

A Case Study on Strategic Planning for Adapting to Change

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Abstract:

Mr. Anand is the owner of 'Violet Trends', a chain of clothing retail stores that has been in business for over a decade. The store has always had a good reputation for quality clothing catering to women's fashion. However, in the past year, Mr. Anand has noticed a decline in sales, and the company has been struggling to remain profitable.

Anand realized that he needs to re-evaluate the company's mission and vision and come up with a new strategic plan to address the challenges the business is facing. He convenes a meeting with the management team to discuss the issues facing the company.

During the meeting, one of the junior members Ms. Riya highlighted how customers were moving to other avenues because their store was unable to match the current customer needs and tastes. Based on the feedback from customer reviews and surveys, she informed that the availability of online stores especially on Amazon and Flipkart has been the biggest factor that led to reduced footfalls in their own stores. She informed that there were also many other issues such as customer complaints about the lack of professional customer services from their sales-staff, poor quality of dresses stitched by local tailors, unavailability of variety and sizes for dresses, as well as difficulty to find car-parking nearby their stores due to increased traffic congestion in recent years. She pointed out that after getting used to online purchases during the Covid19 pandemic, there was no specific advantages for customers to buy from physical stores, when they could easily buy the same product on Amazon at a cheaper price and receive free home-delivery. She recalled a case where some customers were visiting the store to try on the dresses and then went on to buy the same products online at a reduced price. Ms. Riya also lamented that she had noticed sales-staff playing with their phones or chit-chatting with each other while customers needed support. Mr. Anand agreed that these were challenging issues that needed to be resolved and highlighted that the way forward was for the company to focus on developing its strengths, such as quality products, improved customer service, and competitive pricing, and finding new ways to differentiate themselves from the competition.

After several brainstorming sessions, the team came up with a new strategic plan to diversify its product line by adding new items such as accessories and footwear; building an omnichannel presence by investing in a new website, mobile app, and social media platforms; providing a better customer experience by improving the store layout, investing in better lighting and décor, training staff to provide excellent customer service, implementing sustainable practices such as using eco-friendly packaging and reducing energy consumption in stores. Mr. Anand also decided to reduce their workforce and increase working hours for the remaining staff, to decrease operating costs. However, this plan was met with strong

opposition from everyone. Mr. Anand has now approached you requesting your feedback to support his plans.

QUESTIONS:

1. Ms. Riya has raised many concerns affecting the business. Describe the tools that would help the company to scan its environment so that they can make effective strategic decisions.
2. Analyze different types of strategies that can be used by Violet Trends to achieve success in the market. Include examples from the case.
3. Based on the recent challenges identified by the management team, the company needs to update their mission and vision. Write a sample vision and mission statement for the given company.
4. Advise Mr. Anand on the strategic changes that you wish to incorporate for the progression of the business plans. Apply a change management tool to support the change.
5. One of the major challenges to making a strategic change is the resistance of organizational members. Describe ways to reduce resistance of staff to Mr. Anand's plan for increasing work hours.