

BAA1019
Bord Bia; Leading the Future of Food
Written Report by INTB7



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Introduction

Bord Bia, Ireland's food and drink authority, champions Irish food exports globally with a focus on sustainability, quality, and innovation. This report analyzes Bord Bia's strategic expansion into high-potential markets, particularly the Halal food sector in the UAE, alongside sustainability-driven innovations.

Using industry frameworks such as SWOT, PESTLE, and Porter's Five Forces, the report evaluates market entry strategies, sustainability commitments, and operational execution across four key stages: Orientation, Diagnostics, Intervention, and Evaluation. It explores opportunities, challenges, and strategic trade-offs while assessing alternative proteins, blockchain-enabled traceability, and carbon reduction initiatives under the Origin Green program.

Through a consultant-led approach, this study provides practical, data-driven recommendations to ensure sustainable market penetration and competitive advantage, supporting Bord Bia's long-term global expansion.

Executive Summary

This report critically evaluates Bord Bia's market entry into the UAE's Halal food sector while reinforcing its commitment to sustainability and innovation. Through rigorous market analysis and strategic frameworks, this study presents key interventions that will future-proof Bord Bia's success and strengthen its competitive positioning in international markets.

The Orientation Stage establishes the foundation of Bord Bia's expansion strategy by aligning its mission and objectives with market opportunities in the UAE. This stage highlights the importance of Halal certification, quality assurance, and sustainability as key differentiators for Irish beef in a competitive global market. Additionally, an initial industry analysis and competitive assessment outline Bord Bia's growth potential in the UAE's rapidly evolving food sector.

In the Diagnostics Stage, an in-depth PESTLE and Porter's Five Forces analysis assesses external market conditions and competitive pressures. Findings indicate a strong demand for premium Halal-certified food in the UAE, presenting Bord Bia with an opportunity to capitalize on consumer preferences for high-quality, traceable, and sustainably sourced products. A SWOT analysis further identifies Bord Bia's strengths in sustainability, government backing, and supply chain transparency, while also addressing potential challenges such as regulatory barriers and cultural adaptation.

The Intervention Stage outlines the strategic execution plan for Halal market expansion in the UAE. This involves obtaining Halal certifications and forming key partnerships with regulatory bodies such as ESMA, IFI, and HIA. The expansion strategy also incorporates AI-driven marketing and digital outreach, which will enable Bord Bia to enhance consumer engagement and optimize brand positioning. To ensure a strong retail presence, Bord Bia will establish strategic partnerships with major distributors and retailers such as Carrefour, Waitrose, and HORECA. Furthermore, blockchain-enabled traceability systems will be implemented to reinforce quality assurance and food safety standards, strengthening consumer trust in Irish Halal products. To enhance sustainability leadership, Bord Bia will invest in alternative proteins, regenerative agriculture, and carbon reduction initiatives, aligning with global sustainability trends and reinforcing its commitment to environmental responsibility.

The Evaluation Stage focuses on measuring the effectiveness of Bord Bia's strategic interventions through key performance indicators (KPIs). These include Halal sales growth, consumer engagement, and market penetration in the UAE, alongside stakeholder feedback from distributors and regulatory authorities. Additionally, quarterly performance reviews and competitive benchmarking will be conducted to track progress and ensure regulatory compliance. The scalability of the strategy will be assessed to determine potential future expansion into Southeast Asia, leveraging insights from the UAE market entry. Given the complexities of

international market expansion, risk assessment and contingency planning will be essential in addressing regulatory changes, supply chain disruptions, and evolving consumer preferences.

Findings from this report indicate that Bord Bia is well-positioned to capitalize on the UAE's demand for premium Halal-certified food while leveraging its sustainability credentials to enhance its market presence. However, market barriers such as regulatory compliance and cultural adaptation must be addressed strategically. The study recommends that Bord Bia adopt a phased roadmap for expansion, beginning with UAE market penetration, followed by a long-term strategy for Southeast Asia. Additionally, continuous performance tracking, stakeholder engagement, and strategic agility will be essential to ensuring sustainable growth and long-term success in international markets.

By integrating Halal market expansion and sustainability innovation, this report provides comprehensive recommendations to support Bord Bia's strategic growth while reinforcing its role as a global leader in the food sector. With the right execution, monitoring, and adaptability, Bord Bia can establish itself as a trusted supplier of premium Halal-certified food while advancing its sustainability leadership on a global scale.

1. Orientation

1.1 Terms of Reference Discussion (Appendix 1)

The Terms of Reference (ToR) establishes a clear roadmap for enhancing Bord Bia's market positioning and competitiveness, beginning with the orientation stage, where the team aligns with Bord Bia's mission and objectives. This initial phase ensures a shared understanding of the client's goals, setting the foundation for subsequent stages: diagnostics, where market dynamics and internal capabilities are analyzed; intervention, where tailored strategies are developed; and evaluation, where outcomes are assessed for impact. By leveraging frameworks like SWOT, PESTLE, and Porter's Five Forces, the team identifies strengths, risks, and opportunities, ensuring recommendations are both actionable and aligned with Bord Bia's sustainability-driven market approach. The structured roles Business Consultant, Technology Consultant, and Financial Analyst enable a holistic analysis, focusing on resource optimisation, market responsiveness, and strategic clarity. This phased approach ensures a comprehensive, results-driven engagement, positioning Bord Bia for long-term growth and resilience in the agri-food sector.

1.2 Preliminary Literature Review

A significant role has been placed on suitability as a critical factor in consumer decision-making, with studies highlighting its growing importance in food choices (Verbeke et al., 2007). Bord Bia's emphasis on sustainable practices, such as its Origin Green program, aligns with this trend, offering a competitive edge by appealing to eco-conscious consumers. The preference for Irish-grown goods plays a significant role in consumer purchases. Research indicates that regional imagery and quality associations, like those tied to Ireland's grass-fed dairy and meat, enhance perceived value and trust (Henchion & McIntyre, 2000). This positions Bord Bia strongly in premium markets. Furthermore, Bord Bia's strategic focus on sustainability and quality differentiates it from competitors, as evidenced by its ability to meet evolving consumer demands for ethical and environmentally friendly products (Matzembacher & Meira, 2019). By leveraging these advantages, Bord Bia can strengthen its market position and drive long-term growth.

