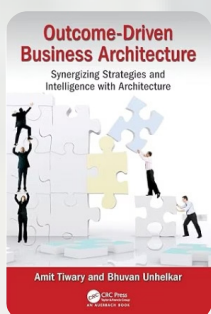


GlofAI Workshop Case Study

GreenFood Pvt Ltd: Strategic Transformation Roadmap 2025-2030

GreenFood Pvt Ltd is a mid-sized FMCG manufacturer specializing in ready and pre-cooked meals, serving supermarket and retail food chains. After years of profitability, the company has recently seen its profits halved, with some divisions underperforming below the cost of capital. The market conditions have shifted structurally, and the Board of Management (BOM) recognizes that GreenFood must undergo a strategic transformation. To ensure long-term sustainability, the BOM has outlined a strategic roadmap for 2025–2030 with three core directions: securing profitability through operational improvements, transitioning from a product-centric model to a combined product-and-services offering, and expanding into new markets to capture emerging opportunities.

As part of this transformation, GreenFood's leadership must make critical decisions to prioritize strategic objectives and execute a 30-60-90 day action plan. This includes setting immediate goals, initiating new programs, and aligning internal divisions to deliver measurable outcomes. The case study offers a dynamic scenario for GlofAI learners to engage in strategic decision-making, simulate executive-level thinking, and apply business transformation concepts to real-world FMCG challenges. It forms part of GlofAI's experiential learning approach through case studies and role plays designed to build leadership capabilities in AI-integrated business environments.



Disclaimer

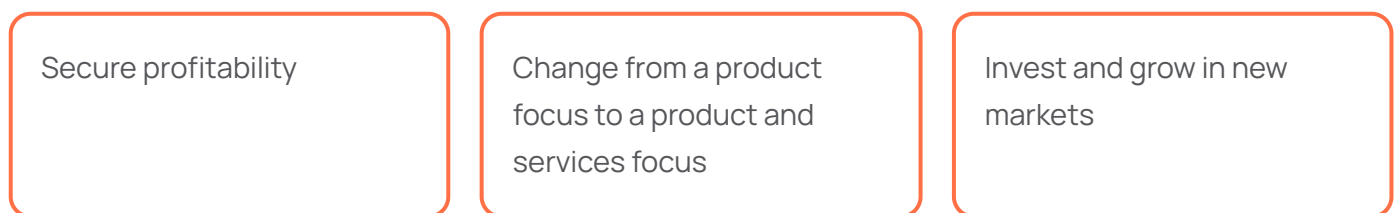
This case study is taken from the book ***Outcome Driven Strategic Architecture*** authored by **Amit Tiwary**. All rights, insights, and intellectual content belong to the original author. This material is used here solely for educational and illustrative purposes. Any views expressed are attributed to the author, and credit is fully acknowledged.

Business Context

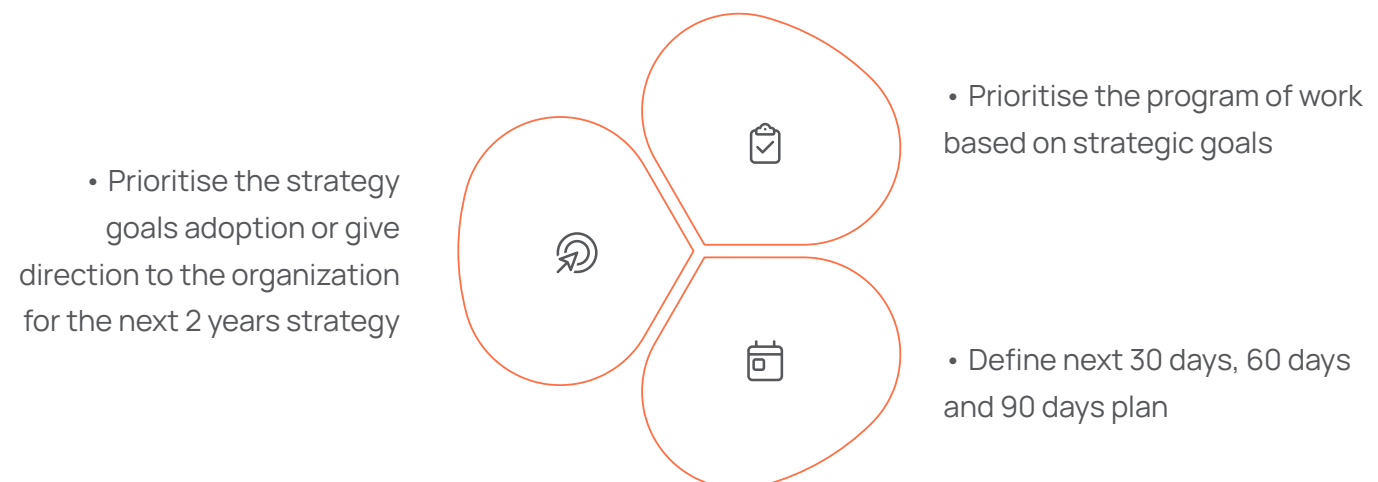
This business case study concerns GreenFood Private Limited, a mid-sized fast-moving consumer goods manufacturing company. *GreenFood* is currently producing many ready and pre-cooked meals. The organization has acquired established brands (e.g., a meat business) over several years. The current customers are food and supermarket retail chains. The Board of Management (BOM) of *GreenFood* is putting the final changes on a new strategy to address the next five years growth and goals of the company. This new plan is deemed necessary by a quickly changing market environment *GreenFood* operates in. The indications are showing that most of this change is here to stay and is a permanent structural change rather than cyclical movement.

After many years of making record profits, *GreenFood* finds that its profits have halved in the last two years. These profit results are significantly below the target return for the business and for some departments, it is below cost of capital. The BOM finds that the current trends in the GreenFood manufacturing business are unsustainable, and a change in the way *GreenFood* conducts its business is inevitable. All the divisions that make up *GreenFood* are challenged with the task of seeking out initiatives that improve profitability.

The BOM strategy has three major directions for GreenFood, each one with its own action plans and time schedule, and each one very important to the future success of GreenFood. The three strategic directions are



Key Decisions required



Workshop:

- Please allocate roles from your group members
- Discuss and create response to the key decision
- Create a roadmap for 30,60 90 days

AI Strategist Overview – Dr. Ethan Blake

- **Role:** AI Strategist, joined GreenFood 2025
- **Experience:** 12+ years in AI Strategy across Healthcare, Retail, Finance, Logistics
- **Core Strengths:** AI Use Case Design, Data Governance, Change Facilitation

Strategic Role at GreenFood

- Acts as **Chief AI Advisor** to CDO Alex Nguyen
- Leads identification of high-impact AI opportunities: Predictive Maintenance, Demand Planning
- Supports AI-ready Data Architecture Design
- Ensures alignment with Business Strategy and Regulatory Compliance

Key Collaborations & Leadership

- Works with CDO (Alex Nguyen), CFO (Daniel Cooper), and Cross-functional Units
- Leads AI Education Programs and AI Governance Structures

AI Focus Areas

- **Smart Manufacturing:** Predictive Maintenance, Quality Analytics
- **Supply Chain Optimization** using ML
- **Customer Behavior Analytics** and AI-Driven Automation

Unique Value & Early Wins

- Bridges Technical AI and Business Strategy for non-tech industries
- Delivered comprehensive AI use case portfolio in first 60 days
- Piloted demand forecasting model with 10% accuracy boost
- Launched Enterprise AI Literacy Program

Vision

"AI is not just about algorithms—it's about augmenting business decisions with intelligence. At GreenFood, our goal is to make AI tangible, trusted, and transformative."

