

Keogh's

KEOGH'S FARM CONSULTING REPORT

- BAA 1019 -

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Keogh's

1. ORIENTATION STAGE



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1.1 IDENTIFICATION OF KEY STRATEGIC ISSUES

Keogh's Crisps operates in a fluctuating industry due to constant shifts in consumer preferences, constant pressures from a sustainability aspect, and market expansion limitations. We believe these are current strategic issues for Keogh's, but they could become potential opportunities. Furthermore, these are the three specific issues we believe Keogh's face currently.

Shifting Consumer Trends Towards Health – Following our research conducted on this issue, we found that there is a considerable shift in demand towards healthier snacks. There's a clear increase in the proportion of consumers prioritizing their health and, thus, a rise in healthier snacking alternatives as a result. However, we believe Keogh's can use this as an opportunity to innovate within their artisanal snacking category.

The Importance of Operating a Leaner and More Sustainable Supply Chain – Global fluctuations in fossil fuels accompanied with rising government-issued taxes and levies on carbon emissions would require Keogh's to readjust their supply chain to optimize their logistics for increased efficiency and thus a reduction in emissions.

Brand visibility – Keogh's currently get a majority of their revenue from their small domestic market in Ireland and thus must carefully examine gaining a bigger market share from larger markets such as the UK, USA, and Continental Europe.

These issues align with broader strategic frameworks and necessitate tailored solutions that leverage Keogh's brand identity, supply chain capabilities, and competitive positioning.

ORIENTATION STAGE



We, as a consulting team, aim to issue Keogh's with achievable strategies that aim to increase its market position as well as future-proof its supply chain against rising taxes and unpredictable fossil fuel fluctuations.

1.2. TERMS OF REFERENCE DISCUSSION

1 PERFORM AN EXTENSIVE REVIEW OF CURRENT CONSUMER SHIFTS TOWARD HEALTH TRENDS WITHIN THE FOOD INDUSTRY

2 EXAMINE THE INDUSTRY STANDARDS OF LEANER AND MORE SUSTAINABLE SUPPLY CHAINS

3 IDENTIFY POTENTIAL AVENUES FOR DOMESTIC AND INTERNATIONAL GROWTH

4 DEVELOP STRATEGIES THAT ARE SPECIFIC, MEASURABLE, ACHIEVABLE, RELEVANT, AND TIMELY THAT AIM TO IMPROVE LOGISTIC EFFICIENCY AND SUSTAINABILITY, INTERNATIONAL AND DOMESTIC MARKET POSITIONING, AND OVERALL IMPROVED FINANCIAL PERFORMANCE IN THE LONG TERM.

5 MARKET EXPANSION – INCREASED OVERSEAS SALES, GREATER OVERSEAS RETAIL PRESENCE (SHELF-SPACE), GREATER MARKET SHARE DOMESTICALLY AND ABROAD

6 IDENTIFYING COST-SAVING OPTIMIZATION MEASURES IN THE SUPPLY CHAIN WITHOUT SACRIFICING QUALITY

EVOLVING SNACK MARKET DYNAMICS



For our preliminary literature review, we analysed the overall consumer market trends related to potential strategic issues Keogh's face to gain a broad consensus and trends.

From our literature review, we have found the healthy premium snack market has approached tremendous growth with the industry growing at a CAGR of 6.6% and expected to reach a market cap of \$152.5 billion by the year 2030 (Grandviewresearch, 2023). Furthermore, a consumer study concluded that 49% of consumers would rather pay a premium for health-based snacks (Hartman Group, 2023). This displays the rapidly growing health snack market that Keoghs, as of current, aren't integrating into.

Moreover, studies indicate that 73% of consumers surveyed globally would be willing to adjust their consumption in order to reduce environmental impacts (Nielson, 2019). A study conducted concluded that sustainably produced and sourced products generally influence younger demographics positively with regards to purchase intentions (White, Habib and Hardisty, 2019). We also noted that authentic branding is a deciding factor, with a reported 86% of consumers believing that the authenticity of a brand is an important factor when committing purchasing decisions (WFA, 2017). This illustrates how Keogh's could utilise further sustainable initiatives and market it along with its Irish authenticity to potentially increase growth into global markets.

This, we believe, provides us with the necessary knowledge to pursue these issues and come up with remedies to rectify these issues.





THEORETICAL FRAMEWORKS

We have used the following three fundamental corporate strategy models to help direct Keogh's strategic decisions: **Porter's Five Forces, PESTEL Analysis, and Blue Ocean Strategy.**

Porter's Five Forces framework provides insights into Keogh's competitive landscape by evaluating industry rivalry, supplier and buyer power, the threat of substitutes, and the ease of market entry (Porter, 1979). Keogh's identification of **pressure points** and use of its **strong brand** identity to maintain market share is made possible by this analysis.

The **PESTEL** Analysis examines **external factors** influencing Keogh's, including regulatory shifts, economic trends, and technological advancements (Yüksel, 2012). Given rising health-conscious customer trends and growing sustainability rules, this framework ensures Keogh stays **flexible to adapt** to macro-environmental developments.

Lastly, the **Blue Ocean Strategy** enables Keogh's to differentiate itself by creating unique value through product innovation, such as developing healthier snack alternatives to tap into underserved markets (Kim and Mauborgne, 2005). These models help Keogh **stay competitive** and **promote long-term expansion** at once.

1.3 PRELIMINARY LITERATURE REVIEW



INDUSTRY DYNAMICS

We have conducted a thorough review of the main factors affecting the snack industry which could be detrimental to their market share and revenue.

Dominance of multinational corporations

Domestically, Keogh's controls approximately 10% of market share (Checkout. (2023)). 12% is controlled by O'Donnells and the rest is occupied by Tayto, Pringles, Walkers and Doritos. Keogh's is operating in an extremely competitive environment. Consumers have a tremendous number of options when it comes choosing a snack. Not only are they competing with a high number of brands, but the brands within their industry are established and loved by consumers.

Economic and regulatory factors

Economic factors that could affect Keogh's include trade policies and new labelling requirements. Post Brexit measures have the potential to affect profitability. Regulation relating to the transportation of goods into the UK changes could increase importation costs, which may cause the price of the products to rise and therefore lower profit margins. Additionally, new labelling requirements for products being shipped to the UK mean the creation of inconvenient steps for the exportation of goods. European Commission. (2023).

