|  |  |  |
| --- | --- | --- |
| \*\*\* Feel free to replace this image with one that is relevant to your organization.  \*\*\* Delete this textbox when editing this template!  \*\*\* NOTE: Change the blue font color to black throughout this document and be sure to delete all instructions.  Add a Slogan or an inspirational quote here…  *Author of quote- or delete* | | |
|  | Turul Winery  Strategic Plan  DATE  Student Name GB580: Strategic Management Unit 4, 5, & 6 Assignment |  |

**Table of Contents**

[Strategic Planning and Analysis 3](#_Toc110442582)

[SOAR Analysis for Competitive Advantage 4](#_Toc110442587)

[Business Expansion Research 4](#_Toc110442592)

[PESTLE Analysis 5](#_Toc110442597)

[Business Model Canvas 8](#_Toc110442601)

[Strategic Intent 10](#_Toc110442602)

[Blue Ocean Strategy 10](#_Toc110442607)

[Goals and Objectives 11](#_Toc110442611)

[Target Marketing 12](#_Toc110442623)

[Contingency Planning 13](#_Toc110442629)

[References 14](#_Toc110442633)

# 

**SECTION I.**

# Strategic Planning and Analysis

## Provide an introductory paragraph explaining this section of your strategic plan. What is strategic planning, what it consists of, how will it be conducted, etc? Consider using the five Ws and one H approach to help you explain. Use research!

## Strategic Planning Process

Explain the strategic planning process.

What, why, who, when, where, and how. This is known as the five Ws and one H analysis approach. It is highly recommended that you use this approach to analyze and explain every topic you cover before addressing the topic as it relates to the Turul Winery. You are the expert, and it is your job to demonstrate your expertise here. Give background information on all topics before sharing any ideas, thoughts, opinions, or statements as the topic relates to the Turul Winery. Consider using a diagram to illustrate the strategic planning process. Be sure to explain the diagram thoroughly.

## Purpose of Strategic Analysis

Explain the purpose of strategic analysis in the strategic planning process.

## Mission, Vision, and Values Recap

Evaluate the current mission, vision, and values of the Turul Winery business. Give an introduction to the purpose of evaluating the mission, vision, and values of the Turul Winery. Why is it important? How is an evaluation conducted? Be brief, and then segue into the actual evaluation process for the mission, vision, and values in the subheadings below.

***Mission***

Repurpose the evaluation of the Turul Winery mission statement from the strategic evaluation report your evaluation of the mission statement as a point of reference.

***Vision***

Repurpose the evaluation of the Turul Winery vision statement from the strategic evaluation report your evaluation of the vision statement as a point of reference.

***Values***

Repurpose the evaluation of the Turul Winery values statement from the strategic evaluation report your evaluation of the values statement as a point of reference.

## Competitive Advantage

Explain the concept of competitive advantage and why it is important to an organization.

# SOAR Analysis for Competitive Advantage

Here is where you introduce the concept of the SOAR analysis. Using the five Ws and one H approach, explain what the SOAR analysis is all about. Use research to substantiate your thoughts, ideas, opinions, and statements. Segue into the SOAR analysis diagram below. Feel free to improve the design of the charts and diagrams throughout this document.

|  |  |
| --- | --- |
| **Strengths** | **Opportunities** |
|  |  |
| **Aspirations** | **Results** |
|  |  |

*Figure 1 - SOAR Analysis of Turul Winery*

Make a powerful comment on why this SOAR analysis is important. Do not waste this space. Convince Bob Turul that your SOAR analysis is well worth his attention.

## Organizational Strengths Resulting in Competitive Advantage

Analyze the Turul Winery to identify a minimum of **three organization strengths that result** in competitive advantages.

## Domestic and International Business Expansion Opportunities

Analyze the Turul Winery to identify a minimum of **three** domestic and international business expansion opportunities that capitalize on the organization's competitive advantages.

## Organizational Aspirations Resulting in Competitive Advantage

Analyze the Turul Winery to realize a minimum of **three** organizational aspirations that may result from the organization's competitive advantages.

## Market Opportunities and Organizational Aspirations

Analyze the Turul Winery to determine the expected results of market opportunities and organizational aspirations derived from the organization's competitive advantages.

# Business Expansion Research

## Produce a brief introductory paragraph on the concept of business expansion. Consider explaining the methodology you are using to develop expansion ideas and how you will substantiate those ideas with data.

## Expansion in Domestic Market

Outline and explains **one** idea for business expansion in domestic markets based on the results of your extensive series of analyses.

