

Strategic Development and Implementation for SMEs

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EXECUTIVE SUMMARY

Cafe Pod Coffee Co is coffee chain which specializes in offering premium quality coffee to potential customers. The firm aims to expand operations via opening up new stores and establishing new products in the market. In order to do, strategic development process were taken into consideration which focused on internal strengths and weaknesses as well as external opportunities threats. For internal analysis, VRIN and porter value chain model were used appropriately. On the other side, PESTLE analysis provided favourable to reveal multiple opportunities and threats which organization needs to specifically consider. At the same time, industrial analysis was performed by using Porter five force analysis.

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INTRODUCTION

The term strategic management can be defined as decisive process for setting goals, objectives and procedures with purpose to create competitive firm. Strategic management seeks attention towards effectively deployment of staff and resources in order to accomplish such goals. Strategic management is essential to determine fruitful opportunities in which firm can easily tap into it along with brief identification of strengths as well as weakening aspects.

The key purpose behind framing this report is to analyse strategic developmental process of Café Pod Coffee Co, it is a independent coffee firm which serves coffee in different categories like smooth, ristretto, intense, decaffeinated, arabica lungo and compatible pods. Coffee shop also provides espresso blends utilizing coffee capsules which are made up of food grade recyclable plastic (Fuentes and et.al., 2020.). Organization has headquartered in Codestorm House, Portsmouth, Walton Rd, UK. In this report, the strategic development process will outline various theoretical frameworks to identify the internal, external and competitive analysis of the firm in industry. In relation with internal analysis it will utilize VRIN and Porter's value chain model which will serve strength and weakness of the company. Furthermore, PESTLE analysis will help in identifying the macro environmental factors along with opportunities or threats of Café Pod Coffee Co. in relevant market. At the same time, Porter's five force model will be taken into account to perform industry analysis. However, strategic growth options will be carried out by applying Ansoff Matrix and Porter's generic strategies. Suitability, feasibility and acceptability (SFA) and stakeholder analysis are potential frameworks which will be used in significant terms to assess acceptability of option.

MAIN BODY

Strategic development process

1. Strategic analysis of the firm

Performing internal analysis by using VRIN and Porter's value chain model

The term **VRIN model** is taken into consideration to have great understanding of valuable resources of organization and if these resources are enough of advantage over rivalry's resources. VRIN stands for valuable, rare, imitable and non- substitutable.

- **Value** – Cafe Pod Coffee is having unique value proposition of catering superior quality coffee pods which seems to be convenient as well as easy to use. Organization sources coffee from sustainable and ethical suppliers, making sure that product belongs to superior quality and cope with customer requirements. They have introduced themselves as one of the premium coffee brand with exceptional customer experience and these aspects adds prominent value to their products.
- **Rarity** – The coffee pod market seems to be complex and competitive as there are various firms which offers similar product. Nevertheless, Cafe Pod Coffee Co has introduced themselves as premium coffee brand along with unique value proposition. Organization has powerful brand identification as well as customer base which tend to create it rare and challenging to imitate.
- **Imitability** – As previously discussed that coffee pod market is facing increased competition whereby it is quite easy for other firms to imitate products of Cafe Pod Coffee. However, Cafe Pod has better relations with suppliers, assures that it is sourcing better quality beans (Ketchen Jr and Craighead, 2020). At the same time, organization has invested in research and development in order to improve and innovate products on continuous basis. Hence, this creates difficulty for other brands to replicate product portfolio and process of Cafe Pod Coffee.
- **Non-substitutability** – It has been perceived that there are various alternatives against pods like instant coffee beans, ground coffee. Cafe Pod Coffee products have unique identification, and they usually offer ease and convenience as well. At the same time, organization has strong focus over ethical and sustainable sourcing measures which sets them apart from core competitors. It tends to make it non-substitutable because there is no availability of products which might offer similar value proposition as Cafe Pod Coffee Co.

On the other hand, **porter value chain model** is accumulation of activities which are performed by firm to form increased value for customers. Value creation usually develops added value that leads to competitive edge. The value chain includes five different primary activities such as operations, inbound logistics, outbound logistics, service, marketing and sales.