ORIENTATION STAGE

1.4. PRELIMINARY CLIENT CASE INTRODUCTION



Keogh Farms is a family-owned business that was founded over 200 years ago with a deep-rooted history in Ireland. The Keogh family has been farming the same lands during this time, showing its historical relationship to the agricultural heritage of Ireland. Furthermore, Keogh's Crisps has used this to position itself as a domestic market leader in premium sustainably sourced crisps with an emphasis on high quality and sustainability ('Heritage and History, Keogh's, 2017). This strategy has enabled them to become domestic market leaders as well as align themselves with an ever-growing consumer preference for ethically and environmentally sourced goods.

Keogh's initiative to focus on a commitment to sustainability has been a pillar in Keogh's position in the market, with the company achieving a carbon-neutral status. This has been done through Keogh's employing several sustainable initiatives such as carbon off-setting initiatives as well as environmentally responsible farming practices, as ethical missions to Ethiopia such as providing watering wells, fuel-efficient stoves (Sustainability | Keogh's, no date). Furthermore, Keogh's partnered with the non-profit Vita in developing a sustainable potato cultivation program for Ethiopian farmers (Ryan, 2018).



ORIENTATION STAGE



Moreover, Keogh Farms is a major brand in the Irish market for snacks, continuing to grow its presence on international stages like the European and US markets. Keogh's unique selling point is their innovative flavours and artisanal quality, this strategy enables them to be competitive in the ever-highly contested and saturated snack market. They have made recent investments that illustrate their further ambition with expansion, with the development of their new state-of-the-art manufacturing facility showing their increase in scale for production (Deegan, 2023).

However, Keogh's faces several challenges that require a strategic review. These include:

Changing consumer preferences: Keogh's must face the strategic issue of the growing consumer shift towards healthier snacks. The brand must decide whether or not to align with this shift and introduce healthier alternatives such as a low-fat alternative, which could be done through introducing a baked not fried approach or introducing vegetable crisps, etc, to appeal to health-conscious consumers.

Increasing supply chain costs: Rising costs on raw materials, carbon emissions, and fluctuating fossil fuel prices mean that Keogh's should introduce initiatives to mitigate these costs through optimizing its supply chain while remaining loyal to its company mission of maintaining high quality.

Market saturation in Ireland: Keogh's majority proportion of business being performed in the relatively small market of Ireland, they should evaluate potential avenues of expansions to secure long-term continuous growth.

Our consulting team could aim to harness their long-standing mission of embracing quality and tradition and amplify the authenticity and story behind the product to connect with customers who value the storytelling behind an authentic brand while also adapting the company.

1.5. ORGANISATIONAL PURPOSE DISCUSSION (VALUE CAPTURE)

Keogh's Crisps main USP is the fact they produce high quality products that are farm grown while still maintaining sustainability and authenticity. To enhance and improve value capture, Keogh's must constantly adapt to shifting consumer preferences and market trends.



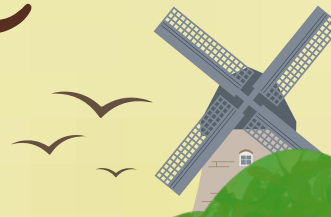
A key to this is product innovation. It is vital for Keogh's that they continue to expand their healthier options such as low fat, gluten free or plant based snacks that will attract health-conscious consumers. Sustainability initiatives such as optimising supply chains and using compostable packaging will enhance efficiency and improve the overall brand appeal of Keogh's.



Furthermore, digital transformation such as AI-driven analytics, direct-to-consumer e-commerce, and social media engagement can also strengthen customer relationships and drive growth. Additionally, as mentioned previously, further expansion into foreign markets through retail partnerships will help to expand brand awareness and reach. If Keogh's reinforce their Irish heritage and build customer loyalty, they can secure long term profitability and position themselves as the leading snack manufacturer not only in Ireland but globally.

Keogh's

2. DIAGNOSTIC STAGE

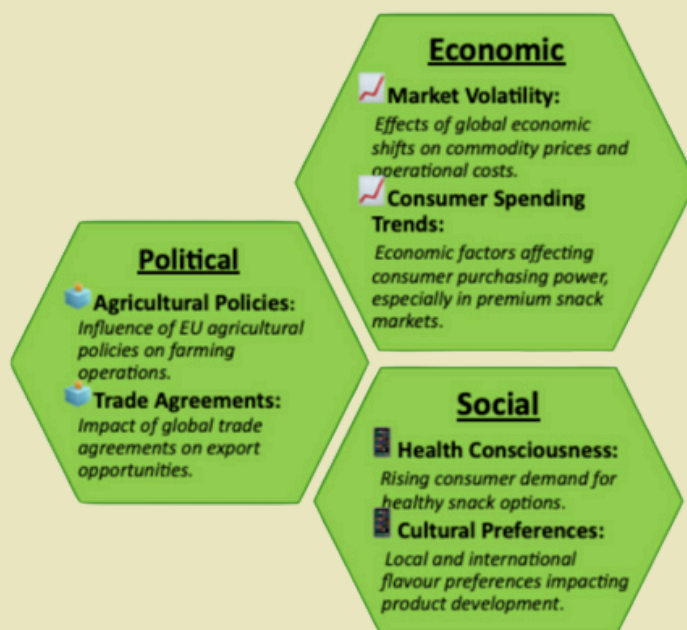


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2.1 MACRO-ENVIRONMENTAL ANALYSIS:

Introduction

To ensure a solid strategic approach, we used PESTEL analysis to break down the external factors influencing Keogh's operations. This framework provides insight into political, economic, social, technological, environmental, and legal forces shaping Keogh's market position (European Commission, 2021).



Political Factors

EU agricultural policies and trade agreements have a huge impact on Keogh's operations. The **Common Agricultural Policy (CAP)** provides subsidies that stabilise supply chains for food manufacturers like Keogh's (European Commission, 2021). Additionally, EU trade agreements **boost agri-food exports, improving market opportunities** and **global expansion** (European Commission, 2021).

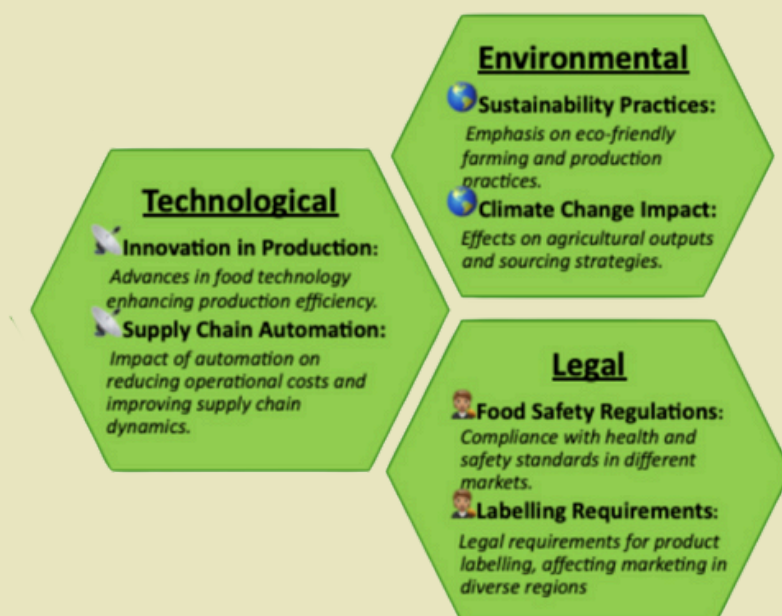
Social Factors

Health-conscious consumers are reshaping the snack industry. More people are opting for **lower-fat, organic, and less-processed products** (Mintel, 2021). Concerns over obesity and diabetes are driving demand for healthier snacks (Lau et al., 2013; Lorinczi, 2008). As an artisanal brand, Keogh's must continue innovating with health-focused products to stay competitive.