CDO Overview – Alex Nguyen

- **Role:** Chief Digital Officer (CDO), joined 2024
- **Experience:** 15+ years leading digital transformation in services and retail
- **Key Strengths:** Agile Leadership, Tech Implementation, Cross-functional Alignment

Initial Challenges

- First-time exposure to manufacturing domain
- Navigating legacy IT systems and internal resistance to change
- Building executive alignment and digital credibility

CDO's Vision for GreenFood

- Digitally enable core manufacturing and supply chain operations
- Develop data-driven decision-making culture
- Build scalable digital platforms for integrated product-service offerings

Strategic Initiatives

- Company-wide digital capability assessment
- Smart manufacturing pilots: automation and predictive analytics
- Customer experience enhancement via digital engagement tools
- Cloud migration and cybersecurity uplift

Integration Strategy

- Building cross-functional digital squads and internal champions
- Delivering short-term wins while setting stage for long-term scalability
- Strong partnerships with CFO and CEO through transparency and results

Quote

"Digital is not about replacing people or tradition—it's about enabling both to compete and thrive. My role is to bridge GreenFood's strength with the future of food tech."

— Alex Nguyen, Chief Digital Officer

CEO Overview – John Marshall

Role: Chief Executive Officer (CEO)

Experience: 35+ years in food manufacturing, CEO since 2009

Leadership Style: People-focused and careful with spending

Past Success: Grew market share, acquired brands, maintained stable operations for 10+ years

Current Challenges

- Profits halved over two years due to rising costs and foreign competition
- Customers resist price increases
- Need strategic transformation

Three Main Goals Set by the Board

1. Restore profitability
2. Expand from products to product-service offerings
3. Enter new markets

CEO's Approach to Technology

- Limited tech experience, prefers incremental changes
- Wants clear ROI and relies on trusted advisors

Transformation Required

- From stability maintenance → Innovation leadership
- From cost-cutting → Value creation
- From product focus → Customer-centric approach

Key Focus Areas

- Capability assessment and organizational alignment
- Supply chain optimization and market research
- New product development and service design

Quote

"The market has changed faster than we expected. If we want GreenFood to lead the next phase, not just survive it, we need to change—strategically, digitally, and with discipline."

— John Marshall, CEO

CFO Overview – Daniel Cooper

- **Role:** Chief Financial Officer, joined 2022
- **Background:** Finance & Strategy expert with strong digital tool exposure
- **Core Strengths:** Analytical Thinking, Financial Planning, Technology Literacy
- **Aspirations:** Modernize finance operations and drive strategic value

Current Financial Challenges

- **Profit Halved** over the last two years
- **Rising Costs:** Taxes, Insurance, Energy, Wages
- **Margin Compression** from import competition
- Some divisions performing **below cost of capital**

Strategic Role & Vision

- Active **partner to the Board** on 5-year strategy
- Leads **cost-saving and efficiency programs**
- **Digitize finance operations** using analytics and automation
- Design financial models for **product + service business models**
- Support CDO-led transformation with **funding strategies**

Key Collaborations

- **CDO** – Joint digital transformation roadmap
- **CEO** – Capital allocation aligned to strategic goals
- **COO** – Operational cost modeling

Quote

"This is a defining moment—not just for GreenFood, but for finance leaders like me to help shape our future. My mission is to combine data, discipline, and digital to drive decisions that matter."

— *Daniel Cooper, CFO*

Chief Enterprise Architect – Michael Carter

- **Role:** Chief Enterprise Architect, 15 years at GreenFood
- **Background:** Enterprise Architecture, Business Systems, IT Strategy
- **Strengths:** Business-IT Alignment, Solution Design, Capability Mapping
- **Positioning:** Trusted advisor to CEO and CDO on digital and strategic programs

Strategic Role

- Translate business strategy into actionable technology roadmaps
- Define enterprise architecture principles and standards
- Ensure system, data, and process coherence across all layers
- Provide advisory input on investment decisions and tech trade-offs

Architectural Philosophy

- Pragmatic and outcome-oriented approach
- Balances innovation with operational feasibility
- Promotes modular, scalable design patterns
- Enables interoperability between legacy and modern systems

Key Contributions

- Orchestrated system integrations during brand acquisitions
- Designed baseline business architecture for 5-year strategy
- Supported CDO in defining digital roadmap
- Currently leading AI/analytics enablement and legacy modernization

Strategic Collaborations

- **CEO** – Converts strategic direction into transformation frameworks
- **CDO** – Co-develops architecture for data and digital platforms
- **CFO** – Assesses cost-efficiency and risk of IT investments

Quote

"Architecture is not about technology for its own sake—it's about enabling the business to evolve without breaking itself. Pragmatism and alignment are the true cornerstones of transformation."

— *Michael Carter, Chief Enterprise Architect*

IT Operations Manager – Sarah Thompson

- **Role:** IT Operations Manager, 18+ years at GreenFood
- **Expertise:** Core IT Systems, Infrastructure, Data Architecture
- **Reputation:** Trusted Technology Steward and Business-Aligned Advisor

Core Responsibilities

- Oversee **enterprise IT infrastructure and operations**
- Ensure **system uptime, security, and compliance**
- Maintain **data integrity** and **legacy platform performance**

Perspective on AI Adoption

- **Advocates phased, cautious approach** to AI implementation
- Identifies key challenges: **poor legacy data quality, system integration limitations, real-time processing constraints**
- Supports AI only when **operational readiness and risk mitigation** are assured

Strategic Collaborations

- Partners with **CDO and AI Strategist** on realistic pilots
- Works with **CFO** on IT infrastructure investments
- Coordinates with **external vendors** for safe modernization

Key Contributions

- Identified **critical system dependencies** during capability mapping
- Flagged **data readiness concerns** in supply chain and sales systems
- Enabled **foundational upgrades** for automation initiatives
- Maintained **cybersecurity and disaster recovery** readiness

Philosophy

- Balance **operational protection with controlled innovation**
- Emphasize **interoperability, data consistency, and change control**
- Promote **staged deployments and proof-of-value pilots**

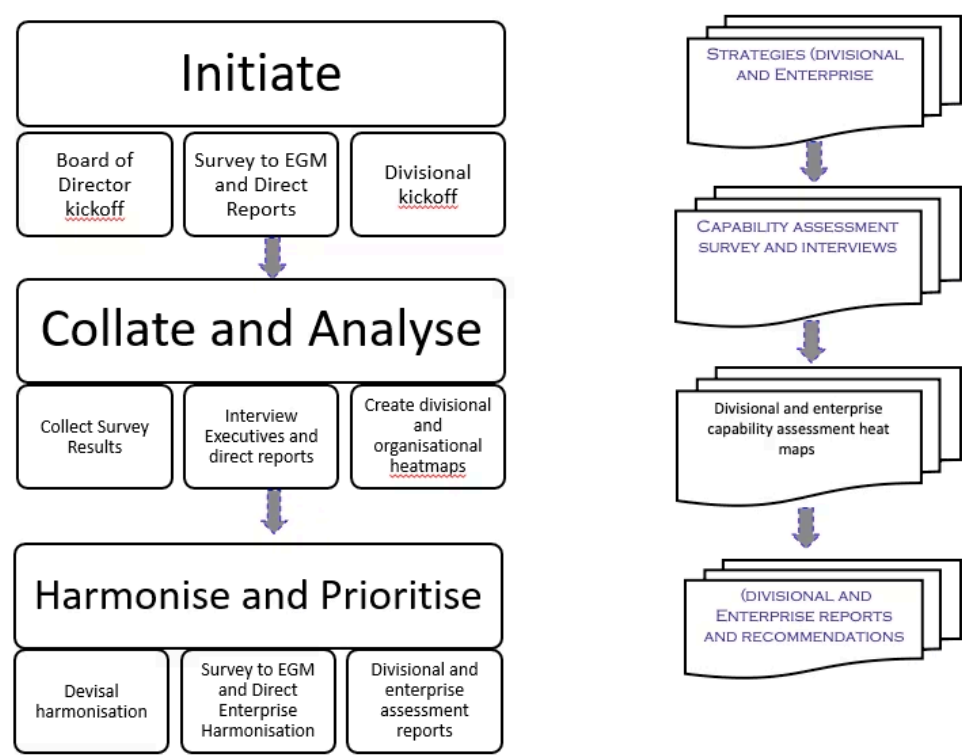
Quote

"Technology is only powerful when it's stable, trusted, and understood. I believe in enabling innovation—but with eyes wide open to the risks we must manage along the way."