1.3 Mission Value

Bord Bia, the Irish Food Board, serves as a vital link between Irish food, drink, and horticulture suppliers and customers worldwide. Established in 1994, it unites industry expertise to drive the commercial success of Ireland's world-class food sector. Their mission is to leverage market insight and industry partnerships to sustainably grow and promote Irish food and drink on the global stage (Bord Bia, 2025). This is the main foundation of how the Bord Bia have been able to establish and maintain value capture. The key insight stems from their ability to align strategic funding, sustainability initiatives, and market development with the needs of Irish producers and global consumers. Bord Bia's were allocated €59.5 million in Budget 2025, a €2.5 million

increase from 2024, highlighting its pivotal role in driving market opportunities and enhancing Ireland's global reputation for high-quality, sustainable food and drink. This funding supports initiatives like the accelerated capital allowance scheme for farm safety, which not only improves safety but also boosts operational efficiency, directly benefiting farmers and the broader supply chain.

Bord Bia's value capture is further reinforced by its alignment with Food Vision 2030 and its role in Nurturing a Thriving Future strategy, which focuses on five key pillars:

1. Building Food Brand Ireland
2. Fostering customer connections
3. Nurturing industry talent
4. Championing insight-led innovation
5. Enabling organisational excellence.

By leveraging Ireland's unique strengths in sustainability and quality assurance, such as their Verified Grass Fed standard, Bord Bia ensures Irish products command premium value in global markets. This is evidenced by the record €16.6 billion in food and drink exports in 2022, achieved despite global challenges like inflation and supply chain disruptions (Oireachtas, 2023). Alongside this continuous investment in R&D (€21.6 million allocated for 2025) and digital transformation has allowed Bord Bia to ensure that Irish agriculture maintains its competitive edge and fosters innovation. By strategically integrating traditional trade show participation with cutting-edge digital technologies, Bord Bia creates scalable pathways for enhanced customer engagement and market expansion (Charles O'Donnell, 2024). Ultimately, Bord Bia's value capture is rooted in a holistic approach empowering producers, building global trust through sustainability, and driving long-term growth ensuring Irish food and drink retain their world-class reputation and remain resilient in an evolving global market.

1.4 Sustainability Vision

A key aspect of Bord Bia's business model is its implementation of sustainability initiatives, which are central to its strategic positioning and value creation. At the core of this effort is Origin Green, a globally unique national sustainability program that unites government, private sector, and the entire supply chain from farmers to producers, foodservice, and retail sectors. Origin Green enables measurable sustainability targets aligned with the UN Sustainable Development Goals (SDGs), reinforcing Ireland's reputation as a leader in sustainable food production (Business Plus, 2023). Bord Bia's membership in the UN Global Compact further underscores its commitment to driving positive change and embedding sustainability into the Irish food and drink industry (UN Global Impact, 2023).

The program engages over 55,000 farmers and 300 companies, leveraging scale to drive impact. Through continuous on-farm and manufacturing audits, Bord Bia monitors key sustainability metrics such as greenhouse gas emissions, biodiversity, water use, and energy efficiency. These audits, supported by farmer feedback reports, ensure continuous improvement and accountability. Additionally, Bord Bia is revamping its farm standards and launching the Sustainable Food Processor Scheme to enhance responsiveness to evolving market demands and regulatory pressures.

The strategic goals of Origin Green are clear: to establish Ireland as a global leader in sustainable food production, achieve climate-neutral pathways, and enhance biodiversity through regenerative practices (Oireachtas, 2023). By embedding sustainability into its operations and fostering collaboration across the supply chain, Bord Bia not only meets increasing consumer and customer expectations but also ensures long-term competitiveness and value capture for Irish producers in a rapidly changing global market.

1.5 Identification of Key Strategic Issues

Despite Bord Bia's strong business value proposition and strategic positioning, several key challenges threaten its ability to sustain growth and maintain its competitive edge. These issues require targeted strategies to ensure long-term success in a rapidly evolving global market. The three most critical strategic issues facing Bord Bia are:

1.5.1 Brand Recognition and Market Penetration

Bord Bia's ability to penetrate new markets is hindered by the challenge of building brand awareness and trust in regions with strong local brand loyalty or established international competitors. Consumers often favor domestic or well-known brands, particularly in the food and beverage sector (Tan and Farley, 1987). To overcome this, Bord Bia must emphasize its unique selling points of premium quality and sustainability through culturally intelligent marketing campaigns. While initiatives like the Global Sustainability Insights research provide market-specific data, deeper cultural adaptation is needed to avoid misinterpretation and enhance engagement (Guzel Khabibullinat, 2024).

1.5.2 Political and Regulatory Complexity

Operating within the EU's single market offers advantages, but Bord Bia faces intense competition from local and international players, as well as regulatory and cultural heterogeneity across member states. Economic volatility, political uncertainties like Brexit, and varying consumer perceptions of sustainability further complicate market entry and expansion (Guzel Khabibullinat, 2024). Tailoring marketing strategies to diverse regulatory environments and consumer preferences increases costs and complexity, requiring Bord Bia to maintain high levels of strategic insight and adaptability.

1.5.3 Climate Change and Sustainability Pressures

Climate change remains a critical challenge for the agri-food sector. While Bord Bia's Origin Green program has strengthened Ireland's reputation for sustainable production, increasing consumer and regulatory demands for measurable sustainability outcomes require continuous innovation and investment (GS1IE, Bord Bia 2025). Bord Bia must balance market value creation with environmental stewardship, ensuring Irish products meet evolving global standards for sustainability and climate resilience.

Addressing these challenges will be essential for Bord Bia to maintain its leadership in sustainable food production and achieve long-term growth in competitive international markets

1.6 Market Position

Currently, Bord Bia is a dominant force in the Irish market. They have a strong reputation as a leader in promoting premium, sustainable Irish food and drink. However, despite its strong market position, Bord Bia must remain vigilant of emerging competitors that could disrupt its standing.

One key competitor is the Italian Trade Agency (ITA), which promotes Italy's highly recognizable food brands globally. While ITA emphasizes tradition and quality, it underplays sustainability, an area where Bord Bia excels with its low-carbon, grass-fed production (ITA, 2023; Origin Green, 2023). Bord Bia can leverage its sustainability credentials to differentiate itself in markets where eco-conscious consumers prioritize environmentally friendly products.

