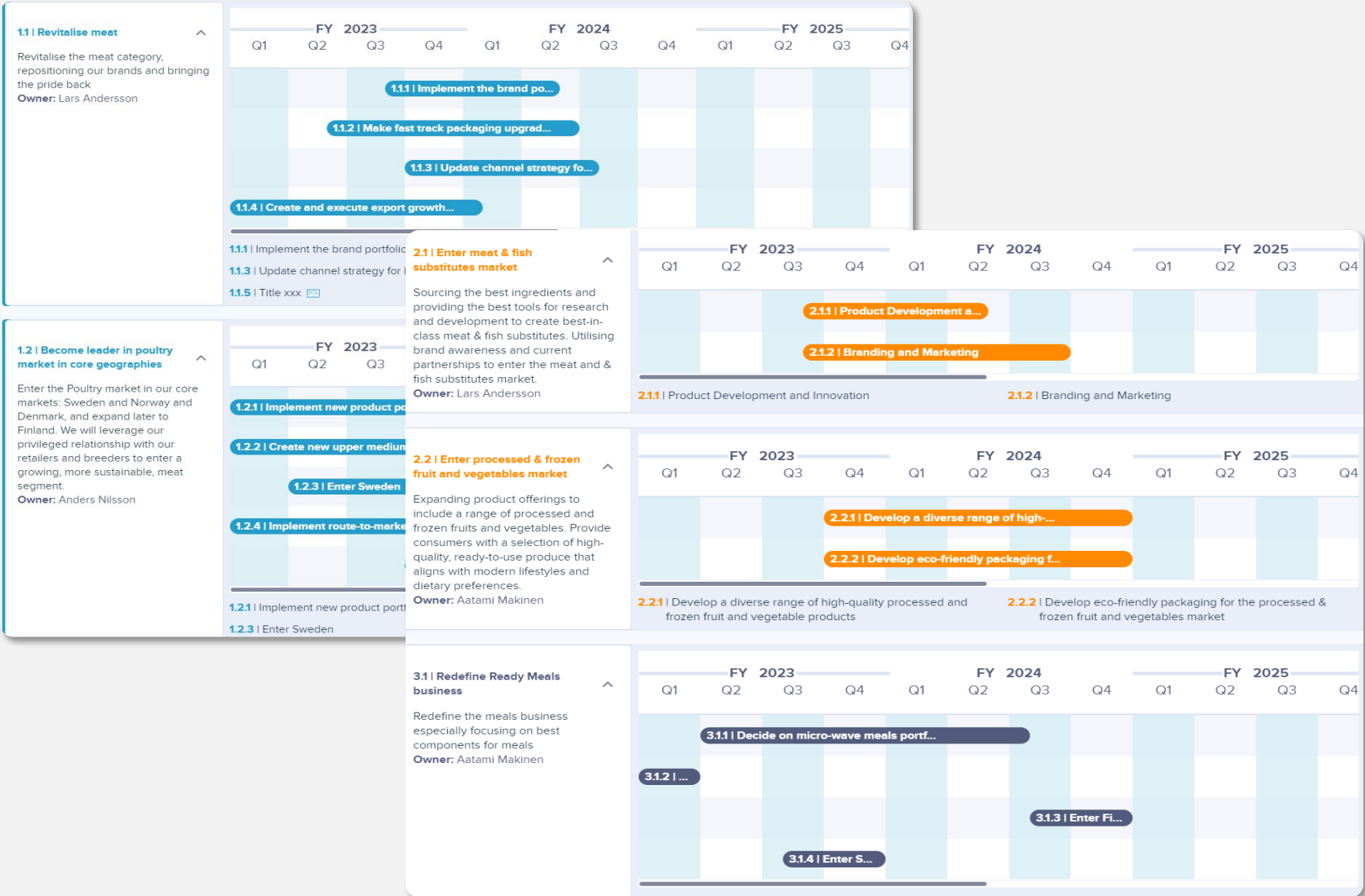
Filter Initiatives 4

Baseline	E1 Perform as ONE Foodex	E2 Drive efficiency in Operations	1.1 Revitalise meat
B1 Baseline ● Draft View	E1.1 Conduct Strategic Talent Review ● Approved View	E2.1 Create integrated operations performance management. ● Draft View	1.1.1 Implement the brand portfolio simplification in store ● Approved View
	E1.2 Design Recruitment Process ● Draft View	E2.2 Drive optimal capacity utilisation ● Approved View	1.1.2 Make fast track packaging upgrades ● Approved View
	E1.3 Update pay for performance process and instruments ● Draft View	E2.3 Conduct energy efficiency programme ● Draft View	1.1.3 Update channel strategy for B2B and B2C ● Proposed View