## Expansion in International Market

## 

Outline and explains **one** idea for business expansion in international markets based on the results of your extensive series of analyses.

## Segment Variable in Domestic Expansion Opportunity

Introduce the concept of segmentation and how it is done. Determine if segmentation, niche, micro, or mass market segmentation is needed to successfully target the market for your expansion idea. What kind of segmentation variables are going to be studied for your expansion idea? **Analyze the segmentation variables of one domestic market for one business expansion idea using research tools.** Use data research tools to determine the segmentation variables that helped you make your decision to pursue this expansion opportunity.Determine if your expansion idea requires consumer or business segmentation. Explain.

## Segment Variable in International Expansion Opportunity

Introduce the concept of segmentation and how it is done. Determine if segmentation, niche, micro, or mass market segmentation is needed to successfully target the market for your expansion idea. What kind of segmentation variables are going to be studied for your expansion idea? **Analyze the segmentation variables of one international market for one business expansion idea using research tools.** Use data research tools to determine the segmentation variables that helped you make your decision to pursue this expansion opportunity.Determine if your expansion idea requires consumer or business segmentation. Explain.

# PESTLE Analysis

Here is where you introduce the concept of the PESTLE analysis. Using the five Ws and one H approach, explain what the PESTLE analysis is all about. Use research to substantiate your thoughts, ideas, opinions, and statements. Segue into the PESTLE analysis diagram below.

## PESTLE Analysis

Develop a diagram illustrating the **six** components of a PESTLE analysis.

Here is a list of topics (per component) you can consider as you analyze the external environment of the Turul Winery. Shoot for identifying three topics per component. Be sure to delete everything in RED font. Feel free to improve the design of the charts and diagrams throughout this document.

**Political Components**

* Trading policies
* Government changes
* Shareholders and their demands
* Funding
* Governmental leadership
* Lobbying
* Foreign pressures
* Conflicts in the political arena

**Economic Components**

* Disposable income
* Unemployment level
* Foreign exchange rates
* Interest rates
* Trade tariffs
* Inflation rate
* Foreign economic trends
* General taxation issues
* Taxation changes specific to products/services
* Local economic situation and trends

**Social Components**

* Ethnic/religious factors
* Advertising scenarios
* Ethical issues
* Consumer buying patterns
* Major world events
* Buying access
* Shifts in population
* Demographics
* Health
* Consumer opinions and attitudes
* Views of the media
* Law changes affecting social factors
* Change in lifestyle
* Brand preferences
* Working attitude of people
* Education
* Trends
* History

**Technological Components**

* Technological development
* Research and development
* Trends in global technological advancements
* Associated technologies
* Legislations in technological fields
* Patents
* Licensing
* Access to the technological field
* Consumer preferences
* Consumer buying trends
* Intellectual property and its laws
* How mature a certain technology is
* Information technology
* Communication

**Legal Components**

* Employment law
* Consumer protection
* Industry-specific regulations
* Competitive regulations
* Current legislation home market
* Future legislation
* Regulatory bodies and their processes
* Environmental regulations

**Environmental Components**

* Ecological
* Environmental issues
  + International
  + National
* Stakeholder/investor values
* Staff attitudes
* Management style
* Environmental regulations
* Customer values
* Market value

|  |  |
| --- | --- |
| **POLITICAL** | **ECONOMIC** |
| * Here is where you add one variable for this PESTLE component. Be concise. | * Here is where you add one variable for this PESTLE component. Be concise. |
| * Here is where you add one variable for this PESTLE component. Be concise. | * Here is where you add one variable for this PESTLE component. Be concise. |
| * Here is where you add one variable for this PESTLE component. Be concise. | * Here is where you add one variable for this PESTLE component. Be concise. |
| **SOCIAL** | **TECHNOLOGICAL** |
| * Here is where you add one variable for this PESTLE component. Be concise. | * Here is where you add one variable for this PESTLE component. Be concise. |
| * Here is where you add one variable for this PESTLE component. Be concise. | * Here is where you add one variable for this PESTLE component. Be concise. |
| * Here is where you add one variable for this PESTLE component. Be concise. | * Here is where you add one variable for this PESTLE component. Be concise. |
| **LEGAL** | **ENVIRONMENTAL** |
| * Here is where you add one variable for this PESTLE component. Be concise. | * Here is where you add one variable for this PESTLE component. Be concise. |
| * Here is where you add one variable for this PESTLE component. Be concise. | * Here is where you add one variable for this PESTLE component. Be concise. |
| * Here is where you add one variable for this PESTLE component. Be concise. | * Here is where you add one variable for this PESTLE component. Be concise. |

*Figure 2 – Turul Winery PESTLE Analysis for Domestic and International Expansion*

Make a powerful comment on why this PESTLE analysis is important.

