



Teaching Note for FoodCloud: Stimulating Kindness Towards Making the World a Fairer Place – One Step at a Time¹

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Case Summary

The case tells the evolutionary story behind the development and growth of FoodCloud, a social enterprise devoted to reducing food waste and redistributing the food it rescues to those most in need. The issue of food waste is one that is widely evident throughout the world with estimates of up to 33% of all food produce eventually turning to waste. The consequences of this are severe, both in terms of hunger and malnutrition, and environmental emissions.

In its short history to date since 2012, FoodCloud has evolved to become a leading social enterprise recognised for its efforts to ally and work with a wide range of food chain ecosystem participants to substantially reduce food waste and redistribute recovered food via community groups and charities to reach those most in need.

Starting with just an idea in 2012, the co-founders have transformed that idea into a tangible entity with operations present in eight countries. Supported by a team of over seventy employees and many volunteers, the enterprise now works with leading food retailers, food producers and wholesalers to develop solutions that will curtail food waste generally. The recovered food is redistributed primarily through one of two ways: mass volume receipt, storage, and redistribution by way of the FoodCloud hub infrastructure; or through delegated distribution by way of availing of FoodCloud's technology platform.

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1. This case was prepared by Liam Brady '19, Sean Flynn '19, Jane Higgins '19, Ellen McKenna '19, Julie Newman '19 and Paul Nolan '19, under the supervision of Dr. Eamonn Caffrey. Cases are developed solely as the basis for class discussion. Cases are not intended to serve as endorsements, sources of primary data, or illustrations of effective or ineffective management.
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The case describes that through the enterprises' relentless effort to form an array of alliances and partnerships, along with a good focus on solution and technology design, the company continually grows its reach and impact internationally. Challenges persist to which there are no easy answers, but perseverance, tenaciousness and talent have helped to overcome the greatest trials faced thus far. The enterprise thrives on its ambition to make the world a fairer and kinder place and harnesses this belief towards making good and ever-growing progress.

Case Position

The case position was constructed to provide insight into the emergent and evolutionary nature of strategic entrepreneurship. While the case partly attends to the three elements of the '*Exploring Strategy*' framework (i.e. Strategic Position, Strategic Choices, and Strategy-in-Action)³, it also enlightens us about the inherent challenges of social entrepreneurship. In terms of strategic position, the case shed light on the company's resources and capabilities along with providing insight into its international activities today. Strategic choices are shown by way of pointing to the enterprises' mission and vision, taking its current position today and giving some good consideration to possible future options that will help to grow the enterprise and in turn enhance its impact. Strategy-in-Action is largely implicit in the case through the lenses of leadership, continual development, and the energetic pursuit to make a socially visible impact.

This case is suitable for teaching undergraduate and postgraduate business students with an interest in entrepreneurship, strategy, social business, and leadership. In this context, it is hoped that students will have good knowledge and appreciation for the development and growth of an enterprise. In particular, the case provides an opportunity to examine the relevance (and significance, if any) for the following business topics:

- Forward-looking statements (e.g. mission, vision etc.)
- Entrepreneurial process (e.g. opportunity recognition, feasibility analysis, etc.)
- Resources and capabilities (e.g. distinctive competencies, strategic capability positions, etc.)
- Internationalisation drivers (e.g. cost drivers, market drivers, etc.)
- Strategic options (e.g. market penetration, market development, etc.)

3. See Reference: Johnson et al. (2017).

Case Audience and Reading

The case is intended for undergraduate and postgraduate business students with good appreciation for the importance of key success factors leading to progressive enterprise growth and development. It would be expected that students have appreciative knowledge of certain business topics such as strategic entrepreneurship, direction setting, resources and capabilities, internationalisation, and strategic option generation, evaluation, and selection. A select range of textbooks and articles will be helpful to guide students with their analytical efforts in this respect. Some suggestions are: Ansoff (1988), Blank (2019), De Wit (2020), Evans (2014), Gallagher (2019), Grant (2016), Grundy (2004), Henderson et al. (2016), Hill et al. (2016), Johnson et al. (2017), Kenny (2014), and MacKay et al. (2020).

Teaching Scheme

The case was designed to be the focus of analytical activity in a 90-minute seminar session. To facilitate discussion, students should be familiar with the case study and the discussion questions prior to attending the seminar. Students will be divided up into smaller groups of 4 or 5 to ensure each student is actively engaged in the class discussion. The tutor will engage with each group briefly to answer any queries. Students will be given 45-minutes in their groups to discuss the case in further detail before providing their analysis to the rest of the class. To conclude, the tutor will revisit the key issues to further entrench the main learning points from the case. This collective style of seminar group work should help students to develop their skills in critical analysis within a supportive environment. The case and questions focus students on the real-world application of theoretical strategic management frameworks while simultaneously building on the student's teamwork and presentation skills, essential qualities for future strategists in every realm.

Learning Objectives

Upon completion of the seminar, students should be able to:

- i. Analyse and evaluate the role of leadership in the development and application of forward-looking statements, along with eliciting the importance of these in an organizational setting.
- ii. Identify and examine the key elements of the entrepreneurial process that result in the translation of an idea or concept through to becoming an established enterprise.
- iii. Evaluate the resources and capabilities of an organization and determine how these can be effectively utilised towards organizational development and growth.

- iv. Explore the motivation driving FoodCloud's internationalisation ambition and determine key differences between a corporate and socially oriented enterprise in terms of international development.
- v. Apply relevant frameworks to generate, evaluate and select from a range of strategic options for an enterprise.

Discussion Questions

The discussion questions are incremental in nature. There are five questions in total concerned with forward-looking statements, entrepreneurial process, resources and capabilities, drivers of internationalisation, and strategic options. Some of the points provided below in addressing each question can be helpful when considering student responses to the following questions.

Question 1: Discuss the importance of organizational purpose, vision, mission, and values in setting future direction.

Prompt: Students could avail of Kenny's typology⁴ of forward-looking statements to: (a) gain a good sense of what the organization does; (b) who does it serve; and (c) where does the organization expect to be in the future.

Unlike many organizations, FoodCloud have set out a very clear set of forward-looking statements. The statements serve to guide the direction of the organization. Collectively, they are aspirational, memorable, inspirational, and importantly, practical, and realistically achievable. The enterprise consistently presents on and reiterates these statements to employees and managers. Indeed, the statements are communicated to the broad stakeholder community on a regular basis to poignantly demonstrate the underlying ambition that is the driving force underpinning all FoodCloud activities. The statements guide employees to develop processes and systems aligned with the future orientation set out by the enterprise. The statements serve as a motivating force that inspire employees towards showing the world they are doing what they have set out to accomplish. Furthermore, the set of *overarching principles* is an addition to Kenny's typology. These principles adopted by FoodCloud act as a frame of reference to shape employee and management behaviour by way of enactment and this demonstrates a strong connection to the mission, vision, values and purpose.

