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A Confidential
Diagnostic, Strategic and Tactical Report

For

Acme Pty Ltd

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Marketforce Pty Ltd 2021

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1. Objective of this report

The primary objective of this report is to undertake an integrated analytical and diagnostic review of the macro and micro environment of withing which PPS operates, with emphasis on the prevailing competitive environment within the industry. It also aims to formulate forward strategies to reverse any identified weaknesses and threats; and to exploit strengths and opportunities so that it can grow and sustain high profitability whilst competing with its three main rivals.

Key findings

PASS

- Competitive advantage analysis
- Resource & Capability analysis
- Performance effectiveness
- Macro-environment analysis

To succeed your desire for **success** should be greater than your fear of failure!

Recommendations

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About the organisation

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- Registered business name: □□□□□□□□ □□□□□□□□□ □□□□□□□□
- Registration Date: 19/05/2017
- Renewal date: 19/05/2021
- ACN: □□ □□□ □□□ □□□
- Status: Registered as a business
- Owner of name: □□□□□□□□ □□□□□ □□□ □□□□□□
- Website: □□□□□□□□□□□□□□□□□□□□
- Registered office: □□ □□□□□□□□□ □□□ □□□□□ □□□□□□□□□ □□□□ □□□□

a. Industry

The global packaging machinery market size is expected to grow at a compound annual growth rate (CAGR) of around 6% during 2019-2024. Packaging machinery refers to a device that is used for packing different products and components. It plays a significant role in facilitating the packaging of small sachets to big cartons as well as providing temper resistance and ensuring the safety of the products. Different types of packaging machines are utilised for sorting, counting and accumulating various items. Due to technological progress, packaging machines have become more advanced and include numerous process operations such as fabrication, filling, sealing, cleaning, combining, labelling, palletising and overwrapping.[i]

Apart from extending the shelf-life of the contents and protecting them against external elements like biological contamination, degradation, physical damage, and counterfeiting, packaging is also utilised for enhancing the appearance of fast moving consumer goods (FMCG) such as over-the-counter pharmaceuticals, processed food and beverages, and cosmetics. Moreover, consumers nowadays prefer flexible, lightweight, easy-to-carry packages. This is further supported by changing lifestyles and hectic schedules which have led to an increase in the need for convenient packaging solutions, thereby driving the demand for modern packaging machinery across the globe. Besides this, the leading packaging machinery firms are engaging in merger and acquisitions (M&A) activities to expand and increase the efficiency of their existing production facilities.[ii]

Asia-Pacific is predicted to project the highest CAGR over the forecast period. Increasing urbanisation, rising concern regarding environment effect, increase in investment, and increase in the manufacturing sector are further anticipated to fuel the demand for

packaging machinery in the region throughout the forecast period. China is the largest market in Asia Pacific region as Chinese producers provide average quality packing machinery at lower prices which is creating tremendous demand for their products in the global market. End use industries with low investment budgets generally purchase Chinese packaging machinery to fulfill their needs. Also, government supporting small and medium industries to grow and expand their presence in the global market. This is expected to drive the growth of the packaging machinery market in the forthcoming years.[iii]

Wrapping has dominated the machine type segment in the year 2018 and the segment is registered to maintain its dominance during the forecast period from 2019 to 2026. These machines wrap a flexible packaging material such as paper, aluminium, and plastic film around a single group of commodities. Most popular type of wrapping machines are shrink wrapping machines and stretch wrapping machines among others. Increasing demand eco-friendly packaging material, rising adoption of ecommerce websites, cost efficient, increase the shelf life of products are accelerating the demand of wrapping machine. The ecommerce sector is growing rapidly in the past decade, and its market size is escalating. According to the World Bank, India, Indonesia, China, and other APAC countries are leading the ecommerce sector. The rising number of products ordered online need wrapping machine. In addition, wrapping packaging protect products from light, moisture, maintaining its quality, breakage. These properties are rising this segment during the forecast period.

Australian market size: $2bl
Number of market participants: 987
Industry employment: 9,782 FTEs[iv]

b. Size

[redacted]

c. Culture

PPS boasts a customer-centric culture created, built, and sustained over a relatively short period by a stable and forward-thinking management team. Its brand is uniquely positioned and built on a common commitment to provide its customers with quality products and services, fair rewards, and relationships built on the principles of help, guidance, and advice.

PPS presents itself to the market as specialists in industry who provide mechanised packaging solutions at the highest quality of service. It prides itself for being highly experienced, industry savvy and practically equipped to source, install and service industry leading machinery brands.

PPS' mission is to service its clients for the long term. Its vision is to provide high quality, caring and friendly service to its clients by promoting a unique value proposition and empowering a high-quality team to always exceed customers' expectations.

d. Regulations

Australia and New Zealand regulate food contact substances through a single bi-national agency – Food Standards Australia New Zealand (FSANZ) – under the joint Australia New Zealand Food Standards Code (the Code). The Code, first published in 2000 and revised March 1, 2016, contains four chapters, namely Introduction and standards that apply to all foods, Food standards, Food safety standards; and Primary production standards.

Although FSANZ develops and updates the Code, it is enforced in Australia by state and territory authorities, in New Zealand, by the Ministry for Primary Industries and public health units. For imported food, Australia's Department of Agriculture and Water Resources enforces the Code's provisions. Given the potential for checkered implementation, consistency in the Code's enforcement is ensured by the Implementation Subcommittee for Food Regulation (ISFR).

FSANZ has initiated a review of its food packaging oversight to determine whether the existing regulatory framework for managing risk from the migration of chemicals from packaging to food is adequate. This effort remains ongoing.[v]

Situational analysis

At the root of PPS' strategic intent lies a simple concept comprising two distinct but related business propositions relating to value and customers. Its lifecycle past, present and future can be pictorially characterised by way of the Fish diagram, which serves as a quick scan of PPS' business and brings contextual clarity to this work.

Fig 1

The diagram contemplates three phases of PPS' emergence as a market leader by considering the value to customers and the organisation in delivering a desired level of customer experience over time. These phases define where PPS once was, where it is now, where it is moving to, and where it would like to be. The diagnosis and analysis at hand purports to closely examine where it is now and to prognose its

competitive shape if nothing changes and more importantly based on the prognosis, to strategise the necessary changes to achieve its ultimate goals.

a. PPS was here ... recognising the opportunity

[illegible]

- [illegible]
- [illegible]

b. PPS is here now … creating the opportunity

[illegible]

- [illegible]
- [illegible]
- [illegible]
- [illegible].

c. PPS is moving here … building the opportunity.

[illegible]

d. PPS wants to get there … commercialising the opportunity

[illegible]

[illegible]

2. Diagnostic methodology

This analysis consists of a broad and systematic review of the performance of PPS and to a lesser extent that of its three major rivals in the Australian market. [illegible] These instruments allow various key factors relating to the external and internal environment of the business to be qualitatively and quantitatively evaluated and rated. Metrics created during the evaluation and rating process are automatically converted into various scorecards by the instruments to inform the formulation of a forward strategy for PPS.

