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LEVEL 6 - BA (Hons) LEADERSHIP AND MANAGEMENT SKILLS FOR THE WORKPLACE.

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The work presented in this report is entirely of my creation, and any information obtained from external sources has been properly cited and referenced.

Executive Summary.

Good & Green Food Supplies Limited is a UK-based company founded in 1965 by David and Sheila Gaiman. They are committed to providing pure, high-quality, and affordable supplements. Their range includes over 140 products, such as vitamins, minerals, antioxidants, oils, and organic whole foods. They have been in the business for over 40 years, and their philosophy has always been, "Make it right, or don't make it at all."

- G&G promotes good health and well-being for all. Their health products genuinely help consumers without sacrificing quality or affordability. They prioritise safety and accurate dosage.
- G&G's technology breaks down raw materials into compounds, processes them to fit into capsules, and designs them aesthetically, based on market research. Updated packaging style enhances customer appeal. These factors ensure high-quality and effective vitamin products that meet consumer needs.
- Targeted markets are those who want a healthy lifestyle, vegans, vegetarians, and those who want soy-free products.
- Financially, G&G is doing well, especially after upgrading its brands and opening a new shop in Turnbridge Walls, in addition to having a branch in the USA.

Table of Contents

<u>LEVEL 6 - BA (HONS) LEADERSHIP AND MANAGEMENT SKILLS FOR THE WORKPLACE.</u>	<u>0</u>
<u>EXECUTIVE SUMMARY.</u>	<u>1</u>
<u>INTRODUCTION</u>	<u>2</u>
<u>COMPANY BACKGROUND.</u>	<u>4</u>
<u>MY REPORT WILL HAVE 3 SECTIONS.</u>	<u>5</u>
<u>PART 1: SUSTAINABILITY-EXTERNAL:</u>	<u>5</u>
<u>THE PESTEL FRAMEWORK</u>	<u>5</u>

STRATEGIC MANAGEMENT FOR SMES

HOW POLITICAL FACTORS AFFECT G&G	5
ECONOMIC FACTORS	6
LABOUR COST	6
SOCIAL FACTORS	7
TECHNOLOGICAL FACTORS	8
ENVIRONMENTAL	9
THE LEGAL FACTORS	10
KEY DRIVERS FOR CHANGE	11
MICHAEL E. PORTERS FIVE FORCES VALUE CHAIN MODEL	12
APPLYING VALUE CHAIN TO G&G	12
FIRM INFRASTRUCTURE:	13
HUMAN RESOURCE MANAGEMENT	14
TECHNOLOGY DEVELOPMENT:	14
<u>PART 2. STRATEGIC GROWTH CHOICES/OPTIONS/ACTION POINTS</u>	<u>15</u>
STRATEGIC DEVELOPMENT PROCESS	15
<u>PART 3:</u>	<u>16</u>
G & G FOOD SUPPLIES LIMITED	16
MANDELOW'S STAKEHOLDER MATRIX FOR G&G	16
STAKEHOLDER GRID	17
RECOMMENDATION: THE SAF CRITERIA AND TECHNIQUES OF EVALUATION	18
G&G BUSINESS GOALS AND OBJECTIVE STRATEGIC IMPLEMENTATION	18
MONITORING AND IDENTIFYING THE KEY PERFORMANCE INDICATORS (KPIs)	19
G&G CAN STAY ON TRACK TOWARDS ACHIEVING ITS GOALS AND OBJECTIVES BY MONITORING THE STEPS.	19
MOST SUITABLE:	20
MOST ACCEPTABLE:	20
FEASIBILITY:	20
HOW THE PROPOSED STRATEGIC DIRECTION CAN BE OF BENEFIT TO G&G	20
THE POTENTIAL CONSEQUENCES IF G&G DID NOT ADHERE TO THE PROPOSED STRATEGIC KPIs DIRECTIONS.	21
SUMMARY	21
REFERENCES	22
GLOSSARY	23

Introduction

- I have completed a report on the topic of Strategic Management for SMEs. The primary objective of the report is to provide a comprehensive overview of the subject. To begin, I have included a brief introduction to the concept of strategy, which is defined as a plan of action aimed at achieving long-term goals. The strategy also involves the art of planning and directing overall operations through tactics to achieve a goal. *Barney, J. B. & Hesterly, W. S. (2015).*

- As per Hamel and C.K. Prehalad's (1994) definition, the strategy encompasses an organization's direction and scope over the long term. It leverages an advantage for the organization by configuring resources within the environment while fulfilling stakeholders' expectations. In my report, I have discussed various types of strategies and their applications, along with the advantages and disadvantages of strategic management for SMEs. Additionally, I have used an SME case study to illustrate different business strategies.

My report will cover an SME – G&G Vitamins Food Supplies Limited.