4. See Reference: Kenny (2014).

Table 1: Forward-looking Statements

KENNY'S TYPOLOGY	DEFINITION	AIM	FOODCLOUD EXEMPLAR
VISION	What the organization wishes to become in some years' time.	To elevate thinking beyond the organization's day-to-day activities in a clear and memorable way – this is usually articulated by senior management/ directors.	We all live in a world where no food goes to waste.
MISSION	What are the business activities that the organization engages in now and in the future?	To provide focus for the managers and the employees.	To transform surplus food into opportunity to make the world a kinder place.
VALUES	The organization's desired culture.	To act as a behavioural compass for all the employees and managers by articulating a set of principles which govern both the inward and outward conduct of all organizational participants.	<ul style="list-style-type: none"> - In this together - Enterprising - Doers - Role Models - Driven by Kindness
PURPOSE	The heartbeat of the organization.	To connect the heart of the organization with the head by putting managers and employees in customers' shoes and considering the role of the organization as a member of society.	FoodCloud exists first and foremost to reduce the environmental, social, and economic impact of food waste.
OVERARCHING PRINCIPLES	The foundational beliefs that will guide organizational behaviour.	To provide employees and managers with a high-level sense of organizational direction and reference to support decision-making aligned with the desired culture. Internalisation of such beliefs will drive impact in line with these principles.	<ul style="list-style-type: none"> (a) Work in partnership and/or collaboration with others to deliver impact at scale. (b) Innovation, simplicity and continuous improvement of our technology and our processes lie at the heart of how we work. (c) Aim to be a financially sustainable organization through an earned income business model.

Source: Adapted from MacKay et al. (2020), Chapter 4.

Vision: In a world where up to 33% of global food production goes to waste, and yet one-in-seven people are reported to suffer from hunger and malnutrition, FoodCloud’s vision ‘to live in a world where no food goes to waste’ is a strategic response to address this global situation. While there is much discussion and debate concerning inequality in society, the basic human need for food can sometimes be overlooked. FoodCloud’s vision strives to break down the barriers in this respect. There is good evidence of their success in some territories, for example, one-in-eleven now suffer from some level of food poverty in Ireland, a reduction in recent times. The vision guides all FoodCloud activities in making a difference that can be measured. It is both inspirational and aspirational in nature and highly ambitious in terms of making a difference. Audacious in every sense with a timeframe of ten years (2030) to realise Zero Hunger.

Mission: FoodCloud’s mission is ‘to transform surplus food into opportunity.’ This is mirrored by the many partnerships, alliances and collaborations formed with food producers and retail stores. Getting the break they needed with Tesco paved the way to form alliances with other major retailers such as Aldi, Lidl, Waitrose, and more. This is mostly undertaken in one of two ways: (i) using the technology platform to create an interface between stores and charity recipients; and (ii) deliveries to hubs and FoodCloud redistributes the food to where it is most needed. Furthermore, the enterprise operates additional services such as farm crop gleaning in Ireland, community kitchens to teach cooking basics, and campaign specific activities such as that with Lidl in response to the Covid-19 pandemic. Continuously, the enterprise strives to find new ways to reduce food waste and mitigate food poverty. Such activities are now stretching the organization to enter international territories where their know-how and expertise can be deployed to enhance impact.

Values: FoodCloud, as a social enterprise, deem their values to exist in a highly collective sense whereby, ‘we are in this together’ and the enterprise and its people consistently behave as such. Each of the five primary values contribute to the organizational culture that sets FoodCloud apart in many ways by virtue of beliefs, actions, and their way of doing things. The values are described as follows:

In this Together: We are a team and we believe that trust, respect, collaboration, honesty, and loyalty are everything. We support each other to continuously learn and develop.

Enterprising: We aspire to generate sustainable income streams from diverse sources that value our solutions.

Doers: The only thing bigger than our vision is our drive. We’re all about action and we’re constantly finding practical solutions that create practical impact.

Role Models: We know we can't do it alone. We inspire volunteers, enable the food industry, and empower charities to help to build a world with less waste and more heart.

Driven by Kindness: We never forget what drives us – kindness, fairness and a desire to help people and the planet. We channel our kindness at all times, by being respectful and supportive to each other and the communities and businesses we work with. Kindness drives our principles and our choices, every single day.

Purpose: Positioning the organization's role and its contribution to society is set out for employees and managers to understand clearly well. The enterprises' purpose is strongly aligned with macro environmental and societal factors whereby it exists to reduce and minimise the cost of food waste and by doing so, support some of society's most dependent people. In doing so, this has positive effects for the environment. The enterprise creates solutions that focus on using surplus food as a tool to increase social inclusion. The enterprise's actions inspire others to act and this results in measurable outputs. Innovative and practical solutions are developed and activated at a small scale in communities that can then be scaled nationally and globally. In delivering on its purpose, a key aim is to become financially sustainable in the process by developing solutions that will generate sustainable income streams.

Overarching Principles: This form of forward-looking statement is included above to extend Kelly's typology. The principles provide a frame of reference for employees and managers that guides action and behaviour in a manner befitting the enterprise's mission and vision towards the realisation of its purpose. The first principle is concerned with partnering and collaborating with others to drive impact at scale. The case made this apparent by showing the high degree of engagement between the enterprise and corporate retailers, for example. Partnerships and collaboration are central to everything FoodCloud is about, but to facilitate this, the value proposition is key. The second principle guides action with a focus on technology towards continuous improvement, simplicity, and innovation. This enhances the level of value-added derived from partnerships and strengthens cohesiveness among and between the ecosystem partners by way of maximising impact. The third principle is concerned with financial sustainability. While there is much to be commended about FoodCloud's mission and vision, developing solutions that attract corporate and institutional support in financial terms that will generate sustainable income streams is essential.

Key observation: FoodCloud's forward-looking statements show what the company stands for, and in turn, all stakeholders feel a part of that by way of 'a moral call for action' whereby social change is practiced at a local level and those actions can create global change. Stakeholders understand they are integral participants in communities and society, both locally and globally. However, it

could be argued that FoodCloud is unusually clear about their future direction given that it is still a young enterprise. Forward-looking statements evolve over time with organizational action. This highlights that the enterprise's leaders are very clear in their mind about the mission and vision of FoodCloud and this permeates behaviour not only among employees and managers, but the stakeholder community as a whole.

Question 2: Identify the steps taken by FoodCloud as part of the entrepreneurial process.