More specifically, the Strategy Delineator is an instrument devised specifically for this work to assist in the systematic development of objectives, strategies, actions, KPIs and measures from PPS' stated priorities; and to identify high-value; high-complexity corporate, business, functional and operating strategies for evaluation in the Business Diagnostic Instrument.

The business diagnostic instrument allows a systematic analysis of PPS' macro and micro environment. At its highest level, it rates 8 macro (external) and 7 micro (internal) measures of PPS' environment. To drill down further in the environment, these measures are expanded into 60 macro and 41 micro business drivers respectively, which are then decomposed in 392 macro and 227 micro attributes. Each attribute is then subjected to either a quantitative or a qualitative rating scale leading to the computation of various scorecards and indices.

The instrument requires the population of measures, drivers, and attributes for evaluation according to various rating scales which the Founders completed in part. A database of rates and metrics is electronically created and organised for contextual analysis by way of scorecards, indices, and graphs. These scorecards reflect both lagging and leading indicators, with the former signalling whether PPS' strategic objectives across divergent perspectives have been met and the latter revealing any of its competitive advantages, i.e. the strategic outcomes. Finally, the business drivers returning the greatest positive influence on core strategic objectives as measured by the lagging indicators are identified. The diagnostic instrument is used to support the strategy delineator in crafting competitive and profit driven strategies. This ensures that PPS can maximise its efforts at gaining sustained competitive advantage by crafting and executing its strategy system of activities, not a collection of parts; and to cause its activities to fit and reinforce one another.

Fig 2

Scorecards	Macro-Environment								Mico-Environment						Total Drivers	Total Attributes
	Strategic Moves	Key Success Factors	Industry Appeal	Market Positions	Driving Forces	Industry Profitability	Competing Forces	Macro-Opportunities & Threats	Effectiveness of Strategy	Resources & Capabilities	Organisational Competencies	Value Chain Activities	Competitive Strength	Micro Opportunities & Threats		
	3 Drivers	3 Drivers	9 Drivers	10 Drivers	12 Drivers	5 Drivers	6 Drivers	12 Drivers	13 Drivers	7 Drivers	3 Drivers	7 Drivers	2 Drivers	9 Drivers	102	619
	20 Attributes	28 Attributes	45 Attributes	60 Attributes	60 Attributes	59 Attributes	60 Attributes	60 Attributes	58 Attributes	35 Attributes	30 Attributes	35 Attributes	24 Attributes	45 Attributes		
Value Chain Analysis Scorecard												All 7 Drivers			7	
Competitive Strength Analysis Scorecard		Top 6 Attributes		Top 6 Attributes												12
Competitive Advantage Analysis Scorecard	All 3 Drivers			All 10 Drivers			All 6 Drivers			All 7 Drivers		All 7 Drivers	All 2 Drivers		35	
Resource & Capability Analysis Scorecard										All 7 Drivers					7	
Performance Effectiveness Scorecard									All 13 Drivers						13	
Macro-Environment Analysis Scorecard	All 2 Drivers	All 3 Drivers	All 9 Drivers	All 10 Drivers	All 12 Drivers	All 5 Drivers	All 6 Drivers	All 12 Drivers							59	
Micro-Environment Analysis Scorecard									All 13 Drivers	All 7 Drivers	All 3 Drivers	All 7 Drivers	All 2 Drivers	All 9 Drivers	41	
Industry Stability Scorecard			Top 3 Attributes	Top 3 Attributes	Top 3 Attributes		Top 3 Attributes									12
Market Stability Scorecard	Top 3 Attributes								Top 3 Attributes			Top 3 Attributes				12
														Total	**162**	**36**

a. Integrated Strategy Model

The author has repositioned a unique iterative strategy crafting process comprising, environment diagnostic and intelligence gathering; strategy delineation, strategy master project planning, strategy implementation; and strategy monitoring, reviewing, and updating to accommodate the specific objective of this analysis.

As depicted in the below chart, in the case of a start-up organisation, the process begins at undertaking a comprehensive environment diagnostic (step 1) where important intelligence is gathered to inform the strategy crafting process (step 2).

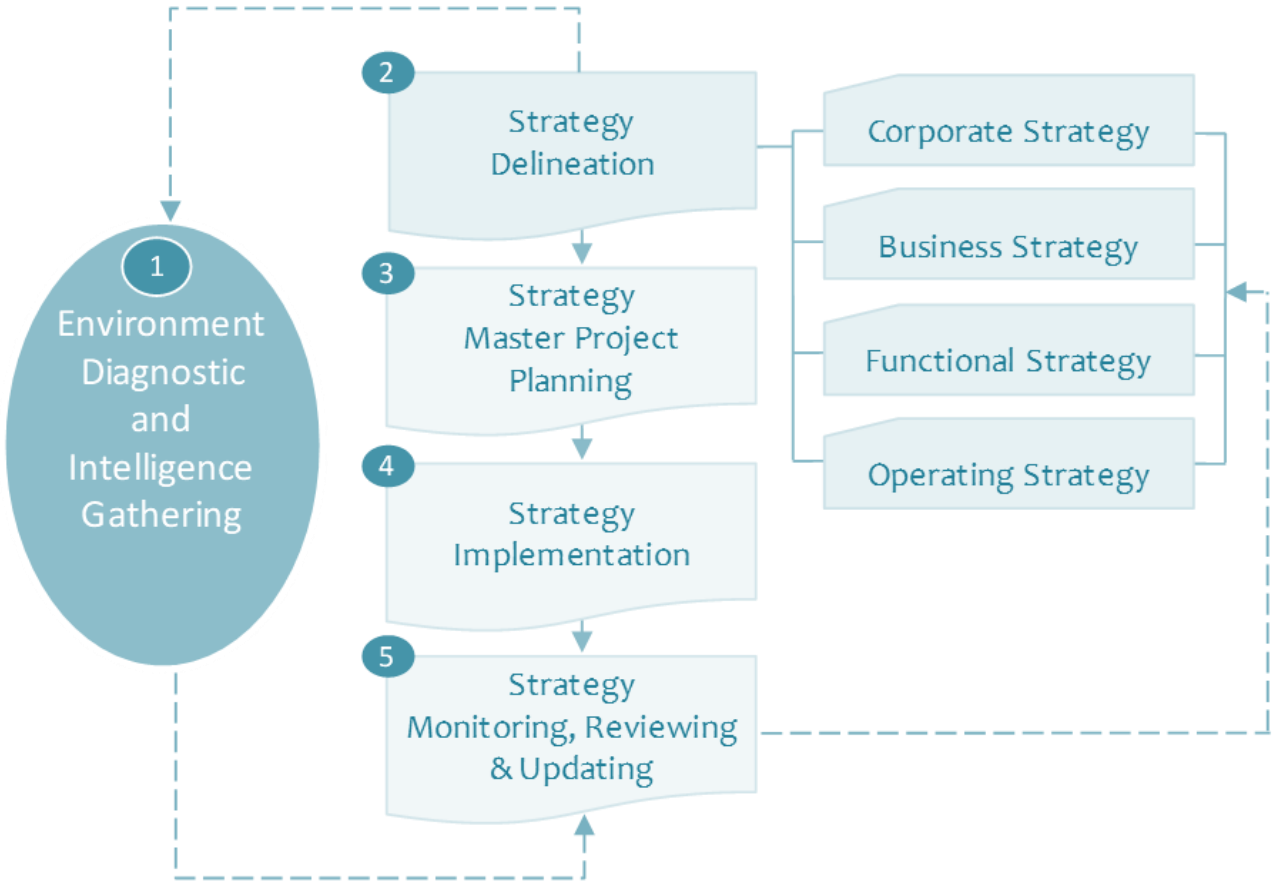
[illegible]