Primary activities

- **Inbound logistics:** Cafe Pod Coffee usually sources superior quality coffee beans with the help of sustainable and ethical suppliers. They always make sure that coffee beans are delivered to warehouse in given time period.
- **Operations:** It has assumed that Cafe Pod is having state of the art production practices which is aligned with technological advancements to manufacture those quality pods. On the other side, production procedures of the firm are efficient and assures that coffee pods cope with essential quality measures.
- **Outbound logistics:** Organization has powerful distribution network which ensures that products are delivered to potential customers on timely manner. In order to do so, Cafe Pod make efficient use of third party logistics providers to make sure that products are delivered on time.
- **Marketing and sales:** As organization has introduced themselves as one of the premium coffee brand along with loyal customer base (Johnson, Scholes and Whittington, 2009). They make use of different marketing channels like email marketing, social media and influencer marketing to effectively advertise their products.
- **Service:** Exceptional customer service is provided by Cafe Pod, it safeguards that customers are highly satisfied with product. Also, organization has customer service team to support customers with different types of concerns.

Secondary activities

- **Human resource management:** Organization has skilled and dedicated workforce who is strongly committed to produce superior quality pods. Organization invests in employees through offering them with training and development opportunities.
- **Procurement:** Cafe Pod usually source coffee beans from sustainable and ethical suppliers.
- **Infrastructure:** State of the art production facility aligns with this phase and it is accoutred with advanced technology in order to manufacture quality coffee pods. Organization has powerful distribution network which ensures that products are delivered to customers in efficient terms.

- **Technological development:** With investment in research and development, Cafe Pod also utilize advanced technology in their production procedures to assure products cope with quality measures.

Performing external analysis by using PESTLE analysis

The PESTLE analysis tend to examine the external or macro factors which are political, economic, social, technological, legal and environmental having great influence over firm's operation. It can be utilized in different types of scenarios, and guide individual professionals or senior management to create strategic decision making. Whilst all the fundamental factors of Cafe Pod Coffee Co have been discussed below in brief.

Political factors

The business of coffee seems to be highly dependent over international trade practices whereby world's largest coffee producers are settled in South Africa, America. So, the trade relationship among countries which specifically produce as well as consume coffee plays vital role in placing final price tag for the beverage which significantly impact sales. In current era, there are numerous of trade agreements which assures growth of coffee sector to higher extent. However, one of the political aspects which is affecting Cafe Pods is government approach towards food and beverage regulations (Henry, 2021). As government of UK is taking proactive approach to regulate food and beverage segment in recent years. This might create severe impact over Cafe Pod if new regulations will be established which will make more difficult for firm to market and produce coffee pods.

Economic factors

The economic environment of UK is quite significant concern of Cafe Pod, as currently there is trend towards customers seeking for premium and quality coffee products. Cafe Pod Coffee seems to be in well position to take benefit of this particular trend. However, they might be impacted through changes to broad economic climate like economic downturn. It has been perceived that world's many economies will continue to evolve along with one potential benefit i.e. consumers will have increased incomes (Grant, 2010). It clearly depicts that consumers will spend more money and this would have immense impact over consumer goods sectors and food and beverage segments. With high level of incomes, consumers will likely to prefer coffee, tea and other luxury beverages. At the same time, they will likely to indulge over superior quality produce like better quality coffee grounds.

Social factors

In modern era, there are various changes in society's view regarding health, creation of health choices is trendier which encourages consumers to spend more over better food, exercising and prevention of certain habits. It has been assumed that coffee is not unhealthy as it contains caffeine in increased amount. However, as significant part of health conscious trend most of the customers have decided to give up caffeinated drinks for purpose of enhanced sleep, mood and more. It might outcomes as reduced demand for coffee along with greater demand for decaffeinated ones.

Technological factors

Cafe Pod Coffee Co have free Wi-Fi occurrence for eating and drinking facility in order to get individual to sit as well as spend their quality time in cafe. They have also spent wisely in terms of refurbishing outlet so that they can facilitate business more and in current scenario firm is seeking attention to appear as “on the go” service (Nandonde, 2019). It has been figured out that Cafe Pod make efficient use of technology which help them to foster success criteria. At the same time, organization is also utilizing 35 differentiate technologies which assist them to maintain fluent website control involving SPF, Viewport Meta and iPhone or Mobile compatible. However, there can be significant risk of new technologies evolving which could interrupt coffee sector, like alternative methods of coffee and unique brewing techniques.