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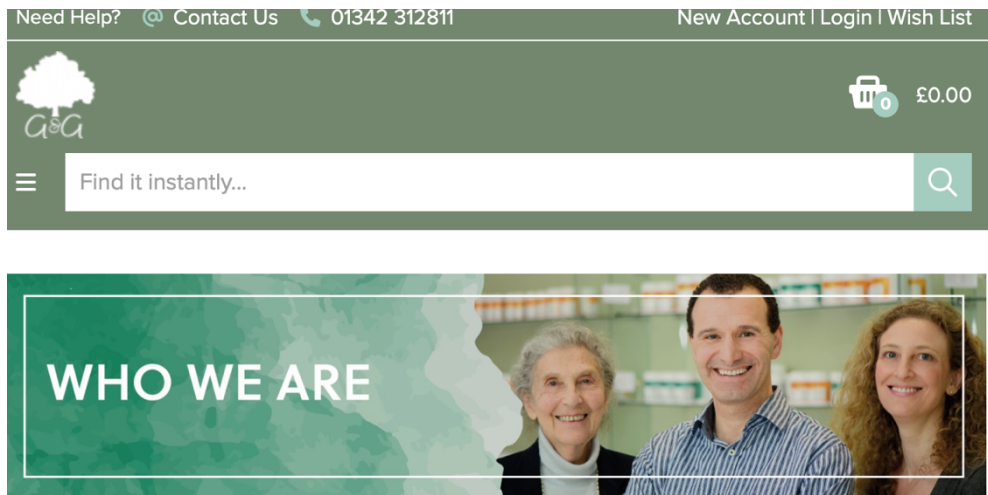


G&G Vitamins

6.9K likes • 6.9K followers

Picture: G&G Facebook page.

STRATEGIC MANAGEMENT FOR SMES



Picture: G&G website.

Company background

Good & Green FOOD SUPPLIES LIMITED Company registration number: 02103924, collaboration with the HEALTH FOOD MANUFACTURES ASSOCIATION COMPANY NUMBER 06873676, situated at Vitality House, 2-3 Imberhorne Way, East Grinstead, West Sussex, England. RH19 1RL. Founded in 1965, by David and Sheila Gaiman, it was one of the first UK health food businesses to manufacture multivitamins and materials.

Their strong point has been health and well-being. They provide the purest, highest quality and affordable supplements to those who need them. Sheila Gaiman was a pharmacist and her husband David was an entrepreneur. They worked together to establish the company first known as G & G FOOD SUPPLIES LIMITED. They later established a supplement packing centre called G&G Vitamins. They now also have two health shops (East Grinstead and Tunbridge Wells) known as Good & Green. They have been in the health food industry for over 40 years and their philosophy has been and is: "Make it right or don't make it". And for them, this philosophy has stood the test of time. There are currently over 140 products in the G&G range with many more in the pipeline. The range includes vitamins, minerals, antioxidants, oils, and organic whole foods. *G&G website. (2023)*

Several years ago, I worked for G & G for a brief period. Since then, I have come to rely on them for my health food and supplement needs for over six years. Notably, the company has significantly improved their branding, packaging and overall aesthetic, in addition to opening a new store they have established a stand-alone USA branch. Additionally, adding younger staff members has helped draw in new clientele and promote business expansion.

My report will have 3 sections.

- The company introduction and background.
- The theories and models which will be used for the report.
- The first part- the main body of the report is divided into 2 sections.
 - Suitability using External - PESTEL Analysis,
 - Industry (Porter's five forces)
- The second part will cover Strategic Choices,
 - Identify strategic options- VIRO Model
 - With SWOT analysis
- The third part covers:
 - Stakeholders,
 - Recommendations: Strategic evaluation and implementation using SFA.
 - Most Suitable Feasible and Acceptable.
 - summary
- Reference
- Glossary

Part 1: Sustainability-External:

The macro-environment refers to the external environment of an organization, including various factors that influence the operations of G & G FOOD SUPPLIES LIMITED. It's crucial to identify the issues that could impact the company, and for this purpose, the PESTEL framework will be used to discuss this section.

The PESTEL framework**How Political Factors Affect G&G**

Political factors can significantly impact a G&G in ways that require careful consideration. Changes in government regulations, policies and taxes can have a direct effect on the production, distribution, and marketing of vitamin supplements. In some countries, governments may impose restrictions on the import and export of specific ingredients used in the manufacturing of vitamins and minerals, which could lead to increased costs or supply chain disruptions. Additionally, political instability, such as civil unrest or political upheaval, may lead to disruptions in the supply chain, making it difficult for vitamin companies to source raw materials or distribute their products, for example, the Ukraine and Russia war. Furthermore, changes in government healthcare policies and programs can affect the demand for vitamin supplements at G&G, either positively or negatively, depending on the policy changes. Hence, it is essential to bear in mind that political factors can impact the

business of G&G operations, profitability, and growth, and it is crucial to keep abreast of any policy changes or potential disruptions that could affect the business.