KEY TAKEAWAYS

- **Identified top priorities** necessary to achieve our goals
- Developed strategies **to defend and expand our position** in the current markets
- Cultivated growth options for future growth
- Defined **short-term results** that managers should **aim for within a timeframe of 6-18 months**

*all data is hypothetical for conceptual purposes



KEY TAKEAWAYS

- For each Strategic Priority we have a clear link to the Strategic Objectives

*all data is hypothetical for conceptual purposes



Initiative E2.2 | Drive optimal capacity utilisation ● Approved

Maximising the efficiency of production and distribution processes to ensure that production facilities and resources are used to their fullest potential, minimising waste and reducing operational costs

Enabling Priority: E2 | Drive efficiency in Operations

OKRs

OBJECTIVE 1: Enhance overall production efficiency to meet growing demand while minimizing operational costs. by May 2023 John Smith

KEY RESULTS	TARGET	OWNER
Achieve a 15% increase in production output without increasing resource consumption.	15 by April 2023	John Smith
Reduce production cycle times by 20% through streamlined processes.	20 by April 2023	John Smith
Achieve a 10% decrease in production-related waste and raw material utilization	10 by May 2023	John Smith

OBJECTIVE 2: Ensure that resources, including labor, raw materials, and equipment, are used to their fullest potential. by May 2023 John Smith



- ### KEY TAKEAWAYS
- Identified the **initiatives necessary to achieve the company's strategic and enabling priorities**
 - Assigned ownership of these initiatives within the organisation and defined the expected duration
 - Outlined the **key activities and milestones** that need to be implemented and achieved for each initiative.
 - **Set clear objectives and key results (OKRs)** for these initiatives and specifies the responsible individuals or teams
 - Evaluated **potential risks and mitigating actions** to address them

*all data is hypothetical for conceptual purposes



Category	Risk	Probability	Impact	Risk Exposure	Mitigation Action(s)
R1	Managerial Staff Resistance or Confusion	2	2	Low	1. Provide clear and consistent communication and guidance for staff on the dynamic pricing strategy, its expectations, and its feedback 2. Provide adequate training and education for staff on the dynamic pricing strategy, its benefits, and its operation
R2	Technical Data Breach or Loss	2	5	High	1. Conduct regular audits and tests to ensure data integrity and compliance 2. Implement robust security measures and protocols for data protection and backup
R3	Environmental Weather Conditions or Natural Disasters	3	3	Moderate	1. Implement contingency plans and emergency procedures for any weather-related or natural disaster scenarios 2. Monitor and forecast the weather conditions and natural disasters using reliable sources and data analytics tools
R4	Commercial Customer Dissatisfaction or Backlash	1	3	Low	1. Positive promotion of the initiative

KEY TAKEAWAYS

- Identified the **initiatives necessary to achieve the company's strategic and enabling priorities**
- Assigned ownership of these initiatives within the organisation and defined the expected duration
- Outlined the **key activities and milestones** that need to be implemented and achieved for each initiative.
- **Set clear objectives and key results (OKRs)** for these initiatives and specifies the responsible individuals or teams
- Evaluated **potential risks and mitigating actions** to address them

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	last review	next review
Level of Ambition Purpose: These recurring meetings serve to assess progress, adapt to challenges and ensure ongoing alignment with our strategic goals Frequency: annually READ MORE	No previous review	FY 2023 Review Meeting Mon 22nd Jan ● Review in progress Reporting Status Continue Review
Strategic Priorities Purpose: to ensure that the organization remains agile, aligned and adaptable in a dynamic business environment, allowing it to achieve its long-term goals and maintain relevance in the marketplace Frequency: quarterly READ MORE	Q4 / FY 2023 Review Meeting Mon 13th Nov ● Review complete Open Review	Q1 / FY 2024 Review Meeting Mon 12th Feb ● Review in progress Reporting Status Continue Review
Strategic Initiatives Purpose: to ensure that the organisation remains agile, accountable and focused on achieving its strategic objectives in a constantly evolving business environment. Frequency: monthly READ MORE	Oct / FY 2023 Review Meeting Mon 9th Oct ● Review complete Open Review	Nov / FY 2023 Review Meeting Mon 13th Nov ● Review in progress Reporting Status Continue Review