## Risks in Domestic Expansion

Based on the results of your PESTLE analysis, identify a minimum of **three** risks or threats for **one** business expansion idea in **one** domestic market using a PESTLE analysis.

1. Domestic risk or Threat 1

## Risks in International Expansion

Based on the results of your PESTLE analysis, identify a minimum of **three** risks or threats for one business expansion idea in **one** international market using a PESTLE analysis.



# 

# Here is where you write a segue into the business model canvas from the PESTLE analysis section.

# Business Model Canvas

Complete the **nine** required sections in the business model canvas.

Demonstrate convergent analytical thinking in each section of the business model canvas.

Include a minimum of **three** bullet points of information in each section of the business model canvas. Feel free to improve the design of the charts and diagrams throughout this document.

|  |  |  |  |
| --- | --- | --- | --- |
|  |  |  | |
| **KEY PARTNERS** | **KEY ACTIVITIES** | | **KEY RESOURCES** | |
| Who are the company’s key partners? Who are the key suppliers? Which key resources are we acquiring from partners? Which key activities do partners perform?  MOTIVATIONS FOR PARTNERSHIPS: Optimization and economy, reduction of risk and uncertainty, acquisition of particular resources and activities | What key activities do our Value propositions require? Our distribution channels? Customer relationships? Revenue streams?  CATEGORIES:  Production, problem solving, platform/network | | What key resources do our value propositions require? Our distribution Channels? Customer relationships revenue streams?  TYPES OF RESOURCES: Physical, intellectual (brand patents, copyrights, data), human, financial | |
| **VALUE PROPOSITION** | **CUSTOMER RELATIONSHIPS** | | **CHANNELS** | |
| What value do we deliver to the customer? Which one of our customer’s problems are we helping to solve? What bundles of products and services are we offering to each customer segment? Which customer needs are we satisfying?  CHARACTERISTICS: Newness, performance, customization, “getting the job done,” design, brand/status, price, cost reduction, risk reduction, accessibility, convenience/usability | What type of relationship does each of our customer segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they? | | Through which channels do our customer segments want to be reached? How are we reaching them now? How are our channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines? | |
| **CUSTOMER SEGMENTS** | **COST STRUCTURE** | | **REVENUE STREAMS** | |
| For whom are we creating value? Who are our most important customers? Is our customer base a mass market, niche market, segmented, diversified, multi-sided platform? | What are the most important costs inherent in our business model? Which key resources are most expensive? Which key activities are most expensive?  IS YOUR BUSINESS MORE: Cost driven (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing), value driven (focused on value creation, premium value proposition)  SAMPLE CHARACTERISTICS: Fixed costs (salaries, rents, utilities), variable costs, economies of scale, economies of scope | | For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each revenue stream contribute to overall revenues?  TYPES: Asset sale, usage fee, subscription fees, lending/renting/leasing, licensing, brokerage fees, advertising FIXED PRICING: List price, product feature dependent, customer segment dependent, volume dependent DYNAMIC PRICING: Negotiation (bargaining), yield management, real-time-market | |

*Figure 3 – Turul Winery Business Model Canvas*

Explain how the business model canvas will be used in your strategic plan. Then, you want to segue into the strategic intent section below.

# 

**SECTION II.**

# Strategic Intent

Here is where you introduce the concept of strategic intent. Using the five Ws and one H approach, explain what strategic intent is all about. Use research to substantiate your thoughts, ideas, opinions, and statements. Segue into the statement of intent for expansion below.

## Statement of Intent for Expansion

Formulate a statement of strategic intent for the Turul Winery to expand into domestic and international markets. This should be two separate paragraphs. One focused on domestic, and the other on international expansion.

## New Mission Statement

You are considering expanding domestically and/or internationally. Now, restructure the mission of the Turul Winery to support an expansion effort into domestic and international markets.

## New Vision Statement

You are considering expanding domestically and/or internationally. Now, restructure the vision of the Turul Winery to support an expansion effort into domestic and international markets.

## New Values Statement

You are considering expanding domestically and/or internationally. Now, restructure the values of the Turul Winery to support an expansion effort into domestic and international markets.

# Blue Ocean Strategy

Here is where you introduce the concept of blue ocean strategy. Using the five Ws and one H approach, explain what blue ocean strategy is all about. Use research to substantiate your thoughts, ideas, opinions, and statements. Segue into the principles of blue ocean strategy below.