Economic Factors

- **Growth Rates** - The growth rate has been slow at G&G as compared to how fast the business has grown. The business started in 1965. They operated from their office for many years before they opened up a shop in the centre of East Grinstead. After many years they upgraded to a better location in East Grinstead which is now on London Road. A year later another shop was opened in Tunbridge Wells. These upgrades have created more business for the company than ever before.
- **Inflation, Exchange, and Interest Rate** - Inflation, exchange, and interest rates can have a significant impact on G&G businesses. High inflation rates can lead to an increase in the cost of production, which in turn can result in higher prices for consumers. This can lead to a decrease in demand for products and services, which can ultimately hurt businesses. Similarly, exchange rates can affect G&G as they import some of their raw materials and they export some of their products. Changes in exchange rates can impact the cost of raw materials and finished products. Finally, interest rates can have an impact on G&G by affecting borrowing costs. Higher interest rates can make it more difficult for G&G to access capital for growth and expansion, while lower interest rates can make it easier to obtain financing. Overall, G&G need to carefully monitor these economic factors to ensure they are well-positioned to navigate any changes that may occur. *Johnson G. and Scholes K.,(2002.)*
- **Unemployment Trends** - If the employment rate is high it will impact G&G in two ways. [] It will provide enough customers for the business but [] it will make it expensive for G&G to hire talented and skilful employees.

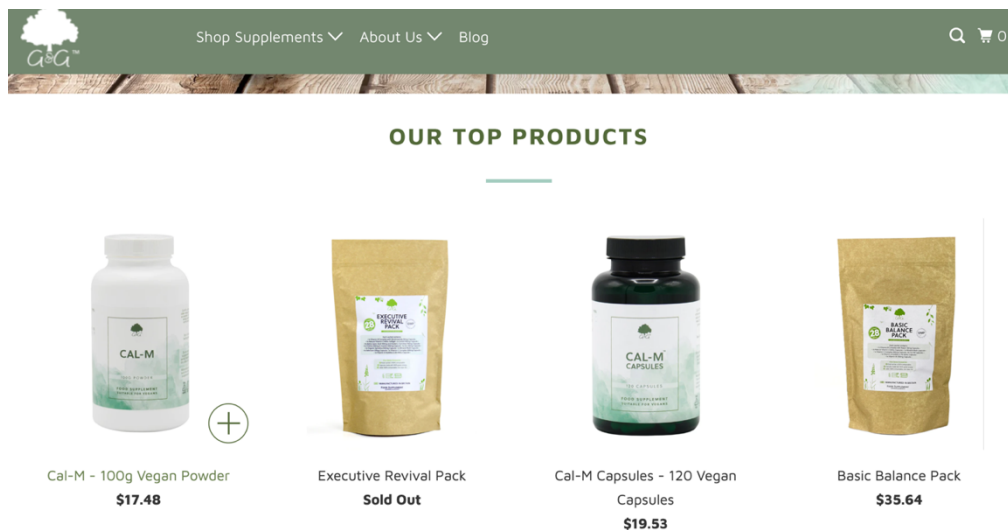
Labour cost

- **Trade Flows and patterns and Labour costs** -Trade flows and patterns can greatly impact businesses, especially those that rely on importing and exporting materials and goods. Changes in trade policies, tariffs, and regulations can disrupt supply chains and cause prices to fluctuate, which can ultimately affect a company's bottom line. In addition, labour costs can also have a significant impact on businesses, as higher wages and benefits can increase expenses and reduce profitability. Companies may need to adjust their pricing strategies, find ways to streamline operations or even consider relocating to areas with lower labour costs to remain competitive in the marketplace. *Johnson G. and Scholes K.,(2002.)*

Social Factors



Picture from G&G website.



Picture from G&G website.

- Health-conscious and imported goods and services has a significant impact on G AND G FOOD SUPPLIES LIMITED as this is the primary aim of the business so they have attracted health-conscious customers, leading to increased sales and customer loyalty. However, incorporating these options may require additional resources and investment, which can have an impact on the bottom line. On the other hand, importing goods and services can provide unique and high-quality offerings to customers, but it may come with additional costs such as shipping and import taxes. Ultimately, it is the responsibility of the business to carefully evaluate the potential benefits and

drawbacks of offering health-conscious and imported goods and services and decide what is best for their specific situation.

- Attitudes Towards Work, Leisure, Career and Retirement - Most of the staff at the company like their job as it positively contributes to a healthy lifestyle. The unemployment rate is the low as the company has good incentives and a good pension scheme. Those who have been working there for more than 15 years are still happy to be there until they retire.
- Attitudes Towards Product Quality and Customer Service – The product goes through meticulous research to establish and compare the effects of different nutrients and botanicals on human health. A formula is created, taking into consideration the safety, dosage, quality, ethics and customer affordability.
- Buying Habits - Customers are happy to buy online or come down to the shop and get the products they want. With great quality products, customers are happy to pay the high price. And they give good feedback.
- Religion and Beliefs - The diversity of the group makes it easy for them to interact and everyone respects the religious beliefs of each other.
- Attitudes Towards Green/Ecological Products- At G&G they manufacture using only renewable energy. For over 2 years they completed their switch over to green energy. Their supplier uses wind and sun energy to provide vegan society-approved energy. They create a selected range of products for their UK and US customers that range from vegan and vegetarian options for all. All the products are allergy-friendly and in most cases, gluten-free, dairy-free, soy free and kosher. You will in most cases find what you are looking for at G&G. *G&G website. (2023)*