Legal factors

It can be said that there are no as such legal issues for Cafe Pod Coffee specifically, as they are in retail and small business practices which usually comes with own set of challenges. By relying on type of business, there is immense need for firm to have licence in UK. In food and beverage sector, organization must be registered with local environmental health departments (Ferlie and Ongaro, 2022). At the same time, they have to adhere with food and safety regulations in order to operate business fluently. In addition to this, Cafe Pod Coffee can also face legal challenges from key competitive forces or other groups if their products seems to be non-compliant.

Environmental factors

Cafe Pod Coffee have performed lot of commendable work in order to serve back to society, as it was precise vision of founder to play significant role in helping environment. In current scenario, organization is developing eco- friendly shop structure with the purpose of changing present outlay of shop. It designs features infrastructure and technologies which seems to be greener in comparison with ones that already exists. However, firm have initiated free refill for beverage which enables eco- conscious consumers to refill own drinks which minimize wastage of straws and cups. Cafe Pod is effectively creating efforts to minimize its carbon footprint whereby they also have environment management system in place with the help of which they can monitor all

efforts lucratively. Further, it is essential for Cafe Pod to make investments in environmental friendly technologies and practices so that they can stay competitive in industry and cope with growing demand.

Conducting industry analysis by using Porter's five force analysis to illustrate competitiveness

Porter five force model is concerned as strategic management tool which helps to analyse overall industry and serves deeper understanding which further helps business in its decision making (Awan, Sroufe and Bozan, 2022). Michael Porter ascertained that five forces will have prominent impact over organization's profitability in relevant industry. While, these five forces are well known by Porter's five force analysis which are threat of new entrant, bargaining power of suppliers, threat of substitute, bargaining power of customers and competitive rivalry. Cafe Pod Coffee Co. managers can make of Porter five forces in order to understand that how five different competitive forces will influence profitability as well as formulate strategy for improving competitive edge and long term profits of Cafe Pod.

Threats of new entrant

New entrants in similar market place bring innovation along with new ways of performing things putting immense pressure on Cafe Pod Coffee via lower pricing strategy, value propositions and minimized costs. Similarly, the market for coffee pod is competitive and threat falls at lower extent. Cafe Pod Coffee has introduced themselves as one of the leading coffee brand. Organization focuses over superior quality products, sustainability and exceptional customer service which makes it complex for new entrants.

Bargaining power of suppliers

Most of the firms buy raw materials from different suppliers, and suppliers in ascendant position could minimize margins Cafe Pod can earn in relevant market (Miao, 2021). However, power suppliers in this sector make use of negotiating power in order to excerpt higher prices. Also, Cafe Pod source coffee beans from sustainable and ethical suppliers. They have maintained strong relations with suppliers and always try to provide quality services to customers. The bargaining power of suppliers seems to be moderate in this case because there are different coffee firms who can easily purchase coffee beans from similar suppliers.

Threat of substitute

It would be fair to narrate that there are various alternatives for coffee pods like instant coffee, ground coffee and coffee beans. Nevertheless, Cafe Pod Coffee product portfolio offers easy and convenient way to form superior quality coffee. At the same time, strong focus on firm over

sustainability as well as ethical sourcing sets them apart from key competitive forces. This kind of threat is moderate because there are many alternative options available, and unique value proposition of Cafe Pod tend to minimize threat.

Bargaining powers of buyers

Buyers or customers always wish to get quality product and services, as they wish to get the best offerings via paying minimum amount. So, smaller and strong customer base leads to higher bargaining power along with ability to seek maximized offers and discounts. Coffee Pod market is facing immense competition whereby buyers have multiple options to select from. Cafe Pod Coffee as premium coffee brand always focus over high quality products, sustainability and customer service which makes complexity for buyers to move towards other brand.

Competitive rivalry

The competition in the coffee pod market falls in higher extent as there are different firms offering similar products (Achinas and et.al., 2019). Cafe Pod has strong brand identification which creates potential chance for firm to stay competitive in the market and difficult for rivals to compete.

Appendix Figure 1 (Summarizing findings from macro and micro analysis into SWOT).