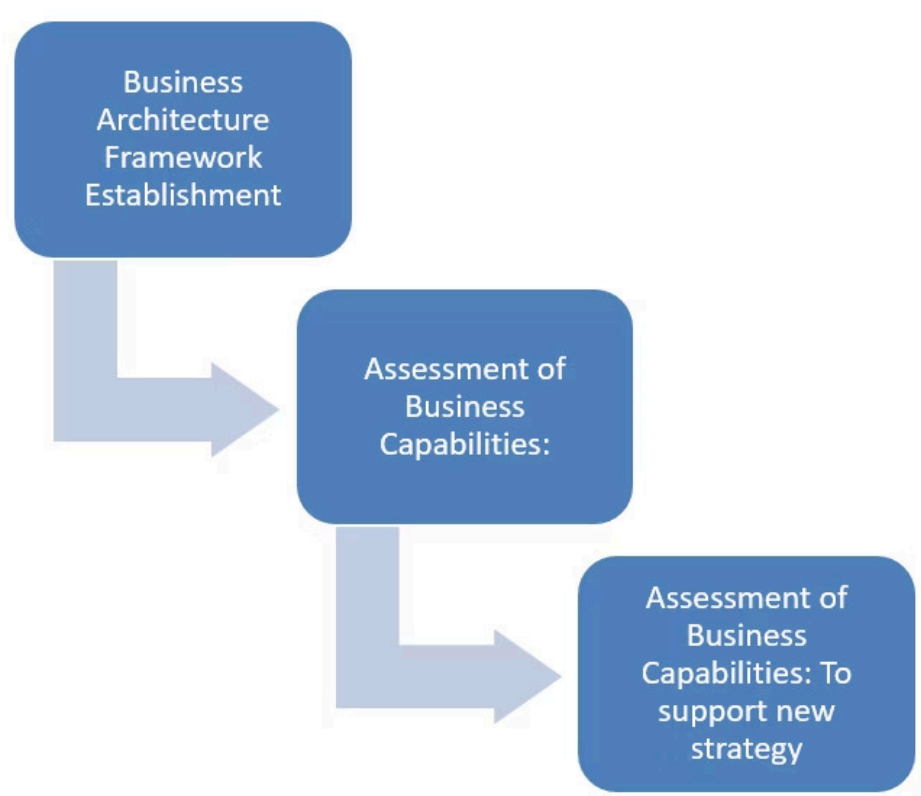
— Sarah Thompson, IT Operations Manager

BUSINESS CAPABILITIES ASSESSMENT DATA

Assessment Process



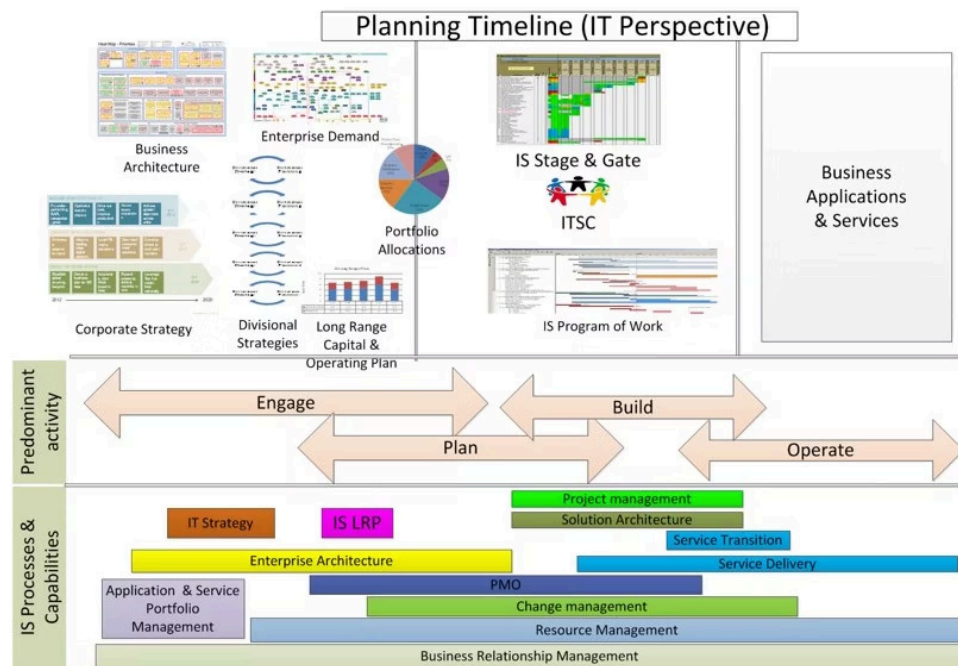
Adopting change in strategy



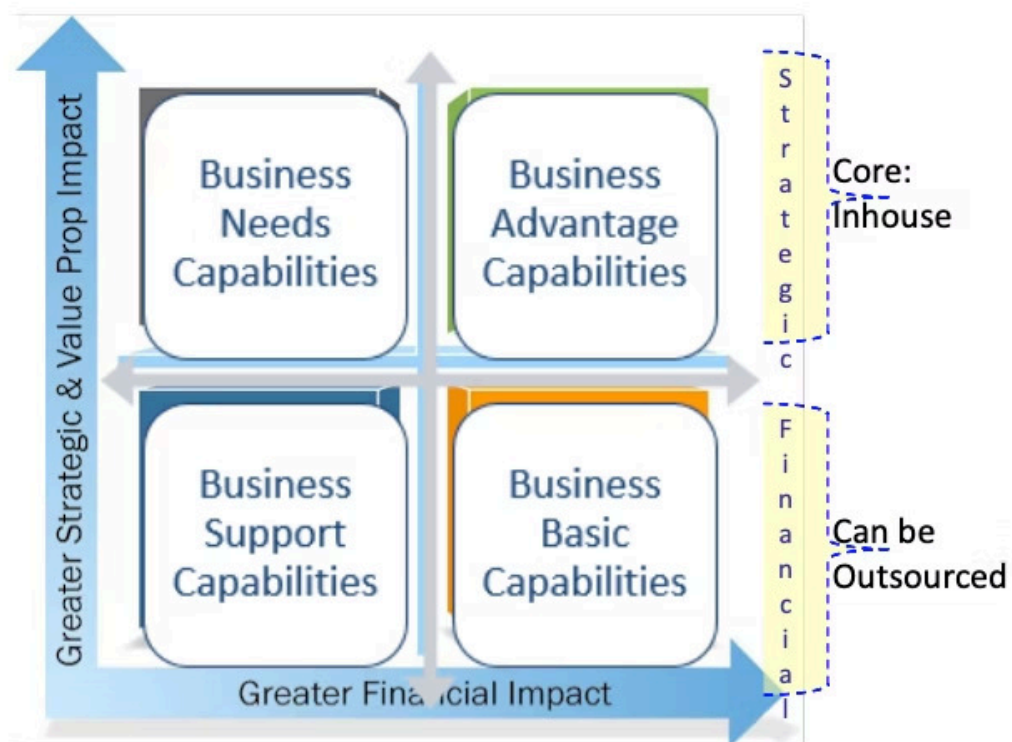
Sample of typical IT organisation with most of the resources allocated to manage demand

[illegible]

Allocating Resources to fulfil Demand is difficult without knowing where to focus