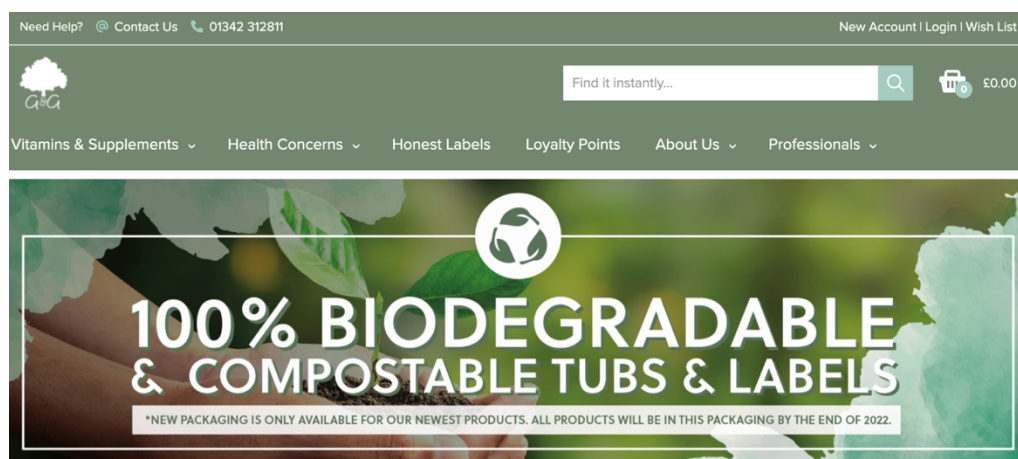
Technological factors

- The basic infrastructure level that could affect a business refers to the fundamental facilities and system which make it easy for G AND G FOOD SUPPLIES LIMITED to function smoothly. Transportation System - Most staff live around East Grinstead and so they walk to work, or they drive for those who live further away. They have a good communication system and an internal messaging and emailing system with Microsoft Outlook. They have a good water system, and the Energy system is stable in the area. There can be heavy traffic in the area which affects staff coming late to work.

STRATEGIC MANAGEMENT FOR SMES

- The rate of technological change can significantly impact G AND G FOOD SUPPLIES in various ways. For example technological advancement has led to new and improved products and services. After years of development, in 2022 they were able to launch 100% biodegradable tubs. The base material of these new tubs is from vegetal-origin polymer obtained from starch and sugar cane fermentation, making it a renewable source material. As a result, helping farmers in the rural areas of Southeast Asia can affect the company if they fail to upgrade technology and may face a competitive disadvantage. They must monitor and stay up to date with the latest technological developments to ensure long-term success. *Johnson G. and Scholes K.,(2002.)*
- Research & Development. Investing in research and development can have various effects on a business such as G AND G FOOD SUPPLIES LIMITED. It can help the business to develop new products or improve existing ones, increase efficiency in production processes, reduce cost and ultimately enhance the competitiveness of the business in the market therefore staying relevant to its customers. On the other hand, development can also lead to stagnation, loss of market share and reduce profitability in the long run.

Environmental

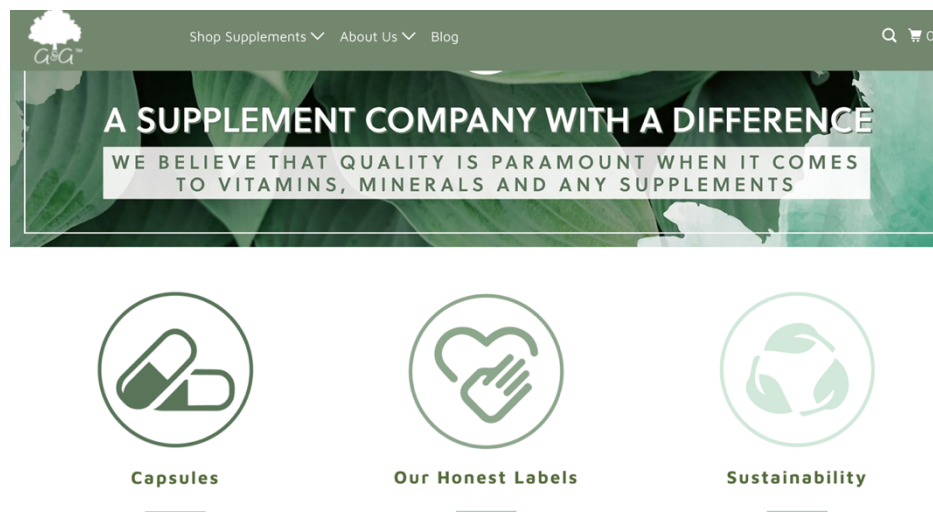


Picture: G&G web site.

- The environmental protection laws that could affect a business like G AND G FOOD SUPPLIES LIMITED are for example Clean Air Act, which regulates air emissions from industrial facilities, and the Clean Water Act, which sets standards for the discharge of pollution into waterways. Other laws which may

impact G & G include the Conservation and Recovery Act, which governs the management of hazardous waste, and the Endangered Species Act, which protects endangered and threatened Species and their habitats. G&G being aware of this Act keeps in compliance with the requirements and minimizes potential legal financial liabilities.