Economic Factors

Premium brands like Keogh's depend on **economic stability**. During downturns, consumers cut back on luxury products, shifting to cheaper alternatives, putting pressure on Keogh's margins (McKinsey & Company, 2021). Additionally, rising inflation increases production costs, making cost control essential to profitability (Grand View Research, 2020).

2.1 MACRO-ENVIRONMENTAL ANALYSIS:



TECHNOLOGICAL FACTORS

Technology is revolutionising food production. **ERP systems** like Microsoft Dynamics streamline manufacturing, finance, and supply chain management (Juris, 2024). **AI and IoT-powered automation** allow real-time equipment monitoring and predictive maintenance, cutting costs and boosting productivity (Panorama Consulting Group, 2025). Keogh's can increase efficiency and enhance product quality by integrating these technologies.

ENVIRONMENTAL FACTORS

Climate change threatens agricultural stability. **Weather variability** can disrupt Keogh's **potato supply**, impacting product consistency (Schleifer et al., 2021). Sustainable innovations, such as **biopolymer coatings** from food waste, can increase crop resilience and **reduce drought effects** (MIT Sustainability, 2023). Embracing sustainability will strengthen Keogh's brand reputation and consumer loyalty (World Economic Forum, 2023).

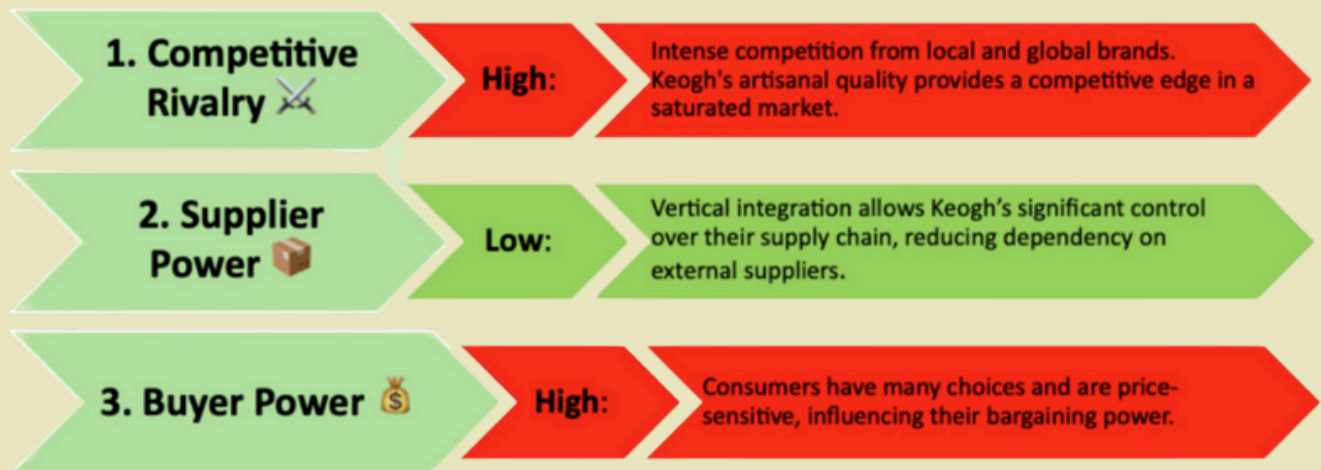
LEGAL FACTORS

Strict **food safety and labelling laws** affect Keogh's marketing strategy. Nutritional labelling regulations require clear **ingredient disclosure**, influencing branding (Smith, 2024). Additionally, evolving food safety laws demand continuous monitoring to maintain compliance and consumer trust (Curtis, 2024).

CONCLUSION

Understanding macro-environmental factors allows Keogh's to proactively adapt. Aligning with agricultural policies, managing economic trends, innovating for health-conscious consumers, leveraging technology, embracing sustainability, and complying with regulations will ensure Keogh's maintains its competitive edge and long-term success.

2.2 INDUSTRY ANALYSIS:



INTRODUCTION

To understand the competitive environment Keogh's operates in, we applied **Porter's Five Forces**. This framework highlights Keogh's strategic positioning within the snack food sector and provides insights into how it can maintain a competitive edge (Strategic Analysis Hub, 2022).

COMPETITIVE RIVALRY

The snack food sector is saturated with **both local** and **global brands**, making competition intense (Euromonitor International, 2020). Keogh's differentiates itself through its hand-crafted, artisanal crisps and strong Irish heritage, setting it apart from multinational giants (Enterprise Ireland, n.d.). However, as **consumer preferences shift**, ongoing investment in branding and innovation is essential to maintain market share (Mintel, 2021).

SUPPLIER POWER

Keogh's controls its supply chain from **farm to packet**, growing its own potatoes and sourcing ingredients locally. This vertical integration reduces reliance on external suppliers, allowing for better cost and quality control (Arrow@TU Dublin, 2021). However, it also exposes the business to risks like poor harvests, crop diseases, and price volatility in agricultural inputs (IBISWorld, 2019). While this strategy enhances Keogh's **brand authenticity**, it also means the company must manage financial risks tied to fluctuating farming costs (Strategic Analysis Hub, 2022).

BUYER POWER

Supermarkets and convenience stores stock a **vast range of snacks**, giving customers significant **purchasing power**. Price sensitivity is a key driver, with promotions and perceived value influencing decisions (Euromonitor International, 2020). As health-conscious consumer trends grow, Keogh's must continue adapting its product range to cater to lower-calorie and functional food preferences (McKinsey & Company, 2021).

2.2 INDUSTRY ANALYSIS:



THREAT OF NEW ENTRANTS

While setting up large-scale snack production requires substantial investment, direct-to-consumer models and e-commerce have lowered the barriers to entry (IBISWorld, 2019). However, Keogh's strong brand reputation and loyal customer base act as protective barriers (Enterprise Ireland, n.d.). The biggest challenge for newcomers remains securing shelf space in major retailers (Strategic Analysis Hub, 2022).