Prompt: Students could apply the six steps of the entrepreneurial process as set out by Johnson et al. (2017), an adaptation of the steps based on Barringer and Ireland (2012).

Step 1: Opportunity Recognition

At the outset in 2012, three mega trends were at the forefront of thinking behind the development of the opportunity. First, the co-founders were strongly aware of the level of food waste in Ireland which is estimated to be 25,000 tonnes per annum. This resulted in significant environmental damage every year by way of landfill and excessive CO² emissions. The ambition was to significantly reduce this level of unnecessary wastage. Second, from a social perspective, awareness was growing towards the need for society to do more in support of dependent individuals who needed greater support. This point became apparently poignant following the financial crisis which started in 2008-9 (of course, its inevitability was known many years earlier). The impact of the crisis left some of society's most vulnerable people to be hardest hit as a consequence. Third, the move towards cloud-based solutions to develop and transform ideas into radical initiatives, both in corporate and socially enterprising ways, positioned technology as the potential answer to address the environmental and social issues that underpinned the co-founders' ambition.

Step 2: Feasibility Analysis

The next stage of the entrepreneurial process comprised of a feasibility analysis. This involved critically evaluating the idea in terms of product viability, determining the extent of the market opportunity, and then to assess if financing the business was plausible insofar as it was important to see if the opportunity could be turned into a social enterprise business at all. The initial feasibility study took place when Aoibheann O'Brien and Iseult Ward joined forces to execute a University of Dublin feasibility project to test the idea by way of piloting the initial concept to recover excess food and redistribute to communities in need. The initial findings showed that the opportunity was credible by way of feasibility. But it also highlighted many barriers that had to be overcome concerned with financial and technological development. Both co-founders

engaged with local and overseas voluntary enterprises to learn and discover more about the business of food redistribution, technological development and financial considerations tied to social enterprise start-ups. In the areas of funding and technology development, making connections locally that would help to overcome the obstacles identified from the pilot event served to support their efforts to overcome these initial barriers to get the business up and running.

Step 3. Business Plan

The two co-founders, Aoibheann O'Brien and Iseult Ward, participated in several start-up accelerator programmes. Two of which included Trinity College Dublin's Launchbox and the National Digital Research Centre programmes, along with support from the Arthur Guinness Fund. As part of both accelerator programmes, the co-founders were focused on developing a business plan to frame the value proposition, scope, resources, capabilities, potential clients, to name only some. Key elements considered as part of the formal business planning process included: company description, market analysis, marketing and sales strategy, research and development, staffing and operations, financial projections, sales pipeline, and funding requirements. The exercise to complete a robust business case truly exercised the mind in terms of sensing what it will take in order to translate the opportunity into a real-world enterprise along with gaining a sense of the added responsibility that goes with this.

Step 4: Industry Conditions and Competitor Analysis

For this step, it is most often appropriate to consider Porter's Five Forces in terms of Industry analysis combined with macro trends identifiable using the PESTEL lenses. Competitor profiling and benchmarking would be appropriate to apply too. However, in the case of FoodCloud, it was evident that the issue of food waste was rising, and cooperation was more practical in social terms as opposed to seeking out a competitive advantage. The market gap was staunchly clear to see. Food waste, resource extravagance, hunger, malnutrition, and carbon emissions were issues that people were aware of, but few had either the motivation or the solutions to tackle first-hand. The case pointed to FoodCloud learning from overseas' counterparts, and the positioning partnerships section pointed to the important need to collaborate over compete. The industry in Lifecycle terms is in the developing / growth phase and it is likely to take several decades with dedicated focus before there is any sign of maturing given that the global population is projected to peak at around 9.7 billion people by 2064.⁵ Arguably, the enterprise can be described as a first-mover.

5. See Reference: Institute for Health Metrics and Evaluation (2020).

Step 5: Business Model and Strategy

In this case, FoodCloud, being a first-mover, forged ahead to create a new business model totally unique to the food recovery and redistribution business. Indeed, acting socially entrepreneurially in a bid to recover excess food and redistribute to communities in need was a revolutionary business concept in the first place. In a sense, FoodCloud did not develop a competitive strategy whereby the product offering is positioned based on either a low cost, differentiated or focused strategy. Nevertheless, low costs and a focused position were critical features in leading a sustainable social enterprise. The strategy designed by FoodCloud can be described as a ‘cooperative strategy.’ Advantage was achieved through collaboration. FoodCloud’s success is largely contingent on the generous support of its partner and sponsor network. With many of FoodCloud’s partners, explicit agreements are in place, underpinned by mutual understanding and cooperative arrangements. Indeed, taking this a step further, the cooperative strategy comprises a hybrid design based on low costs and a focused position in a socially collaborative setting between industry and sectoral organizations.

The business transactions and interrelationships between FoodCloud and the various ecosystem parties can be explained in terms of three interrelated components: value creation, configuration, and value capture. These are described below.

Value creation typically emphasises a specific customer segment’s needs and problems and those of other participants. The primary customer for FoodCloud cannot be explained by confining value to a particular customer segment. The enterprise’s customers exist on multiple levels: food producers, food retailers, community groups, and charity organizations. The problem for food producers and retailers was to effectively reduce food wastage. FoodCloud designed a unique solution to address this problem via a hub collection and redistribution service and / or a technology solution that facilitated partnering up food retailers directly with charity groups in local communities. Value was created by reducing food wastage and redistributing to vulnerable people in need. In terms of target customer, this could potentially be any individual or entity associated with the production or retailing of food along with all individuals and groups who rely on the supportive services provided by charity organizations. In terms of possible benefits to other ecosystem participants, recognition of the societal and environmental benefits by way of FoodCloud’s activities are viewed in terms of the ‘bigger picture.’

Value configuration is concerned with the resources and activities that produce value. The value proposition is configured to make it easy for suppliers of excess food to donate it simply and efficiently in the knowledge that the food will be put to good and productive use. In terms of the food going to serve productive needs, FoodCloud’s network of charity participants provide suppliers with the

confidence that their contributions are helping to meet the needs of some of society's most dependent people. Resources such as FoodCloud employees, volunteers, technology, finance, hub network, and partners are configured to facilitate the easy, timely and effective flow of food redistribution. Where resources are not actually held by the enterprise, cooperative arrangements are sought out to bridge the gap, such as that with FareShare UK. Established arrangements by way of process design form the linkage between food producers and the hub network. Technology provides the essential link between food retailers and direct redistribution (delegated distribution) to local community groups. Well defined processes facilitated by FoodCloud employees enabled by technology provide the necessary linkages between all ecosystem participants. Indeed, the role and responsibility of each participant (employees, food producers, retailers, charity groups, supporters) are clearly manifested in the overall process of value creation. In this respect, the enterprise develops and controls the architectural set of ecosystem protocols.