The Legal Factors



- The legal factors which can significantly impact a business such as G &G are laws and regulations which they must abide by such as Labour laws because they employ mostly people from the UK, Their working hours are 9-5 pm, 36-40 per week. They are paid above-average wages. Then we have the Consumer Protection laws. G&G follow these regulations. For example, they do not sell products that are almost out of date. Failure to abide by these laws could hurt the business reputation. On the other hand, changes in the law and regulations can create new opportunities for G &G. *Johnson G. and Scholes K.,(2002.)*
- Copyright, Patents/Intellectual, Property Law. The business has the right to its formulas as to how they make the vitamins and health foods.
- Health and Safety law. Health and safety rules are followed. The policies and codes of workplace conduct are located where all staff can easily see them.

STRATEGIC MANAGEMENT FOR SMES

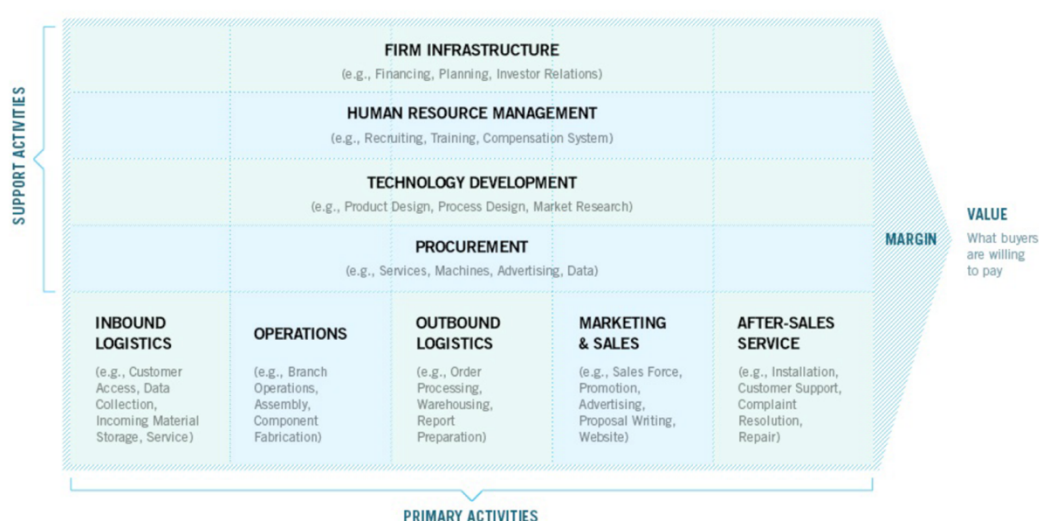
For example those who dispense the vitamins have to wear overalls hand gloves and head covers before going into the vitamin dispensing space.

- **Data protection** - At G AND G FOOD SUPPLIES LIMITED they take data protection law very seriously. As part of your contract you have to sign a data protection form promising you will not give out any private or confidential data regarding the business even when you are not working with them anymore. The Data Controller will keep your details secure and use the information you provide when applicable. Privacy data protection laws are followed. Customer information is collected when they register and place an order from the online website. Cookies are used to enhance customer experience. G&G will not share customer information with a third party. Customer information is held indefinitely for regular customers but it is deleted if there are no purchases for 2 years. *G&G web site (2023)*
- **Education Law** - If they have particular requirements to have rights to certain products, they make sure that staff keep up to date by continuing Professional Development so as not to lose their business in those areas.

KEY DRIVERS FOR CHANGE

By identifying the key factors, the managers are able to strategically manage effectively and efficiently and reduce the threats.

Porters five force (Value Chain Model) diagram



MICHAEL E. PORTER'S five forces VALUE CHAIN MODEL

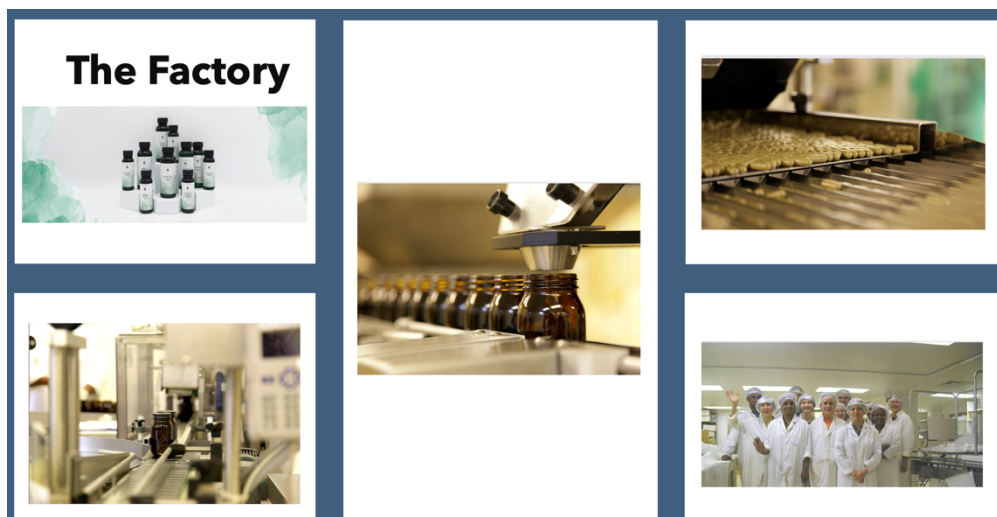
Porter's Value Chain is a useful strategic management tool. It works by breaking an organization's activities down into strategically relevant pieces so that one can see a fuller picture of the cost drivers and source of differentiation and then make changes appropriately. It is also a combination of systems businesses use to make money. It is made up of various subsystems that are used to create products or services. It includes the process from start to finish. We can also say that is total quality management. (TQM)