THREAT OF SUBSTITUTES

The demand for healthier snacks is rising, with alternatives like nuts, protein bars, and plant-based snacks threatening traditional crisp sales (Mintel, 2021). Keogh's must keep up with evolving dietary trends to prevent market share loss to emerging functional food brands (Euromonitor International, 2020).

CONCLUSION

Keogh's has clear advantages in **supply chain control, strong branding, and artisanal production**. However, without continuous product innovation and expansion into healthier offerings, these strengths could be overshadowed by shifting industry trends (Enterprise Ireland, n.d.). By **staying true to its craft while adapting to evolving consumer preferences**, Keogh's can sustain its competitive edge in a dynamic market.



2.3 INTERNAL ANALYSIS:

Strengths:

-  **Strong Brand Reputation:**
Known for high-quality, artisanal crisps.
-  **Product Innovation:**
Regularly introduces new snack options (e.g. popcorn).
-  **Vertical Integration:**
Controls all production stages for quality and traceability.

Weaknesses:

-  **High Operational Costs:**
Sustainability efforts increase expenses, impacting profits.
-  **Limited Global Reach:**
Needs stronger international market presence.
-  **Operational Inefficiencies:**
Opportunities to streamline and reduce supply chain waste.

Opportunities:

-  **Health-Conscious Market Growth:**
Rising demand for healthier snacks.
-  **Global Expansion:**
Potential to enter new markets with premium products.
-  **Strategic Partnerships:**
Opportunities to enhance distribution and market entry.

Threats:

-  **Climate Change:**
Impacts on crop yields due to weather variability.
-  **Intense Competition:**
High competition from both global and local producers.
-  **Regulatory Changes:**
Challenges in meeting international compliance standards.

Introduction

To gain a better idea of Keogh's internal strengths and weaknesses, we started by creating the SWOT analysis (below). The purpose was not only to identify **strengths, weaknesses, opportunities, and threats**, but also to examine key areas like operational efficiency, supply chain management, and product innovation. By understanding these internal factors we can assist Keogh's in their strategic decision making and keep them competitive in the snack food industry.

Operational Efficiencies

Keogh's has made significant improvements to its operations, particularly through digital transformation. In 2019, the company partnered with DIOMAC to implement an **enterprise resource planning (ERP)** solution. Combining finance and production processes resulted in a redesigned and simplified system. This made day-to-day tasks easier and more efficient, while also **improving data transparency**. This led to faster decision-making and assisted Keogh's global expansion (DIOMAC, n.d).

2.3 INTERNAL ANALYSIS:

Supply Chain Management

One of Keogh's biggest strengths is its vertically integrated supply chain. They grow their own potatoes and work closely with 30-40 local growers across Ireland, ensuring a **consistent, high-quality** supply of **raw materials** (Irish Farmers Monthly, n.d.). By keeping things local, Keogh's reduces dependence on third-party suppliers and ensures full traceability in its production process. That said, this strategy also comes with some risks: bad weather, crop failures, or local economic downturns could impact supply, so it might be worth exploring ways to diversify sourcing options to minimise risk.

Product Innovation

Evidently, Keogh's is no longer just about potatoes. Over time, they have moved into premium hand-cooked crisps and more recently, popcorn. They have **capitalised on customer demand** for high-quality, locally produced snacks. Their hunger for innovation has also helped them break into foreign markets. **They ship to more than 20 nations, including the United States.** Alongside this, they have **obtained distribution agreements with major UK retailers such as Co-op, Costcutter, and Nisa**, which is a big step towards expanding their brand awareness beyond Ireland (Enterprise Ireland, n.d.; The Grocer, 2022).

Conclusion

Keogh's primary advantages are its efficient digital operations, strong local supplier network, and track record of innovation. These characteristics set them apart in an extremely competitive market. However, supply chain issues, particularly a reliance on local producers, may present long-term problems. To keep ahead, Keogh's could **consider expanding its supply base and investing in sustainable agricultural techniques**. Keeping innovation at the centre of their strategy will also help businesses remain relevant and competitive as consumer preferences shift.



2.4 RELEVANCE OF LITERATURE REVIEWED

Consumer Shifts

Size of the Health Market

From our extensive literature review, we decisively found that there is a prominent consumer shift towards healthier food products, mainly being due to an increased awareness and consciousness of what healthy food is and increased awareness in the importance of nutrition. For our research, the article we sourced used various data collection methods such as sourcing the sales value trend of health and wellness foods from 2006-2016 from Euromonitor (2018), the Human Development Index and sourcing data from its official global databases, moreover creating econometric models to analyze the correlations between economy and the trend of health foods as well as regression analyses to examine the link of human development and health food consumption. The results illustrate a significant average of a 5.5% growth rate in health and wellness from 2006-2016 as well as an overall market value of \$717 billion in 2017, making it one of the most profitable segments of the food industry (Nunes et al, 2020).

Growth of the Health Consumer Demographic

Another source we used to make sure we knew this was a strategic issue was a McKinsey survey that examined the consumer trends of healthy eating, assessed from a worldwide survey of 8,000 participants in which the results delineated a profound 50% of the population say healthy eating is their top priority with regards to food consumption and that 70% of the population want to eat healthier (McKinsey, 2022). This illustrates the importance of Keogh's pivoting to cater to this already large and rapidly growing market and that the demand for a healthier snack is a big demand that isn't being answered by Keogh's at this time.



2.4 RELEVANCE OF LITERATURE REVIEWED

Leaner more sustainable supply chains

Regulatory Framework and Taxation

From our findings, recent articles would exhibit the rise in government intervention for supply chain sustainability. The World Bank (2023) conducted a thorough examination of carbon pricing programs around the world. From that it concluded that there are 110 instruments implemented around the world, ranging from carbon taxes to government crediting mechanisms across 53 national jurisdictions. For Keogh's situation, the EU's ETS was implemented in Ireland in 2005, followed by the Irish Government's carbon tax in 2010 (World Bank, 2023). Furthermore, the Irish government's issued carbon tax rose from €48.50 to €56.00 per tonne of carbon emissions with plans of that being increased to €100.00 per tonne by the year 2030 (Irish Government, 2024). This illustrates the increasing government initiatives to pressure businesses to transition to renewable energy financially and thus presents itself as a strategic issue for Keogh's.