## Principles of Blue Ocean Strategy

Explain the principles of blue ocean strategy.

## Benefits and Risks of Blue Ocean Strategy

Explain the benefits and risks of using blue ocean strategy for business expansion planning into domestic and international markets. Provide reasoning.

## Planning Business Expansion Using Blue Ocean Strategy

Explain how the use of the Blue Ocean strategy will aid in the planning of business expansion into domestic and international markets. Provides reasoning.

# 

# Goals and Objectives

## 

Here is where you introduce the concept of setting strategic, stretch, and financial goals and objectives. Using the five Ws and one H approach, explain what setting strategic, stretch, and financial goals and objectives is all about. Explain how to use a sound goal planning structure to build your goals and objectives (SMART, HARD, WOOP, etc) supported by theoretical research to structure your goals and objectives effectively. Segue into the strategic, stretch, and financial goal below.

## Strategic Goal

Establish **one** strategic goal aligned with the organizational mission, vision, and values that support a business expansion effort into domestic and international markets.

## Strategic Objectives

Develop **three** business objectives that support the strategic goal, in alignment with the organizational mission, vision, and values, that support a business expansion effort into domestic and international markets.

Objective 1:

Objective 2:

Objective 3:

## Stretch Goal

Establish one stretch goal aligned with the organizational mission, vision, and values that support a business expansion effort into domestic and international markets.

## Stretch Objectives

Develop **three** business objectives that support the stretch goal, in alignment with the organizational mission, vision, and values, that support a business expansion effort into domestic and international markets.

Objective 1:

Objective 2:

Objective 3:

## 

## Financial Goal

Establish **one** financial goal in alignment with the organizational mission, vision, and values that support a business expansion effort into domestic and international markets.

## Financial Objectives

Develop **three** business objectives that support the financial goal, in alignment with the organizational mission, vision, and values, that support a business expansion effort into domestic and international markets.

Objective 1:

Objective 2:

Objective 3:

# Target Marketing

## 

Here is where you introduce the concept of target marketing strategy. Using the five Ws and one H approach, explain what target marketing strategy is all about. Use research to substantiate your thoughts, ideas, opinions, and statements. Segue into the market segmentation profile below.

## Market Segmentation Profile for Domestic Expansion

Develop **one** market segmentation profile for business expansion into **domestic** markets. Below is an example of how you can present market segment profiles. Another term used in the creation of segment profiles that you can research is the creation of the “customer persona.”

|  |  |
| --- | --- |
| **Segment Profile 1 (Customer Persona 1)** | |
| Geographics: |  |
| Demographics: |  |
| Psychographics: |  |
| Usage Rate: |  |

*Figure 4 – Turul Winery Domestic Segmentation Profiles*

Provide a descriptive synopsis of each segmentation profile.

## Market Segmentation Profile for International Market

Develop **one** market segmentation profile for business expansion into **international** markets. Below is an example of how you can present market segment profiles. Another term used in the creation of segment profiles that you can research is the creation of the “customer persona.”

|  |  |
| --- | --- |
| **Segment Profile 1 (Customer Persona 1)** | |
| Geographics: |  |
| Demographics: |  |
| Psychographics: |  |
| Usage Rate: |  |

*Figure 5 – Turul Winery International Segmentation Profiles*

Provide a descriptive synopsis of each segmentation profile.

## Target Market Strategy

Choose a target marketing strategy (differentiated, undifferentiated, concentrated, etc.) consistent with blue ocean strategy principles for business expansion into domestic and international markets. Provides reasoning using research.

## Positioning Strategy in Domestic Markets

Develop a concise, unique selling proposition (positioning strategy) for a business expansion idea into domestic markets.

## Positioning Strategy in International Markets

Develop a concise, unique selling proposition (positioning strategy) for a business expansion idea into international markets.

# Contingency Planning

## 

Here is where you introduce the concept of contingency planning. Using the five Ws and one H approach, explain what contingency planning is all about. What are the risks? Why is it important to create contingency plans to mitigate risk? Use research to substantiate your thoughts, ideas, opinions, and statements. Segue into the business risks section below.

## Business Risks in Domestic Markets Expansion

Identify **three** risks to a business expansion into domestic markets.

## Mitigation of Risks

Develop ideas to mitigate or avert each risk to ensure safety, sustainability, and preservation of assets.

## Business Risks in International Markets Expansion

Identify **three** risks to a business expansion into international markets.

## Mitigation of Risks

Develop ideas to mitigate or avert each risk to ensure safety, sustainability, and preservation of assets.

# References