Another competitor is ICEX Spain Trade and Investment, which has a strong reputation in halal-certified meat exports, particularly in the UAE. However, Spain focuses less on premium dairy, where Ireland's Kerrygold brand dominates (ICEX Spain, 2023; Bord Bia Dairy Reports, 2023). Bord Bia can capitalize on its premium dairy reputation to gain market share in regions where Spain's presence is weaker.

Their main U.S. competitor, U.S. Foreign Agricultural Service (FAS) benefits from aggressive marketing and strong consumer trust in American brands. While U.S. beef is grain-fed and mass-produced, Irish beef's 100% grass-fed offering positions it as a premium product in markets like the UAE (FAS, 2023; Bord Bia Meat Reports, 2023). Bord Bia can emphasize its unique selling points sustainability and premium quality to compete effectively against U.S. brands. Bord Bia's partnership with the HORECA (Hotel, Restaurant, and Catering) sector is a key differentiator, enabling it to showcase Irish beef's premium, grass-fed quality directly to high-end markets. Unlike its U.S. competitor, which relies on mass production, Bord Bia's focus on sustainability and premium positioning aligns with growing consumer demand for ethically sourced, high-quality products, strengthening its global appeal.

By focusing on its strengths, Bord Bia can maintain its competitive edge and continue to thrive in the global market.

2. Diagnostics

2.1 Strategic Analysis of Bord Bia

The diagnostics stage of this project involved conducting a thorough analysis on the positioning of Bord Bia. This required examining both their internal and external environments. As well as this it aims to identify their challenges and key trade-offs they have made as they continue to develop and grow their brand and market reach. In order to carry out this several strategic analysis tools were used, these include the following, a PESTLE analysis, Porter's Five Forces, SWOT analysis alongside insights obtained from various literature. It will highlight their competitive strategy, resources for such and their capabilities as we've identified in the opportunity seen in the halal market (Bord Bia, 2025)

2.2 Macro-Environmental Analysis (PESTLE)

This was used to evaluate Bord Bia's external environment and the macro-environmental factors that influence their activity. The different areas of influence include political, economic, social, technological, legal and environmental factors.

2.2.1 Political Factors

Bord Bias operations are supported by the politics and policies of Irealnd. This is as a result of there being a strong presence of support in Irish politics for the agri-food sector. Supportive government policies include Food Vision 2030 which is essentially Ireland's plan to guide the development of this sector in order for it to become a world leader in sustainable food systems (Department of Agriculture, Food and the Marine, 2021). Through this Bord Bias capability to deliver their goals and objectives is enhanced. As well as this, regulations like the EU Green Deal policies exist which aid their strategic goals and play a key role in shaping their compliance and funding opportunities (European Commission, n.d) Other elements of impact include trade agreements and political instability which often as a result impact export opportunities (Smith, 2025). This in particular would prove difficult as it was suggested to look into the expansion of exports in the halal market e.g Brexit.

2.2.2 Economic Factors

Economic factors such as inflation risks and currency fluctuations greatly impact the agri-food industry just like any other. This is because it can lead to higher production costs, shifts in consumer spending patterns which impacts market demand and exporting may become more difficult. Bord Bia is already a big contributor to the Irish economy in food and drink exports (Bord Bia, 2025) thus economic volatility would heavily impact them especially in their markets for exports such as the EU and UK. Increasing demand for ethical investments funds that prioritise sustainable food production is an area of opportunity for companies like Bord Bia in this industry to support their sustainability initiatives.

2.2.3 Social Factors

Changing consumer preferences constantly prove as an aspect shaping product development and deliverance within this industry. More specifically the rise in the health conscious market with consumers preferring more ethical and sustainable produced food options as well as organic. According to a Bord Bia insight report in Agriland (2024), “68% of all organic shoppers across the seven markets [UK, France, Netherlands, Germany, Belgium, Austria and Sweden] would purchase Irish organic food and drink. Additionally they are seeking carbon labeled products. Furthermore, there was a large increase in the number of people whose religion was Islam (up 32% to 81,830) (CS0, 2023), this number continues to rise in Ireland and globally which presents a new area for Bord Bia to tap into e.g the halal market.

2.2.4 Technological Factors

Advancements in technology constantly being developed and improved provides an opportunity for many industries to use it to their competitive advantage. Such advancements include things in digital marketing, AI driven commerce as well as new emerging technologies such as generative AI. They offer new avenues for reaching consumers and managing supply chains. For example Bord Bia has developed AgNav “an online platform providing farmers with support to identify mitigation strategies for their farm to deliver in climate action” (Teagasc, n.d). Companies in this industry must stay up to date with rapid change, continuously investing in innovation in order to remain competitive such as with the adoption of blockchain for traceability in sustainable sourcing.

2.2.5 Legal Factors

The strict legal regulations particularly around food safety laws and labeling requirements makes it harder to perform well in this industry. Companies must comply with these regulations to continue/obtain market access. The development of new regulations also makes it difficult. For example new sustainability reporting directives such as CSRD (Corporate Sustainability Reporting Directive) (Connaughton, no date). Regular audits and consistent stakeholder engagement is required for trust and transparency. Bord Bia adapting their sustainability survey to the corporate sustainability due diligence directive (CSDDD) is an example of keeping in compliance in order to maintain market access.

2.2.6 Environmental Factors

With enhanced focus on net zero targets and sustainability concerns, environmental regulations often influence production practices and consumer choices. Programs like origin green focus on these targets for example incentivising the various areas of production or the value chain to adopt better agriculture practices (Bord Bia, 2021). Additionally, climate change itself is a challenge for Bord Bias practices as agricultural production is often affected, requiring possibly more investments in technologies or practices to alleviate this.

2.3 Industry Analysis (Porter's Five Forces)

This framework helps to examine the dynamics of the agri-food industry and the influencing factors that impact Bord Bia performance in it.

2.3.1 Threat of New Entrants

The threat of new entrants for the agri-food industry is moderate as a result of high certification standards. It creates a barrier to entry however Bord Bia with their origin green program already hold a dominant position and strong brand image regarding sustainability which is beneficial for the health conscious market. Stricter and more sustainability regulations also could result in just high quality competitors entering the market.