Cost-Benefit Analysis

We then examined whether or not this issue could present itself as a potential opportunity for Keogh's. A study performed by McKinsey & Company found that companies that implement a robust ESG-orientated structure within the business can help combat the rise of operational costs, such as raw materials and the financial penalties imposed due to carbon emissions, in which Mckinsey research found that it affected operating costs by up to 60%. The article also mentions Fedex and how they revamped their transport operations via converting 20% of their vehicles so far to either hybrid or electric which saw a fuel saving of up to 50 million gallons (ESG framework | McKinsey, no date). So, if adopted accordingly, Keogh's could face potential long-term benefits by revamping its supply chain to operate leaner and more sustainably. Furthermore, a Deloitte survey of more than 2,000 people performed in 2023 exhibited that one in three (30%) of consumers stopped purchasing certain brands and products due to sustainability concerns and that 26% of respondents said that they were prepared to pay a premium for sustainable products (Deloitte UK, 2023). This illustrates that if Keogh's enacts and publicizes their initiatives of running a more robust, ESG-oriented supply chain, they could potentially reach another market of the sustainably conscious consumer thus presenting a potential opportunity.



2.4 RELEVANCE OF LITERATURE REVIEWED

Leaner more sustainable supply chains

Market Expansion

Approximately 75% of Keoghs revenue is derived from domestic sales, limiting Keoghs potential for growth (Keogh's Crisps to Increase Production Capacity by 50%, 2022). It is essential for Keoghs to expand into foreign markets such as the UK, US, Europe and Asia to achieve sustainable growth and international competitiveness. Research has shown that international expansion in the snack food industry is heavily driven by increasing consumer demand for premium, artisanal products and the growing trend of healthier snacking alternatives (Five Key Snack Trends to Track in 2023 - Euromonitor.Com, n.d.). Furthermore, "the UK snack food market was valued at over three billion pounds in 2023", (Snack Foods in the UK - Statistics & Facts | Statista, n.d.), therefore, it provides a great opportunity for Keoghs to expand their customer base through targeted branding and marketing.



2.5 DIAGNOSIS OF STRATEGIC CHALLENGES & CHOICES (TRADE-OFFS)

Keogh Farms face a significant challenge regarding the trade off between expanding market reach and maintaining sustainability and quality. As the company grows, it will be difficult for Keoghs to scale its operations without compromising its commitment to sustainability practices and its artisanal qualities.

1

Market Expansion vs. Quality Control:

Expanding operations into new markets, both domestically and internationally, could lead to significant increases in revenue. However, large scale production may lead to a drop in quality which is one of Keoghs unique factors. The company must decide whether to stick to small-scale, artisanal production, or scale up while maintaining its product's premium image. Porter's Competitive Strategies suggests that differentiation (Keogh's focus on premium, handcrafted snacks) is key to its market position, but this could be compromised by increased production volumes. The challenge is determining the optimal balance between growing the business and preserving its competitive edge in product quality.

The logo for Keogh's features the brand name in a dark brown, serif font. The letter 'o' is replaced by a stylized orange fruit, possibly an apple or orange, with a small green leaf attached to its top.

2

Sustainability vs. Cost Control:

Keoghs commitment to sustainable practices such as local sourcing to eco-friendly packaging is a strong differentiator. However, implementing these initiatives into operations can be very costly. Therefore, Keoghs faces a trade off between the increased costs as a result of the sustainable practices and maintaining their competitive pricing to attract customers from competitors. Scaling sustainably may lead to Keoghs having to increase prices which may affect consumer loyalty.

2.5 DIAGNOSIS OF STRATEGIC CHALLENGES & CHOICES (TRADE-OFFS)

3

Innovation vs. Tradition:

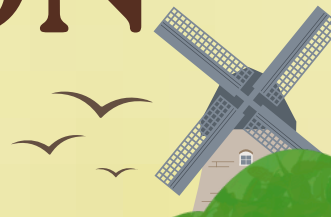
Keoghs constant product innovation such as the introduction of popcorn in their product range has allowed them cater to various consumer preferences. However, constant innovation may lead Keoghs to stray away from their original brand values of artisanal high quality products. Keogh's challenge is to innovate without compromising its core identity and authenticity. Ansoff's Matrix highlights diversification as a framework for growth, however, Keogh's must be careful to not lose the strong brand loyalty it has built through its premium, Irish-made crisps. (What Is The Ansoff Matrix: Definition, Steps & Examples, n.d.).

In conclusion, Keogh's must assess the trade-offs between growth and quality, sustainability and cost, and tradition and innovation to secure long-term success.



Keogh's

3. INTERVENTION STAGE



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3.1 STRATEGIC CHOICES SUPPORTING CURRENT STRATEGY

Keogh's farms are renowned for their commitment to local Irish farmers and their dedication to **sustainability** and **quality**. We want to ensure we help Keogh's strengthen their strategic position while staying aligned with the company's core principles.

Firstly, we look to **product diversification** to address the growing health-conscious consumer market. Keogh's currently prioritises delivering high-quality, premium crisps to the market. We suggest Keogh's launch a **healthier snack option** to diversify its product range as well as continue to provide a premium crisp product to consumers. Such healthy snack options might include **baked crisps** or snacks made from **alternative vegetables** "the attention of consumers towards healthy eating is no longer exclusively focused on the reduction or elimination of substances that are considered negative, but tends to move towards attributes that characterize the product in positive terms, such as freshness and naturalness" (A. Azzurra, Et al., 2009). By providing such products, Keogh's will cater to this growing consumer trend while remaining true to the brand's premium identity.

Secondly, we look to extend Keogh's brand recognition to a global level, while maintaining their connections to local produce. Keogh's crisps have established a strong brand recognition within the Irish market; however, expanding into **international markets** offers huge growth opportunities for the company. We suggest that Keogh's could partner with global retailers such as **Amazon**; Keogh's could potentially tap into global e-commerce channels. By partnering with these providers, Keogh's could look to increase their brand visibility and sales worldwide. By breaking into nearby European regions that share a similar growing interest in **healthy snack substitutes**, Keogh's could solidify their reputation as an international leader in premium crisps and snacks.

Finally, to build on the strong foundation of environmentally conscious practices at Keogh's, we recommend expanding sustainability efforts within the supply chain. For example, incorporating HVO-powered lorries and **Michelin X Multi Energy 2 tires**, which can **reduce CO₂ emissions by up to 3.25 tonnes per year** (Michelin (2025)), would significantly improve fuel efficiency. Additionally, using **double-decker trailers** would make transportation more eco-friendly and cost-effective. These measures not only align perfectly with Keogh's sustainability ethos but also help maintain their position as a leader in environmentally responsible practices.