Applying Value Chain to G&G

- **Inbound Logistics:** - when the purchasing manager sources the raw materials from where they can get it at a lesser cost in this way the business saves cost and charges less to the customers. So they make a profit from the suppliers getting it suppliers themselves. This also includes receiving, storing and disseminating the input of the vitamins and minerals, it can also be warehousing of physical products, material handling as well as managing to receive and store customer data digitally. *Porter, M.E. (2004).*
- **Operations: Production** This is where the activities of G&G transform raw material into finished vitamins and minerals. It also includes the process of assembling the different components and parts of the product to make a whole. Their bespoke facility maintains the highest supplement manufacturing standard. G&G manufacture all their supplements in one kind of ISO Class 8 clean room, which has higher standards than the required supplement manufacture.
- **Outbound Logistics:** G&G undertakes this activity to distribute the finished products to various customers and to the shops. This also includes processing, distribution network, scheduling, warehousing, and wholesale and retailer order fulfilment.

SATEGIC MANAGEMENT FOR SMES

- **Marketing Sales:** these include the Sales Force, promotion, Advertising, proposal writing website. The Sales team at G&G doing all they can to get the stock out to the customers, various sale discounts and promotions to get the customers to buy the products.
- **Services:** G&G must provide after-sale maintenance to promote Total Quality Management. This will include customer support, complaint resolution, and repairing any damage to maintain good customer relations. To ensure the highest quality products get to their customers they perform extensive quality control procedures. These checks are done by the internal and external quality inspection which performs quality checks throughout the manufacture, their products are tested to guarantee so safe, purity and fit for everyday use. *G&G website (2023)*



Pictures: G&G

Firm Infrastructure:

The business infrastructure of G&G includes financing, planning, and investor relations. These functions are crucial for the success of the company as they help to ensure that it has the necessary funds, resources and support to operate effectively. Financing involves managing the company's financial resources, such as securing loans or investments, while planning involves developing strategies and goals for the company's growth and operations. Investor relations involves building and maintaining relationships with investors and stakeholders, providing them with information and updates about the company's performance and prospects.

Human Resource Management

The Human Resource Management of G&G involves in recruiting, making sure the staff get the relevant training for their post and ensuring the development of employees to contribute to the growth and success of the company. G&G also has a proper compensation system in which the employees are compensated fairly for their hard work and dedication. For example, having worked at G&G I have experienced this fact first-hand. They pay more than the minimum wage and the staff are well taken care of. Additionally, the Human Resources manager made sure continuous professional development is provided to the employees to ensure they have the skills and knowledge required to perform their job duties effectively. As a result, some of the employees have been working at G&G for more than 15 years.

Technology Development:

Developing technology for G&G involves breaking down the raw materials into composite compounds and processing the different components to create a complete dosage that fills a capsule. The process design includes finishing the product to make it aesthetically pleasing to customers, as well as conducting market research. G&G has updated their packaging style to look more welcoming to customers. All of these factors are important in creating high-quality and effective vitamin products that meet the needs and expectations of consumers.

Procurement

- There are several ways that Procurement and Service machines can advertise a vitamin business like G&G. They can do this through online platforms, such as social media, email marketing, and search engine advertising. For example, updating their Facebook page and Instagram page. Additionally, they advertise through traditional channels, such as print ads and radio. The choice of advertising medium will depend on the target audience and the budget available for the marketing campaign. For example, their new shop is in the centre of town on London Road which brings in an influx of targeted customers and new leads. *Porter, M.E. (2004).*

Part 2. Strategic growth choices/options/action points

Strategic Development Process

G&G Vitamins SWOT Analysis	Strengths • Quality vitamins • Been in the business since 1986 • One of the first Vitamin business in the UK • Market dominance • Differentiated product	Weaknesses • Slow expansion • Specific for a particular market • Lack of R & D • High overhead • Slow to supply • Slow communication
	Opportunities • They have new market segmentation • Diversification opportunities • Untapped market • The only vitamin business in the area.	Threats • Unfavorable regulation • New entrance into the vitamins business • Problem with marketing

Diagram: Timi McQuade

Internal factors			
G&G Vitamins SWOT Analysis	E x t e r n a l f a c t o r s	Internal Strengths (S)	Weakness (W)
		Opportunities (O)	(WO) Strategic Option
		• Quality vitamins in the area • Been in the business since 1986 • One of the first Vitamin business in the UK so familiar with the market • Market dominance • Differentiated product	• Slow expansion but they have now opened up two new innovative stores. • Specific for a particular market now through the diversification the brand they have influx of new customers. • High overhead now G&G gives discounts to sell the vitamins before sell by date. • Their service used to be slow to supply but after updating of the website it create a better and faster communication with the customers.
		Threats (T)	(WT) Strategic option
		External (ST) Strategic option • They have new market segmentation • Diversification of their brand G&G used to just sell vitamins but now they sell different brands, snacks, oil, food, plants. • Their prolonged lack of growth gave them experience in the market and now they have a wide range of market growth.	• The regulations though on vitamins business now changing the name to Good and Green Food supplies. • Adding more snacks and oil to the brands less the regulations.