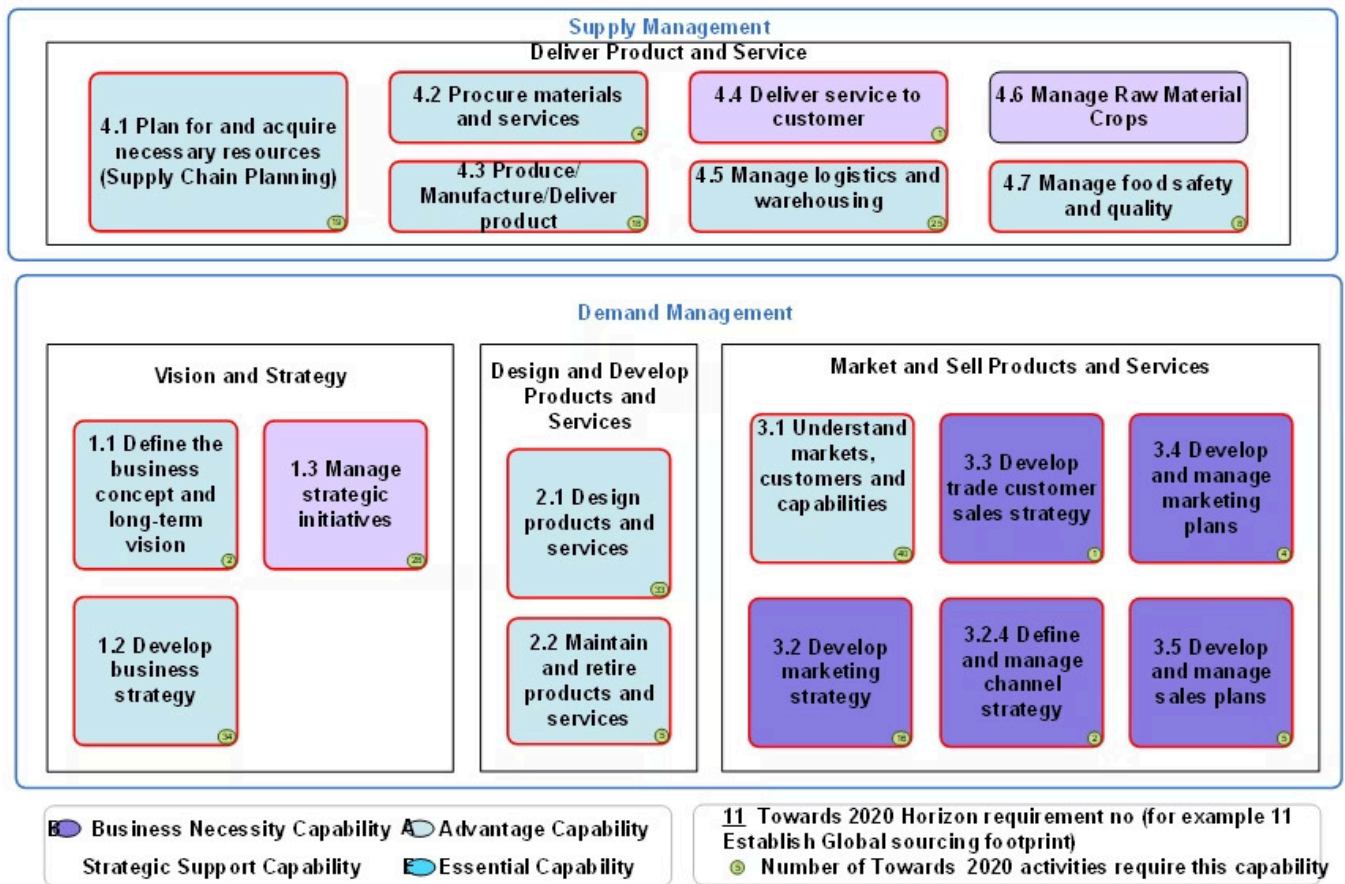


Categorization of Business Capabilities



Capability assessment

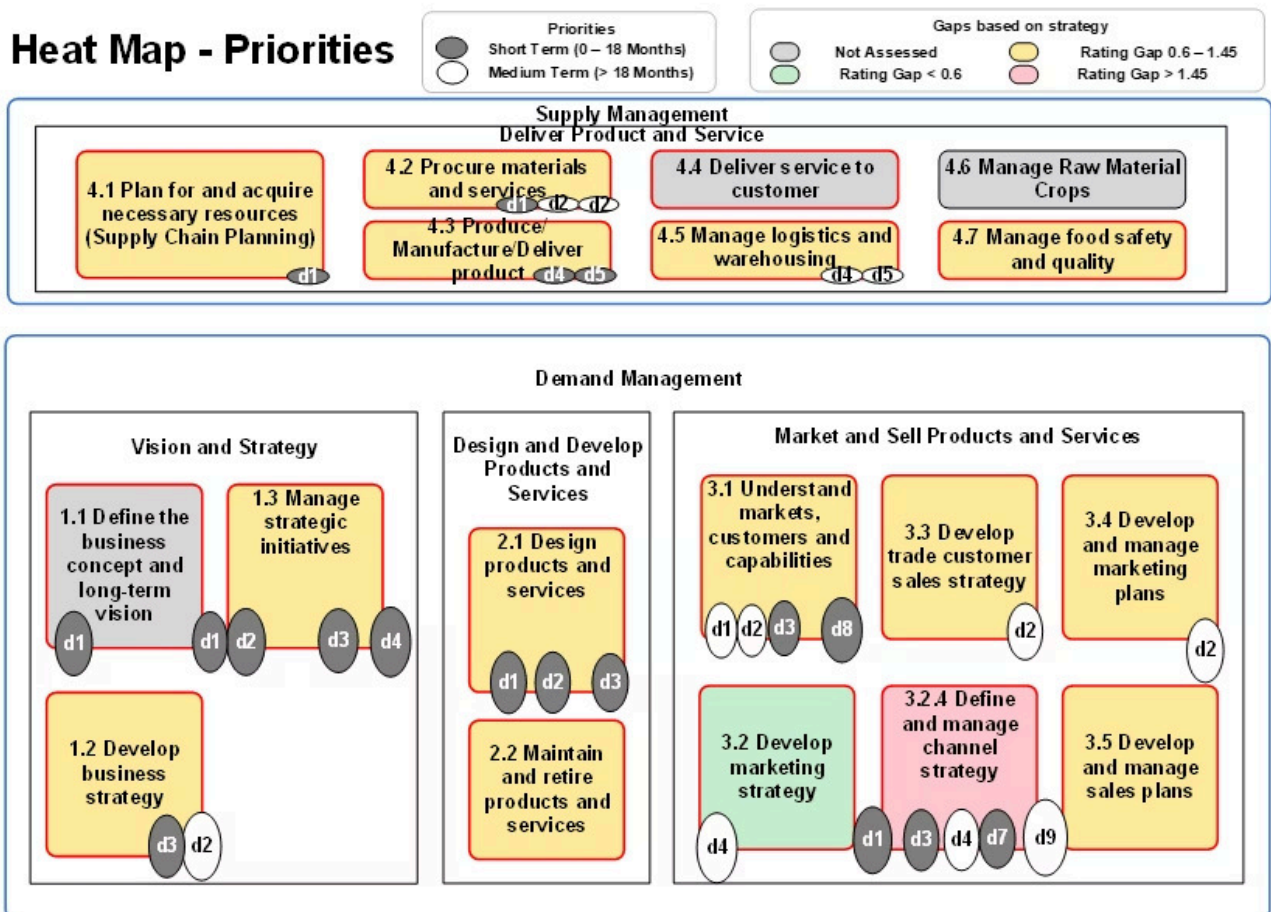
Heat Map – Capability Category



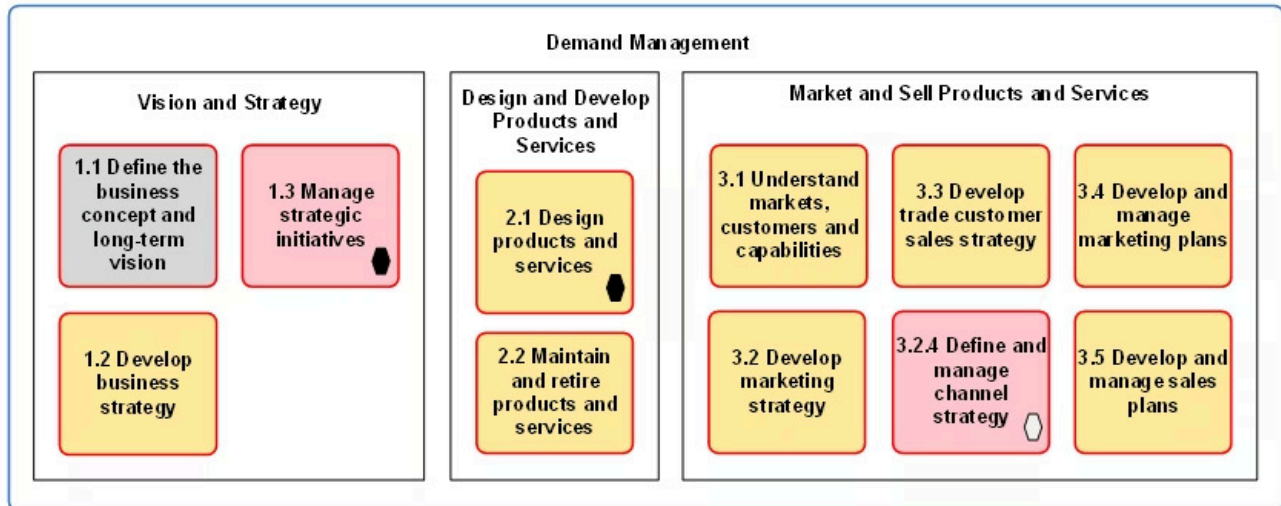
Office on the web Frame

Over all Capability assessment

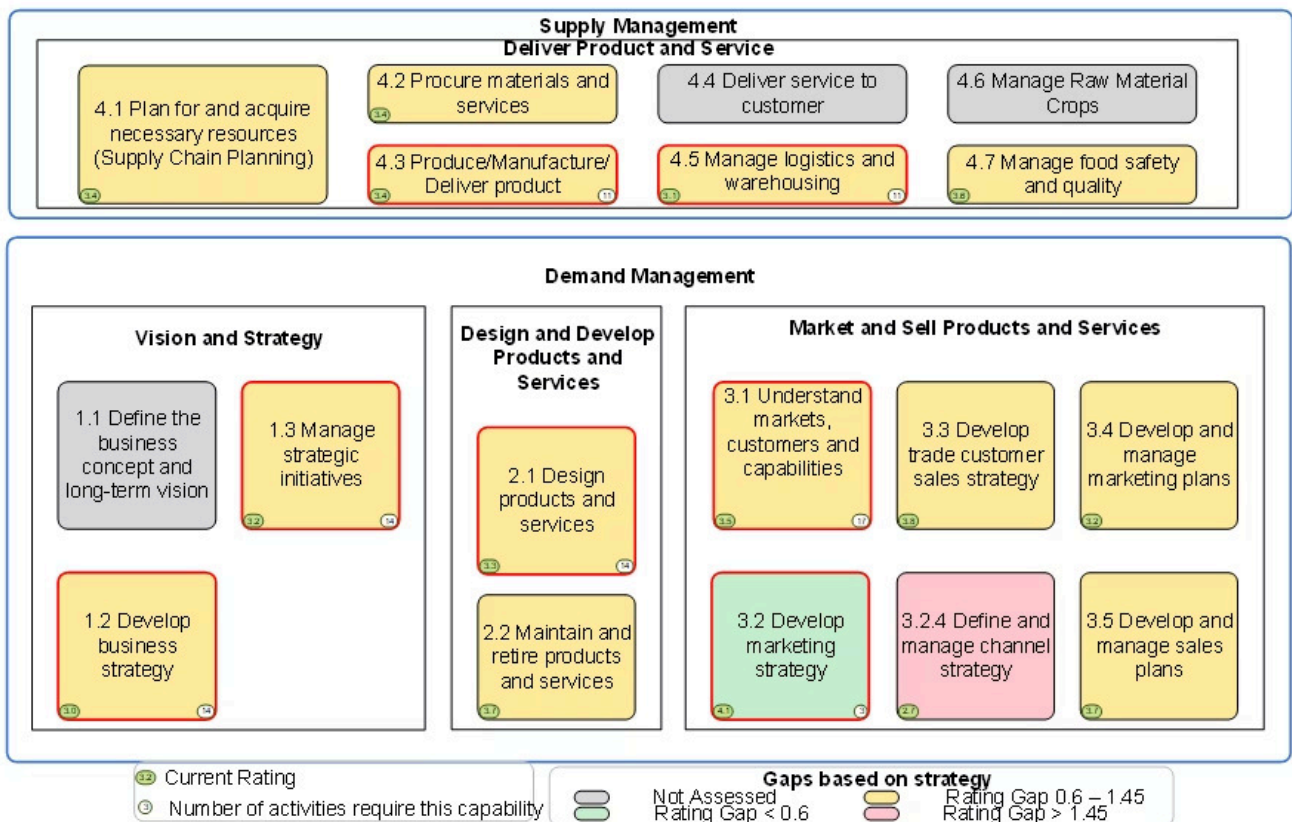
