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Executive Summary

The goal of the research is to analyze and pinpoint the strategic values and orientation of Davison Canners Ltd in relation to the company's internal and external environment. In addition, a thorough research of the stakeholders' expectations and power in relation to the firm itself has been done in order to identify and analyse the strategic growth decisions that the company has undertaken. Effective recommendations have been made for Davison Canners to assist the company achieve its planned objective and continue to grow in the future based on all of these findings. Thus, this is comparable to the DC's viewpoint method, in which the business employs a variety of tactics to fulfil the system's anticipated function. Based on that, the business developed its own strategy for adhering to the brand values and segmenting its own client base for efficient result delivery. On the other hand, it may be said that the business has to adopt a multi-domestic strategy in order to strengthen its ability to achieve the goal of providing clients with a global base of service. As a result, the main objective for DC, which steers the organisation by including fundamental strategy in efficient order, is a systematic orientation.

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Introduction

In the process of managerial perspective leadership and management skills are stated to be the ways or the format through which the planning and decision-making as well as problem solving and communication along with time management is done. In business also these skills are the relevant aspect for the leaders and the manager to meet the projected role within the organization. Detailed analytical perspectives have stated that the organizational growth is dependent on the virtue of internal and external environment along with its related stakeholders of the firm with clear objectives. The study has been developed to analyze and identify the position of Davison Canners Ltd strategic values and orientation along with the internal and external environment. Besides that, identification has been done in analyzing the strategic growth choices that have been made by the company with detailed analysis of the stakeholders in regards to its expectations and its power associated with the company itself. Based on all these findings effective recommendation has been done for Davison Canners to meet the projected goal of its firm and help it to develop in future.

Overview of the company

In the list of top SMEs in the UK Davison Canner (DC) is one of the top listed companies which is based on production of food. As reported its family oriented business which got its establishment with brand new grade AA from BRC accredited factory facilities in 2014 (Buynifood.com, 2023). Long back 40 years earlier the Davison family harvested the first Irish bramley apples with 120 acres of orchards. Though the company's root business is apple production and processing, it has developed other sorts of products year after year to meet the product trends and demand of the customers. The product ranges from fruit compotes and jams and fillings as well as curds, sauces, syrups, and processed apple products. Besides that, the company will employ nearly 128 employees in 2021 with revenue of GBP 15.1 million (Globaldatabase.com, 2023). The company has gained a wider view in developing processed food products and has oriented its base to maintain vast value and ethics in serving customers. DC was founded by Alan Davison in 1978 and it started to trade in the same year only. The record revealed that the company has three shareholders which are existing from the Davison family only who are the three directors known as Alan Davison and Graham Davison with 47.5% share each while Hazel Davison has 5% share in the company (Pomanda.com, 2023). The

company has fulfilled its aim to build a strong innovative field through communicating with people and its company base to work effectively for the deliverance of effective results for the company.

Strategic direction of the company

Vision

The vision of DC is to build experience regarding emotion through inventing and perfecting the process of innovation with the view of inspiring both the people and the company. It has also inspired the people and the company to work together for installing innovative ideas in the market in order to provide benefit to all its stakeholders.

Mission

Associated with that, the mission of DC is to build an individual approach with each of its customers in order to envisage a long-term relationship between a dynamic as well as passionate team and customer base.

Values

The value of Davison Canner has been based on two agendas which are stated below.

- Continuous development of DC's inventing methodology known as "A Better Way to Invent" (Davison.com, 2023)
- As a pioneer the company values keeping an open mind towards the world of possibilities with a view towards a future that helps the company to grow.

Goals

The aim of the company is based on three aspects which are gathering of experience regarding the process of invention and making the most effective innovation process as well as building propositions based on which people and company can work together.