2.3.2 Bargaining Power of Suppliers

For this industry it is low because of there being a low supply base. Bord Bia particularly in the areas of farming and producing has a huge network in which they engage with through green - 71, 000 plus (Bord Bia, 2021). Consequently meaning they have alternatives thus reducing their power putting Bord Bia in a superior position. However if there was to be a reliance on specialised products particularly because of growth in sustainability e.g consumers demanding dairy products from farmers who use the splash plate method for manure application (Bord Bia, 2021). This would increase supplier power therefore it may also be considered low to moderate.

2.3.3 Bargaining Power of Buyers

As previously mentioned, there has been a rise in sustainable produced products. With that the bargaining power of buyers is high due to the demand for premium sustainability standards. For example “for dairy, almost two-thirds (64%) of consumers are willing to pay more for grass fed dairy, driven by its strong association with terms such as natural, healthy and premium” (Alley, 2023). As consumers demand high quality and ethical products and sourcing, companies like Bord Bia are forced to maintain rigorous sustainability benchmarks.

2.3.4 Threat of Substitute Products

This is moderate because of alternative food options such as with the growth of plant-based products. In fact, the number of plant based food companies have tripled since 2010 (Abe-Inge, Aidoo, Moncada de la Fuente, Kwoife, 2024). However with Bord Bia various quality assurance marks this differentiates their product. It therefore puts it to a certain standard that existing customers will be used to.

2.3.5. Industry Rivalry

Rivalry in this industry is high with competition from international competitors like Fairtrade, Nestle and Danone. Additionally with sustainability and company adherence to ESG factors becoming more important many businesses are focusing on this due to consumer preference for

such and it aids in growth prospects. E,g in 2021 Bord Bia reported 71% of origin green companies believe the program provides a competitive advantage for their business.

2.4 Internal Analysis (SWOT)

The SWOT provides an insight into Bord Bia internal strengths and weaknesses.

2.4.1 Strengths

Bord bia has a strong presence in the irish market with the origin green program. According to their progress update report in 2021 they had over 71,000 farms and 300+ companies. As mentioned they additionally have government support and they enjoy policy backing providing resources and funding for export initiatives. As well as this their experienced team of professionals and focus on innovation set them apart in addition to their strong brand representation with their products being associated with high quality, authenticity and sustainability.

2.4.2 Weaknesses

Bord Bia relies heavily on key markets within the EU and UK. Although their 2024 -2025 export performance and prospects report highlighted that there has been growth in international markets like North America, Asia and Africa, entering new markets requires significant investment and adaptation to local preferences thus entering emerging markets proves to be a challenge. Bord Bia digital marketing reach is additionally limited particularly in emerging markets and they operate with limited resources.

2.4.3 Opportunities

Sustainability and ethical trends have meant that consumers preferences have shifted demanding healthier and sustainable options. Since covid “44% of the consumers are willing to pay an average of 9 percent additional price for health and wellness food products” (Ali & Ali, 2020). As mentioned there has been increased growth in international markets which although may prove challenging, they offer potential for example with halal certified products. As well as this constant emergence of technology and AI offer avenues of opportunity to be leveraged which would help in consumer engagement and market reach. Lastly, partnering with other food producers and brands can create synergies and enhance market reach.

2.4.4 Threats

Factors like in relation to stricter policies and regulations from the EU make it harder to perform in the agri-food industry. Bord Bia is required to constantly stay updated with the legal environment to stay in compliance with various laws. In addition international competition, economic volatility, trade barriers and changing consumer preferences can also be noted as threats to their performance. Constant adaptation and innovation is required.

2.5 Relevance of Literature Reviewed

The various literature reviewed for this stage of the project provided insights and examples into the aspects of Bord Bia strategic positioning and influential factors. Different news reports, scientific articles and Bord Bia own published reports provided information industry specific data and market trends. Moreover, it provided the basis at which the recommendations and opportunities were identified, particularly concerning the opportunity for growth in the halal market as identified previously.

2.6 Diagnosis of Strategic Challenges and Choices Made (Trade-Offs)

As identified within the challenges section of the SWOT, they face several but have also additionally made trade-offs in their strategic decision making. One of the primary challenges which limit their activity is their heavy reliance on the UK and EU markets. Although their sales have grown there, they risk becoming stagnant if they do not look into emerging markets like Africa and Asia or even other avenues of growth within Ireland. Hence with the growth of the Islamic population in Ireland, expanding into halal certified food production seemed to be a good opportunity for growth.

The other challenge restricting their development is their limited digital marketing reach especially with international competitors already tapping into this. Bord Bia employs a mixed marketing strategy of both traditional and digital, but as mentioned its limited which puts them at a disadvantage because it offers extended reach, personal interaction and relationship building of traditional marketing (Khabibullina, 2024). Bord Bia's choice to mix the two enhances each however to penetrate international markets they must improve the strategies by integrating things like e-commerce, AI, big data marketing analytics as well as culturally adaptive marketing strategies (Khabibullina, 2024).

Bord Bia currently puts more costs into enhancing sustainability initiatives to support long term goals. In relation to challenges, they may need to focus more on new markets as opposed to key drivers to create a good standing within it which in turn would improve the competitiveness. Additionally, the implementation of new developing technologies and digital marketing strategies would improve engagement but they require substantial investments. Balancing these trade-offs will reward Bord Bia in the long term.

3. Intervention

3.1 Identifying Choices Made to Support Current Strategy (Generic Strategy)

As part of the intervention stage of our recommendations, we have made strategic choices to ensure that the implementation of these changes aligns with Bord Bia's current business strategy. The decision to expand the Bord Bia product line to include Halal-certified products and to enter the Middle Eastern market through the UAE is based on Porter's differentiation strategy. We are leveraging Bord Bia's competitive advantage by competing on quality instead of price. This approach allows Bord Bia to maintain its premium quality standards while also complying with Halal quality requirements. This will be achieved through partnerships with local food standard authorities in the UAE, such as ESMA and HIA. These strategic interventions are reinforced by the following choices:

- **Premium Pricing:** Bord Bia will implement a premium pricing strategy by entering the market at a level higher than the average prices for meat and dairy to signify premium quality.
- **Sustainability and Traceability Standards:** Bord Bia has helped establish Ireland's reputation for its sustainability practices within the food industry along with its detailed traceability system (Bord Bia, 2023). This helps build trust in the market.
- **Origin Green Expansion:** By introducing new sustainable initiatives such as seaweed farming, Bord Bia can set the standard for sustainability while expanding into the growing plant-based market. Through the expansion of the Origin Green program, Bord Bia is strengthening its sustainability and establishing Irish food production as a forerunner in sustainable food production (Bord Bia, 2023).