Heat Map - Priorities



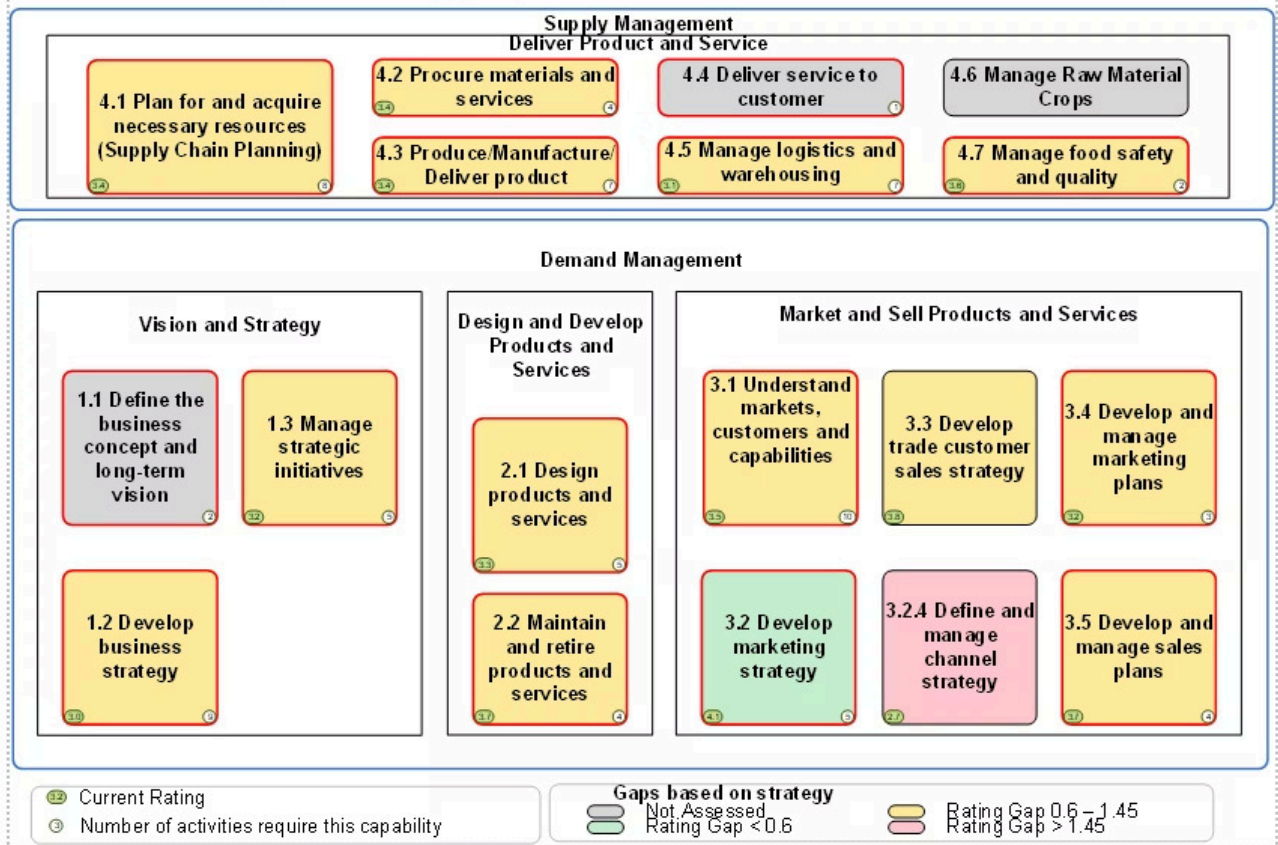
Divisional capabilities heatmap



Heat Map – Strategy option 1

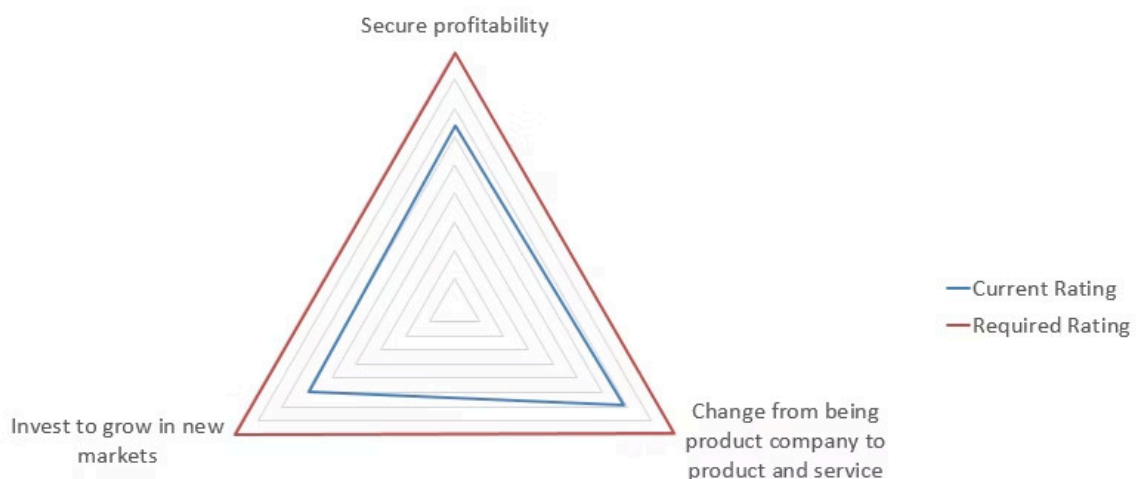


Heat Map – Strategy option 2

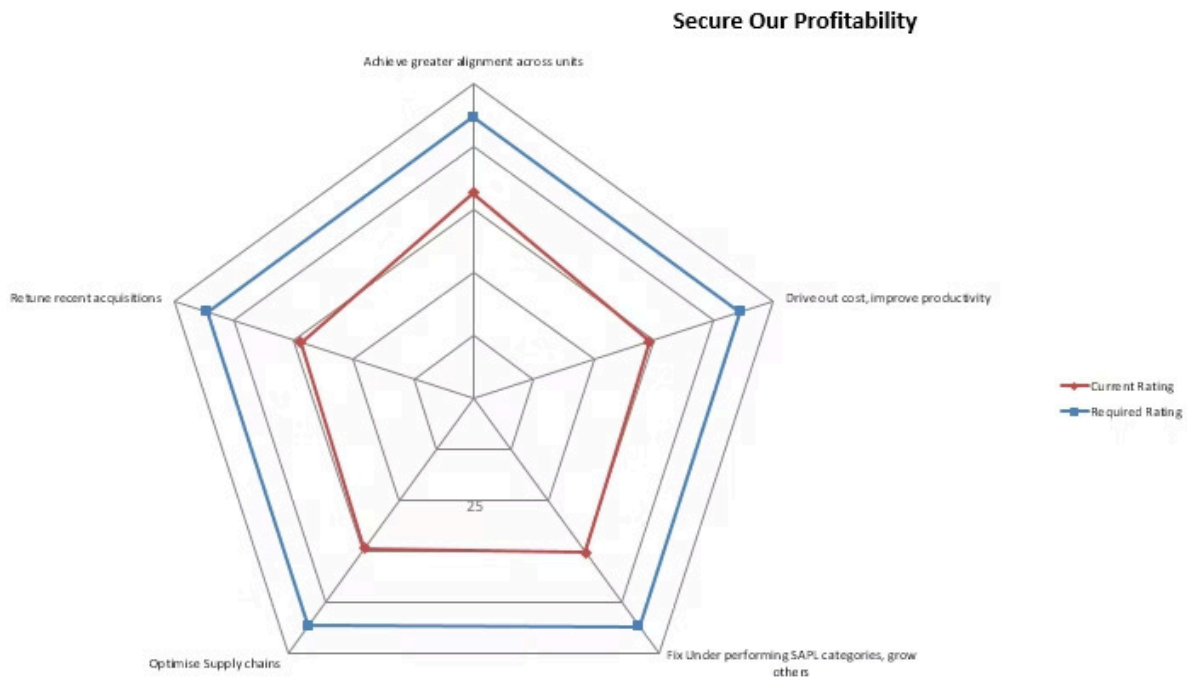


Sample business capabilities Gaps for strategic outcomes