Diagram: Timi McQuade

Strategic Analysis (SWOT) by Albert Humphrey 1960.

Part 3:

G &G FOOD SUPPLIES LIMITED

Mandelow's Stakeholder Matrix for G&G

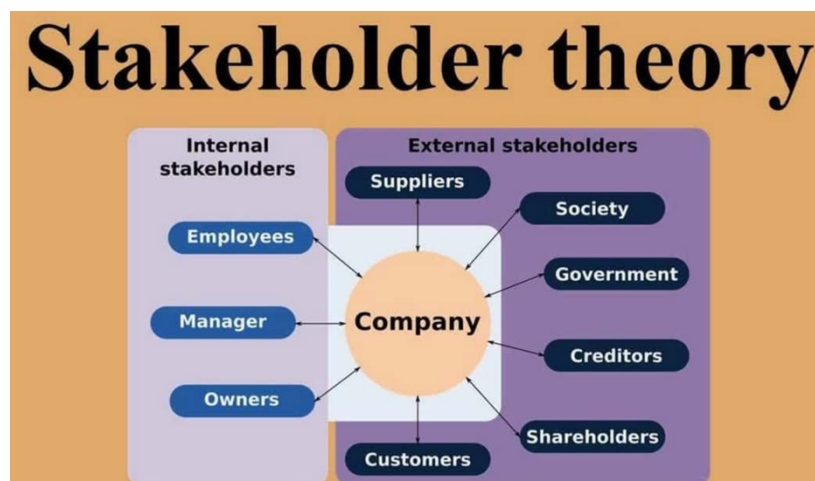


Diagram: take from my module

Stakeholders are those individuals who have an interest in the growth of the company. They could also be people who could be impacted by the actions of the company. There are internal and external stakeholders. To explain this section Mandelow's Stakeholder Matrix will be used to assess the G&G Vitamins company.

Internal Stakeholders

The staff of G&G; the owners of the company; the managers like the HR manager; the Operations Manager; the Logistic manager; the Finance Manager; and the managers of the different shops.

The external Stakeholders

The suppliers, customers, and creditors, the neighbouring people, and the local council.

Stakeholders Analysis

- Stakeholder analysis can be used at G&G to get their projects into shape because the opinions of the stakeholders are powerful are they are likely the support the project.
- If G&G gain support from their powerful stakeholders like money, then they might win more resources.
- As long as G&G keep their stakeholders up to date with what projects they are doing then it is more likely that G&G will gain the understanding of the stakeholders. *Morphy T., (2008)*
- G&G should understand and expect their stakeholder's behaviour towards its project development, in this way they can plan a way to win support from their stakeholders.

Stakeholder grid

SATEGIC MANAGEMENT FOR SMES



Diagram: Timi McQuade

Mendelow A. (1991)

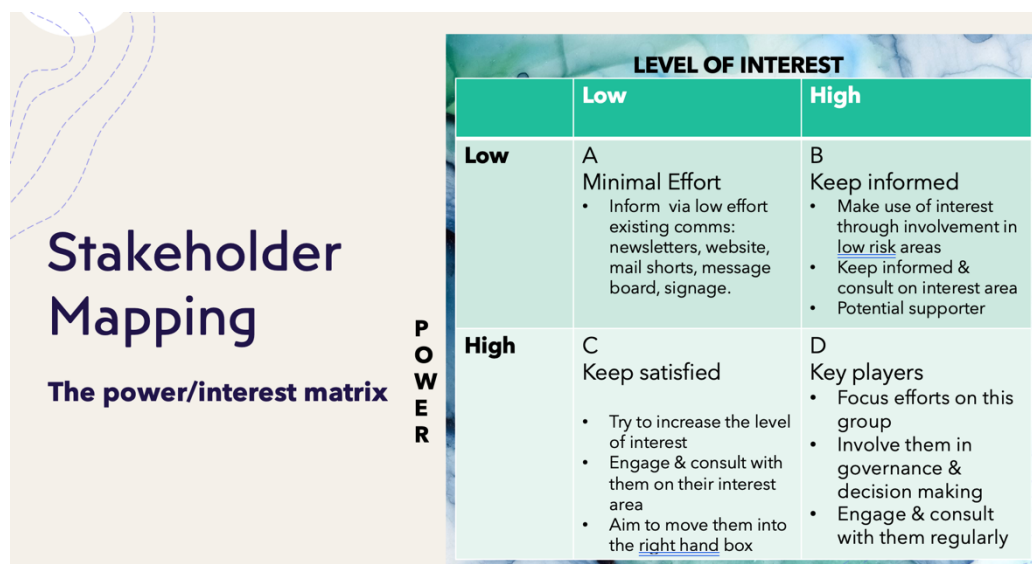


Diagram: Timi McQuade

Recommendation: The SAF Criteria and Techniques of Evaluation

This topic refers to the set of standards and methods used to assess the performance of a company. These criteria and techniques are used to determine the efficiency, profitability, and overall success of a business. They help business owners and investors make informed decisions and identify areas for improvement.