3.2 Discussing Strategic Fit Across the Organisation (Activity Map)

Our proposed intervention strategy consists of two main elements: Market Expansion and Sustainability Innovation. The implementation of these strategies is aligned with Bord Bia's current strategy of positioning Irish food products as global leaders in quality. This is done by assisting the expansion of Irish food products in international markets while maintaining its reputation for high-quality products (Khabibullina, 2024). The following Activity Map displays how the current strategy of operation of Bord Bia contributes to the success of our proposed intervention strategy.

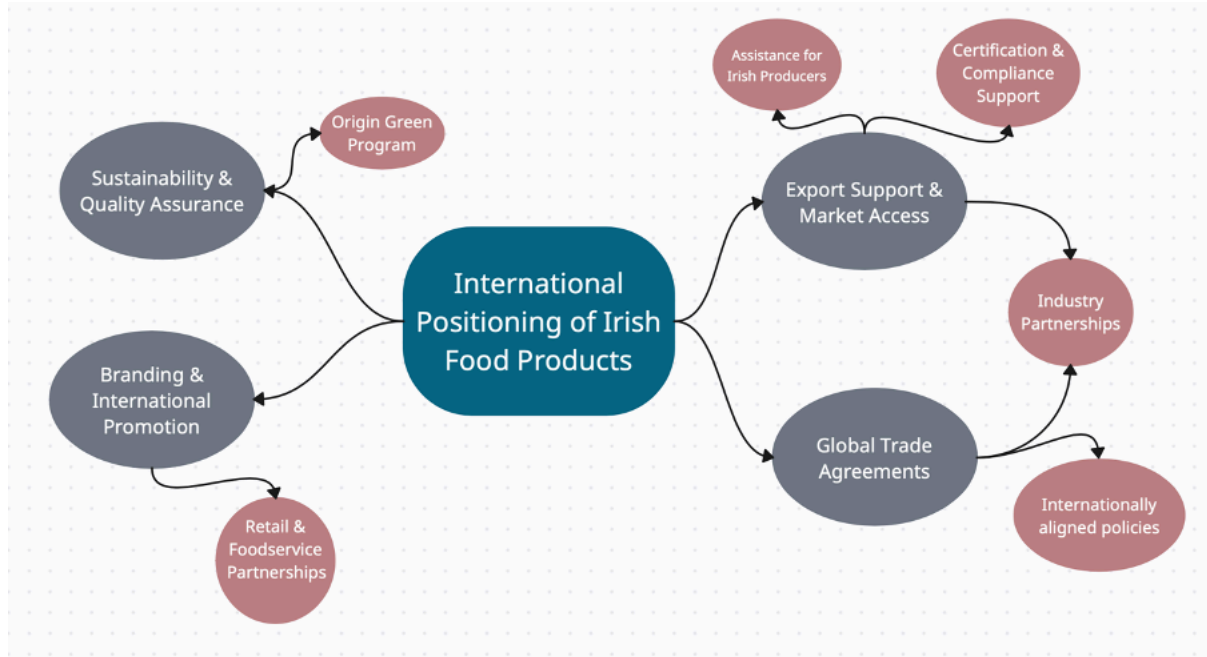


Fig. 4.

3.2.1 Sustainability and Quality Assurance Alignment:

Bord Bia's focus on sustainable food production practices and quality standards is channelled through its Origin Green program (Baş, 2024). Our proposed suggestion of expanding this program by introducing regenerative seaweed farming to offset carbon emissions as well as encourage plant-based protein alternatives heightens the impact of the program while retaining its integrity.

3.2.2 Branding and International Promotion Alignment:

Bord Bia's current strategy includes establishing partnerships within retail and food service. This creates an opportunity for Irish food suppliers to reach new markets (Baş, 2024). Bord Bia currently has established partnerships with Waitrose and Carrefour in the UAE (Bord Bia, 2022). Our proposal broadens this activity to a new market of Halal-certified food in the UAE. Our proposal involves partnering with HORECA to target the hotel and restaurant catering market. Through a targeted premium quality branding approach, Bord Bia can introduce high-quality Irish products into the UAE food market. This strategy develops Bord Bia's process by including methods such as digital marketing, trade fairs, and influencer partnerships.

3.2.3 Export Support and Market Access:

A big part of Bord Bia's strategy to expand the reach of Irish products is assisting Irish producers and helping them expand globally (Macmaoláin, 2015). They connect Irish producers with international buyers. Our intervention strategy works seamlessly with Bord

Bia's operations, assisting Irish producers to enter the UAE through international business matchmaking. This process includes ensuring Irish producers are in compliance with UAE food regulations and Halal certification standards. This process facilitates the removal of the barriers to entry into the UAE food market for Irish producers.

3.2.4 Global Trade Agreements:

Bord Bia works closely with the governing food boards both domestically and internationally, such as the Department of Agriculture and also the EU Trade Commission. This plays an important role in Irish producers navigating trade laws both domestically and internationally and allows them to benefit from trade agreements between foreign markets (Macmaoláin, 2015). This operation facilitates our proposed expansion of Irish exports to the UAE food market. Through trade agreements and establishing international partnerships, Irish exporters can penetrate the UAE market and ensure long-term growth.

Through analysis of Bord Bia's operations and activity map, our proposed intervention strategy is perfectly aligned with their core business strategy. Our intervention complements the framework of the international promotion of Irish products that Bord Bia have in place. Our proposed intervention strategy ensures Irish products remain and grow as leaders in the premium food market globally.

3.3 Discuss alignment of strategy to Organisational Structure

Bord Bia's organisational structure facilitates the international growth of Irish products, market penetration, sustainability initiatives, and brand collaboration. This structure is a central aspect of our intervention strategy and facilitates a smooth implementation. (see Fig. 3.) The design of our strategy is influenced by the following structural elements:

3.3.1 Sustainability & Quality Assurance

Bord Bia's Origin Green program is an important factor in its organisational structure. It ensures Irish food production meets environmental standards and follows ethical sourcing guidelines. Our intervention strategy expands on this program with our proposed implementation of regenerative agriculture, alternative protein promotion, and expansion of carbon offset initiatives. This intervention aligns with Bord Bia's focus on sustainability responsibility.