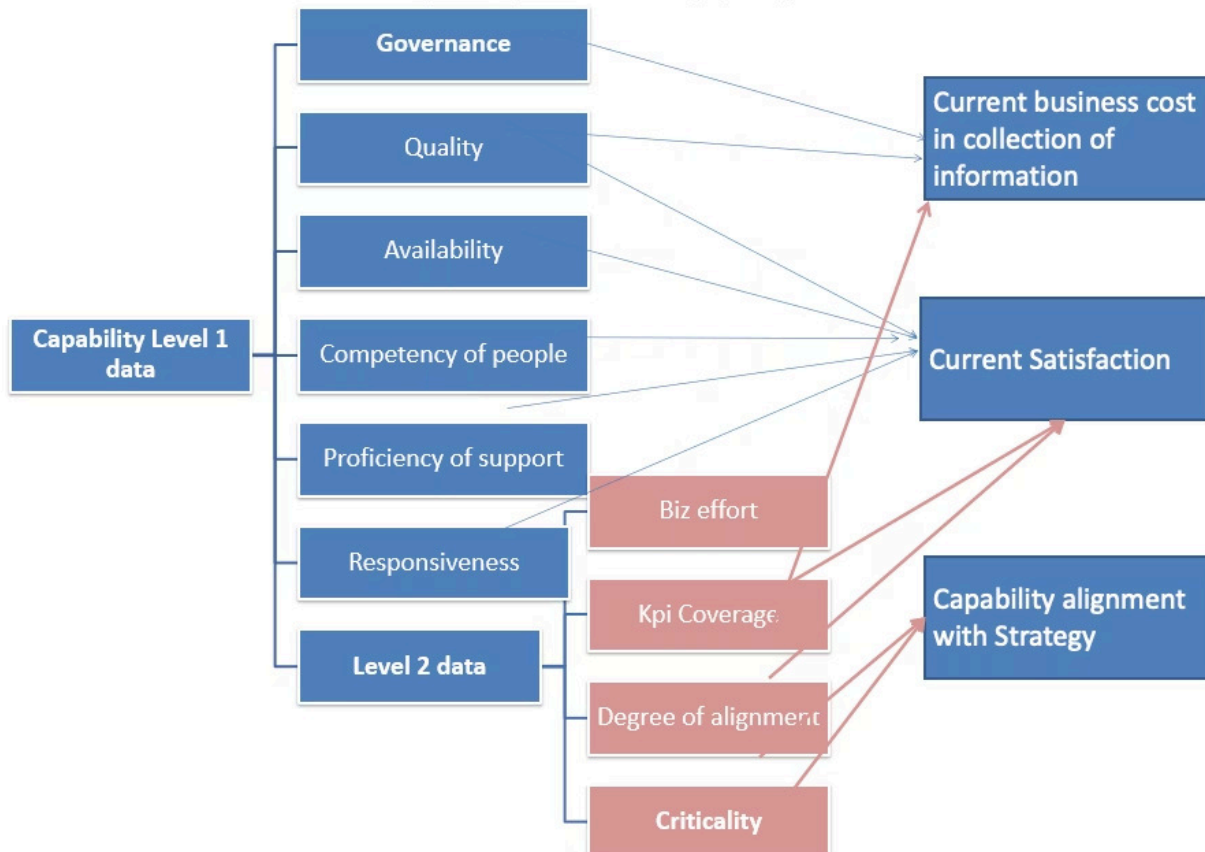
Strategy - capability assessment



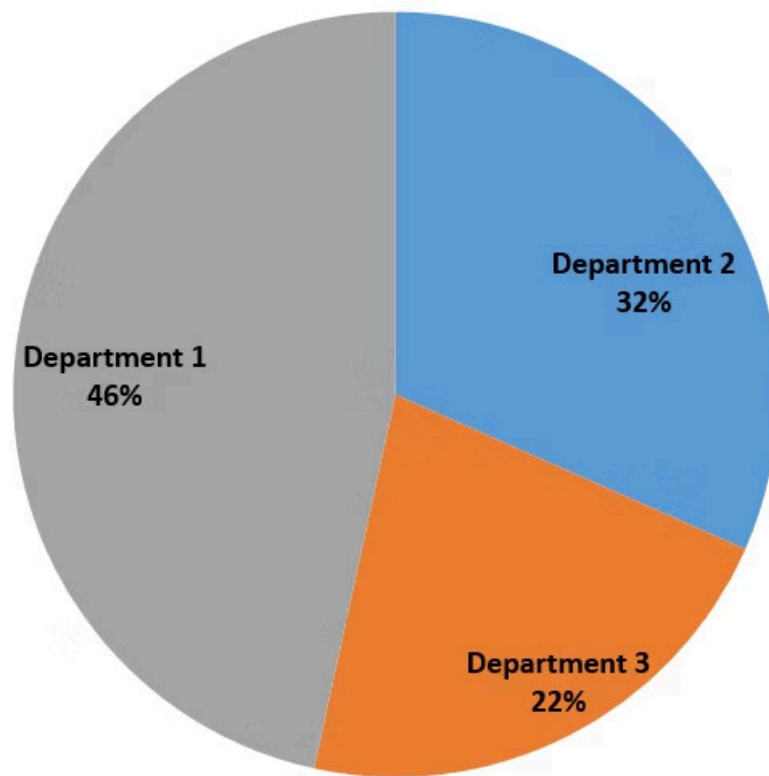
Strategy Radar Graph Secure our profitability



Survey Response mapping to Lenses

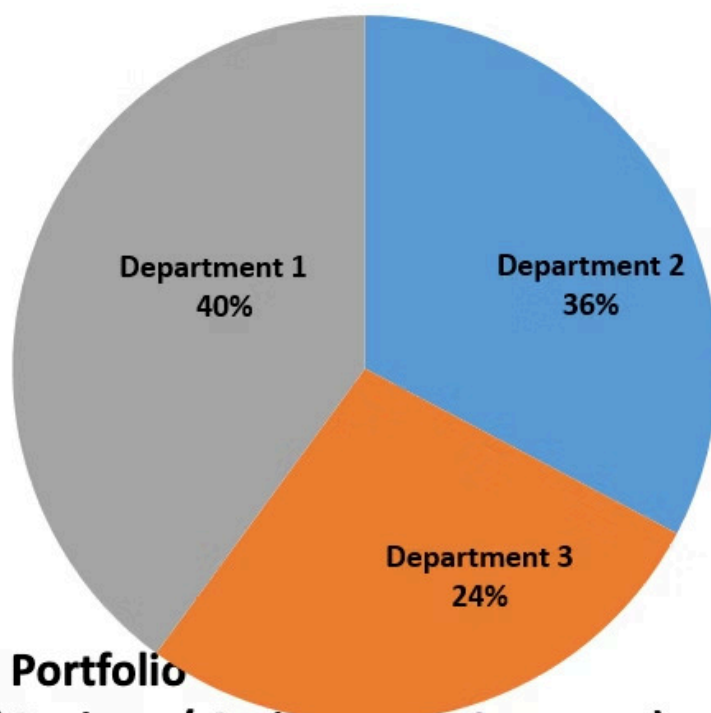


Options to allocate the resources based on average business cost



Averaged Business Cost