Objectives

- To increase the number of products that is cross selling
- To produce most cutting-edge item as well as service
- To enhance the growth of new range of product sales
- To improvise the customer service in order to meet their demands
- To build new provision to capture new market
- To build effective differentiation of product

- To include sustainable cost-cutting measures
- To deploy innovative and reliable technology
- To build effective entity to retain existing customer base

Critical analysis of Davisons Canners Ltd environment

PESTLE

Factors	Attributes	Impact
Political	● UK's corporate tax is 19% (Gov.uk, 2023) ● Instability in the trade relationship with other nations of the world ● Political insecurity due to the death of the Queen Elizabeth	Negative
Economic	● In 2022 the inflation rate in 2022 is observed to be 11.1% (Tradingeconomics.com, 2023) ● GDP growth rate in 2022 is stated to be 0.2% (Tradingeconomics.com, 2023) ● High fluctuation rate of currency value ● Demolition of core multinational firms has laid to economic disturbances	Positive and Negative
Social	● Economy is market oriented along with developing society oriented (Export.gov, 2023) ● Healthy food habits are one of the primary orientation of UK people ● Consumption of goods have changed during the post pandemic ● Income and expenditure graph has changed to wider extent in UK	Positive

Technological	• Inclusion of new form of technology such as AI and digital marketing • Advanced form of food processing units • UK food segment has seen wider innovation through inclusion of high value manufacturing catapult (HVMC) • Declaration has been made in order to invest in farming which is GBP 270 million (Gov.uk, 2022)	Positive
Legal	• Effective and reliable as well as fair trade policies • Changes has been made in taxation policy of UK • Rules and regulations of food standards have been made strict	Positive
Environmental	• UK has included green technology within its manufacturing sector • Carbon emission rate as calculated in UK in 2018 is 5.43 metric ton per capita (Macrotrends.net, 2022)	Positive and Negative

Table 1: PESTLE of UK

(Source: Learner)

Analysis

Research conducted on the local community revealed that Great Britain is an advantageous place for the creation of the company's headquarters, as was noted before. Yet from a political aspect, some challenges come from a lack of parliamentary stability and exorbitant corporate taxation. Nonetheless, the United Kingdom has evolved into one of the most trustworthy centres' with a wide culture to generate a broader commercial projections. Associated with the fact Davison Canner has been performing in an effective market segment where its macro environment has a

stable base to flourish with effective rules and regulation. On the other hand Thakur (2021) stated that the rules and regulations can differ but in actual context a stable economy with an effective GDP rate is the primary viewpoint of an organization. This has been the core projected value for companies like Davison canner as it has observed less inflation but due to the pandemic some issue has persisted but slowly it is gaining value and orientation.

Besides that, the social perspective of the UK is also strong which is also going to facilitate DC to develop and enhance its market base as people are more focused on healthy food habits which the company has always taken into virtue. Helm (2020) illustrated that the pandemic has changed the income and expenditure virtue of most of the people and this has also brought changes in market strategies. Based on that DC needs to develop its own persistence and build a new form of technological agenda that can change the system of market and build a new form of coordinating market values. Moreover, technology has persisted to be a booming agenda for DC as it has proved to be effective due to huge configuration development of food processing systems and technology incorporation by the UK Government. Legal and environmental aspects pose certain hindrances which need to be followed by DC for sustaining its market values and base in coordinate order. Thus, as a whole it can be stated that the macro environment of DC is well furnished and certain configurative change is required to gain more stability.

VRIN

Resources/ capabilities	Valuable	Rare	Inimitable	Organizational	Impact on the competitive advantage
Technology	Yes	No	Yes	Yes	Provide strong value to the products and enhance brand recognition
Workforce	Yes	No	Yes	Yes	Effective market orientation with adding values
Present market	Yes	Yes	No	Yes	Vast coagulation with secured form of business development
Management	Yes	No	Yes	No	Good leadership role which has benefited the company to meet its new growth persistence
Raw materials	Yes	Yes	No	Yes	Specified and pure materials which has enhanced the company feasibility in quality provision

Table 2: VRIN analysis of Davison Canner

(Source: Learner)

