



Recommendation: Expand to Canada & Iran

- Global level
- Global business
- High level competition
- Family-run business

Alternatives

- Global expansion: Vertical integration
- Local expansion in current region of market
- Acquisition to vertically integrate the market

Further Expansion into Canada

- Canada: High quality labor force, low unemployment
- Canada: High level of innovation and R&D
- Canada: High level of education
- Canada: High level of infrastructure

Implementable Plan

- Develop a detailed business plan
- Identify key stakeholders and partners
- Secure financing and resources

Tavazo's Resources and Competitive Advantage

- Specialized technical expertise and strong relationships with suppliers
- Global expansion: High level of innovation and R&D
- Global expansion: High level of education
- Global expansion: High level of infrastructure

Strategy → Differentiation

Focus on product differentiation to differentiate from competitors

- Product differentiation: High level of innovation and R&D
- Product differentiation: High level of education
- Product differentiation: High level of infrastructure

Industry Analysis: Competitive Forces

Porter's Five Forces

- Threat of new entrants
- Bargaining power of suppliers
- Bargaining power of buyers
- Threat of substitutes
- Industry rivalry

Issue Identification

- Identify key issues
- Identify key stakeholders
- Identify key risks

Introduction

- Global business
- High level competition
- Family-run business

Organizational Structure

simple family-run business with centralization of decision making. (look into further)



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Global business

- High level competition
- Family-run business

SWOT ANALYSIS

Strengths	Weaknesses
Opportunities	Threats

Value chain...

bring in facts about margins for each relevant part of the value chain

This analysis should conclude the 2 competitive advantages that are discussed in the following slide

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Geographic Expansion

- Pros**
 - untapped markets
 - new customer base
 - higher economies of scale
- Cons**
 - Start-up costs
 - Political and economic risks
 - family dynamics

Executive Business Strategy

Organizational Structure
simple family-run business with centralization of decision making. (look into further)

Value chain...
bring in facts about margins for each relevant part of the value chain

This analysis should conclude the 2 competitive advantages that are discussed in the following slide

Recommendation: Expand in Canada & Iran

Alternatives

Further Expansion into Canada

Implementation Plan

Products, Alternatives and Competitive Advantages



Strategy - Differentiation

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Industry Analysis - Competitive Forces

Issue Identification

Introduction

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Introduction

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- Originated in Tabriz, Iran
- Family owned
- Specialize in dried fruits and nuts of superior quality

Issue Identification

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1. Brand management issues
2. Management limited expertise
3. Limited resources on expansion
4. Strategy focus: upstream or downstream in the supply chain?

Industry Analysis- Competitive Forces

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(Barriers) to threat of new entrants

- Economies of scale: manufacturing/processes in house; produce in large scale (High)
- Cost disadvantage: favorable access to products months in advance (High)
- Product differentiation: Quality over price, recognized brand amongst Iranians, however, easily imitable (Med-High)
- Access to distributions: Strong relationship with suppliers, control and access from warehouse production to wholesales and retailers (High)

Industry Analysis- Competitive Forces

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Bargaining Power of Buyers

- Increasing demand in pistachios globally
- Power (High):
 - Choice: high amongst buyers who value quality over price
 - Volume:

Bargaining Power of Suppliers

- Power (High):
 - Choice:
 - Volume:

Industry Analysis- Competitive Forces

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Threat of Substitutes

- Other dried foods (but lack in quality and experience with products)

Intensity of Rivalry Among Competitors

- Low in competition, (Bulk Barn) being the main competitor, but different product positioning between companies
- Few rivals in wholesale business, however, business becomes more cooperative than competitive
- Some imitators in Iran (low impact on Canada)
- Lack of differentiation/switching costs: Nuts and dried fruits seen as commodities, competitors may compete on price over quality

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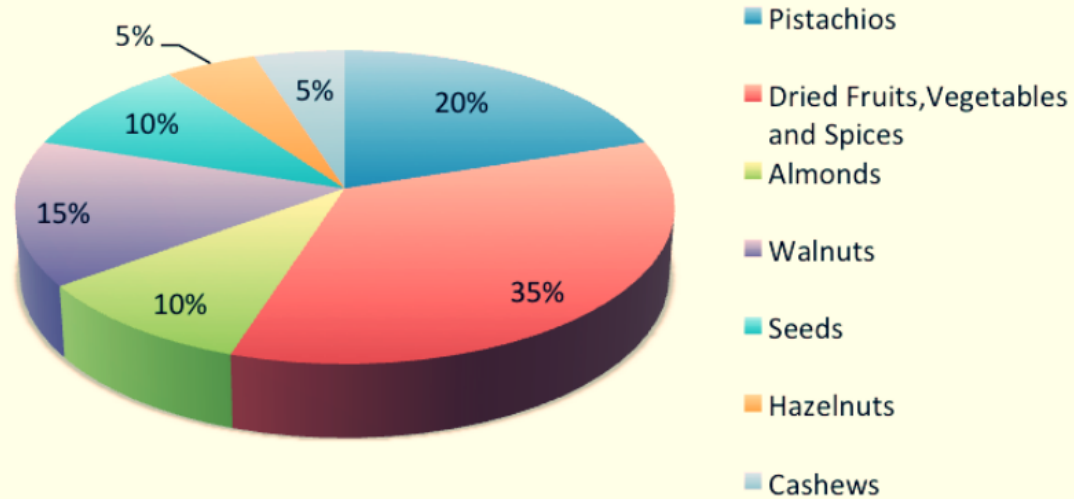
Objectives

- Gain market share within Canada and Iran
- Increase sales and profits
- Expand operations

Scope

- Vertically integrated company that focuses in growing, manufacturing retailing and exporting nuts and dried fruits
- Sells nuts and fruits as a branded product as opposed to a commodity product
- Sells nuts and dried fruits as a premium product, with an above average price
- Devote a significant effort to presentation, in store packaging and sales at their retail stores
- Loyal customer base, who are not price sensitive and value quality
- Appeals to health conscious consumers and the trend of heart healthy diets
- In Canada, 70% of customers are Iranian, 30% are other nationalities
- Growing interest in Chinese culture

Tavazo Product Sales Contribution



Tavazo Business Focus