Value capture is typically associated with capturing an economic margin, and while it is necessary for all businesses to, at a minimum, cover operational and capital expenditure costs, value capture in the context of FoodCloud can be viewed in some different ways that are not entirely easy to put an economic value on. For example, the enterprise's work may indeed have made the difference between life and death for some vulnerable individuals and groups, but this does not show up in a Profit and Loss column. The avoidance of mass landfill is a gain to society at large but will not directly contribute to bearing employee costs and expenses. The elimination of many thousands of tonnes of CO² emissions whereby food rescued will not go to waste does not directly fund an ambition to internationalise and extend the enterprise's impact. Capturing value for FoodCloud's proposition comprises all these opportunities which it delivers on every single day. Furthermore, by forming cooperative arrangements with partners such as AIB, who clearly consider the bigger picture, FoodCloud has been able to grow and cement its impressive impact in no less than eight countries so far. The company partly relies on generous corporate support and institutional recognition to maintain and grow the opportunity to capture sizable value on multiple levels. Economically speaking, client partners such as Nestlé and Tesco were instrumental in supporting FoodCloud's activities by way of signing up to arrangements such as paying a fee per pallet and providing financial consideration and support towards the service of delegated distribution.

Step 6: Financing and Funding

Funding in support of FoodCloud's ambition is a persistent endeavour. In 2014, the award of €100,000 made by the Social Entrepreneur's Ireland Impact Award was a very helpful achievement. This funding aided FoodCloud to finance activities while working with the first big retail stores such as Tesco. Early on, it

was essential to secure social funding in support of the bright ambition. As some of their client partners such as Nestlé and Tesco strongly recognised, the valuable nature of the enterprise's activities, led to the emergence of revenue generating opportunities which provided a stream of much needed income. Thereafter, corporate, and institutional funding from both AIB and the Social Innovation Fund Ireland (SIFI) made sizeable contributions in support of FoodCloud's ambition and related activities. Looking to the future in terms of international expansion, creative initiatives in support of funding such expansionary endeavours persist.

Key observation: As a social enterprise, the experience of the entrepreneurship process is one of relentless persistence. Creativity and vision are central to motivating an ambition that entails some level of shape shifting society. Our behaviours and ways of doing things are already deeply entrenched. Furthermore, good business acumen is an essential feature of running a successful enterprise. Feasibility studies, business plans, financial projections and business modelling are equally relevant, if not more so, to leading a successful social enterprise. Moreover, the development and growth of such an enterprise follows an evolutionary process, as can be gleaned from the Case. On an ongoing basis, new ideas, new partners, new revenue generating opportunities emerge and over time, as Mintzberg had showed, develop like a pattern in a stream of action.⁶

Question 3a: Appraise the enterprise's resources and capabilities that have developed over time resulting in its increasing ability to deliver social and environmental impact.

Prompt: Students could select Grant's (2016) framework to appraise FoodCloud's resources and capabilities, considered here in terms of the relative importance and strategic importance to the enterprise.⁷

6. See Reference: Mintzberg (1987).

7. Also see: Evans (2014).

Table 2: Appraising FoodCloud’s Resources and Capabilities

Relative Importance	High	<p>Superfluous Strengths</p> <ul style="list-style-type: none"> - Logistical expertise - Social enterprise administration and regulation - Metrics measurement and reporting - Recurring public relations events and activities - Food safety and regulatory expertise - Localisation capabilities - Multi-media capabilities - Proprietary technology - Location 	<p>Key Strengths</p> <ul style="list-style-type: none"> - Forming food supply chain partnerships and alliances - Project delivery - Programme management - Communications and relations management - Irish hub and distribution network - Technology design - Application development - Institutional engagement - Sponsor/support network - Solution design - Committed and motivated employees - Dedicated volunteers - International food redistribution partnerships and networks - International community and charity group network - Talented leadership - Brand and reputation 	
	Low	<p>Zone of Irrelevance</p>	<p>Key Weaknesses</p> <ul style="list-style-type: none"> - Few self-managed international hub networks - Reliance on corporate funding - Insufficient recurring income streams to meet and cover full business-related costs and expenses - Challenging proposition to charge modest fees to charity groups - Minimal on the ground international presence - Lack of rounded international expertise - Lack of first-mover advantage on a wider international scale - Minimal funds on-hand to cover cost of internationalisation on a large-scale 	
		<i>Low</i>	Strategic Importance	<i>High</i>

Source: Adapted from Grant (2016), Chapter 5.

The display shown in Table 2 summarises FoodCloud's resources and capabilities in terms of relative importance and strategic importance. Grant's advice is to focus on the two right-hand quadrants: Key Strengths and Key Weaknesses. The main focus is two-fold: (a) determine how to exploit key strengths most effectively; and (b) how to address key weaknesses in terms of reducing vulnerability and correcting them. Furthermore, consideration should also be given to superfluous strengths insofar as determining if these truly are superfluous or can they also be used to greater effect.

Exploiting Key Strengths

FoodCloud's brand and reputation has been well established in only a short number of years given the sizable impact it has made. This can be leveraged to build relationships with new food producer and retail clients in its current locations. Technological design and development have been at the forefront of the enterprise's efforts. This is an area of good strength and can be further built upon to develop and streamline more solutions aligned with their existing client and customer base, especially in terms of supporting organizational efforts towards emission reduction. The platform is well positioned to support the enterprise's international development plans in respect of reducing food waste and redistributing to where it is needed most. The enterprise has proven strengths in the areas of project delivery, programme management, and solution design, all of which will serve the organization well towards growing within their existing locations and entering new ones. The knowledge and skills developed in the course of building the enterprise and partnering with major food retail stores is unique to FoodCloud. This knowledge and skill set can be leveraged towards effectively entering new markets and potentially, some regional arenas. In essence, FoodCloud's key strengths can support the organization to exploit deeper penetration in existing markets, help it to develop new solutions for existing and new markets and also serve to support its entry into new geographical territories. The level of know-how by way of proven and well-established capabilities is impressively strong.