2. Strategic growth option

Performing strategic option analysis by using Ansoff Matrix model and Porter Generic strategies

The Ansoff matrix can be stated as prominent factor which help to assess growth strategies which usually based on collaboration of different factors which are market penetration, product development, market development and diversification. All these factors have been discussed below:

- **Market penetration:** It deals with the significant concept of maximizing the sales of existing product within similar market place (Johnson and et.al., 2020). Similarly, Cafe Pod Coffee Co. should seek attention towards increasing their market share in existing market place by applying marketing campaigns, discounts and promotions and customer loyalty programs. Hence, this would include targeting numerous of segments in UK's coffee market along with expansion of key distribution channels.
- **Market development:** It provides increased focus on selling of existing products in new market place. In context of Cafe Pod Coffee, thy can explore possibility in order to expand their market share as taking place into new geographic market like European and other countries outside UK. Likewise, this may involve adapting products as well as marketing approaches in order to fulfil demands and preferences of distinct market places.

- **Product development:** It aims to introduce new products under existing market, as business adapting this growth strategy can successfully introduce new product development and gain competitive edge. Cafe Pod Coffee Co can proceed to develop and innovate new coffee pod items or flavours in order to attract as well as retain its customers. At the same time, they would be able to deal with preferences and expand further in associated products like brewing equipments and coffee mugs.
- **Diversification:** The concept of diversification differ from all the stages as it usually aim to take place in new market place with totally new products. With the help of this strategy Cafe Pod Coffee would be able to explore diversification opportunities as taking place in new product or service lines far beyond coffee pods. For instance, they can offer coffee merchandise, exploring coffee based experiences like coffee workshops and tasting, and expansion in some other drinkable categories.

Porter Generic strategies

- **Cost leadership:** Cafe Pod coffee can easily adapt with this strategy through focusing on cost optimization in their distribution, production and marketing procedures. It usually involves streamlining operational efficiencies, supply chain and negotiating fruitful deals with suppliers to attain cost advantages.
- **Differentiation:** Organization can distinguish themselves by providing premium and unique products in different flavours and sustainable or ethically origin coffee (Aktouf, Chennoufi and Holford, 2011). At the same time, it will be consist of marketing, branding and product innovation attempts in order to develop strong brand identification or customer loyalty on the basis of unique value propositions.
- **Focus:** This particular strategy can be adapted by the firm as offering to specific target or niche market segment. This might involve determining specific customer group and geographic market along with coffee preferences. For instance, Cafe Pod Coffee can target environmental conscious individuals with environmental friendly packaging.

From the above suggested growth strategies, it can be clearly stated that Cafe Pod Coffee should make efficient use of Product development strategy with the help of this they can easily expand new product offerings and adapt with trends and preference of potential customers. At the same time, it may involve introduction of new flavours, brewing methods and blends in order to attract broad customer base and sales volume.

Application of SFA framework to assess suitability, feasibility and acceptability of strategic option

The SFA matrix is strategic framework to assess strategic option and to pick the most appropriate one from the same (Hesterly and Barney, 2014). SFA stands for suitability, feasibility and acceptability and all these are considered as key criteria areas of this model which is usually applied in order to judge as well as score individual strategy.

Suitability

The term suitability gauge if strategic option associates with strategic direction or objectives of the firm. It mainly includes assessing if selected strategy is consistent with macro environment and internal resources of entity.

- **Market suitability:** All strategic options which have been determined via Ansoff growth matrix is market penetration, product development, market development and diversification which should line up with external market circumstances like competition, customer preference and market size. For instance, if Cafe Pod Coffee focus on taking place into new market via diversification and market development then they must specifically consider potential of that particular market place as well as make sure that they should offer growth opportunities.
- **Resource suitability:** All strategic options of the firm must align with internal capabilities and resources of Cafe Pod Coffee. In case where organization aims to distinguish themselves via unique and premium coffee pods, it is mandatory that they must have all required capabilities and resources like branding, product innovation and marketing expertise (Jones and Tilley, 2003). With the help of this business will be able to successfully sustain and initiate such strategy.

Feasibility

The feasibility usually focuses on assessing that strategic option is realistic and accomplishable, concerning their core capabilities, resources and external constraints.

- **Financial feasibility:** In context of Cafe Pod, they are required to gauge necessary financial resources in order implement their chosen direction appropriately. It involves considering cost factors linked with aspects like market penetration, product development, market development and diversification (Morden, 2016). Further, assessing that organization is having enough financial capability for making investments in initiatives along with gaining expected returns.
- **Human resource feasibility:** The firm is supposed to seek attention towards adequate talent and human resource in order to implement selected strategy. It mainly includes

evaluation of mandatory skills, capacity and expertise of the firm in order to execute the strategic option as well as accomplish desired outcome.