KEY TAKEAWAYS

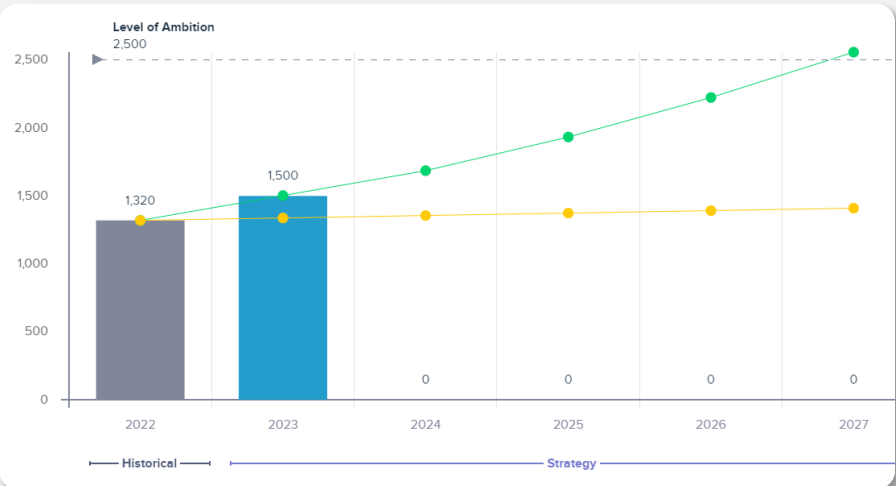
- **Monitored the progress at the initiative level** to determine whether initiatives are on track or experiencing delays
- Assessed whether adjustments and changes are necessary and **identified opportunities for improvement**
- Evaluated whether we were **aligned with our ambitious scenario**, providing **insights into potential adaptations and actions** for the next strategic year

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Impact Measures from Level of Ambition

	From (2022)	To (2027)	2023	Select status
Revenue	1,320	2,500	1,500	On Track
Gross Margin %	6.6%	10.5%	7.0%	On Track
EBITDA Margin %	3.9%	9.0%	4.2%	On Track
% Recycled Packages	70	88	71	Late (action required)
Number of Countries Present	3	12	3	On Track
Return on Invested Capital (%)	6.3%	12.7%	7.0%	On Track
Net Promoter Score	50	65	55	On Track



- ### KEY TAKEAWAYS
- **Monitored the progress at the initiative level** to determine whether initiatives are on track or experiencing delays
 - Assessed whether adjustments and changes are necessary and **identified opportunities for improvement**
 - Evaluated whether we were **aligned with our ambitious scenario**, providing **insights into potential adaptations and actions** for the next strategic year

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Contents

01

Where we play

02

Where we stand compared to our competitors

03

Where we could play

04

Where we want to be

05

How to get there

06

What we will achieve, and resources required

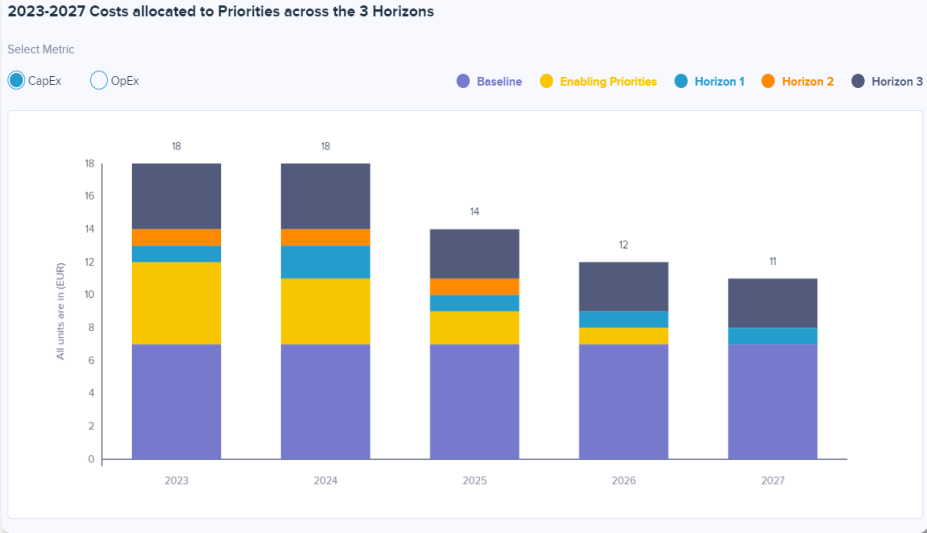
Impact of Strategic Priorities on Revenue, Gross Margin and EBITDA



- ### KEY TAKEAWAYS
- **Assessed the economic baseline** and evaluated how strategic and enabling priorities will impact the level of ambition
 - Identified **how each priority will contribute to achieving various measures of success** and goals
 - Explored the **potential outcomes** if the company continues its **current practices**.