[illegible]

b. Limitations

Research for this work is limited to a desk-top review of secondary data obtained from private and publicly available sources and the collaborative input of PPS' founders. The author relied entirely on his prior and newly acquired knowledge bank of the packaging machinery industry to construct and rate the dominant attributes assessed in the diagnostic process as well as the extension and alignment of PPS' priorities to various objectives, strategies, actions, and measures.

Fig 3



By design, the validity and reliability of the analysis rely on the attribution of a collection of measures, drivers and attributes conceived by the author and not entirely corroborated by PPS. Consequently, this process is highly subjective and is therefore exposed to unintentional bias and heuristics in arriving at some of the conclusions and the subsequent assignment of ratings.

3. Strategy delineation

Priorities are extracted from PPS' website. For this analysis, each priority is examined for its strength of alignment to each of the five key business segments identified by PPS. The segments comprise customer, personnel, stakeholders, community, and suppliers.

Fig 4

Each classification is assigned a score which is then computed into a weight (low: 1, moderate: 2, strong: 3). Objectives are then derived from these priorities and weighted for importance against the weight assigned to each priority. A weighted score is calculated which is subsequently used to rank each objective from 1 to 20 indicating an incremental level of importance to the business. The same incremental scale is used to measure the complexity of each objective. The form and content of the above activities are contained in detail in the strategy delineator.

PPS' Five Priorities

PPS promulgates the following five priorities to support its core intent of becoming an industry leader of positive change. This high order goal anchors PPS' strategic objectives/priorities.

Ref	Priorities
P1	Grow a national footprint
P2	Reward all stakeholders
P3	Expand service offering
P4	Become an industry product quality leader
P5	Become an industry thought leader

4. MACRO-ENVIRONMENT ANALYSIS

In the diagnostic instrument, measures are chosen for analysis based on how strategically relevant they are to the decisions that PPS must make about its direction, objectives, strategy, and business model. Many factors operating in the organisation's external environment are prescriptive (forces action) and passive (generates information). They can affect the way the business behaves internally and converge at differing functional and strategic levels of the organisation. In the main, the analysis of PPS' macro-environment is intended to flush out business drivers that presently have the most impact and likely to impact its business and those of industry players differently.

Whilst the broader macro-environment comprises demographics, general economic conditions, global forces, the natural environment, political, regulatory; and legal, technological, and social/cultural, the analysis focuses on immediate industry and competitive environment that feeds on and off the broader macro-environmental factors. In so doing, the following eight distinct but related external forces are evaluated in terms of their extended business drivers and dominant attributes (see appendix 1 for a comprehensive list of macro-environment measures, drivers, and attributes).

- Industry appeal conveys the growth opportunities of the industry.
- Competitive forces convey the type and intensity of industry competitiveness.
- Driving forces convey the catalysts for industry change and their consequential impact on members.
- Market positions convey the positioning strength and identity of industry rivals.
- Strategic moves convey the strategies and tactics of rivals in their quest to gain competitive advantage.
- Key success factors convey the business factors that have the greatest impact on competitive success in the marketplace.
- Industry profitability conveys the potential for sustained and high profitability.
- Opportunities and threats convey the industry factors that warrant defensive or offensive action.

a. Macro-Environment Findings

This scorecard reports on the macro-environment. It examines the dynamics of the packaging industry by way of its appeal, competitive forces, driving forces, market positions, strategic moves, key success factors and profitability. Each measure is rated according to a set of ordinal scale and combined into a series of indices. A composite index of measures, drivers and attributes is then computed as a quantitative indicator of the constitutional and behavioural trends of the macro-environment that if matched

with adequate resources and capabilities; and value chain efficiencies can deliver competitive advantage to PPS. An index less than 0.50 suggests a less than advantageous climate for economic prosperity as indices greater than 0.50 indicate increasing levels industry fertility that can be exploited by PPS.

Macro-Environment Measures	Indices
Industry appeal	0.73
Competing forces	0.69
Driving forces	0.25
Market positions	0.27
Strategic moves	0.82
Key success factors	0.49
Industry profitability	0.68
Macro-opportunities & threats	0.01
Overall Macro-Environment Index	**0.51**

b. Macro-Environment Findings: Implications

[illegible]

[illegible]

PPS' high rating for its readiness to defend the impact of customers choosing competing sellers (0.63) is a positive sign that it is meeting customer expectations but must remain agile and responsive to divergences in drivers of change and competitive conditions.

Having covered the implications of the macro-environmental factors attention is now directed in more detail at the prevailing opportunities and threats, the key success factors, and the strategic groups within the industry. To do this, reference is made to a series of scorecards imported from the diagnostic instrument.

- **Industry Stability Scorecard**

The combination of opportunities and threats are presented by the workings of the industry's appeal, its competitive and driving forces and market positions. Together they create a leading indicator and measure of the industry's stability. This performs as a valuable informant to PPS' decision-making when considering raising growth capital to exploit opportunities and improve its long-