Analysis

The five aspects that have been stated above are core agenda or the resources of DC among them technology has been pertained to be the primary role player which has been countered to be the most valuable asset which is not rare and easily imitable but organized in nature. Associated with that, the technology and innovation that has been delivered has laid the company to get shortlisted as the finalist for the prestigious food manufacturing award in the UK (Dreamhosters.com, 2023). Besides that comes the eminent workforce which countered to be reliable and effective in work persistence. From its goals and aims it is clear that the company is always bewildered to help both the workforce and the customer base and are always in a state to deliver emotional attachment for the employees leading to efficient work prevalence. As opined by Lauer (2019), the market presentation depends on the visibility of the company and its security that the company provides to its customer base. Understanding the present market is readily difficult and to capture the same is also a serious task. In context to DC the present market is valuable and it is rare because making the customer choose the same product of a different brand other than a conventional and effective brand is impossible. Based on that, the market virtue of DC is somewhat different and is rare and is also organized in nature leading it to gain wider market presence.

Another important factor is management and associated with that the management is stated to be the valuable active segment of DC but it is not rare and can easily be imitable. However, the employee agenda of DC has laid wider managerial aspects with coordinated segments leading to make it organized so retentivity of such a system is stated to be efficient and reliable in nature. On the other hand, Slavik *et al.* (2020) stated that own harvested raw materials enables the company to gain a wider solution for better and effective cost oriented manufacturing. It is also similar in context to the company DC as it is known to have included its own harvested raw materials in manufacturing of its products such as developing processed apple products from the apples harvested in its own farm. This states the raw material to be valuable and rare while it is not easily imitable and is well organized in nature.

SWOT

Strength • Being an SME profit range is GBP 16.26 million in 2020 • Steady increase in annual revenue in the span of 2015 to 2020 (Dreamhosters.com, 2023) • Company believes in communicating each of its customers and building long term relationships • Process 120 acre of own fruit farm • Brand new Kitchen opened in 2016 (Dreamhosters.com, 2023) • Shortlisted as the finalist in the Food manufacturing award as the Chilled manufacturing company • Received AA grade in the British Retail Consortium (Dreamhosters.com, 2023)	Weakness • Products are not available worldwide • Less brand valuation and equity • Complain has been obtained that the packaging materials are used are enhancing pollutants (Packaging-gateway.com, 2023)
Opportunity • Can develop inside scope for job orientation • Build its own field in meeting the worldwide demand through aligning with other international brands • Can incorporate eco-friendly materials for packaging system	Threat • Pandemic can lower the visibility range of the company • High competition in fruits and vegetable industry • Some of the competitors of Davison canners are Delmonte and Fyffe's Plc

Table 3: SWOT of Davison Canners

(Source: Learner)

Analysis

From the wider viewpoint It has been observed that the company DC has gained a wider orientation and has laid a sustainable position in heart of UK. The strength of the company is its employees and its vision and mission as stated above. As per Khairani *et al.* (2021), the efficiency of an organization relates to its market provision and its achievement it has gained from the Government and other agencies. This can be related with the core values of DC which enables the SME to gain a strong vision and build its own position within the market. However, the issue of worldwide presence has lowered its value and its credibility within the market. It has been reported by Clarissia (2020), the lack of effective proposition and enhancement of a less productive approach within the international market can lower the feasibility of the firm in a coordinated manner.

This can be so related with the approach of DC as it has been observed that the SME failed to enhance its market in international aspects and its vision to connect with of the customer fails in this context. On the other hand, its less brand valuation has also added a weakness to the system. However, building a new job scope within itself can be well figured out to be developing a project for the company to meet its projected goal. Apart from that alignment with some of the international food brands can also help the company to enter the international market which can develop a new proposition of serving the world wide markt. However, pandemic and a highly competitive market are counted to be the major threats of the company. The company needs to align each of its projected threats to certain possible opportunities which can mediate and lead a strong attenuated business as a whole.

