

## Some Strategies for the Horticultural Companies

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### SUMMARY

In Kenneth Andrews' view, strategy is “a pattern of decision-taking, in a company, determining and revealing its objectives, goals and targets, producing policies and main plans to achieve these goals and defining the business in which the company is involved”. The main objective is placing the company as high as possible in terms of price and advantages. Coordinating the activities of a marketing program can be done through the utilization of modern techniques, based on the theory of graphs or the TWOS matrix. With the help of the TWOS matrix, one can provide the overall framework that allows the company to define strategic alternatives, based on a combined analysis of the agricultural company and the external environment. Short-term objectives cover the following aspects: increase and diversification of fruit production; providing new and better equipment for the company, respectively with machines for labeling, packaging; the analysis of economic and financial activity of the company, as well as the company's image; participation in fairs and exhibitions, at national and international level. Medium-term objectives refer to: reducing the period of investment amortization; increasing the image – capital of the company through advertising; increasing the market share on the national and international market; increasing profit and reinvesting it; buying a printing house in order to lower the cost of packaging and labeling; Increasing staff efficiency and its work productivity. Long-term objectives refer to: achieving a sustainable horticultural production; the stability of market share by improving product quality and attractive pricing strategies; ensuring an annual profit rate of up to 30%; enlarging the area for marketing the products through establishing company's own stores and shop centers, establishing of new plantations, with species rated high in consumers' demand; Diversification the presentation of the products, through quality packaging, modulating quantities with special attention to the various species, quality categories and types; participation in fairs and exhibition at national and international level. To conclude, it could be stated the fact that capitalization strategies represent: plans, models which contain interconnections between reality and objectives; perspectives related to entrepreneurial decisions. Answers to questions like “what kind of business should the company chose?”, “What kind of horticultural products should it supply?”, “Which would be a safe market for these products?”, and “What is the adequate pricing policy?”

**Keywords:** performance management, diversification strategies, relational strategies, entrepreneurship, TWOS matrix, competitiveness.

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