Fig 5

	Micro opportunities & threats	Maximum score	Opportunity or Threat	Chance of occuring	Economic impact	Raw score	Opportunity (Tick) or Threat (Cross)	Scope for Defensive (-ve) or Offensive (+ve) Action
Top 3 Ranked Strategic Moves								
1	Defensive actions by rivals	60.00	-2.00	16.25	14.00	28.25	✗ 0.47	✓ -0.13
2	Offensive actions by rivals	60.00	-10.00	15.25	13.00	18.25	✗ 0.30	⊗ -0.30
3	Balance sheet actions	60.00	6.00	9.75	9.00	24.75	✗ 0.41	! -0.19
						Average	✗ 0.40	! -0.20
Top 3 Ranked Effectiveness of Strategy								
1	Operating performance	60.00	-2.00	16.25	14.00	28.25	✗ 0.47	✓ -0.13
2	Product differentiation	60.00	-10.00	15.25	13.00	18.25	✗ 0.30	⊗ -0.30
3	Effort to outcompete rivals	60.00	6.00	9.75	9.00	24.75	✗ 0.41	! -0.19
						Average	✗ 0.40	! -0.20
Top 3 Ranked Value Chain Activities								
1	Supply chain management	60.00	2.00	15.25	12.00	29.25	✗ 0.49	! -0.11
2	Product R&D, technology & Systems	60.00	-2.00	11.50	7.00	16.50	✗ 0.28	⊗ -0.33
3	Operations	60.00	10.00	25.00	16.00	51.00	✓ 0.85	✓ 0.25
						Average	✗ 0.54	! -0.06
	Total Micro opportunities & threats	**540.00**	**-2.00**	**134.25**	**107.00**	**71.25**	✓ **5.32**	✓ **-1.88**
Set threshold for Defensive or Offensive Action		0.60						
Highest performer		Operations						
Lowest performer		Product R&D, technology & Systems						

term competitive position.

[illegible]

This above scorecard reports on the stability of the macro-environment. It focuses on the top 3 highest rated measures from market positions and industry appeal together with the top 3 business drivers from driving forces and competitive forces to identify any of them that individually or in concert acts as an opportunity or threat. The level of threat or weakness is measured according to an ordinal scale or 1 to 10. The higher the rating the higher the intensity. Each measure and driver are assigned a factor to indicate the likelihood of either the opportunity or threat materialising and the likely economic impact on the Organisation in the short-term. The metrics are combined to return an index that subject to a discretionary threshold set by management will reveal opportunities or threats. Each index is then deducted from the opportunity/threat Threshold set to indicate whether the Organisation is in an offensive or defensive position for any given measure or driver and the scope of that position.

[illegible]

- **Key Success Factors**

The key success factors of the industry are considered in terms of the basis that buyers choose competing sellers, competitive capabilities needed and the shortcomings that will disadvantage. For PPS the top five key success factors most influential to market success relate to attributes of customers such as the ability to readily compare prices, price proposition, non-service revenues, and product range. [illegible]

[illegible]

[illegible]

The analysis revealed that PPS is ready and able to engage the necessary competitive capabilities and resources (0.70) to take advantage of favourable macro-environment conditions to improve its profit potential and respond to the strategic moves of key rivals.

- **Shortcomings that will disadvantage**

The shortcomings relating to strategy elements, product and service attributes, operational approaches, resources, and competitive capabilities considered the most influential to market failure are attributed to product range, non-service revenues, national face-to-face footprint, customer service and growth capital which scored an index of 0.71 signalling a high readiness to defend the known adverse market trends led by rivals. It is important that PPS responds positively to these shortcomings to minimise any competitive and economic disadvantage.

Micro-Environment Analysis

This analysis focuses on PPS' internal situation. It draws attention to its ability to call upon the right resources and capabilities, at the right time, for the right purpose, to craft and execute strategy to match its external environment. this process must not begin by emulating best practice, but by delving constantly within the organisation to discover and build on unique, hard-to-copy intellectual property assets, knowledge, relationships, and experiences. These emergent, potential, or hidden resources called 'asymmetries', given the right environment should evolve into capabilities, that can be leveraged across the appropriate market opportunities.

[illegible]

To begin the probing process into PPS' internal environment the following Measures are evaluated in terms of their extended business drivers and dominant attributes (see appendix 1 for a comprehensive list of micro-environment measures, drivers, and attributes).

- Effectiveness of strategy conveys the level of success achieved by the organisation in crafting and executing its strategy.
- Resources and capabilities convey an understanding of the critical enablers of success or failure in executing strategy.
- Strengths and weaknesses convey the competencies and deficiencies of the business that affect its ability to successfully compete in the marketplace.
- Value chain activities convey the cost structures of the organisation relative to its key rivals and the flow on effect on its customer value proposition.
- Competitive strength conveys the overall competitive constitution of the organisation and its ability to outperform its rivals in dealing with the industry's key success factors.
- Opportunities and threats convey the market factors that warrant defensive or offensive action to exploit opportunities and nullify external threats.

a. Micro-Environment Findings

This scorecard reports on the micro-environment. It examines the industry by way of value chain activities, resources and capabilities, strengths and weaknesses, effectiveness of strategy and competitive strength. Each measure is rated according to a set of ordinal scale and combined into a series of indices. A composite index is then arrived as a measure or the strength of the micro-environment as measured by the various measures, drivers, and attributes. An index of less than 0.50 conveys a disadvantage whilst indices well exceeding 0.50 suggest a distinct advantage at its efforts to become and remain competitive.

Measures	Indices	Assessments
Resources and Capabilities	0.61	Competitive advantage
Organisational competencies	0.13	Competitive disadvantage
Value chain activities	0.07	Competitive disadvantage
Competitive strength	0.23	Competitive disadvantage
Micro opportunities and threats	0.55	Competitive advantage
Overall Micro-Environment	**0.47**	**Competitive disadvantage**

b. Micro-Environment Findings: Implications

[illegible]

[illegible]

[illegible]

[illegible]

c. Market Stability Scorecard

Fig 7

The convergence of the three highest ranked drivers of strategic moves, strategy effectiveness and value chain activities to produce opportunities or threats for PPS are summarised in the scorecard below. It contains metrics that reveal the scope for either defensive or offensive action for three key measures.

The above scorecard reports on the stability of the market. It focuses on the top 3 highest rated measures from effectiveness of strategy, value chain activities and strategic moves to identify any of them that individually or in concert acts as an opportunity or threat. The level of threat or weakness is measured according to an ordinal scale or 1 to 10. The higher the rating the higher the intensity. Each measure and driver are assigned a factor to indicate the likelihood of either the opportunity or threat materialising and the likely economic impact on the business in the short-term. The metrics are combined to return an index that subject to a discretionary threshold set by management will reveal opportunities or threats. Each index is then deducted from the opportunity/threat threshold set to indicate whether the business is in an offensive or defensive position for any given measure or driver and the scope of that position.

[illegible]

d. Value Chain Activities Analysis

This scorecard reports the absolute scores for PPS and those of its rivals in measuring activities that create customer value and support activities. It provides a quantitative measure of how well PPS delivers on its customer value proposition. When compared, these scores show whether the organisation is relatively more efficient than its rivals at managing value chain activities. the higher the score the more efficient the organisation. [illegible]

e. Resource and Capability Analysis

This scorecard below reports the absolute scores for the organisation across 7 identified business drivers of resources and capabilities of the organisation. Each driver is rated for its competitive value and the extent of deficiency existing in its rivals for that driver. Each driver is also rated for its susceptibility to duplication and the strength of any substitutes. The scores for competitive value, deficiency, duplicability, and substitutes are added to return a raw score. The raw scores are converted in an index for each driver then combined to into an overall index. The higher the score the more competitively able the organisation is to mount offensive strategies. The higher the index the higher the net sustainable competitive advantage enjoyed by the organisation relative to its rivals.

