

Assignment # 6 (40 points + 5)

Assigned: Thursday March 30th - Thursday, April 6th by 8:00 AM

Bellevue Farm: Kate Goodall, Tyler Ross, Grant Kenney

Part A: Value Plate Analysis

The value chain will be a useful tool for identifying the firm's core competencies as well as strengths and weaknesses.

- i. Create a value plate for your firm using the figure attached to this assignment, and describe how your firm accomplished each primary and subsidiary activities. (10 points)

Primary activities

Inbound Logistics: Additional hay/forage, grain, fertilizer for hay crop, Bedding

Operations: Harvesting hay crop, feeding, lambing, maintaining clean livestock environment

Outbound logistics: Transport to butcher, packaging and transport to farmers market, transport to restaurant

Marketing & Sales: Farmers market, restaurant wholesale, custom off farm, Website

Service: On-time delivery, pre-packaging in small cuts, whole carcass sales

Subsidiary activities

Infrastructure: management, planning, finance, accounting, government compliance, quality control

Human resource: directing family, management, and laborers

Technological development: Internet

Procurement: purchasing inputs: grain, additional hay, fuel, office supplies, tools, insurance, machinery, seed, fertilizer, chemicals, etc.

- ii. Given your answer in points i and ii identify the following: (6 points)
 - a. Farmer's market patrons, younger generations that want to try new foods, and restaurant owners near Corfu, NY. Bellevue farm satisfies our customers need for a consistent supply of delicious high quality lamb meat at an affordable price.
 - b. Bellevue Farm places a high priority on customer service. The farm develops personal relationships with the customers in order to serve them better **serve better how?** in the present and the future. Bellevue Farm creates a link between the customer and the butcher to ensure a desirable product **for who?** is produced. The farm creates products to fill the customers' needs, using input from the customers. Bellevue also stresses animal health and comfort. Happy and healthy animals produce better products **is there a study that backs this up?**, which is why they receive the best feed and are kept in comfortable living conditions.
 - c. Bellevue Farm has a niche level business strategy. This strategy relates to the core competencies in that the farm does not sell a standardized product to the customer, but more facilitates an interaction between the customer and the butcher **what is the**

advantage of this? Our products bring back beloved childhood memories and experiences for our customers. **What memories are these? And how is this important?**

Part B: SWOT analysis

Consider one of the business units / product lines / brands of your capstone business.

Business Unit: Lamb Meat

i. Individual farmers market patrons who desire lamb meat as an alternative to other meats.

ii. Opportunities

- More demand than supply
- Few producers in business market
- New product to many potential customers

Threats

- Competitors are more established in consumer market
- Cheaper alternatives **example alternatives?**
- Fairly simple product to produce **I would reword this somehow: Requires little input to produce product allowing product to be easily replicated by competitors**

iii. Strengths

- Lean, healthy product **is this backed by a study?**
- Visually pleasing **what is visually pleasing? The packaging? Cuts of meat?**
- Aromatic when cooking
- Easy to educate customers **on what? Cooking/preparation?**

Weaknesses

- Can be produced cheaper
- labor intensive/time consuming

iv. TOWS Matrix

Bellevue Farm	STRENGTHS – S	WEAKNESSES – W
	1. Lean, healthy product	1. Can be produced
	2. Visually pleasing	cheaper
	3. Aromatic when cooking	2. Labor intensive/ time
	4. Easy to educate	consuming
	customers	

<p>OPPORTUNITIES – O</p> <ol style="list-style-type: none"> 1. More demand for high quality than producers 2. Fewer producers in business market 3. New product to many potential customers 	<p>SO STRATEGIES</p> <p>Use visual ques along with aromas from cooking sample products to attract customers to market stand.</p> <p>Educate new customers about why it is a healthy product.</p>	<p>WO STRATEGIES</p> <p>Time and labor costs can be minimized with consistent selling to both consumer and business markets.</p> <p>There is a willing and able market for high quality lamb, so a cheaper product is not necessary.</p>
<p>THREATS – T</p> <ol style="list-style-type: none"> 1. Competitors are more established in consumer market 2. Cheaper alternatives 3. Fairly simple to produce 	<p>ST STRATEGIES</p> <p>Customers want to comparison shop, educate them on why your practices are the best for the animal and the product.</p> <p>Cheaper lamb alternatives are of lower quality, not direct competitors.</p> <p>Lamb is easy to produce, but hard to produce well. Use physical senses to distinguish from competitors.</p>	<p>WT STRATEGIES</p> <p>Do not advertise as cheap or cost saving.</p> <p>Be explicit in describing how well the animals are raised and cared for.</p>

Part C: Strategic Positioning

Use your answer in part b iv and articulate more on the features of your company (or business unit) strategic positioning. Do they implement a Cost-leadership, Differentiation, Coordination or Customization strategy? How successful have they been? Explain (5 points)

Bellevue Farm implements a customized differentiation strategy. The products are customized to the individual customer in terms of cut type, size, fat content, and level of preparedness (pre-cut and packaged retail cuts, custom orders with special cutting instructions, whole fresh carcasses). The farm uses its strengths from the TOWS Matrix, a lean, healthy product, visually pleasing cuts of meat, and the ease of educating consumers on preparation, to differentiate itself from its competitors. The farm is also pursuing their opportunities which are? to develop a larger clientele.

The farm has seen success in building personal relationships with its market patrons and is continually building better relationships with restaurant owners. Allowing the customers to believe they are customizing the product for themselves increases the likelihood of repeat customers. In general, repeat customers are more likely to introduce friends to the product and in turn, these new customers buy product and experience a higher level of customer service from Bellevue Farm.