- **Operational feasibility:** In relation with Cafe Pod Coffee, they should assess operational capabilities to effectively implement the strategy (Bowman, 1990). At the same time, they must assess production capabilities, infrastructure, supply chain as well as distribution channels in order to assist strategic option lucratively.

Acceptability

Acceptability usually assess if strategic direction associates with expectations, values and risk appetency of stakeholders like employees, customers and other parties involved.

- **Customer acceptability:** The strategic option or choice of Cafe Pod Coffee must be acceptable for potential customers in status of coping with their preferences, requirements, and expectations. For instance, if they wish to enter into new markets or to develop new products then they should ensure the choice aligns with preference and demand.
- **Shareholder acceptability:** It is quite significant for firm to assess the strategic direction seems to be acceptable for its shareholders in relation with anticipated return on investment (ROI), alliance with its investment expectations and potential risk measures.
- **Employee acceptability:** The strategic choice of the firm also align with this aspect in terms of expertise, skills and motivation. Further, it involves considering that personnel is aligned with strategic direction as well as having essential support or resources to apply it lucratively.

Hence, with application of SFA framework, Cafe Pod Coffee Co is able to gauge suitability, feasibility and acceptability for their strategic option which has identified by use of Ansoff matrix model and Porter's generic strategies (Lu, Cukic and Culp, 2012). This kind of analysis can provide favourable support to the firm for assessing that strategic direction aligns with resources, goals and expectations of stakeholders, as well as it seems to be feasible or realistic to further implement. However, on the basis of SFA framework, Cafe Pod Coffee Co is able to create informed decisions along with accommodation of strategic options consequently in order to make sure successful implementation.

Appendix Figure 2 (Conducting stakeholder analysis with Mandelow's Stakeholder Matrix to evaluate acceptability of option)

From the aforementioned categorization, Cafe Pod coffee can further take some fruitful actions such as:

- **Key players:** Customers, employees and shareholders can be stated as key players because they have immense power and interest within Cafe Pod. Organization must actively participate and interact with them, deal with significant concerns and effectively communicate strategic options.
- **Keep informed:** Local communities, industry associations, government and regulations are having higher interest and power (Bruce and Langdon, 2000). Whereas, Cafe Pod Coffee must keep them informed regarding strategic option, collaborating in CSR initiatives, complying with regulations and participation in industrial events in terms of maintaining positive relationships.
- **Keep satisfied:** The competitive forces are having low power but increased interest in business concerns, so organization must effectively monitor their competitive forces, perform competitive analysis and take significant actions in order to maintain satisfaction level to avoid drastic impact over strategic option.
- **Monitor:** NGOs, media and suppliers of the firm having lower power and interest, as Cafe Pod can keep track of their performance, activities and concerns so that they can put minimal efforts for addressing potential causes which may develop.

Therefore, as performing stakeholder analysis by applying Mandelov's Stakeholder Matrix, organization can gain deeper understanding for their level of acceptability regarding strategic options among distinctive stakeholders. Further, it will aid Cafe Pod to formulate stakeholder engagement approaches, deal and address their concerns in order to make sure successful implementation for selected strategic direction.

Conclusion and Recommendations

The above report has successfully analysed strategic development process of Cafe Pod Coffee by using relevant models such as VRIN, porter value chain, PESTLE analysis and Porter five force analysis (Faulkner and Campbell, 2006). Furthermore, to identify the growth options it has made use of Ansoff growth matrix and porter generic strategies. In addition, SFA framework and stakeholder analysis have been used in order to assess the suitability, feasibility and acceptability of option.

Recommendations

From the analysis performed previously by using Ansoff matrix model and Porter generic strategies, the recommended direction for firm is to adapt with combination of product development along with differentiation strategy.

Cafe Pod Coffee can significantly focus over development of new products along with expansion of its offerings in order to deal with changing preferences of customers and key trends. They can introduce new flavours, brewing methods and blends which will attract more and more customers and increase sales profitability of the firm massively. On the other side, they can differentiate themselves by positioning as one of the premium coffee brand which offer superior quality and unique coffee products. At the same time, they can also foster their heritage, brand story and significant value in order to develop emotional relationship with customers. Hence, with combination of both strategies Cafe Pod Coffee can gain competitive edge in such competitive market whereby they can attract or retain their customers (Goodman, Dickerson and Ness, 2013). However, to implement this particular strategic direction, Cafe Pod coffee must invest into research and development for their new product development, assure quality control measures and communicate effectively with unique value proposition with the help of marketing, branding and customer engagement.