Managing Key Weaknesses

In FoodCloud's case, it was shown that the enterprise does experience some level of persistent fund-raising challenges. Albeit, corporate and institutional support from AIB and SIFI have lessened the challenge substantially for the time being. FoodCloud presently self generates ca. 70% of its income from the services it provides. This is largely based on the income generated from delegated distribution activity involving major food and retail clients that it has partnered with in the UK & Ireland. But to continue driving impact this will require the enterprise to internationalise in new geographical locations where it is not certain that similar income generating opportunities exist. The case also noted that generating license fee income and / or a modest transaction fee with charity users

holds very limited potential. In this regard, FoodCloud aims to identify alternative funding mechanisms in order to continue with its international expansion. Furthermore, in terms of internationalisation, while the enterprise had first-mover advantage in Ireland which allowed it to build a strong brand and reputation, facilitated further by its entry into the UK and more recently, three additional markets, local knowledge in terms of multiple geographies and markets is likely to be somewhat limited. Indeed, there may well be alternative solutions underway in other international markets. In this respect, a comprehensive analysis of markets is required. Moreover, FoodCloud's hub network in Ireland is unique. In the UK, to facilitate a similar service arrangement, the company partnered with FareShare. It would be necessary to identify suitable partners in new territories to do the same given that it is highly unlikely the funds would be available for FoodCloud to build its own redistribution hub network in international territories. However, if this were a feasible option, it could well position FoodCloud's development ambitions in a prominent light.

Consideration for Superfluous Strengths

With an innovative focus, superfluous strengths can also support an organization to realise its vision. For example, in FoodCloud's case, the primary driver of growth is through the web-based application which is proprietary technology. However, in Ireland and the UK, it has been shown that a hub redistribution network can contribute strongly to maximising impact. Such a physical presence in new territory can help to emphasise and establish trustworthiness and personal service. Furthermore, its regulatory knowledge of food safety can work to complement existing food safety regulations in new territories. The enterprise's superior knowledge of social business could potentially help to shape social enterprise in new markets. In this respect, FoodCloud is well positioned to help support and shape social enterprise in other countries; an extension of its primary ambition to reduce global food waste in a way that is aligned with the UN SDG Target 12.3. Moreover, given its role now in support of UN SDG 12.3, superfluous strengths could potentially be leveraged to enhance its role and reputational presence with a mandate sponsored by the UN – an audacious pursuit if it were to be undertaken.

Question 3b: Identify the distinctive competences and strategic capabilities that shape FoodCloud's strategic posture.

Prompt: De Wit (2020) sets out several classes of factors that help determine an organization's distinctive competences and strategic capabilities. Two key categories include processes and positions. The very nature of an organization's competencies and capabilities can be discovered by examining an organization's processes. The opportunities afforded by such processes to develop and strengthen an organization's strategic posture are shaped significantly by the

resources (tangible and intangible assets) the organization possesses and the evolutionary path it has adopted. An organization's processes and positions when combined encompass an organization's distinctive competences and strategic capabilities.

Distinctive Competences: Managerial and Organizational Processes

Organizational processes can play three roles: coordination and integration; learning; and reconfiguration. Each is considered briefly for the FoodCloud enterprise below.

Coordination and Integration

Managers and employees coordinate and integrate activity inside the organization. Increasingly, higher levels of external coordination and integration are enacted by managers. In the case of FoodCloud, external coordination and integration is critical to everyday operations. A high degree of managerial time and focus is expended on coordinating between the many different partnerships and alliances with the aim of strengthening the degree of integration between food suppliers and the end receiver (e.g. charity agency). The case highlighted the coordination and integration between FoodCloud and Tesco in relation to technology collaboration. Sourcing externally is an activity performed on a daily basis, a process that is embedded by way of organizational routinisation. Key processes centre on creating linkages between ecosystem partners, collaborating with institutions and partners on solution design, gathering and disseminating information among ecosystem members and coordinating key elements of projects among members and participants. While there is strong coherence in terms of coordination and integration, it is also entrenched in the organizational culture by way of acting cooperatively towards making a difference every single day.

Learning

The case pointed to continuous learning as an ongoing process within FoodCloud. Employees and managers are persistently trying out new ideas and performing tasks differently to become better and quicker. In attempting to break new ground which is the cornerstone of the enterprise's ambition, there are always new challenges to overcome and problems to solve. Learning crystallises everything FoodCloud is about in terms of expanding impact. Experimentation is part of everyday activity when attempting to break down obstacles. This can be in the form of technical localisation, adhering to food safety regulations, venturing into new areas of service offering and platform design. Learning has become a way of doing for the enterprise.

Reconfiguration and Transformation

FoodCloud constantly scans the environment and evaluates market opportunities that could lend themselves to support the enterprise's ambition. In this regard, change is necessary which most often entails the reconfiguration of resources. Examples of this were evident in the case such as merging with FoodCloud Hubs, partnering with FareShare in the UK, and the ambition to become more widely involved vis-à-vis reduction of carbon emissions. The enterprise's strong willingness to develop new services and design new solutions is testament to its agility towards engaging with opportunities to make an impact. Indeed, learning is a cornerstone of change and given the enterprise's good appetite to continuously learn, change is implicitly inherent.⁸ To some degree, FoodCloud might well be described as 'high-flex', but this could also be a feature of its young history to date.

Strategic Capabilities: Positions

As well as internal and external processes, the strategic posture of a firm is also determined by its resource base of specific assets that provide some level of benefit by way of being specialised in the form of strategic capabilities. In Table 3 below, some illustrative classes or positions are shown that refer to FoodCloud.

Key observation: In discussion with FoodCloud executives and after inquiry into the possibility of a major retail store or a potential new social enterprise entrant imitating the service offering as provided by the enterprise, it was explained that no single capability or asset provides the organization with an advantage. It then became clear that FoodCloud's success is based on two key criteria: complexity; and causal ambiguity. Complexity because of the different linkages between all of the above strategic capability positions making it incredibly difficult to imitate.⁹ Causal ambiguity in the form of many internal and external interconnections. It is difficult to discern which activities and processes are dependent on which others resulting in linkages that underpin distinctiveness.¹⁰ An executive went on to explain that it is about how everything fits together, 'customer relationship management, food safety, localisation, institutional engagement, redistribution processes and more.' From a leadership perspective, strategic alignment is of critical importance.