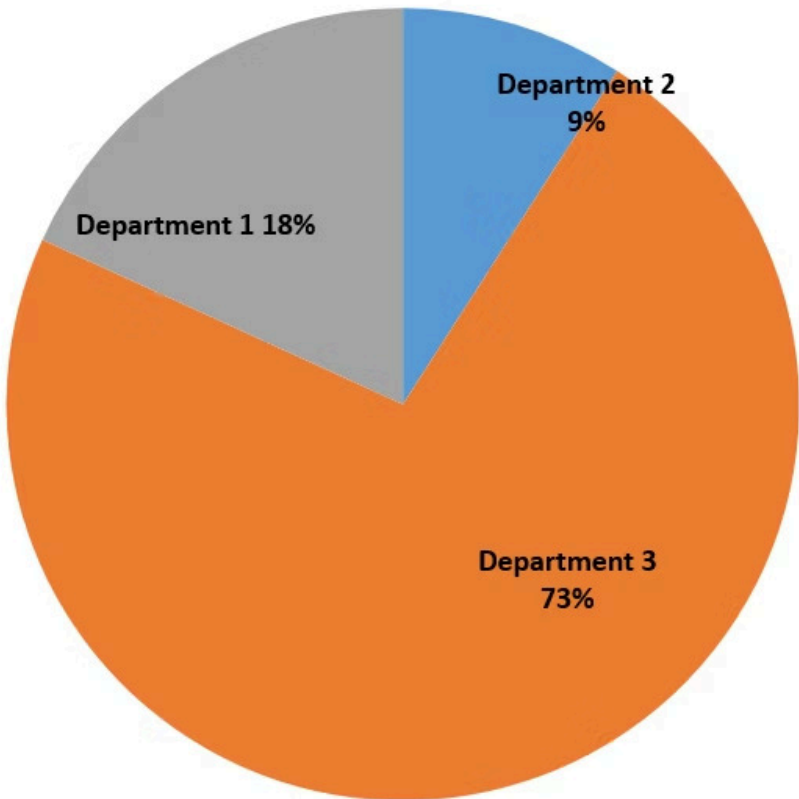
Options to allocate the resources based on Business Satisfaction



Current Project Portfolio Allocation (# of Projects/ Activities by Company)

Averaged Business Satisfaction

Options to allocate the resources based on each departmental contribution to Revenue