Appendix Figure 3 (Timeline).

Benefits of proposed direction

The proposed direction can be advantageous for Cafe Pod Coffee in following ways such as:

- **Increased competitive edge:** With development of unique offerings Cafe Pod Coffee will be able to differentiate itself from rivalry forces which is quite beneficial for firm. It will enable chance for firm to stay competitive and grasp increased market share.
- **Increased customer base and retention:** Both product development and differentiation strategy are supposed to attract more customers which will involve health-conscious customers, coffee enthusiasts who always value ethical and sustainable practices.
- **Better growth opportunities:** The planned strategic direction will create several opportunities for the firm to expand their business in both geographically and via product diversification (Ali and et.al., 2015). The new and unique coffee products present in newer market place, and differentiation approaches can be further extended towards other fruitful aspects of business.

Potential consequences

There are some potential consequences which may occur if proposed direction is not followed by the firm such as:

- **Decreased customer appeal:** It can be said that without new product development or target marketing, organization will lose their appeal to the ones seeking for differentiated and unique coffee offerings. This will result into lower retention rate and customer interest.
- **Price based competition:** As ineffective differentiation strategies will force organization compete over price independently, as it will lead towards erosion profit margins and price wars. Hence, profitability or financial performance of Cafe Pod will be negatively impacted.
- **Poor brand image:** As brand awareness and perception plays prominent role within decision making process of customers. However, lack of branding campaigns or differentiation strategies will create chance for firm to struggle for developing strong brand identification as well as position themselves as unique brand in the market.
- **Risk of stagnation:** It can be said that without differentiation and innovation, organization might risk stagnation within market (Mintzberg, Ahlstrand and Lampel, 2020). Further, failure to cope with ever changing customer preferences or key trends in the market will direct towards reduced competitiveness and relevance, significantly declining in sales profitability.
- **Minimum growth opportunities:** As without implementation of strategic direction, Cafe Pod Coffee will be unable to grab significant opportunities of expansion and growth. The new product development, differentiation strategies and targeted marketing tend to open avenues, but not abiding by such directions will result into missed opportunities.

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APPENDIX

-Figure 1

Summarizing findings from macro and micro analysis into SWOT

Strengths	Weaknesses	Opportunities	Threats
Quality	Dependency over Nespresso machines	Increased demand for Pod	Higher competition
Branding	Constricted product range and distribution channels	Sustainability	Legal challenges
Innovation	Market share	Business expansion	Changing preference of customers
Customer loyalty	Pricing	Technological advancements	Regulations

-Figure 2

Conducting stakeholder analysis with Mandelow's Stakeholder Matrix to evaluate acceptability of option

Key stakeholders	Power	Interest	Assessment	Action
<i>Customers</i>	High	High	Key players	Perform market research, interact and fulfil needs
<i>Employees</i>	Medium	High	Keep informed	Provide necessitate training, effectively communicate and motivation
<i>Shareholders</i>	High	High	Key players	Effectively communicate, interact and deal with concerns
<i>Rivals</i>	Low	High	Keep satisfied	Competitive analysis and monitoring practices
<i>Suppliers</i>	Medium	Low	Monitor	Developing relationship and monitoring performance
<i>Media</i>	Low	Low	Minimum efforts	Addressing press inquiries
<i>Government and regulations</i>	High	Low	Keep informed	Complying with regulations and

				monitoring practices
Local communities	Low	High	Keep informed	Corporate social responsibility initiatory
Non governmental bodies	Low	Low	Minimum efforts	Dealing with concerns
Industry associations	Low	Low	Minimum efforts	Participating in industrial events

-Figure 3

Timeline

Process	Actions or benefits	Duration
Performing market research	To determine market trends, preferences and activities of competitive forces	2 months
Formulating new coffee products	Taste testing practices, product formulation, production trials and packaging design. Also, quality control measures will make sure that new product meet with standards and desired positioning of product.	3 to 5 months
Building marketing or branding campaigns	To effectively communicate UVP for new products. Designing social media campaigns, advertising	4 to 6 months

	materials and in-store promotions.	
Training staff	Training on customer engagement techniques, differentiation strategy and new product development.	3 months
Review and refine	Conducting annual review for performance and strategic direction to evaluate progress. It will involve thorough analysis of macro and micro factors affecting business practices (Morden, 2017).	Annual basis