Strategic growth choices for Davisson Cannery Ltd

Porter's Generic strategy

Cost leadership

A business that pursues cost leadership aims to be the industry's lowest-cost producer. Based on the way a firm is established, cost advantage could arise from an array of sources. As per Kurniawan *et al.* (2020), the pursuit of economic advantages, the creation of exclusive goods, exclusive ownership of raw materials, and other factors could be included. Every arbitrage must be found and utilized by a low-cost company. Division Cannery generally used the competitive pricing technique in order to hold back the whole market which lowers its strategic viewpoint. DC needs to perform above average through its market if it can achieve and sustain total cost

supremacy and command prices at or near the industry norm. Thus, in the present aspect this is the lost strategy that has been incorporated by DC which has lacked in delivering a wider motive within the industry segment.

Differentiation

A corporation uses a differentiation strategy to set itself apart from the competitors in certain, highly valued by consumers areas. As per Khajezadeh *et al.* (2019), the company can select one or maybe more qualities that a lot of clients within that market feel essential, and subsequently strategically place those qualities above its own to meet those needs. Because of its novelty, it has a steep price tag. The company DC has indulged itself to be unique through indulging in invention of new flavors and concepts associated with their products. However, the strategic viewpoint is missing some context as the fruit and vegetable market is huge in the UK and satisfying the uniqueness is a less possible approach that can be done by the company itself. Thus, as a whole it has been observed that the differentiation strategy is lacking to a wider context leading to less feasibility of approach in market provision.

Cost focus

Cost-focused businesses are those that strive to attract customers just on the basis of pricing. Businesses that use this strategy aim to offer their goods or solutions at the lowest possible cost by undercutting their competitors' prices. Khairani *et al.* (2021) illustrated that companies that use this strategy often desire to serve a specific, niche market. Based on that, DC has always focused to serve each of its customers and are not specified to a target set of customers which resembles that the company has not included the cost focus strategy leading to wider loss of the segmented growth of the company. Besides that, this has been the lack of projected coordination which has lowered its value range and its value proposition is much lower than other competitive brands within the market.

Differentiation focus

With a focus on uniqueness, a company hopes to stick out between its target market. The two varieties of the strategic plan are founded on contrasts between a focuser's own segment and certain other consumer markets. Every manufacturing and distribution process that best serves particular segmentations either requires being distinct from other sectors or the clients within the targeted segments should have particular requirements. Associated with the fact DC has not

segmented the market as it has tried to capture the whole market which relates to lack of building its own proposition.

Ansoff matrix

Market penetration

The process through which the company increases the sales of the present product into the existing market is counted to be the market penetration strategy. As per the views of Clarissia (2020), while using a sector penetration technique, management aims to sell more of its present goods in markets they are comfortable with plus in which they already have relationships. Executives of either a significant chain may alter prices to increase penetration and acquire more storage space for a range of goods in contrast to a specific, focused product. In context to DC the company has incorporated new varieties within the market but have not focused on the existing product, but the market place is the same. Hence, DC has not incorporated any sort of market penetration strategy within its business entity.

Market development

A market development technique seems to be the second smallest risk because it does not require a significant sum to be spent on research as well as creation and growth. However, Kurniawan *et al.* (2020) stated that instead, it gives a management team the opportunity to profit from present products and expand their market. Yet, creating an ecosystem and just a logistic infrastructure for an international market comes with some risks. DC's one of the major weaknesses is its provision to enter in the worldwide market which is lacking as it is focused in the UK market only. This states that the company is not focused on the international market and it has not introduced its product in the external market. From this it can be derived that the company has not followed the market development strategy rather focused in the present segment only.