[illegible]

[illegible]

f. Organisational Competencies

PPS' ability to successfully compete, seize market opportunities and repel external threats is largely governed by its strengths and weaknesses. Its ability to undertake given activities with sustained proficiency is measured across 30 dominant attributes of its developing competencies (those the organisation is performing well but is still developing), core competencies (those are competencies central to an organisation's competitive advantage and can often be leveraged across different products and markets and they are typically compound or systemic in that they comprise or orchestrate other capabilities)and distinctive competencies (those the organisation performs better than its main rivals). Each attribute is classified as a strength or weakness, permanent or impermanent and then rated on a scale of 1 to 5 for intensity. The attributes are aggregated and converted in an index to indicate an overall weakness or strength.

Key attributes of developing competencies	Strength or Weakness	Value to Organisation	Intensity of strength or weakness
Entrepreneurial thinking	Strength	Very important	3
Staff training & empowerment	Weakness	Very important	2
Effective whole-of-business communication	Strength	Important	3
Efficient project management systems	Weakness	Important	5
Customer centric	Strength	Very important	4
Automation & integration of busines functions	Weakness	Very important	2
Breadth in management skills	Strength	Important	3
Knowledge transfer and skilling	Weakness	Very important	2
Process documentation & improvement	Weakness	Very important	4
Scaleable business model	Weakness	Very important	4

[illegible]

Fig 14

Organisational Competencies		Maximum score	Strength or Weakness	Value to Organisation	Intensity of strength or		Net raw score	Index
1	Developing competencies	65.00	-2.00	27.00	32.00		-13.00	-0.20
2	Core competencies	65.00	0.00	25.00	35.00		2.00	0.03
3	Distinctive competencies	65.00	6.00	26.00	34.00		36.00	0.55
	Total Organisational Competencies	**195.00**	**4.00**	**78.00**	**101.00**		**25.00**	**0.13**

g. Effectiveness of Strategy

The strategic objectives of an organisation are by and large driven by mix of economic and non-financial imperatives with causal links. For this reason, it is vital that strategies are constantly and systematically evaluated for effectiveness. By identifying and isolating underperforming aspects of strategy, PPS can reengage its iterative strategy crafting, and execution process to improve financial performance and its market position.

[illegible]

[illegible]

[illegible]

5. Convergence of environments

The convergence of the dynamics of both macro and micro environment cannot be dismissed in any effort to craft and execute a winning growth strategy. The careful examination of celebrated strategist Michael Porter's five forces, adjusted for industry heterogeneity, innovation, and evolution; combined with a detailed industry analysis provide intelligence that is fundamental to strategy making that frequently separates industry winners from losers. But for strategy to deliver sustainable competitive advantage it must fit the external environment. It must be able to consistently and reliably respond to the competitive and driving forces and must be crafted in context of the organisation's available level of resources and capabilities, competencies, and value chain capabilities.

To draw this analysis to an end, PPS' competitive strength, front burner activators and strategy are given attention below by examining scorecards drawn fom the business diagnostics and strategy delineator.

a. Competitive Strength

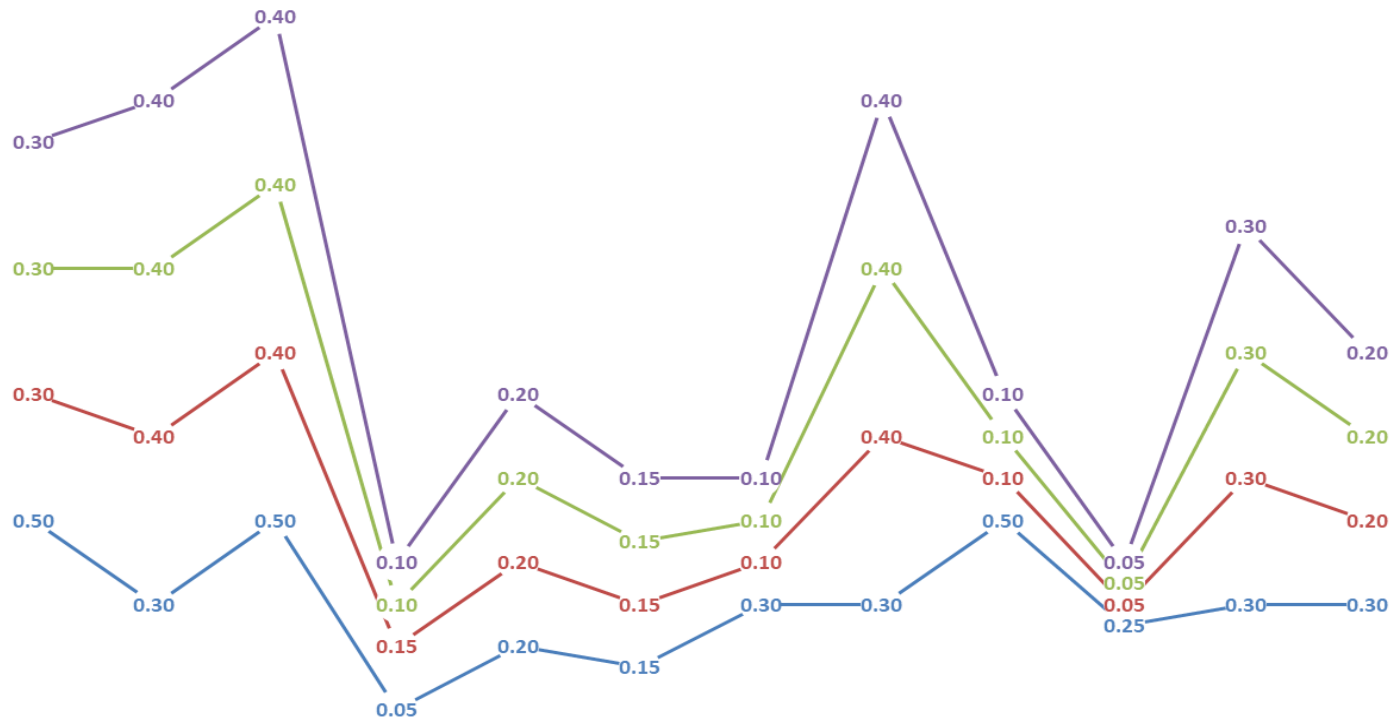
This competitive strength scorecard reports the absolute scores for PPS and its rivals. When compared, these scores show whether PPS is relatively stronger than its rivals overall, or capability-by-capability. The higher the score the more competitively able the organisation is to mount offensive strategies.