8. See Reference: Senge (1990).

9. See Reference: Rivkin (2000).

10. See References: King (2007); Lippman and Rumelt (1984).

Table 3: Sample of Strategic Capability Positions for FoodCloud

Strategic Capability	Description
Ideation	The enterprise is very innovative in terms of identifying opportunities and translating these into service offerings that drive impact.
Institutional Engagement	The enterprise has strong relational strengths, making good inroads with institutional establishments and this is something it excels at.
Technology Development	FoodCloud pioneered the business of delegated distribution with the development of a web-based platform to facilitate ecosystem participation – something they continue to focus on vis-à-vis specialised enhancements to strengthen quality of information, distribution, engagement, and participation.
Funding	As the case made evident, fund-raising is something the enterprise works hard on; institutional funding, corporate funding; and pro-bono service support is essential in support of the company's ambition.
Partnerships and Alliances	The basis of success for FoodCloud has been its ability to spear head strong relational partnerships and alliances on a number of levels.
Customer Relationship Management	Executives, managers, and employees continuously work closely with their customers both on the supply side and demand side – very good strengths in this respect.
Ecosystem Design and Management	The ecosystem comprises many thousands of members: food producers, retail chains and stores, community groups and charity agencies – a key feature of FoodCloud's own initiative, design, and ongoing management.
Distribution	Delegated distribution, hub distribution and ad-hoc distribution underpin the integrative efforts made by FoodCloud to build a highly reliable service.
Brand and Reputation	FoodCloud has gained a reputation for making a difference, driving social and environmental impact while doing so in a personable and trustworthy manner.
Market Structure	In the UK and Ireland, the enterprise has shaped the structure of the marketplace for curtailing food waste and building redistribution capabilities. Taking this a step forward, venturing into new international territory could well enable the enterprise to do similar in new markets by way of styling food redistribution protocols.
Enterprise Knowledge	The business of cloud-based food redistribution is somewhat novel to FoodCloud insofar as being first-mover resulting in a sizable knowledge base.
Motivation	Employees, volunteers, support providers (among others) are strongly willed to support FoodCloud in driving impact and making a difference.

Leadership	The co-founders, managers, executives, and board of directors provide sustained leadership that guides not only employees, but all ecosystem participants to continuously meet, deliver and build on its ambition.
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Question 4: Identify the drivers for FoodCloud to internationalise and expand its international trajectory and reach.

Prompt: Using the drivers of internationalisation as set out by Johnson et al. (2017), identify the various pressures to advance market development and extend international reach (the internationalisation drivers set out by Johnson et al. are based on the work by Yip, 2003).

When organizations expand internationally, they can face different customer needs, economic, regulatory, political, and cultural challenges that are highly divergent from the home country. The main drivers for an organization to consider international market development in the first place typically comprise the potential for cost advantages, government pressures and incentives and the need to counter competitor moves. More often, we see born-global firms rapidly expanding internationally to secure first-mover advantage (e.g. web-based start-ups). Internationalisation can be a high-cost, high-risk strategy so it is critically important for executives to carefully examine the drivers and rationale that justify the development and execution of an international strategy. Executives must carefully evaluate drivers and advantages to ensure they are sufficiently robust. It is important to point out that international markets are not only different from the home market but can vary greatly from each other on a country-by-country or region-by-region basis.

George Yip’s framework for drivers of globalisation can be considered as ‘internationalisation drivers’ from a general point of view. The potential for internationalisation can be evaluated and determined based on market drivers, cost drivers, government drivers and competitive drivers. In the case of FoodCloud, each driver is examined in Table 4 below.

Table 4: Internationalisation Drivers for FoodCloud

Market Drivers	
• Food waste is an issue of global significance.	• Bridge significant inequality gaps.
• An issue of varying degrees that persists in every country.	• Meet basic human needs – all lives matter.
• Potential for end-to-end solutions that address each stage of the food supply chain.	• Organizations and industry generally growing more supportive of societal and environmental concerns (i.e. ESG) ^a .
• Ecological trends in support of a greener environment and safeguard against major climate concerns.	• Cloud-based solutions can be far reaching, transferable and highly impactful.
Cost Drivers	
• Cloud-based solutions efficient to scale.	• Long-term environmental consequences resulting from lack of corrective action unthinkable.
• Hard won knowledge and skills transferable.	• On a macro-level, opportunity cost not to be overlooked.
• Favourable economies of scale in densely populated countries / regions.	• Opportunity to leverage existing partnerships and alliances to facilitate / enable country entry.
• Innovative solution and technological development investment cost spread over more touch points.	• Strategic regional hub and spoke network to efficiently coordinate and integrate redistribution.
Government / Institutional Drivers	
• UN SDG Target 12.3 – 50% reduction in food waste by 2030.	• Changing perception of the important work performed by charity groups and networks in a highly volatile world.
• Legal and regulatory considerations by country and region (e.g. EU).	• Growing awareness and support for the important work performed by social enterprise – bridge white space and gaps not addressed by corporate business.
• Inducements and incentives made available by governments and institutions to address important environmental and societal issues and concerns.	• Leverage position and reputation to shape and mobilise collective action via institutional mandate.
Competitive / Cooperative Drivers	
• Sizable portfolio of partnerships and alliances to leverage support.	• Strong willingness / readiness among social enterprise entities to cooperate / collaborate towards enlarging shared understanding in support of common aims and ambition.
• Leverage first-mover advantage to lead change in countries / regions with underrepresented opportunity.	• Corporate reset favouring ESG metrics and performance.

a. ESG is an abbreviation for Environmental, Social and Governance.

Market Drivers

The issue of food waste is a global issue of significant size with up to 33% of all food produced going to waste and an estimated one-in-seven people vulnerable to hunger and malnutrition. FoodCloud have harnessed proven innovative solutions

to reduce food waste and redistribute via community and charity groups to reach vulnerable individuals. The solutions have the potential to impact different levels of the food supply chain. Growing interest in environmental issues have heightened concern to address problems such as landfill, resource extravagance and carbon emissions. Access to food and safeguarding against malnutrition is a basic human right. Societal inequality is at a level possibly not before witnessed. Cloud-based solutions have far reaching potential. The market forces in support of internationalisation are HIGH.

Cost Drivers

FoodCloud's delegated distribution service is based on a cloud-based platform solution making it effectively scalable. The collective enterprise knowledge and skills gained over the past six years in leading and building the social enterprise to address the issue of food wastage can be productively leveraged and transferred (i.e. learning experience/curve). More populous countries provide an opportunity to rescue high volumes of food and thereby offer a potential opportunity to operate on a lower unit cost basis. Potential to yield the benefit of future innovation through growing and rising touch point impact. Cost implications arising from failure to address environmental concerns resulting from issues such as carbon emissions render the planet to jeopardy. The opportunity cost of not acting to take up the initiative and lead proactively on social and environmental concerns on an international level have sizable long-term implications. The ecosystem network has the potential to facilitate entry and access to new markets and territories thus avoiding traditional entry-related costs (e.g. marketing). Stronger presence in regional centres with access to clusters of countries (e.g. Benelux) holds potential to develop more effective distribution networks. The cost considerations in sum are HIGH.