Product development and differentiation

Strategy where the organization focuses to build its own base through incorporation of new strands of product within the same market as it prevails. As opined by Khajezadeh *et al.* (2019), the development of the new product inside the same market is counted to be the product diversification strategy. As per DC the company has facilitated to include various forms of product rather than its apple processing food such as curd and other products. Thus, it can be stated that the company has envisaged the product development strategy in their business



Figure 1: Ansoff matrix

(Source: Kurniawan *et al.* 2020)

Bowman's strategic clock model

Bowman's Strategic Clock examines several strategic position options. It demonstrates the range of positioning strategies a company, organization, and trademark may use depending on two factors: price and potential value. As mentioned by Mihajlović and Miletić (2022), the price of the product states about the perceived range based on which the company offers its product in order to maintain the market competition. In addition to that value states about the provision through which the company marks its value range of the product. Based on price and value the company entails the perceived range of products and the position it holds in the market. In detailed context it has been observed that the company uses the competitive pricing strategy for its company to deliver its product within the market. As per the competitive strategy the company binds to deliver its product as per the price being delivered within the market by other corresponding companies. Kim (2020) stated that the price value changes with the price range of other companies as envisaged in a wider context. Besides that, the value states about the correlative position of the firm and as per DC the value of the company is higher as the price range is controlled as per the range of the market. This is the core values strategy as delivered within the product preferences as observed within the system. Inside the Bowman's clock there are about 8 perspectives or agenda based on which the strategy is forecasted. As per Kašparová

(2022), installation of an effective role with coordinated price and sustainable value creation led the company to gain wider value presentation within the system. The products are always reinvented in DC, but its price scheduling always varies with the market proposition and the market virtue which enables the company to project its business as per the external market.

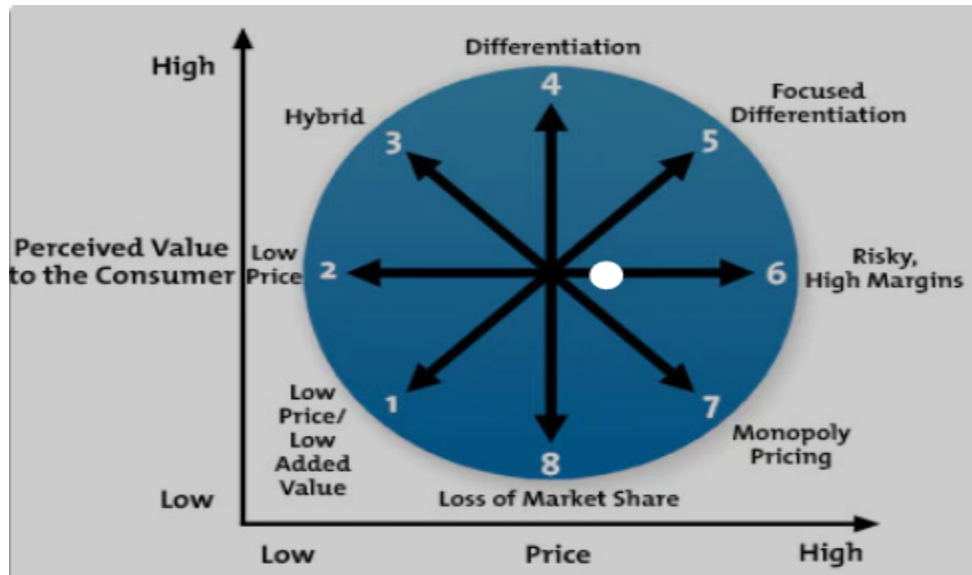


Figure 2: Bowman's strategic clock

(Source: Kim, 2020)

In association with values, it has been stated clearly that the projected business approach is bounded with the system and its projected coordination which envisage a strong coordination of value and orientation within the market. Based on that, only the company DC has unveiled its project system which has coordinated its value to be at a higher segment and according to its price value of the competitive market. Based on that, it can be stated that the DC has included the **hybrid strategy** as per the Bowman's clock. As per Mihajlović and Miletić (2022), Bowman's strategy combines the uniqueness of the product with affordable prices. Businesses use this strategy to broaden both their market and the appeal of their goods and services. The cost of this good is still low and extremely competitive. Using the hybrid strategy, things may be sold at a lower price than competitors while yet being of higher quality. Such hybrid strategy combines a fair price with uniqueness to provide customers with products that only have a competitive edge. Thus, as a whole it can be stated that the hybrid strategy is going to build the company DC within a specified range leading to the projected approach of the firm.