Fig 18

	Top market position & KSF	Maximum score	PacMatix	EPM	UPA	JLL	Net CompAdv (Tick) or Net CompDisadv (Cross)
1	Customer relationship	0.40	0.50	0.30	0.30	0.30	✗ 0.50
2	Capability of new entrants to overcome high entry barriers	0.40	0.30	0.40	0.40	0.40	✗ -0.25
3	Price proposition	0.40	0.50	0.40	0.40	0.40	✗ 0.25
4	Growth capital	0.20	0.05	0.15	0.10	0.10	✗ -0.33
5	Customer service	0.20	0.20	0.20	0.20	0.20	✗ 0.00
6	Transactional transparency	0.20	0.15	0.15	0.15	0.15	✗ 0.00
7	Franchising	0.40	0.30	0.10	0.10	0.10	✗ 0.50
8	Setting prices according to prevailing economic conditions	0.40	0.30	0.40	0.40	0.40	✗ -0.25
9	GSP horizontal flow wrappers (EDA)	0.40	0.50	0.10	0.10	0.10	✓ 1.00
10	Low occupancy to sales ratio	0.20	0.25	0.05	0.05	0.05	✓ 1.00
11	Products are regularly updated to suit buyer demand	0.40	0.30	0.30	0.30	0.30	✗ 0.00
12	Some service delivery points offer after 5pm service	0.40	0.30	0.20	0.20	0.20	✗ 0.25
	Total Top market position & KSF	**4.00**	**3.65**	**2.75**	**2.70**	**2.70**	✗ **0.23**

Set threshold for Competitive Advantage or Disadvantage	60.00%
Net Competitive Advantage	23.33%
Overall weighted strength rating for PacMatix	Net Competitive Advantage
Highest performer	PacMatix
Lowest performer	Ulma Packaging Australia

Fig 19



	Customer relationship	Capability of new entrants to overcome high entry barriers	Price proposition	Growth capital	Customer service	Transactional transparency	Franchising	Setting prices according to prevailing economic conditions	GSP horizontal flow wrappers (EDA)	Low occupancy to sales ratio	Products are regularly updated to suit buyer demand	Some service delivery points offer after 5pm service
JLL	0.30	0.40	0.40	0.10	0.20	0.15	0.10	0.40	0.10	0.05	0.30	0.20
UPA	0.30	0.40	0.40	0.10	0.20	0.15	0.10	0.40	0.10	0.05	0.30	0.20
EPM	0.30	0.40	0.40	0.15	0.20	0.15	0.10	0.40	0.10	0.05	0.30	0.20
PacMatix	0.50	0.30	0.50	0.05	0.20	0.15	0.30	0.30	0.50	0.25	0.30	0.30

PacMatix EPM UPA JLL

b. Front Burner Activators

The front burner scorecard imports 9 high-high objectives drawn from quadrant analysis conducted in the strategy delineator. The objectives of the organisation were plotted on a scatter graph to depict the complexity and importance of each objective. The graph is divided in quadrants. Objectives falling in the control quadrant are of high importance and high complexity thereby commanding the highest attention. Objectives falling in the supervise quadrant are of high importance and low complexity thereby commanding the moderate to high attention. Objectives falling in the manage quadrant are of low importance and high complexity thereby commanding the moderate attention. Objectives falling in the monitor quadrant are of low Importance and low complexity thereby commanding the least attention. The 9 objectives of high levels of complexity and importance are then evaluated in context of the scorecard Indices (for various measures) returned during the environment diagnostic to determine whether they are negatively or positively impacted by each of the measures. The scores for each objective are summed up and expressed as an index. The indices for all objectives are then used to determine the most and Least likely objective to succeed or fail.

Fig 20

	Composite scorecards	Quadrant Analysis: Control objectives				
		Increase brand awareness across	Increase revenue through more	Grow our lead supplier GSP	Expand our service coverage	Maintain service levels to customers while growing
1	Value Chain	0.00	2.00	0.00	-1.00	-1.00
2	Competitive Strength	2.00	2.00	2.00	2.00	2.00
3	Competitive Advantage	2.00	2.00	2.00	2.00	2.00
4	Resource & Capability	0.00	-1.00	0.00	-1.00	-1.00
5	Performance Effectiveness	2.00	2.00	2.00	2.00	2.00
6	Macro-Environment	2.00	2.00	2.00	2.00	2.00
7	Micro-Environment	2.00	-1.00	-1.00	-1.00	-1.00
8	Industry Stability	2.00	2.00	2.00	2.00	2.00
9	Market Stability	-1.00	2.00	2.00	-1.00	2.00
	Total Raw Scores and Indices	Raw score: 11 = Index: 0.61	Raw score: 12 = Index: 0.67	Raw score: 11 = Index: 0.61	Raw score: 6 = Index: 0.33	Raw score: 9 = Index: 0.5
Most likely Objective to succeed		Expand our service coverage in targeted markets with an estimated Success Index of 0.33				
Least likely Objective to succeed		Increase revenue through more machinery sales with an estimated Success Index of 0.67				

[illegible]

C. Strategy Evaluation

This summary combines all indices calculated for value chain analysis, competitive strength analysis, competitive advantage analysis, resource and capability analysis, performance effectiveness, macro-environment analysis, micro-environment analysis, industry stability and market stability. It reports the low and high values together with the scorecard's composite index. The indices are used to evaluate against the overall scorecard Index to see whether the organisation's strategy is a winner by applying the strategic fit test (the extent that the organisation's strategy fits its situational settings), competitive advantage test (the extent that the organisation's strategy delivers net sustainable competitive advantage) and the performance test (the extent that the organisation's strategy has been effectively executed to deliver desirable performance). For each test a pass or fail is returned subject to the 50% threshold set.

Fig 21

	Scorecards	Low	High	Scorecard Index	Strategic fit test	Competitive advantage test	Performance test
1	Value Chain	-15.56%	37.78%	7.30%	Fail	Fail	Fail
2	Competitive Strength	-33.33%	100.00%	23.33%	Fail	Fail	Fail
3	Competitive Advantage	-15.56%	96.67%	61.39%	Pass	Pass	Pass
4	Resource & Capability	25.00%	90.63%	60.72%	Pass	Pass	Pass
5	Performance Effectiveness	72.50%	100.00%	84.28%	Pass	Pass	Pass
6	Macro-Environment	0.77%	82.22%	51.13%	Pass	Pass	Pass
7	Micro-Environment	7.30%	84.28%	46.78%	Fail	Fail	Fail
8	Industry Stability	-63.85%	28.46%	-13.46%	Fail	Fail	Fail
9	Market Stability	-32.50%	25.00%	-188.33%	Fail	Fail	Fail

Set threshold for Strategic fit test	50%
Set threshold for Competitive advantage test	50%
Set threshold for Performance test	50%

Fig 22

Finally, if PPS is committed to successfully craft and execute its expansion strategy for sustainable competitive advantage and profitability, it needs to take remedial action to address its resources and capabilities, its ability to deal with the external environment as well creating and sustaining industry and market stability. The strength of the organisation as demonstrated by its pass rate across strategic fit, competitive advantage and performance for competitive advantage, resource and capability, operating performance, macro-Environment, and macro-environment provides strong grounds for considering a growth strategy in Victoria and in other trade geographies throughout Australia.