Revenue

Options to allocate the resources based on project ideas from each departments

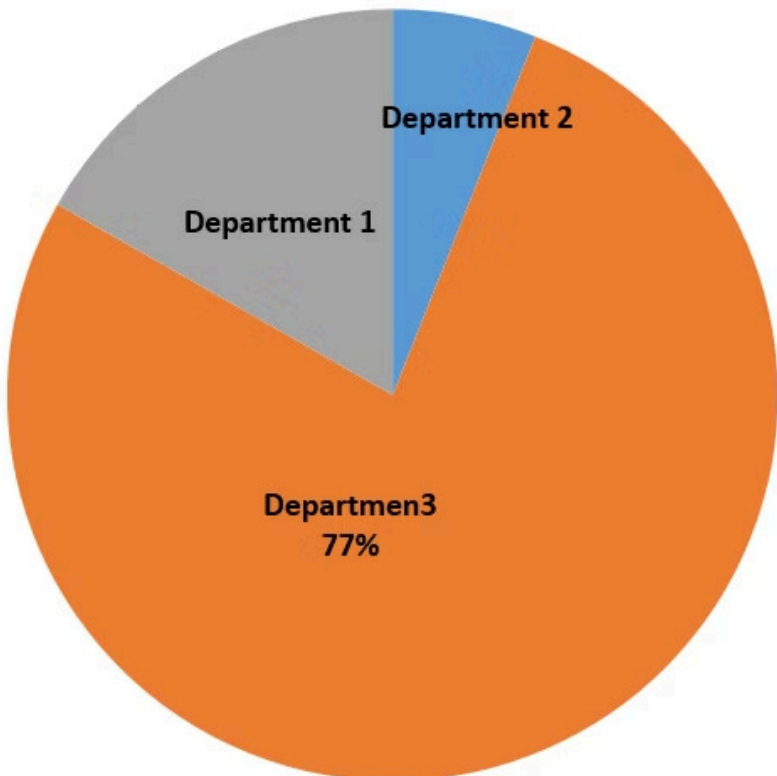
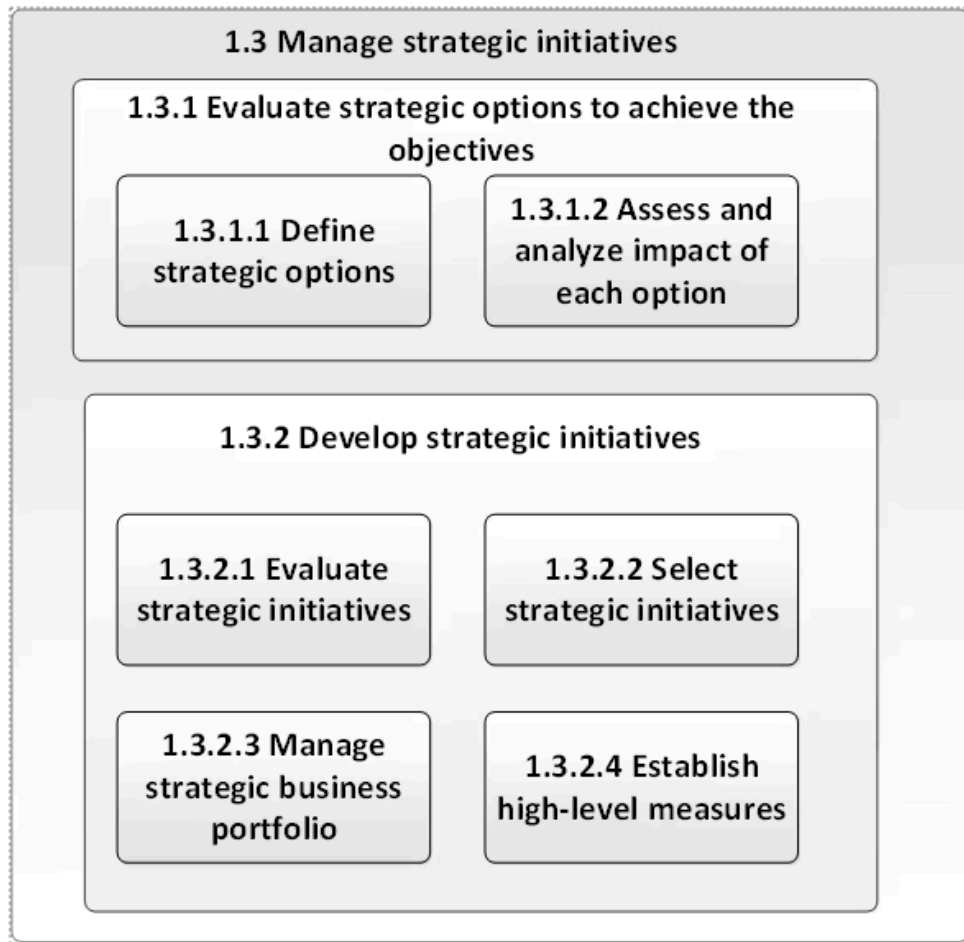


Figure 10.17 Level 3 and 4 business capability Manage Initiatives



Business capability Manage Enterprise Information

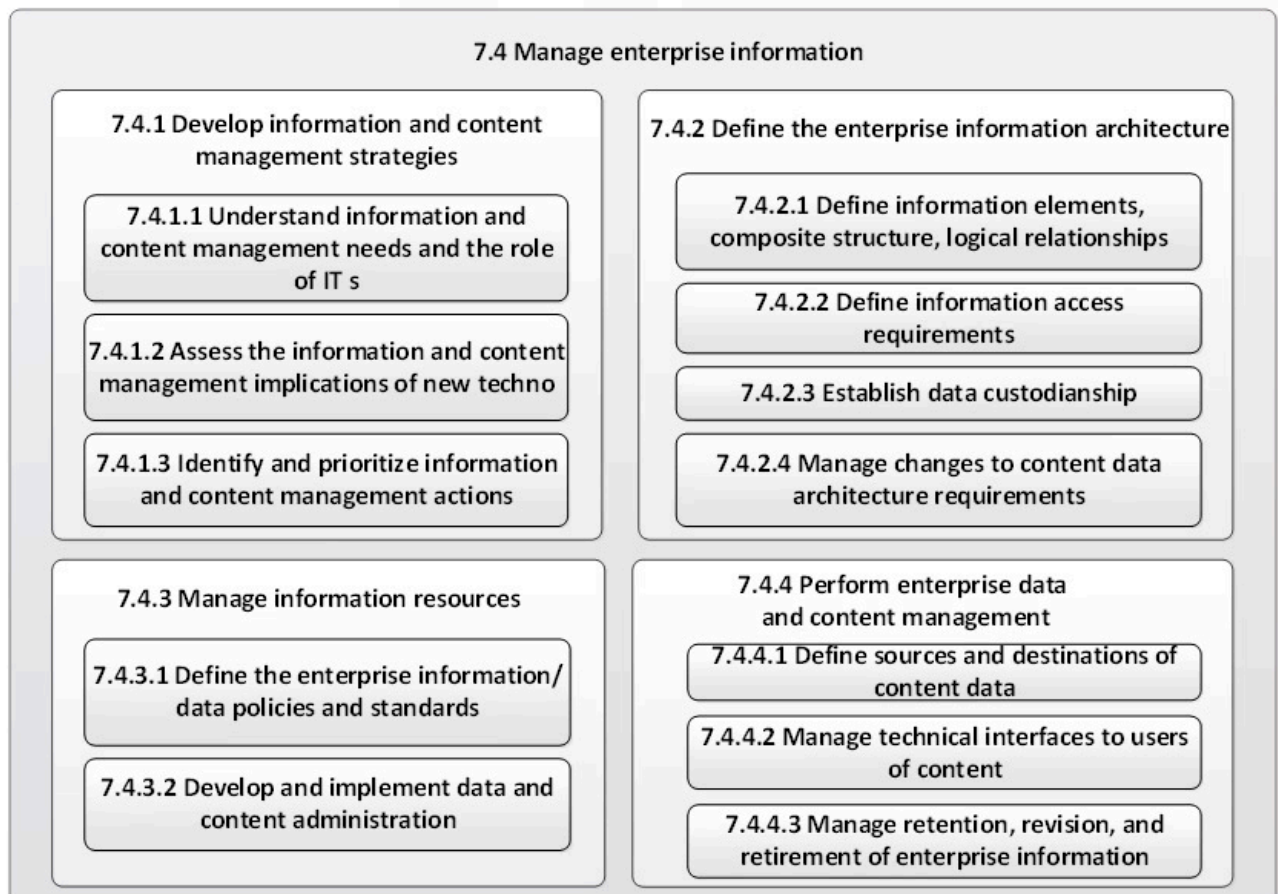


Figure 10.19 Relating the IT environment to Metrics