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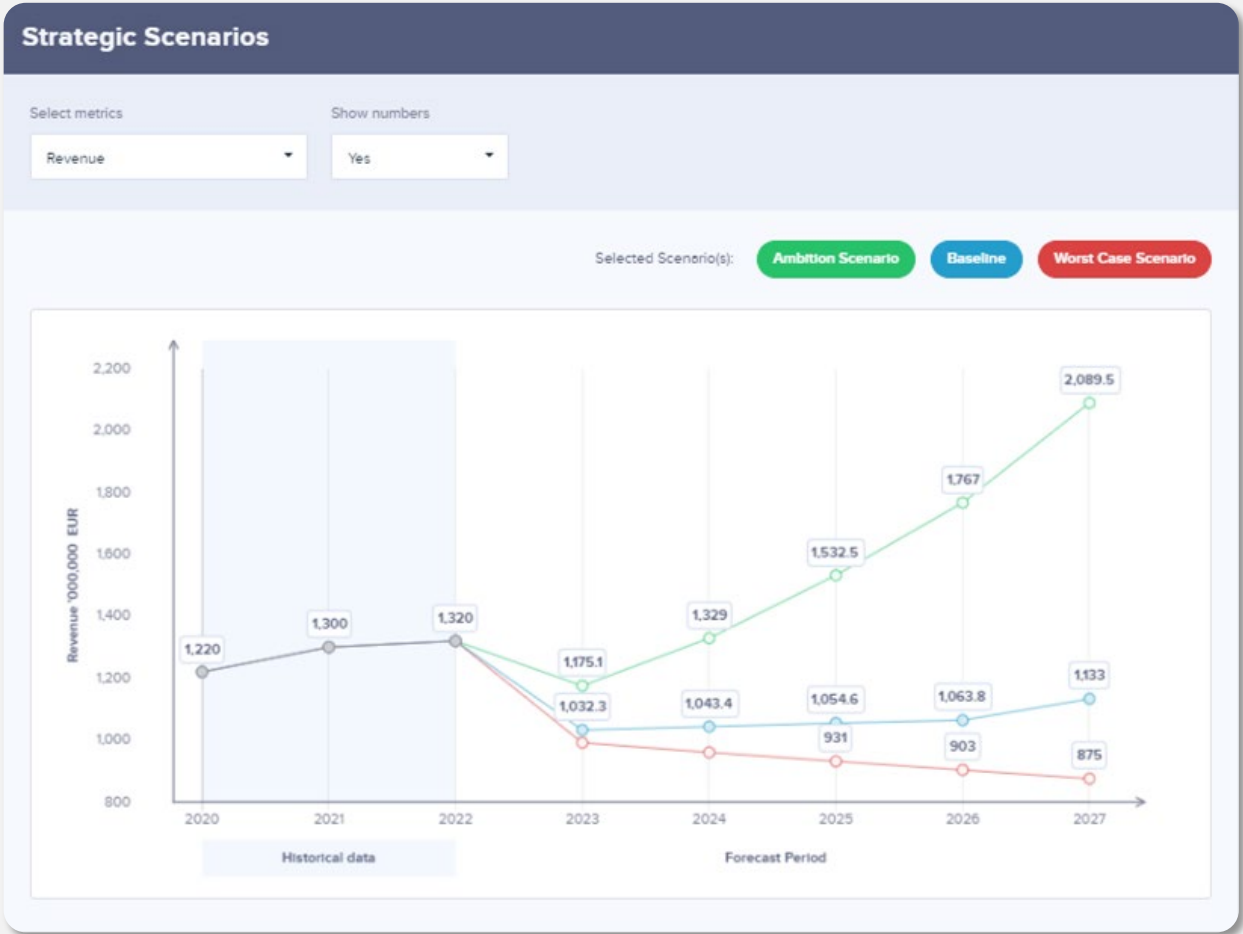
Impact of Strategic Priorities



KEY TAKEAWAYS

- Determined the **necessary resources, including capital expenditure (CapEx) and operating expenditure (OpEx)**, required to successfully implement the strategy

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KEY TAKEAWAYS

- Based on the **impact of strategic priorities**, SiA assess the potential revenue outcomes by mapping out **baseline, ambitious and worst-case scenarios**.

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