6. Strategic Issues

Finally, the last but ongoing phase in PPS' evolution as a potential market leader is that … **PPS wants to get here … to commercialise the opportunity.**

Ultimately, through the staged implementation of business process, low-cost national expansion, multi-channel strategies (integration and management), PPS can realise returns on its investment to the level that captured by the tail of the Fish. This is where sustained and increased improvements in both costs of delivery and customer experience will be realised. To that end, it must weigh up the dominant strategic approach that best suits. Whether it moves towards a focus on being low-cost provider, a differentiator, a market niche operator, or master of lowest prices, it must do so with strategies that are intelligently and skilfully crafted and executed.

[illegible]

[illegible]

7. TWENTY HIGH LEVEL RECOMMENDATIONS

Legal structure

[illegible]

Organisation structure and [redacted]

[redacted]

[redacted]

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Intellectual property [redacted]

[redacted]

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Intellectual property asset transfer [illegible]

[illegible]

Operational model to [redacted]

[redacted]

[redacted]

[redacted]

Implement ERP system

[illegible]

[illegible]

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Establish advisory board

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Website [redacted]

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Digital media campaign

PPS is an emerging business with little brand awareness, so efforts will need to go hard, fast, wide and deep in order to create desire and demand.

Online channel engagement

- Facebook
  [illegible]
- Instagram
  [illegible]
- Email marketing
  [illegible]
- [illegible]
  [illegible]
- Influencer marketing is relevant
  [illegible]

Introducer reward program

To grow the [illegible]

[illegible]

[illegible]

Market segmentation [illegible]

[illegible]

[illegible]

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Services and product sales bundles

Develop product bundles that combine two or more products or services, thereby creating differentiation, greater value and enhance the offering to the end customer. [illegible]

[illegible]

[illegible]

Profit reinvestment [illegible]

[illegible]. A policy as to when and how much cash the company returns to its shareholders in the form of dividends has an enormous influence on the types of investors it attracts, its ability to grow and its ability to weather economic storms and fight off competitors.

[illegible]

National growth model

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

3-year revenue, cost, profit and cash-flow budgets

Prepare a 3-year profit & loss and cash-flow budget for business based on its growth plans. This document is useful for ongoing management of the business, goal setting, staff incentivisation and may be a requirement of a financier/equity partner.

It contains

- Regression Based Profit & Loss budget.
- Budgeted Profit & Loss Statement for 3 years.
- Budgeted Cash-Flow Statement for 3 years.
- Budgeted Balance Sheet for 3 years.
- Break-even analysis.
- Budgeted depreciation schedule.
- Budgeted financial ratios.

Product range expansion

Expand product range beyond those offered by Exclusive Distributorship Agreements. By having product breadth, [illegible]

[illegible]. Procurement teams rigorously evaluate vendors and run total cost-of-ownership models to ensure that rational, quantifiable criteria around price and performance shape their analyses. The availability of product choice and the cost-benefit analysis of those products are integral to the purchase decision process of B2B customers.

Service manual [illegible]

[illegible]

- Allow the founders to make themselves redundant
- Make the business scaleable
- Increase the exit value of the business
- Create a barrier to entry
- Manage operational risks

Attend trade shows [illegible]

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[illegible] Machinery Association

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- [illegible]
- Industry reports & information
- Educational programs & sponsorships
- Members' profile & directory
- Domestic & international event promotion
- Promotion & company branding
- Industry working groups
- Member networking opportunities & events

Growth capital raising

[illegible]

[illegible] The right amount would need to be ascertained by preparing a detailed monetisation and operating cash-flow forecast to be included in an information memorandum and the right price would be determined by your appetite for debt and/or equity and the level of potential ROI (dividends and capital value). This can be a challenging process that must be aligned with your medium-to-long term goals for the business and your exit strategy.

IMPLEMENTATION TIME-LINE

8. APPENDIX 1: - MEASURES, DRIVERS AND ATTRIBUTES TESTED

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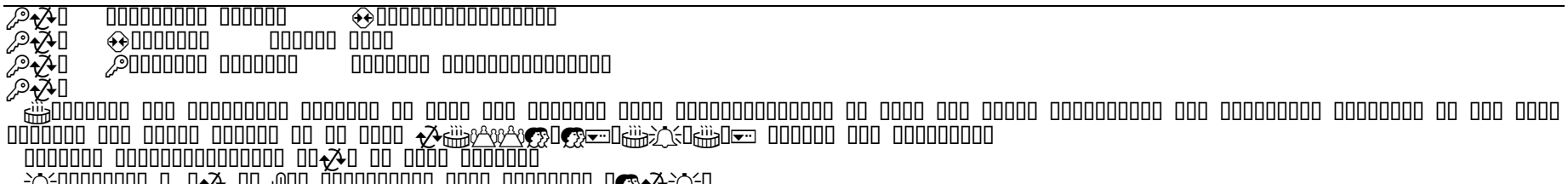