G&G business goals and objective Strategic implementation

- G&G aims to bring good health and well-being to all.
- They believe healthy food products should be those which genuinely provide help to the consumer.
- G&G believes in not sacrificing quality for profitability.
- Lastly, their goals are safety, dosage, quality, and customer affordability.

Monitoring and identifying the key performance indicators (KPIs)

- An innovative new technology developed to stay ahead of the market.
- G&G now has over 140 products and many more to come.
- Having vegan, vegetarian and allergy-friendly products gives them an advantage in market segmentation. *Johnson, G.et al., (2017)*
- G&G is proudly certified by the MHRA (Medicine and Health Products Regulatory Agency)
- They are also members of the Health Food Manufacturers Association.
- Marketing is slow at G&G and needs improvement.

Evaluate the plan regularly by reviewing the progress towards the business objectives.

- The HACCP 4 (Hazard Analysis and Critical Control Point) manager manages the system to ensure the safety of the products. He also ensures the tests for incoming herbal ingredients for microbial contamination are done before arriving at the G&G factory.
 - The checks should be done each time there is production in the factory by the manager.
- Ingredients are checked for certain criteria before they are used.
 - The manager makes sure the checks are done each time before production.
- The Sales team and the Marketing team create promotional events. This can be done online, on Facebook and Instagram pages, through Shopify, by printing out leaflets and doing a campaign in different shopping centres and on the high streets.
 - The marketing manager does a sales campaign once a month for 6 months.

G&G can stay on track towards achieving its goals and objectives by monitoring the steps.

STRATEGIC MANAGEMENT FOR SMES

- Strict quality control system to ensure no cross-contamination in the factor.
- Human Resources to ensure strict rules. Anyone who gains employment to work in the factory is well trained for the post or should be trained before joining.
- Every batch of vitamins or multivitamins produced are QC checked in compliance with and according to the product specification accepted quality standards.
- Ensure rejection of a product that does not meet the specification standards.
- Ensure documentation of every batch is completed and traceable.
- Communication with the stakeholders about their plans to take the company forward. *Lynch, R., (2015.)*

Most Suitable:

Does the proposed strategy address the key opportunities and threats an organization faces?

Yes

Most Acceptable:

- Does a proposed strategy meet the expectations of stakeholders? Yes
- Is the level of risk acceptable? Yes
- Is the likely return acceptable? Yes
- Will stakeholder reactions be positive? Yes

Feasibility:

- Would a proposed strategy work in practice? Yes
- Can the strategy be financed? Yes
- Do people and their skills exist or can they be obtained? Yes
- Can the required resources be obtained and integrated? Yes

How the proposed strategic direction can be of benefit to G&G

Monitoring and identifying the key performance indicators (KPIs) of G&G can help them in several ways. By tracking and analysing KPIs such as sales revenue, profit

margins, customer satisfaction, and market share, G&G can gain valuable insights into their business performance. This information can be used to make data-driven decisions, optimize processes, identify areas for improvement and set targets for growth. Additionally, having a clear understanding of their KPIs can help them stay competitive in the market and achieve long-term success.

The potential consequences if G&G did not adhere to the proposed strategic KPIs directions.

If the vitamins company does not follow the proposed strategic KPIs directions, there may be potential consequences such as missing growth opportunities, reduced profitability, decreased customer satisfaction and failure to achieve desired business objectives. The company must consider the implications of not following the proposed strategic KPIs directions and take necessary steps to ensure they are on the right track to achieve their goals. *Johnson, G.et al., 2017*

Summary

My report begins with the executive summary of G&G's brief history, followed by the introduction of my Program Strategic Management for SMEs. It then provides an overview of the company and its background, including the number of shops they have and the new upgrades to their brands.

The report then delves into the theories and models starting with the external analysis using PESTEL Analysis, covering the different factors and their impact on G&G. Applying Porter's five forces, it covers the business itself and strategic growth choices via the VIRO model SWOT covering the strengths, weaknesses, opportunities, and threats, and how to leverage opportunities to gain an advantage over weaknesses and threats.

My report also covers the stakeholder theory using Mandelow's matrix, analysing the various types of stakeholders and how to manage them to support G&G. Finally, it uses SAF criteria and evaluation techniques to implement and monitor the KPIs for G&G, along with the advantages and disadvantages of implementing my recommendations.

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Glossary

ISO Class 8 cleanroom: a cleanroom is an engineered space, which maintains a very low concentration of airborne particulates.

G&G – Good and Green Food Supply Ltd

QC- Quality checks

HACCP- Hazard analysis and critical control point

MHRA- Medicines and Healthcare Products Regulatory Agency is an executive agency of the Department of Health and Social Care in the UK.

HPMC- Hydroxyl propyl methyl cellulose is a type of lubricant that be used for eye drops or treatment of dry eyes.