Stakeholder analysis for identifying the expectations and power of each stakeholder

The term “stakeholder” is used more broadly to refer to those individuals, groups, and organizations that have a financial connection to a business and the ability to organize resources to affect its performance. The term stakeholders refer to individuals or groups that actively engage in company operations but whose values may be positively or negatively influenced by the execution or successful completion of an endeavor. In order to analyze the stakeholder demand and values along with their orientation stakeholder mapping is developed for Davison Cannery. As per Heslinga *et al.* (2019), with the graphing approach, all participants in a project, company, or notion are collectively graphically represented on even a chart.

The main benefit of stakeholder mapping is the way it gives a visual representation of all the company's stakeholders including their connections. The representation of the stakeholders can be done through the power grid map where the two perspectives are taken into consideration which are the influence and interest of the stakeholders. Some of the core stakeholders of the company are the directors, managers, Government agencies, employees, investors, customers, logistic channels and many more. According to Ashraf and Ong (2022), various stakeholders lay various formats of interest and influence within the organization and their persistence is based on various values and ethics. In the current segment through the power grid each of the stakeholders lay in a four segment which resembles that they pertain to having different influence and interest regarding the firm DC. In the first quadrant lies the directors and investors of DC. This states that the company directors and investors have high interest and high influence within the firm, and they remain completely informed about the firm and its proposition and its values orientation within a stated order. Investors and directors have high interest as they have profit range within the firm and they play crucial roles in influencing the company's benefit which position them in the first quadrant making of stakeholder mapping as done for DC.

Besides that, comes the second quadrant where interest is high but influence is low and in this quadrant the occupants are Government agencies and the logistic channels. As Woody *et al.* (2021) stated that the high interest and low influence states that the company stakeholder are interested regarding the provision of the firm but lay less influence in its operation. Thus, associated with the fact this quadrant states about, its reliability and essentiality of interest of the stakeholders rather than their influence. In the third quadrant stakeholder having low interest and

low influence are taken into account and accordingly customers are the core occupants of this quadrant. This resembles that the stakeholder customer has facilitated low interest and low influence over the firm DC. On the other hand, Torelli *et al.* (2020), the fourth quadrant is stated for the people who have high influence but low interest. This quadrant has been fulfilled by managers and employees of DC who have high influence as their performance is going to build wider business proficiencies for the company while they have less interest regarding the company. Thus, from these it can be stated that the company has facilitated a wider provision and has estimated to build a stronger agenda of stakeholders in the current provision.