3.2 STRATEGIC FIT ACROSS ORGANISATION

To ensure that our recommendations are adapted properly within Keogh's **corporate culture** and are woven within the company's beliefs it is essential to **achieve a good strategic fit and aligning with the company's current operations**. Achieving a good strategic fit refers to how well the strategy aligns with the company's activities and current structure. Through the use of an **activity map**, we highlight how Keogh's operational activities align with the strategic goals we look to implement.

Keogh's is built from their **grass roots** and interconnected relations with local farmers, sourcing the **freshest Irish goods**. Keogh's highlight this connection through their "**Farm-to-bag**" model which emphasises their quality and connection to local produce, this core organisational framework is what we aim to maintain when **implementing our strategic goals**:



At the heart of Keogh's strategy we have four key metrics, **Sustainable farming** practices, **Product innovation**, **Lean supply chain management**, and **Brand alignment**. Through Keogh's sourcing of local produce directly from its North Dublin farms, Keogh's significantly **reduces its carbon footprint** as they are avoiding importing goods from foreign regions, while also ensuring quality goods. Product innovation, such as healthier snack options by sourcing other locally sourced vegetable alternatives allows Keogh's to stay on top of shifting consumer demands and maintaining its premium brand positioning. Keogh's could invest in further supply chain efficiency, like **HVO-powered lorries** and double-decker trailers, which reduce overall costs of transportation and Keogh's carbon footprint while also improving overall operational performance, "Through innovative steps and continuous improvement, companies in the food and beverage industry can create a strong foundation to achieve sustainable growth." (E.R. Geminarqi, Et al., (2023)). Finally, by leaning into their **Irish heritage** Keogh's can strengthen their premium, locally produced brand image through influencer collaborations and strategic digital marketing.

All these activities work together seamlessly, creating a positive cycle that strengthens Keogh's strategy. Every decision—whether it's sourcing ingredients or improving logistics—helps Keogh's continue delivering high-quality, sustainably made snacks while staying ahead of the competition.

3.3 ORGANISATIONAL CULTURE AND STRATEGY ALIGNMENT

Keogh's huge success has been built upon its foundational core values such as family, quality and sustainability. These values are at the core of everything within the Keogh's organisation, they are woven into every operational aspect of the business from how its ingredients are sourced to how they market their products. It is crucial to ensure we align strategy with culture to maintain Keoghs brand authenticity and competitive edge.

A key part of our strategy is to maintain Keogh's farm-to-bag quality assurance. As Keogh's lean into their Irish heritage they take pride in working with and sourcing locally grown produce, furthering their culture of locality. Ensuring that Keogh's maintain an efficient supply chain that can support the growth and sourcing of local produce is vital to our strategy for Keoghs.



As Irish farmers themselves, Keoghs have a strong awareness for sustainability which we intended to incorporate heavily in our strategy. Through the use of HVO-powered lorries or employing leaner supply chain operations to reduce carbon output, we intend to extend Keogh's promise of sustainability. As according to research performed by Golobic and Smith (2013), there is a positive correlation between sustainability measures and business performance (J. Sarkis (2019)).

Keogh's strong connection to their Irish heritage is evident in the organisational culture and within the brand storytelling. By fostering a culture that aligns with its strategy, Keogh's creates a business that feels genuine to both staff and customers, strengthening its long-term market position.

3.4 ALIGNMENT OF STRATEGY TO ORGANISATIONAL STRUCTURE

Understanding Keogh's organizational structure is key to implementing a successful strategy, particularly its commitment to **premium quality, sustainability** and **innovation**. As Keogh's is a family run business they operate with a flat organisational structure, which allows for flexibility in their decision-making and a strong relationship between leadership and the company's core values. Keogh's organisation fosters a **hands-on approach**, ensuring that strategic initiatives such as sustainable supply chains, innovative product development and **brand storytelling** are woven throughout everyday operations.

One key operational strength for Keogh's is its integrated supply chain, which aligns with their sustainability goals. As Keogh's maintains control over the sourcing and producing of their goods the company can ensure quality from the **farm to the bag**, reinforcing their quality brand identity.

One key operational strength for Keogh's is its integrated supply chain, which aligns with their sustainability goals. As Keogh's maintains control over the sourcing and producing of their goods the company can ensure quality from the farm to the bag, reinforcing their **quality brand identity**.

In addition to this, Keogh's emphasis on branding is aided by its flexible organisational structure as they can adapt quickly to changing consumer trends, such as the healthy consumer market shift. The company's ability to adapt to changes and leverage digital marketing and influencer collaborations is a benefit of its flat organisational structure.



However, as Keogh's is **rapidly expanding** it is hard to ignore that the company will have a need for **greater formalisation** in operational roles to help enhance scalability while trying to **maintain brand integrity** (S.W. Nene, et al., (2019)). By implementing structured processes without compromising the organisations ties to its core values such as **locality, entrepreneurship** and **sustainability** will be key to ensuring long-term success.

Keogh's organisational structure naturally supports its strategic goals, allowing for **flexibility, hands-on quality control**, and a **strong brand identity**. This approach has helped the company stay true to its values while growing. As Keogh's continues to expand, refining its internal processes will be key to maintaining efficiency without losing the authenticity and locally sourced quality that set it apart.

3.5 PROCESS OF ENGAGEMENT WITH KEOGH'S

To get a broad understanding of Keogh's we rotated our consultancy approach in Research, strategic analysis and industry benchmarking which allowed us to develop tailored recommendations for Keogh's going forward. Through the use of key **business frameworks** and **market insights**, we were able to identify opportunities for Keogh's to enhance their competitive positioning.

We began our process with an **in-depth market analysis**, we assessed consumer trends, competitor strategies and industry averages to help us to gain a broad understanding of Keogh's competitive landscape.

Following this, we applied strategic frameworks such as **Porters five forces** and **SWOT analysis** to evaluate Keogh's operational strengths and weaknesses and even areas for potential growth. We also ensured that Keogh's supply chain, branding and sustainability initiatives align with the long term objectives of the organisation to maintain consistency (M.E. Porter, (2008)).



Finally, to refine our recommendations we **conducted benchmarking** against leading food brands, identifying successful strategies that align with Keogh's values and market ambitions. By doing this we could ensure that our proposed initiatives were both practical and innovative.

Keogh's

3. EVALUATION STAGE



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4.1 STRATEGIC CONTINUITY AND ALIGNMENT TO CURRENT STRATEGY

As previously stated, Keogh's farms has a reputation for locally sourced ingredients, a commitment to sustainability and quality and a strong Irish identity. Our proposed strategic interventions – product diversification, enhanced sustainability methods and market expansion are designed to be in line with and further cement Keogh's core principles. These interventions guarantee continuity of the brand's messaging, whilst also enabling the company to adapt to ever-changing markets.



