
Overview

This standard is about the skills and knowledge needed for you to develop an organisational strategy in a food and drink business.

The strategy is the overarching method or approach by which a food and drink business or area of a food and drink business aims to achieve its goal or objective. A strategy can be developed for whole organisations and/or for individual areas of an organisation including production, sales and marketing, finance and human resources. A strategy developed for a food and drink business must take into account the dynamics, compliance, quality and production driven nature of the food and drink industry. A clear strategy developed holistically is essential to the success of an organisation.

You will need the skills and understanding to be able to contribute to the development of a strategy within a food and drink business. You must have the skills and understanding to be able to use information to aid decision making, communicate and support consultation of the strategy. You will need the skills and understanding to adhere to organisational requirements and policy for developing strategy.

This standard is for you if you work in food and drink operations and/or supply operations and are involved in developing a strategy in a food and drink business.

Performance criteria

You must be able to:

Prepare to develop a strategy

1. determine an appropriate timescale and the resources needed for development
2. scope the food and drink business or area within a food and drink business to which the strategy will apply
3. access and review the overall goal or objective of the food and drink business or area within a food and drink business
4. source and use internal and external information and data needed to help inform development
5. consult with colleagues and external contacts to support strategy development

Develop a strategy

6. agree the aims and objectives of the food and drink business
7. develop the methodology and tactics by which the objectives of the food and drink business or area within a food and drink business can be accomplished
8. develop a strategy which supports or is complementary to the objectives of the food and drink business

Support the consultation of the strategy

9. agree the engagement process and timelines for engagement
10. inform colleagues of the strategy and secure agreement to its content
11. provide feedback about yours and colleagues concerns and comments about content of the strategy to relevant people
12. confirm content of the developed strategy with relevant people
13. provide and receive feedback on the development process including your input into the process
14. respond to requests for information, advice and comment on the emerging strategy in a food and drink business

Knowledge and understanding

You need to know and understand:

1. the key differences between strategy, vision, policy and planning
2. what the sources of information are detailing your organisation's current strategy and how to obtain them
3. the strategic link between the proposed strategy and the organisation's aims, objectives and plans
4. the timescale and resources required to carry out the development of a strategy
5. how to source internal and external information and data required to help aid development of a strategy
6. what the strategic policies and drivers and influences on the food and drink business currently are
7. the strategic policy options and opportunities for the food and drink business which may support business success
8. why it is important to evaluate information and data from a range of criteria including budget, marketplace, regulatory requirements and organisational requirements to inform the decision making process when developing a strategy
9. what the internal and external influences are on strategy development in a food and drink business
10. outline the risks and benefits associated with the development of a new strategy
11. what the typical barriers to strategy development are in a food and drink business
12. how to carry out consultation on strategy development in your organisation
13. the organisational communication channels used when developing a strategy
14. how to inform colleagues about the importance of the newly developed strategy
15. how to give and receive feedback about the strategy development process
16. how the strategy of the food business can support growth, improvement, success and sustainability
17. what strategy is in relation to the purpose or objectives of a food and drink business
18. the importance of strategy development and how to carry this out
19. how strategy can be deployed in a food and drink business

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20. the models and methods used for securing the commitment necessary for the strategy to be formally adopted by your organisation and their advantages and disadvantages

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