3.3.2 Global Trade Support

Bord Bia plays a major role in establishing trade agreements with foreign markets as well as facilitating the compliance of Irish producers with foreign trade laws (Macmaoláin, 2015). This is a vital aspect of Bord Bia's organisational structure, which encourages market penetration and long-term growth of Irish food products in international markets. Our

intervention strategy expands this by establishing trade partnerships with the UAE Halal food certification bodies such as ESMA & HIA.

3.4 Alignment of strategy to organisational strategy

Bord Bia have strategically positioned themselves to promote Irish food and drink both domestically and internationally. The recommended strategic initiatives of a halal market expansion and sustainability innovation are deeply intertwined with the organisational culture of the company. The corporate culture emphasises collaboration, sustainability and market responsiveness, all of which create a strong foundation for the strategic direction that we have elected to adopt.

The Origin Green initiative is a prime example of Bord Bia's commitment to sustainability. This program brings together farmers, food producers, private sector partners, and government agencies to work together to meet quantifiable sustainability goals. The improvement to the program is consistent with Bord Bia's cultural focus on responsible production and environmental care (Bord Bia, 2025). The option to integrate alternative proteins would both diversify their offerings and reinforce their commitment to sustainable practices, as these proteins have a lower environmental footprint (Aimutus, 2024).

In addition, the organisational culture of Bord Bia is customer-centric with an avid focus on responding to market demands and modern trends. The strategic decision to expand into the halal market is to respond to demographic shifts and consumer preferences in the food and drink industry. Producers could investigate complying with religious dietary laws (halal or kosher) as increasingly consumers see these as healthier attributes in some areas (Connaughton, 2018). The culture of adapting to these trends and demographic changes aligns perfectly with the strategy we have recommended.

A huge part of the organisational culture at Bord Bia is collaborating with other companies to achieve goals and objectives. This can be through partnerships with institutions like Teagasc where they have explored the possibility of alternative proteins (Murphy, 2023). The collaborative spirit seen at Bord Bia is essential for the success of the recommended strategies, especially with the halal market expansion as partnerships with establishments like the ESMA, HIA and IFI are essential for success and will ensure they stay at the forefront of developments/

3.5 Process of Engagement with Client Organisation

The strategic initiatives of halal market expansion, alternative proteins and origin green enhancements require a clear strategy to engage with key stakeholders to ensure that they are implemented effectively and align with industry standards.

Partnerships with halal certification bodies are essential to making sure that Irish products meet the requirements of consumers of halal to create credibility in new markets (Anggarkasih, 2022). These bodies include the HIA (Halal industry and accreditation) and the ESMA (Emirates Authority for Standardization and Metrology). Collaborating with sustainability initiatives in target markets will appeal to the growing segment of environmentally conscious consumers in the market and adhere to their standards.

Our intervention strategy involves the implementation of a sustainability initiative that includes processes such as plant-based protein research, seaweed farming, and using Germany as a test market for the expansion of the plant-based product line. This provides Bord Bia with a strategic opportunity to engage with the client organization by supporting the development, implementation of this initiative. Through our research and consumer insights, Bord Bia can identify new trends, competitive positioning, and consumer preferences in the German market, ensuring the client organization can tailor its offerings effectively. Through alignment with the sustainability strategy of Bord Bia this intervention enhances the competitiveness of Irish plant-based products globally and also reinforces Bord Bia's role as a valuable partner in driving sustainable food innovation on an international scale.

Another way of engaging key stakeholders throughout the new strategy is through marketing and consumer engagement in several different ways. Bord Bia can launch promotional campaigns in new markets to highlight Irish halal products to new customers. They could utilise digital platforms to build a presence in new markets and personalise their service management and marketing, considering the level of cultural differences between the host country and the specific conditions of the company (Khabibullina, 2024).

Online campaigns with halal food creators can be used to reinforce the ethical and sustainable benefits of Irish products and underscore the work that Bord Bia does in terms of environmental responsibility. 'There is an opportunity to use social media as a promotional tool, especially social media influencers (SMI), to promote Halal food in targeting younger, tech-savvy consumers' (Antara, 2023). By implementing some of these strategies, it will allow Bord Bia to effectively engage the client organisation and allow for a positive intervention.

4. Evaluation

In assessing the impact of Bord Bia’s strategic interventions, a multi-faceted approach was undertaken, focusing on key performance indicators, financial feasibility, and long-term sustainability. The evaluation is guided by the projected market expansion into the UAE and the implementation of sustainability-driven initiatives under the Origin Green framework (Bord Bia, 2021).

4.1 Market Performance and Financial Projections

A crucial aspect of this assessment is the financial outlook of Bord Bia’s transnational expansion strategy. The global Halal food market, valued at \$2.3 billion in 2024, is projected to grow further, providing an opportune landscape for Bord Bia’s market entry into the UAE (Research and markets, 2022). Irish beef exports to the UAE currently stand at €0.51 million, a figure that is expected to scale significantly following certification partnerships with ESMA, IFI, and HIA (Bord Bia, 2023). The strategy of premium pricing is further validated by consumer trends, with 29% of UAE beef consumers willing to pay a premium for quality-assured beef (Halal Foundation, 2024).

The projected revenue model aligns with previous industry growth trends, forecasting a 15% annual increase in sales volume and price (Mano, 2021). The break-even analysis illustrates a progressive reduction in required export volumes to cover costs, from 6.7 tonnes in 2025 to just 4.2 tonnes by 2029, emphasizing the long-term financial sustainability of the initiative (Bord Bia, 2023).

One -time costs	Euros
Halal Certification Fees (ESMA, IFI, HIA)	€15,000
Regulatory & Legal Fees	€7,000
Logistics & Customs Costs	€30,000
UAE market adaptation & Miscellaneous	€9,000
Total	€61,000 to €69,000

Projected Revenue Growth and Break-Even Analysis

Year	Projected volume(tonnes)	Selling Price	Break even volume(Tonnes)
2025	50	€12,750	6.73
2026	57.5	€14,075	5.91
2027	66.1	€15,428	5.24
2028	76	€16,970	4.69
2029	87.5	€18,667	4.22

The financial projections indicate a sustainable revenue model where increased premium pricing leads to lower required sales volumes to reach break-even, supporting long-term financial viability.