Product diversification

Keogh's "farm-to-bag" approach is a key part of how they market their products. In using this phrasing, they are emphasising the quality and freshness of their products. Additionally, they have begun producing popcorn, with a range of different flavours. **Creating new and more healthy product ranges** for the growing market of consumers that are looking for these products is closely related to Keogh's strategic commitment to quality. It also enables them to adapt to changing consumer preferences, thus broadening their customer base. In doing this, the company continues to show that taste and health are at the forefront of their minds, which ensures strategic continuity.

Innovative sustainability practices

As sustainability has always been a core principle of Keogh's branding and operational strategy. The adoption of innovative practices that contribute to environmental sustainability are perfectly in line with Keogh's current strategy of remaining committed to eco-friendly activities. By using **HVO-powered lorries** and **Michelin X Multi Energy 2 tires**, they show that they are constantly looking for new ways to reduce their impact on the environment, whilst also producing a premium-grade product.

Increasing brand visibility

By **partnering with local retailers in European, Asian and American markets**, Keogh's is able to raise brand awareness. It gives them the ability to show these new markets how dedicated they are to sustainability and product quality, as well as showcase their proud Irish heritage and story. So long as the company is careful in choosing regions that have similar tastes to the Irish market, they will be able to globalise their message.

4.2 CONCEPTUALISATION OF STRATEGY INTO CONSULTANT FRAMEWORK

ACTIVITY MAP

The activity map below provides a comparative analysis of Keogh’s operations at present versus their operations once they have implemented our solutions. It gives a clearer view of how our recommendations can be integrated into Keogh’s current processes.

Current operations

Product diversification	Innovative sustainability practices	Increasing brand visibility
Locally sourced, high quality ingredients	Locally sourced goods - no importation	Close connection with local farmers
Emphasis on taste	Funding global fuel-saving initiatives	Emphasis on Irish identity - strong domestic recognition
Varied product range		

Operations with solutions implemented

Product diversification	Innovative sustainability practices	Increasing brand visibility
Locally sourced, high quality ingredients	Locally sourced goods - no importation	Close connection with local farmers
Adaption to changing consumer preferences	Funding global fuel-saving initiatives	Emphasis on Irish identity - strong domestic recognition
Broadened healthy product range	HVO-Powered Lorries	Partnerships with global retailers
Emphasis on taste	Michelin X Multi Energy 2 tires	
Varied product range		



4.3 ALIGNMENT OF FINDINGS TO RELEVANT LITERATURE

COMPARABLE CASE STUDIES

CONSUMER SHIFTS

Keogh's has built its **brand on premium quality crisps**. To remain competitive, the company must acknowledge and adapt to a growing consumer demand for healthier options. **Coca-Cola's** recent move to a "**Total Beverage Company**" is a great case-study to look at. They diversified their **offerings to include low-sugar options, plant-based drinks** and functional beverages (Abiedu, 2023). This shift had tapped Coca-Cola into the expanding conscious market while maintaining its strong brand dominance and profitability (Rey-López and Gonzalez, 2019).

Similarly, Keogh's can introduce **healthier snacks** like **baked crisps** or snacks made from different ingredients. Coca-Cola has remained dominant in the market despite declining fizzy drink sales and this is a testament to their ability to innovate and tailor their offerings to what the consumers want (Serodio et al., 2020). By observing and responding to changes in consumer demand, Keogh's can expand its market share and future-proof its business model.

Leaner more sustainable supply chains

From our extensive research, we found several cases of companies successfully adapting their supply chain accordingly:

One of the companies we found that is successfully adapting its supply chain to become leaner and more sustainable is **Lidl**. The company launched its **REset Plastic campaign**, which aims at **reducing its plastic consumption by 20% by 2025**, thus making 100% of its own brand products maximally recyclable and using 20% recycled material in its own brand packaging ('REset Plastic', no date). This is a successful initiative for reducing carbon emissions and, thus, taxes imposed on the company due to the lower carbon footprint produced due to the use of recycled materials.



Another case study we examined was the success of Aldi's implementation of a leaner, more sustainable supply chain. An example of one of the initiatives they implemented was to run all its lorries on newer, **more fuel-efficient tyres**. Another incremental change Aldi made was the introduction of **double-decker trailers**, which can store up to **50-100% more cargo per trailer**. This reduces the number of trips needed, thus reducing fuel costs and emissions and increasing lean optimization (Trailar, 2023). Furthermore, **HVO** is a diesel alternative that vastly reduces greenhouse gas emissions by up to 90%. Aldi implemented 160 HVO-powered HGVs into its fleet, which resulted in a carbon emission reduction of 15,432 tonnes of CO₂e per annum, i.e, 96.45 tonnes of carbon per vehicle per year (Aldipress, 2024).

4.3 ALIGNMENT OF FINDINGS TO RELEVANT LITERATURE

MARKET EXPANSION

From our research we found a sample case study of **CJ CheilJedang** a **South Korean food company** predominantly operating and conducting business domestically and from there strategically launched South Korean cuisine onto a global stage. This was achieved through establishing their brand **Bibigo** in 2011 and the acquisition of Shwan's Company, an American based food manufacturer. The establishment of Bibigo accompanied with the built up infrastructure and distribution within the U.S from the acquisition facilitated the introduction of frozen Korean cuisine such as dumplings into the U.S on mass scale. This expansion was proved successful with the first quarter of 2024 seeing a surge of sales of up to 30% from \$2.3 billion in 2019 to \$3 billion in 2022 featuring within a Harvard Business School case study exhibiting the success of the companies globalization expansion strategy (Hyung-Joo Oh, 2024).

Furthermore, like how Bibigo utilised Korean cuisine Keoghs could capitalise from the growing popularity of Irish food products globally. "A systematic review of research on consumer responses to information about the place or region of origin concluded that this information can be an effective differentiation tool for food products" (How Does Origin Labelling on Food Packaging Influence Consumer Product Evaluation and Choices? A Systematic Literature Review - ScienceDirect, n.d.). As Ireland is known for its high-quality farmed produce, Keoghs should use the Irish brand to **promote their products in foreign markets**. However, expanding into new markets comes with difficult supply chain logistics, various regulatory requirements and competition with established brands in that region. A strategic market entry plan which looks at partnerships with international retailers and **direct to consumer channels** can help Keoghs expand their **brand presence** and **mitigate risks** when entering new markets (2023 Retail Industry Outlook, 2023).



4.4 RECOMMENDATIONS FOR STRATEGIC GROWTH/CREATIVITY/CHANGE

Through our research on Keogh's we have developed 3 actionable recommendations to drive innovation and market expansion.