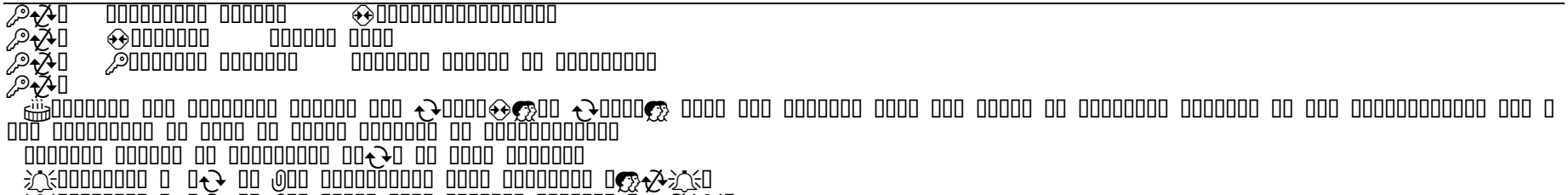

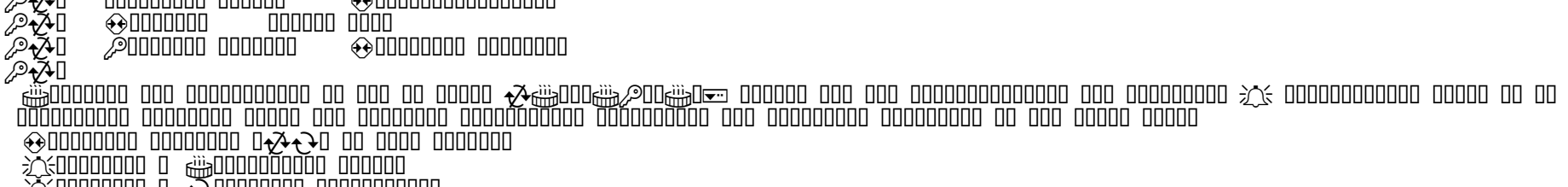

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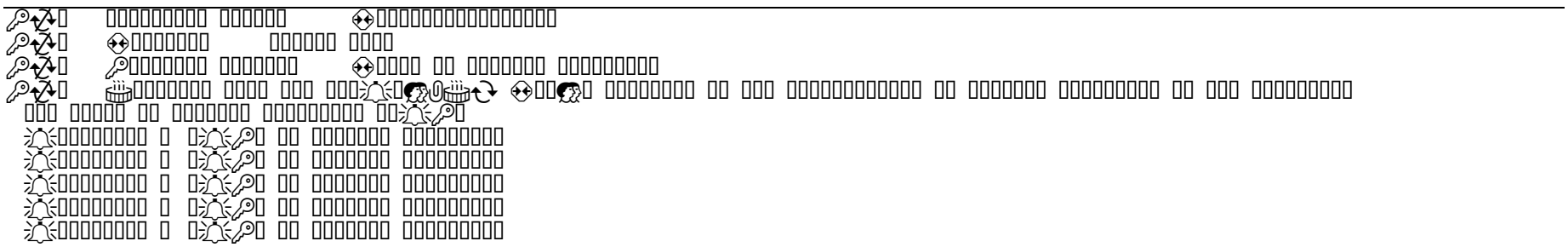

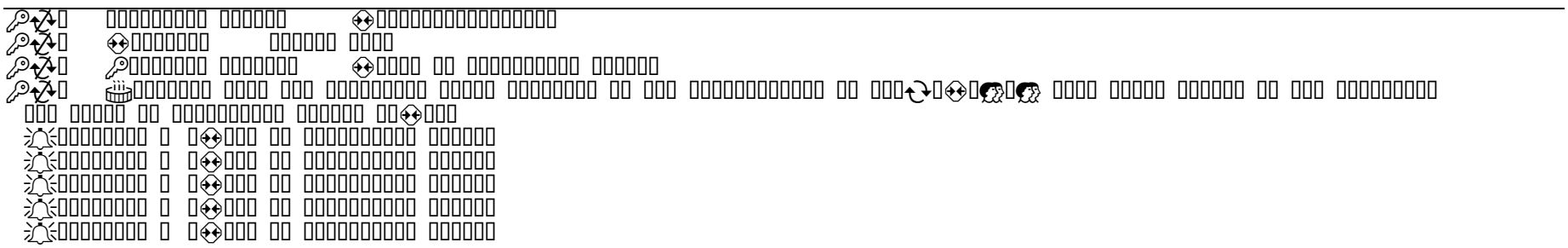

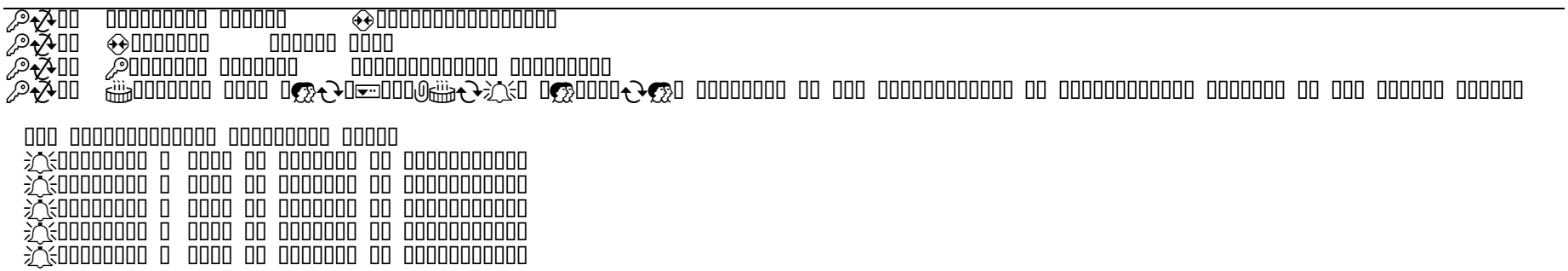

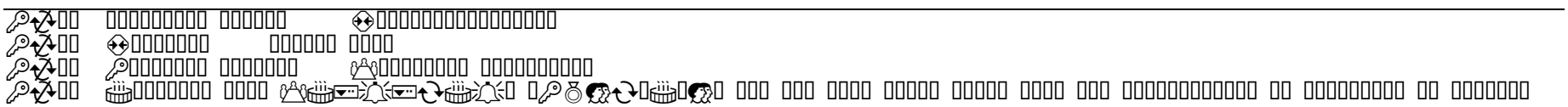

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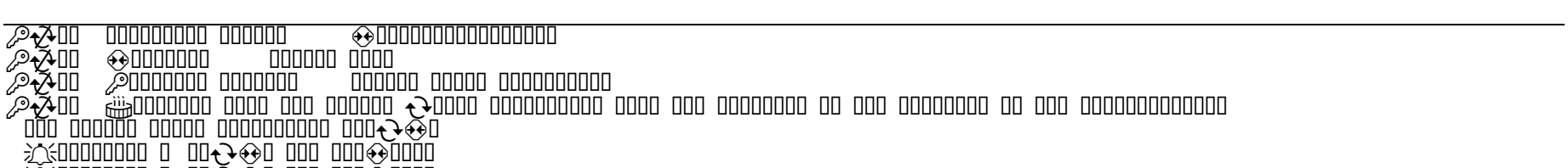

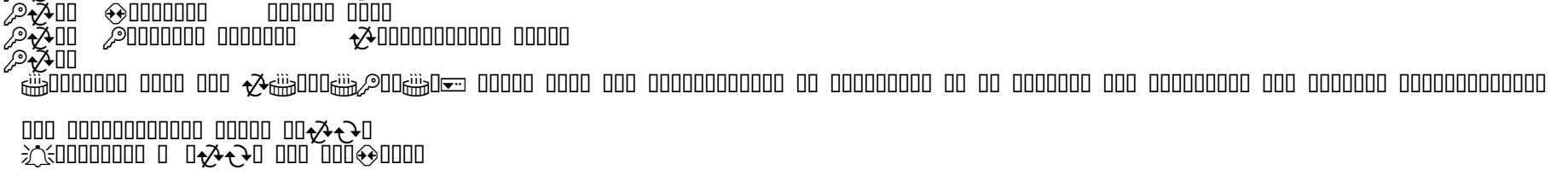

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