4.2 Sustainability and Market Expansion Impact

From a sustainability perspective, the enhancement of the Origin Green initiative demonstrates Bord Bia's commitment to environmentally responsible production. The adoption of alternative proteins and regenerative agriculture methods, such as seaweed farming, provides a dual benefit of reducing carbon footprints while diversifying market offerings (The Nature Conservancy, 2023). Blockchain integration for improved traceability further reinforces consumer trust, particularly within the Halal certification framework (Sarah & Bergmans, 2021).

4.3 Competitive Benchmarking and Strategic Adaptation

To ensure continued competitiveness, Bord Bia's expansion strategy has been compared against key industry players such as Business France, the Italian Trade Agency (ITA), and the U.S. Foreign Agricultural Service (FAS) (Cochrane, 2016). A strong differentiator lies in Bord Bia's focus on sustainability, with Ireland's low-carbon production model positioning its exports as premium-grade within the Halal segment (Bord Bia, 2022). Additionally, Bord Bia's investment in AI-driven consumer insights and digital marketing presents an edge over traditional branding strategies used by competitors (Bord Bia, 2023).

4.4 Performance Monitoring and Continuous Improvement

The evaluation framework includes quarterly strategic reviews that monitor regulatory changes, stakeholder engagement, and consumer preferences. Producer and retailer surveys will provide real-time feedback, allowing Bord Bia to refine its approach and ensure alignment with market dynamics. Competitive benchmarking will further facilitate strategic adjustments, ensuring Bord Bia maintains its differentiation in premium quality and sustainability standards.

Additionally, Bord Bia's evaluation process will align findings with its overall strategy to ensure strategic continuity. Conceptualization within the broader consultant framework will allow for structured adaptation to evolving market conditions. Key findings will be mapped against relevant literature, ensuring theoretical backing for strategic decisions.

4.5 Strategic Recommendations and Future Growth

Building on Bord Bia's commitment to market diversification and innovation, expanding beyond the UAE into other Halal markets in Southeast Asia will mitigate risks associated with over-reliance on one region while opening additional revenue streams (Mano, 2021). Developing Halal-certified dairy products and premium processed foods tailored for these markets will support further diversification. Enhancing value innovation by investing in alternative protein research, particularly in plant-based meat alternatives, will ensure Bord Bia remains aligned with evolving consumer preferences (Yildiz, 2023).

Additionally, leveraging strategic change and technology through the continued adoption of AI-driven consumer insights, blockchain-based traceability, and data analytics will strengthen informed decision-making. Blockchain technology will play a key role in ensuring full compliance with Halal integrity standards, reinforcing trust among international buyers and consumers. Furthermore, expanding collaborative alliances by forming stronger partnerships with retail giants and foodservice providers will support market penetration and sustain competitive advantage in premium-quality food exports (Murphy, 2022).

4.6 Alignment with Strategy Consulting Framework

The findings align with Bord Bia's commitment to sustainability, premium product positioning, and long-term global market expansion (Bord Bia, 2023). Entering new Halal markets and leveraging strategic partnerships will help mitigate regional risks while driving growth. Aligning sustainability-driven production with premium pricing ensures differentiation in competitive markets, reinforcing Bord Bia's position as a leader in high-quality food exports. Additionally, the strategic adoption of AI, blockchain, and digital marketing will enhance market penetration and consumer trust, supporting the organization's ability to adapt to evolving industry trends (Sarah & Bergmans, 2021).

4.7 Team Reflections on Strategy Consulting

This project provided valuable insights into the role of strategy consultants in developing actionable business recommendations. By integrating financial, sustainability, and market-driven insights, the team successfully aligned strategic interventions with Bord Bia's long-term objectives (Bord Bia, 2023). Key learnings include the importance of data-driven decision-making for financial sustainability, adapting strategy to changing consumer trends and regulatory requirements and balancing cost efficiencies with premium pricing strategies to maintain brand positioning.

The financial feasibility and strategic alignment of Bord Bia's market expansion and sustainability initiatives affirm the viability of the interventions proposed. With a structured evaluation mechanism in place, Bord Bia is well-positioned to establish a stronghold in the UAE Halal food market, setting the stage for further expansion into Southeast Asia (Murphy, 2022). By leveraging sustainability, premium quality positioning, and strategic partnerships, Bord Bia not only enhances its global market presence but also secures long-term financial growth and environmental responsibility (WWF, 2015).

Through continuous performance tracking, stakeholder feedback, and strategic adaptation, Bord Bia will ensure its interventions remain responsive to market demands, regulatory shifts, and competitive dynamics, solidifying its leadership in sustainable food exports.

Conclusion

Bord Bia is well-positioned for sustainable growth through expanding into the UAE's Halal market and investing in alternative proteins for Sustainable Innovation. The UAE presents a high-value opportunity, with 29% of consumers willing to pay a premium for quality-assured beef. Securing Halal certification and distribution partnerships with retailers like Carrefour and Waitrose will establish a strong market presence. AI-driven marketing and blockchain traceability will further enhance consumer trust and differentiation.

Investing in alternative proteins is essential for future-proofing Bord Bia's sustainability efforts. Expanding the Origin Green program to include regenerative agriculture, seaweed farming, and plant-based protein development will reinforce Ireland's leadership in sustainable food production. With rising global demand for ethical and eco-conscious food, this strategy ensures long-term competitiveness and innovation.

Beyond the UAE, longer-term opportunities include expanding Halal exports to Southeast Asia such as Indonesia and entering Germany's plant-based market, where one-third of the population is vegan or vegetarian. To ensure success, Bord Bia must track key performance indicators (KPIs), engage stakeholders, and continuously refine its strategy.

By executing a phased UAE expansion and investing in alternative proteins, Bord Bia will strengthen its global presence, enhance sustainability leadership, and drive long-term revenue growth.