Government / Institutional Drivers

FoodCloud is recognised as a Friend of Champions 12.3, a coalition focused on mobilising collective action to achieve UN SDG Target 12.3, a key driving force to internationalise and thereby, enhance the enterprise's impact. Knowledge of food safety and regulatory criteria favourably position the enterprise with governmental and institutional agencies. Governments and institutions are offering a range of inducements and incentives in favour of radical initiatives to tackle environmental and social issues. Perception of the role of charity agencies and related activities is changing favourably whereby recognition for the critical services provided is seen as essential to serving and caring for society's best interests at large. Social enterprises very often intervene to fill a void in areas where services are essentially needed but overlooked by both corporate and government entities. Notably, such vacuums are not necessarily attributable to lack of corporate or government action, but white spaces and gaps often emerge or already exist in overlooked ways. Awareness and support are growing for the essential work performed by social enterprises to bridge numerous social and

environmental gaps. FoodCloud's highly reputable brand and status potentially affords it the opportunity to rally and build support whereby a strong institutional mandate is secured to position the entity favourably among a region of countries, for example. Based on the above, the combined effect of drivers outlined is HIGH.

Competitive and / or Cooperative Drivers

FoodCloud's extensive portfolio of partnerships with corporate and institutional organizations potentially positions the enterprise in good stead to leverage international connections to support gaining a foothold into new territories (beyond existing market presence). FoodCloud's unique platform application offers the opportunity to initiate the first move and take the lead where action to reduce food waste is strongly underserved. Social enterprises often collaborate proactively when the synergistic effects result in strengthening impact and reach. Opportunities to collaborate internationally with foodbank networks and partners towards gaining a foothold into new markets could be possible. In recent years, the issue of sustainability among corporate businesses has been growing. More recently, the impact of the Covid-19 pandemic has resulted in even much greater concern for sustainable action. In this respect, the rising call to action in view of sustainable behaviour aligns tightly with FoodCloud's vision. Consideration of the points discussed in view of internationalisation indicate a MODERATE-HIGH set of competitive / cooperative drivers.

Overall, the set of internationalisation drivers show reasonably high support favouring FoodCloud to extend and continue to build on its international strategy. Market and government / institutional drivers appear intensely strong. While cost drivers appear to recognise the opportunity for FoodCloud to leverage and transfer its existing knowledge and skills. Of course, FoodCloud's ability to expand internationally is contingent on a stream of income sources and this point will inherently determine any future strategic moves. It seems apparent that good opportunities exist and should not go overlooked.

Key observation: First, it appears the sizable opportunity for FoodCloud to build on its international strategy should not be considered a foregone conclusion; there are other factors such as funding to consider. Second, the societal need for FoodCloud's service is overwhelming given the high percentage of food waste on a global scale. Notwithstanding this point, it also seems apparent that it becomes necessary for continued national support along with added institutional support by way of viewing the big picture. Institutional support at the regional level (e.g. EU) would be deemed appropriate. Third, Yip's framework provides a guide to consider internationalisation from a high-level only. It is strongly recommended that a deep dive into each market of interest is undertaken to glean rigorous analytical insights in order to evaluate suitability, acceptability and feasibility. Finally, while government and competitive drivers are fundamental features of

Yip's framework, it can arguably be posited that in a social enterprise context, institutional and cooperative drivers are important factors to consider.

Question 5: Generate and evaluate FoodCloud's strategic options for future development and growth.

Prompt: There are a number of ways in which students can think about strategic options. Some approaches might include thinking about options at the functional, business, international and corporate levels; leverage strengths and nullify weaknesses; and consideration of Ansoff's Growth Share matrix¹¹ can be relevant in terms of market penetration, market development, new product development and diversification. Essentially, options should be concerned with the various ways in which an organization can grow and develop market share, revenues, product portfolio, capabilities, and resources. In FoodCloud's case, this is concerned with growing its potential to demonstrate and have social impact. Possible options for FoodCloud are set out in Table 5 below and then evaluated using Tony Grundy's Strategic Options Grid.

11. See Reference: Ansoff (1988).

Table 5: Sample of FoodCloud's Strategic Options

Level	Functional	Business	International	Corporate	Innovation	Mergers and Alliances
Options	Build redistribution capability in UK & Europe	Increase penetration in existing markets of food rescued and redistributed	Identify potentially suitable new markets to enter in Europe and Asia Pacific region (e.g. Hong Kong or China)	Build strategic capability aligned with global food security	Build new service capabilities aligned with developing environment protocols	Identify suitable partners to ally with towards enhancing international distribution capabilities across entire food chain
	Develop global capability for technology platform	Identify new major retailer entities to forge alliances		Form corporate and institutional supports to overcome challenge of licensing technology	Build online food rescue and donation capability	Potential merger with FareShare
	Build greater brand awareness globally					
	Establish dedicated philanthropic capability to build global relations					

As shown in Table 5 above, thirteen potential options were identified for FoodCloud to consider in view of expanding its societal and environmental reach and impact. Each option is evaluated next with the help of Grundy's Strategic Options Grid.¹²

12. See Reference: Grundy (2004).

Table 6: Evaluation of FoodCloud’s Strategic Options

Options / Criteria	Strategic Attractiveness	Financial Attractiveness	Implementation Difficulty	Uncertainty and Risk	Acceptability to Stakeholders	Score
1. UK/EU Hub network	3	1	1	1	2	8
2. Global technology capability	3	3	2	2	3	13
3. Dedicated philanthropic capability	3	3	2	1	2	11
4. Grow global brand awareness	3	1	2	1	2	9
5. Increase % penetration in existing markets	3	3	3	3	3	15
6. Grow major retailer base and partnerships	3	3	2	2	3	13
7. New international markets to develop	3	2	1	1	3	10
8. Develop global food security capability	3	1	1	1	3	9
9. Focus on corporate and institutional alliance building in face of tech licensing dilemma	2	3	2	1	2	10

10. Identify opportunities to develop new services aligned with strong environmental impact	1	1	1	1	2	6
11. Form alliances across whole of food chain internationally	3	1	2	1	2	9
12. Build online food rescue and donation capability	3	2	1	1	3	10
13. Potential merger with FareShare	2	2	2	1	2	9

Score rating: 3 = Very Attractive; 2 = Medium Attractiveness; 1 = Least Attractive

Source: Adapted from Grundy (2004), page 113.

A high-level review only for each of the strategic options included and evaluated in Table 6 is considered briefly next in terms of suitability, acceptability, and feasibility.

Option 1 (Score 8): this appears to be among the least attractive options. While suitable in terms of enhancing UK/EU redistribution capability, it is financially unattractive. To continue forming alliances such as those with FareShare and Foodbank networks is likely to be more financially feasible. Additionally, the option carries a good deal of risk and uncertainty, and is difficult to implement without substantial financial resources. Nevertheless, the development of such a capability has the potential to harness and gain traction with major institutional players.

Option 2 (Score 13): this option returned a very attractive score of 13 and would appear to be highly favoured. Indeed, this is something that FoodCloud is currently working on and has made good progress with a new technology platform to be called ‘*Foodiverse*.’ A global technology platform will allow FoodCloud to integrate with all stages of the food chain globally. The platform will enable FoodCloud to play a role anywhere in the food chain around the world,

providing greater flexibility, along with enhancing the underlying infrastructure that will support the platform among all ecosystem participants.