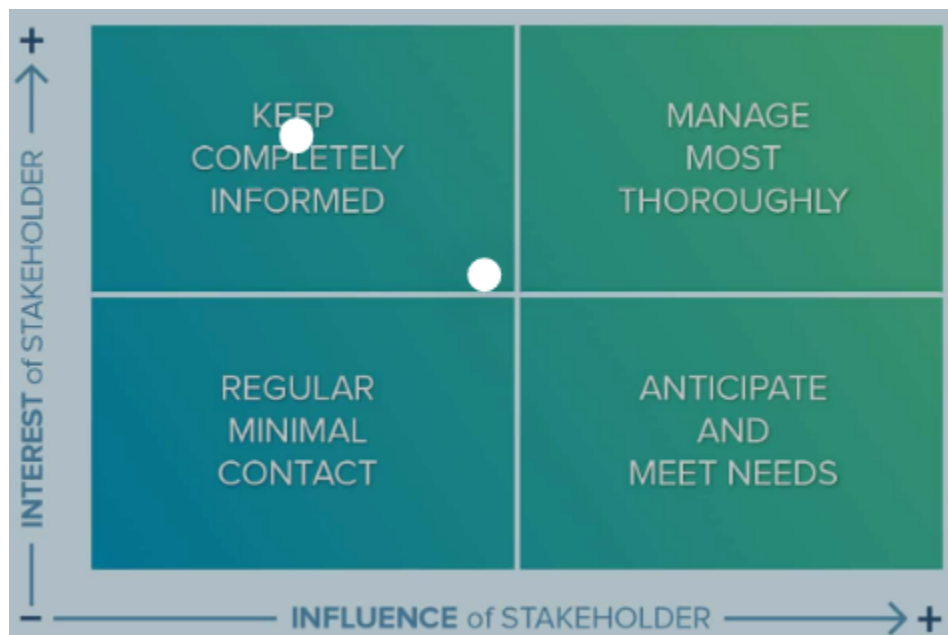


Figure 3: Stakeholder analysis

(Source: Woody *et al.* 2021)

Recommendation

Baseline Timing Measurements

Simply counted, the baseline serves as a consistent reference point for comparative research. In the business world, the effectiveness of a program or a product is typically assessed in relation to a reference point for costs, earnings, or another set of factors. As stated by Chetty *et al.* (2020), each project's planned benchmark might well be exceeded or fallen short. This can be included by DC in order to facilitate the system to build its own approach in cooperation with its program value and streamline its base in building wider market perspectives. Thus, inclusion of such

strategy can enable the company DC to build its own comparative field with other similar products in the market leading to help it to find its own value proposition.

Inclusion of multi-domestic strategy

Businesses may learn valuable information about trends in consumer habits, regional culture, and rival strategy by using a multi-domestic method. They could compete using local goods very successfully. They get an advantage over other multinationals by using a worldwide strategy, an additional advantage. DC can include such a strategy for better understanding of the international market and build its own market base with effective provision. Along with that this particular strategy is known to have less risky projection than other international strategies being included within the system.

Strategic targeted marketing

The strategic plan that seeks to boost profits and brand awareness among a particular client group is known as a target market strategy. In view of doing business, build their plans in line with the market's demography and, consequently, the area or demographic group chosen for product sales (Huang and Rust, 2021). Detailed analysis on DC it has been revealed that the company does not focus on any sort of specific target group but aligns to all its customer base. The company needs to specify its target customer base and build this strategy in order to build its own brand values and equity within the market which is going to enable the company to build its comparative base within the system.

Encouraging honest customer feedback

Customers are positive developers of the firm and their feedback listening and implementing accordingly make them feel valuable, leading to developing sustainable bonds with the customer (Liao and Tsai 2019). DC has never been found to have provided provision for feedback for each of its products but it has claimed to make effective relationships with each of its customers. This strategy incorporation of feedback can lead the company to enhance its base through understanding the feasibility range of the system. Apart from that the feedback is going to provide the company a defined picture of the current issues based on which the company can easily develop its firm and integrate the system for better value position with the customer base.

Conclusion

An organized existence and the ability to handle all forms of management require effective management skills. Successful businesses are built on the foundation of effective plan implementation. To keep their firms on track, managers must make sure that every decision they make is ethically consistent with satisfying the requirements of their customers. In this sense, a successful strategy should aim to save costs, eliminate waste but also uncertainty, and enlist the aid of other individuals to achieve the same objective. The traits of leading companies include judicious risk-taking and sound judgement. The company should have a low personnel turnover and meet high standards for centralization, efficacy, and camaraderie. This can be correlated with the perspective approach of the DC where the company enlists various strategies to meet the projected role of the system. Based on that, the company built its own approach of meeting the brand values and segmenting its own customer base for effective deliverance of result. On the other hand, it can be concluded that the company needs to incorporate the multi-domestic strategy in order to enhance its base of meeting the view of serving the customers at a worldwide base. Thus, as a whole a systematic orientation is the primary aim that has been figured for DC that leads the company through inclusion of basic strategy in effective order.

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