

Conducting Executive Business Strategy Planning Workshops for a Leading Produce Company

Clarkston Consulting recently partnered with a produce company to help them execute a series of executive business strategy planning workshops. The client is a leading joint venture fresh produce company, primarily involved in the sourcing and distribution of fresh produce in North America.

The client is continuing to evolve their business, focusing specifically on how they can be consumer-obsessed, customer-centric, and use data-driven insights to unlock growth and innovation. Their CEO was looking to refine what markets they play in, the product portfolio they offer, and their investments for the next three years.

As they looked to continue the transformation and build on success, they engaged Clarkston as a thought leader and partner to facilitate a series of yearly business strategy planning workshops with their executive team to fine-tune their strategy and priorities for the coming years. As a result of these business planning workshops, Clarkston helped the client develop a summary strategic plan that connected the client's strategy with key markets, customers, products, and initiatives.

Consumer Products Case Study

PROJECT OVERVIEW



INDUSTRY:



Consumer Products

PRODUCTS AND SERVICES:



Produce / Wholesale & Retail /
Ripening

PRIMARY OBJECTIVES:

- Begin with an unconstrained view of what can be, then through focused business conversation, refine and prioritize what is most in line with business objectives
- Identify what areas of the current strategy remain aligned with future ambitions and how they can be amplified through business initiatives
- Determine what activities, initiatives, and/or processes are no longer aligned with the business strategy to best service consumers and customers – and stop doing them
- Develop a product evaluation framework to more quickly evaluate opportunities to achieve future goals
- Revise business strategy for the next three years and compose a comprehensive roadmap of special initiatives that will reinforce the client’s commercial differentiation

RESOLUTION:

- Conducted an in-depth working session in preparation for the workshops to dive deeper into supporting documentation, key topics, and facilitation methods
- Facilitated two in-person, one-day workshops to conduct the strategic planning review
- Developed a summary strategic plan that connects the client’s strategy with key markets, customers, products, and strategic initiatives

KEY BENEFITS:

- Obtained a refined product evaluation framework to evaluate opportunities and make informed, focused decisions based on agreed-upon qualities that are a priority to the organization
- Received a comprehensive roadmap of special initiatives over the upcoming years that will reinforce their commercial differentiation; test and learn from innovative new products, value-added services, channels, and business approaches; and create sustained competitive advantage in the market
- Attained collateral to be leveraged at board meetings to inform stakeholders of the revised business strategy and actionable next steps

KPI

- Execution of 4 initiatives against the proposed roadmap by the end of 2025
- Evaluation of at least 2 new products using the product evaluation framework
- Adoption of 2 data tools (self-serve analytics and data lake) for insights to drive business decisions

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