Option 3 (Score 11): a dedicated philanthropic capability focused on securing financial support is a suitable, acceptable, and feasible option. While much of this work is currently undertaken by the enterprise's executives and directors today, a more focused and dedicated approach to securing philanthropic support could provide the company with new and additional resources.

Option 4 (Score 9): a strategically attractive option towards enhancing the awareness of FoodCloud's brand and reputation on a global scale. It is certainly suitable in terms of aligning with the organization's mission and vision. Questions about its acceptability persist in terms of financial implications. However, from a positioning perspective, an option of good relevance and worthy of consideration.

Option 5 (Score 15): this is the most suitable, acceptable, and feasible option of all. To increase market penetration in existing markets will allow FoodCloud to continually build on capabilities to strengthen its social and environmental impact. The case highlighted some of the targets which the enterprise has set itself to penetrate existing markets more intensely over the short- and medium-term.

Option 6 (Score 13): to continually move ahead and form additional partnerships and alliances with major worldwide retailers is also a highly credible option. It appears favourable given the enterprise's strong success to date in this respect. Partnerships with international retailers such as Walmart, Carrefour or Auchan, seem like an obvious step to take. Undoubtedly there are implications attached (and unbeknownst to the authors but awareness abounds). However, a good option towards driving international growth and extending its global presence, especially given the organization's strong capabilities in this area.

Option 7 (Score 10): a reasonably attractive option is to reach and extend a presence in new international markets. As noted in the case, this is an area of good interest to FoodCloud. A market currently under review is Hong Kong. To drive impact will require the enterprise to reach further on a global level and establish a good presence in new markets. Clearly there are implications such as financial considerations and implementation difficulties but to realise the company's mission and vision in full will undoubtedly deserve more international activity.

Option 8 (Score 9): this option is a highly attractive consideration by way of developing global food security protocols. It has been widely reported by institutions such as the World Bank that following the Covid-19 pandemic, food security has become a critical issue for the world at large. Along with the health

implications seen as a result of the Covid-19 pandemic, food security for many nations around the world is a matter of crisis proportions. At an institutional level, it is clearly apparent now that this issue must be addressed holistically and practically. FoodCloud can potentially act as the primary figurehead to make progress on the issue. It will require building institutional support and forming major alliances towards driving policy issues to address these radically important concerns. A long-term strategic initiative, perhaps, but one truly worthy of serious consideration. In a sense, the enterprise will maintain its core focus on food rescue and redistribution whilst simultaneously forging ahead to treat global food security with the same sense of intent and ambition as demonstrated in its activities heretofore. Though financially challenging and embedded with implementation difficulties, it is not beyond FoodCloud's scope to take the lead, show ambition and translate the associated risk and uncertainty into making the world a fairer and kinder place. Food security is a rapidly growing issue, no less in China, where recently, initiatives were introduced to eliminate waste to ensure security.¹³

Option 9 (Score 10): it is apparent that the enterprise's work and related activities make a substantial difference to society for the greater good. Generating income by way of licensing the technology to charities and community groups though is not a viably feasible option, financially speaking. But to continue to strive ahead with its good work, FoodCloud will need new and additional income streams. While this option shows some parallels with Option 3, the difference might well be that should a dedicated philanthropic capability not be pursued then the enterprise's executives and directors will have to embellish the responsibility more so as part of the day-to-day routine. Notwithstanding the clearly good efforts made so far, it might be contended that the determination will be made by the distinction between both Option 3 and this one.

Option 10 (Score 6): a low scoring option but an interesting one to consider nonetheless given FoodCloud's proven track record in making sizable environmental and societal contributions. As the world grows to become a more precarious place for many, though not all perhaps, any additional services the enterprise could develop and deliver on is something to consider. It scored low primarily because the enterprise has built strategic capabilities in the business of food rescue and redistribution and anything that deviates from this focus might well be self-defeating.

Option 11 (Score 9): the enterprise has demonstrated in Ireland and some other locations that it can provide food solutions that integrate with all stages of the food supply chain from production to retail and consumption. To do so on a global

13. See Reference: Shepherd (2020).

scale could potentially have sizable impacts. This option ties in with developing a solution towards global food security and it is also of a long-term orientation. Nevertheless, although it aligns well with the enterprise's overriding mission and vision, it does come with financial, implementation and risk implications.

Option 12 (Score 10): as the world pivots to a future strongly oriented towards digitalisation, there is potentially an opportunity to harvest this transition by way of garnering support for a stronger Online presence. For example, some major retailers might consider creating line items for customers to consider making donations to the enterprise as part of the shopping experience. Furthermore, FoodCloud could avail of their website and build awareness and interest towards making direct contributions. Essentially, an option that recognises the opportunity to build a greater Online presence in the face of rapid digitalisation. Certainly doable, attractive for stakeholders with good potential upside if considered and managed from a strategic perspective.

Option 13 (Score 9): this option raises the possibility of merging with FareShare UK. The underlying thinking is to build greater brand reputation, capability, and economy. Furthermore, leveraging the FareShare capability in the face of global expansionary efforts could prove to be synergistically effective. Perhaps not an obvious option, nor attractive strategically to all stakeholders, but an option, nonetheless.

To conclude, while the generation of options can be considered with the help of Ansoff's Growth Share Matrix, or by treating traditional levels of strategy such as functional, business, corporate, etc., they can also be treated in terms of time horizons. The above options have short-, medium-, and long-term implications (i.e. Horizon 1: 1-12 months, Horizon 2: 1-3 years, and Horizon 3: 3-5 years).¹⁴ Once options have been generated and examined, they can then be assigned to different categories or pillars and assigned to a range of time horizons determined by the related financial and implementation implications. For FoodCloud, it would seem the options are abundant but none of them considered to be easy whereby uncertainty and risk loom apparent. Arguably, the options noted above all merit some degree of reflection and consideration in terms of the degree of strategic alignment with its long-term mission and vision. In this respect, it is important to note that the generation and evaluation (scoring) process is highly subjective in nature.

Key observation: Generating strategic options by availing of Grundy's criteria highlights the central challenge of determining financial attractiveness. While some, if not all, of the options above are strategically attractive, they may well be

14. See Reference: Blank (2019).

constrained or curtailed by virtue of the related financial implications. An interesting extension to Grundy's Options Grid might well be to consider Social and Environmental Attractiveness along with all other criteria. Once a good case can be made for Social and Environmental impact, efforts really should be made by everyone affected to overcome the financial limitations that could arguably be described as nothing less than shortsightedness.

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