Strategic challenges

1. Shifting Consumer Trends Towards Health
2. Innovative sustainability practices
3. Brand visibility

Actionable recommendations

1. Healthy product range (1 year): to take advantage of the growing demand for healthier products in the domestic market, we suggest that Keogh's **release new and more healthy range of products**. The introduction of a "baked, not fried" campaign, coupled with using different vegetables for products, will ensure that the company caters to the consumers that are actively looking to lose weight, whilst also maintaining the premium quality that they are so well-known for. Introducing these new products as "limited edition" could create public intrigue.

3. Partnerships with global retailers (3 years): to establish Keogh's as a high-quality Irish brand in international markets, we recommend that they **secure distribution deals with major retailers** in the UK, US and Asia. According to Capital One shopping (2024), the most dominant retailers in the UK by revenue and store locations are Tesco and Aldi. In the US, it is Walmart, Amazon and Costco (Capital One Shopping (2024)). In Asia, it is Seven & I Holdings (owners of the 7-11 Convenience store chain) in Japan. By forming these partnerships, Keogh's will be able to increase their brand visibility, as their products will be on more shelves in more global markets. By extension, this will increase their sales and market share..



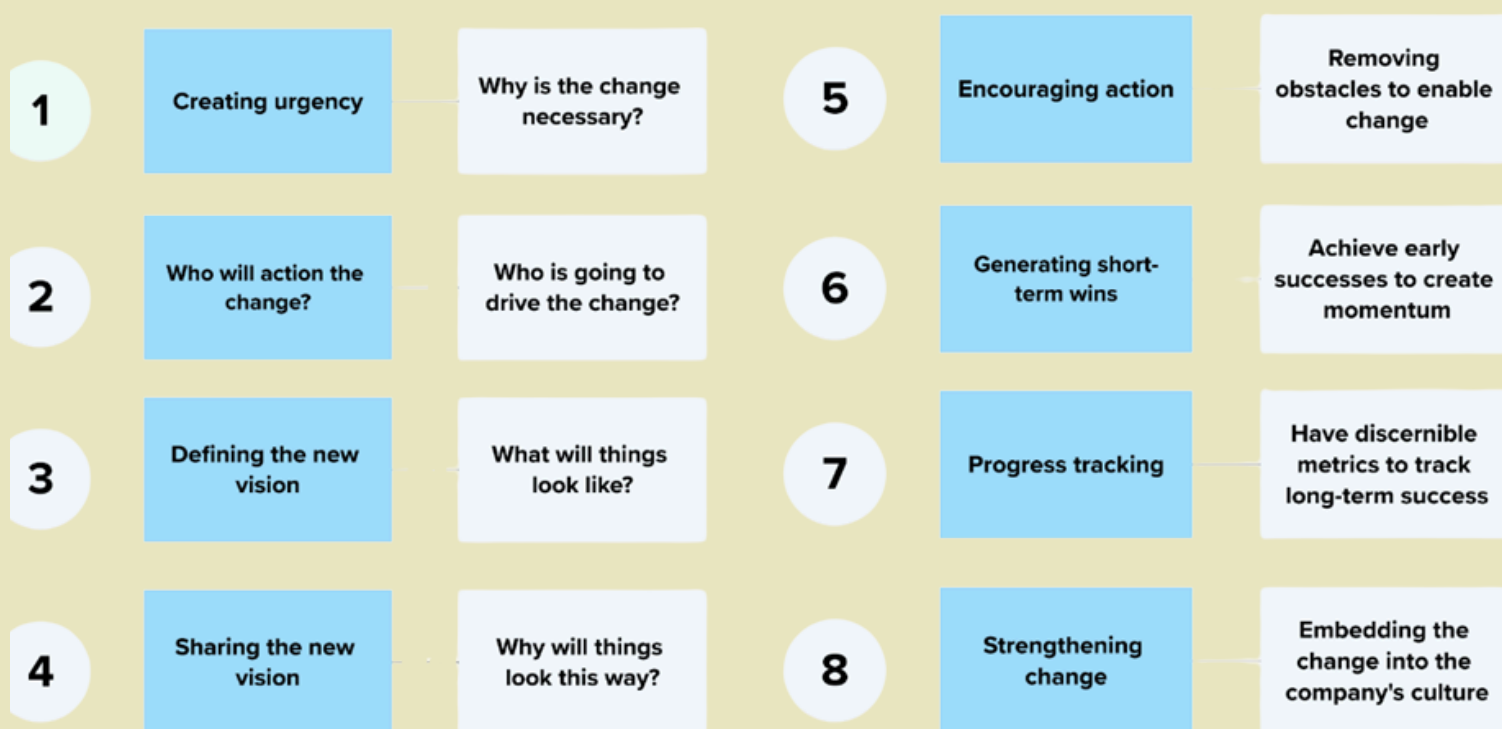
2. More innovative sustainable solutions (4 years): the **incorporation of HVO-powered lorries and Michelin X Multi Energy 2 tires**, as previously stated, have the potential to reduce carbon emissions by 3.25 tonnes annually. Combining this with double-decker trailers, would reduce carbon emissions and transportation costs, which benefits their public perception, grants tax benefits and helps maximise revenue.



4.4 RECOMMENDATIONS FOR STRATEGIC GROWTH/CREATIVITY/CHANGE

How do we begin the change process?

To implement the change process, we will use Kotter's 8 step change model. This is a framework that enables leaders within a company to implement organisational change effectively, ensuring that it is accepted and executed at all levels.



Each stage forces Keogh's leaders to look introspectively and answer key questions/perform key tasks to ensure that change is accepted and adopted.



4.5 TEAM REFLECTIONS ON THE ROLE OF STRATEGY CONSULTANTS



Daniel – *“I have had a tremendous amount of fun being able to dissect an established company and come up with a unique strategy for them. It is something I could see myself doing in my career.”*

Jack - *“I have enjoyed the process of analysing and dissecting the operational processes of an established company, I believe this journey has vastly improved my critical thinking skills and my teamwork collaboration and I believe my takeaways from this experience will be invaluable to me in the future.”*

Shane - *“I found the experience of assessing a real worlds strategy and applying the frameworks we have learned to Keogh’s farms has been a great learning experience”*

Rob – *“The process of analysing a real world business has been a great learning experience that has greatly benefitted my teamwork, presentation and research skills.”*

Rob – *“The process of analysing a real world business has been a great learning experience that has greatly benefitted my teamwork, presentation and research skills”*

Ross – *“I found it very interesting looking into Keoghs and their operations and identifying operational inefficiencies within the company. I also massively improved my analytical and critical thinking skills throughout this assignment which I think will be very beneficial for my graduate contract.”*

Denis -

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