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Appendix 1. Terms of Reference Bord Bia Consulting Project

Terms of Reference¹

Team Members

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Rationale for Study
Project Management
Key Study Activities
Confidentiality

¹ Please note that this project is for educational purposes only. The ToR document is for discussion in class only (presented in part submission for Group Presentation). All engagements with participating company, data collected, analyses and findings suggested, and proposed recommendations are completed in part fulfillment of the DCUBS Business Strategy module only and are not intended to act as a management consulting offering. Please note that DCUBS, and respective project participants, are not liable or responsible for suggested project advice or outcomes. All contact with client organisations should take place only after students familiarize themselves with the University protocols for conducting ethical field research.

1. Rationale for Study

The purpose of this strategic engagement is to deliver actionable insights that align with Bord Bia's goals, strengthening their market positioning and long-term competitiveness. Leveraging advanced strategic frameworks and industry benchmarks, this study will offer Bord Bia tailored recommendations that address both immediate and future market demands. Key benefits include:

1. **Enhanced Market Positioning:** This study will equip Bord Bia with a clearer understanding of market dynamics, customer preferences, and competitors' strategies. By identifying strengths, potential risks, and gaps, Bord Bia can strategically position itself to capture greater market share.
2. **Increased Market Responsiveness:** Through detailed assessments of current industry trends and internal capabilities, our recommendations will enable Bord Bia to quickly adapt to shifts in the competitive landscape, helping them stay ahead of industry changes.
3. **Resource Efficiency:** Insights from this analysis will guide resource allocation, enhancing operational efficiency and effectiveness. This alignment will support Bord Bia in optimising efforts, reducing waste, and focusing on high-impact initiatives.

A) Readiness Assessment:

- i. Why was this client selected and how will your team engage in the project?

Rationale for Study

This study is designed to offer Bord Bia a structured approach for strengthening its market presence and achieving sustainable growth.

Readiness Assessment: Bord Bia was selected for this engagement due to its unique position within the agri-food sector and its growth potential in an increasingly sustainability-driven market. The team will engage through a tailored strategy, showing Bord Bia's commitment to sustainable practices and premium product quality, aligning recommendations with these core values to enhance brand differentiation and market reach.

B) Benefits Realisation:

The value derived by Bord Bia from this strategic consulting engagement includes a structured, well-informed external perspective that leverages established strategic models and industry best practices. This study will recommend positioning and competitive strategies tailored to Bord Bia's evolving market demands. Key benefits include:

1. **Improved Strategic Clarity:** This engagement will provide Bord Bia with a detailed understanding of its core strengths, potential risks, and emerging market opportunities, aligning with Mintzberg's theory of strategic planning (1987), which emphasises the

importance of flexibility and vision in strategy formation. By using tools like SWOT analysis and PESTEL, the study will help Bord Bia nurture a clearer strategic vision with actionable pathways, enhancing its ability to make informed, long-term decisions.

2. **Increased Adaptability to Market Changes:** Drawing on Porter's Competitive Strategy (1985), this study will analyse Bord Bia's industry position using frameworks such as Porter's Five Forces to understand competitive pressures and market trends. The recommendations will address both external industry shifts and Bord Bia's internal capabilities, providing strategies that enhance its adaptability and responsiveness in a dynamic, competitive market. This aligns Bord Bia's objectives with market demands, enabling it to remain proactive and resilient.
3. **Resource Optimization:** According to Barney's Resource-Based View (1991), optimising resources to align with strategic objectives is essential for sustained competitive advantage. Through this consulting engagement, Bord Bia will gain valuable insights into optimising its resource allocation, thereby improving operational efficiencies and maximising the impact of its initiatives. The engagement's recommendations aim to streamline resources and reduce inefficiencies, ultimately supporting Bord Bia's efforts toward sustainable growth.

By leveraging these strategic models, the engagement offers Bord Bia a framework for clearer strategic focus, market adaptability, and efficient resource management—ensuring that it remains competitive and aligned with its mission in the evolving agriculture food sector.

C) Critical Success Factors for Consulting Assignments:


For the successful completion of this project, there are a number of factors that we have established as a group that are deemed critical for consulting. We have presented these in order of their importance and the priority that we are going to give them.

1. **Understanding the strategic objectives of Bord Bia** – Understanding the company's mission, vision and values is essential as we must align our strategic review with their objectives.
2. **An analysis of the market and industry-** seeing where Bord Bia lies in the agribusiness sector will allow us to review their competitiveness.
3. **Stakeholder engagement** – Looking at the breakdown of the board of directors gives us a perspective on how the company is structured.
4. **SWOT analysis** -analysing their strengths, weaknesses, opportunities and threats will give us a well-rounded insight into their operations and strategy.
5. **Implementation feasibility** – Seeing if the strategies that we want to implement can be done in the case of Bord Bia.

2. Project Management (e.g. how will your team engage in the company project?)


A (i) and (ii)

Development of a Work Breakdown Structure

 Bord_Bia_Project.xlsx

Performance Monitoring & Reflective Diary keeping


B (i)

 Project Diary

B (ii)

 Team Reflective Diary Template


3. Key Study Activities

 Key study activities.xlsx

4. Confidentiality

The principal consulting team adheres to the University guidelines on research and agrees not to disclose, publish or authorize others to publish reports or other confidential materials obtained during the course of this investigation without the client organizations' and supervisors (teaching professors) written prior authorization.

Signature & Date (see DCU criteria on ethics/confidentiality agreements)

Name	Signature	Date
Conor Dawson		31/10/2024
Ryan Fitzmaurice	<i>Ryan Fitzmaurice</i>	31/10/2024
Whitney Airewele	<i>Whitney Airewele</i>	31/10/2024
Alexandra Orji	<i>Alexandra Orji</i>	31/10/2024
Sarah Bokunde	<i>Sarah Bokunde</i>	31/10/2024
Sadhana R Sambandam	<i>Sadhana.R.S</i>	31/10/2024

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Fig. 1 - Financial performance

TRADE:	
In 2023	Ireland exported approximately 40 tonnes of beef valued at €0.51 m
In 2022	Ireland exported approximately 105 tonnes of beef valued at €0.57 m
In 2021	Ireland exported approximately 183 tonnes of beef valued at €0.90 m
In 2020	Ireland exported approximately 54 tonnes of beef valued at €0.35 m
In 2019	Ireland exported approximately 20 tonnes of beef valued at €0.38 m
In 2018	Ireland exported approximately 25 tonnes of beef valued at €0.62 m

Fig.2 Past exports



Fig. 3 Project Timeline

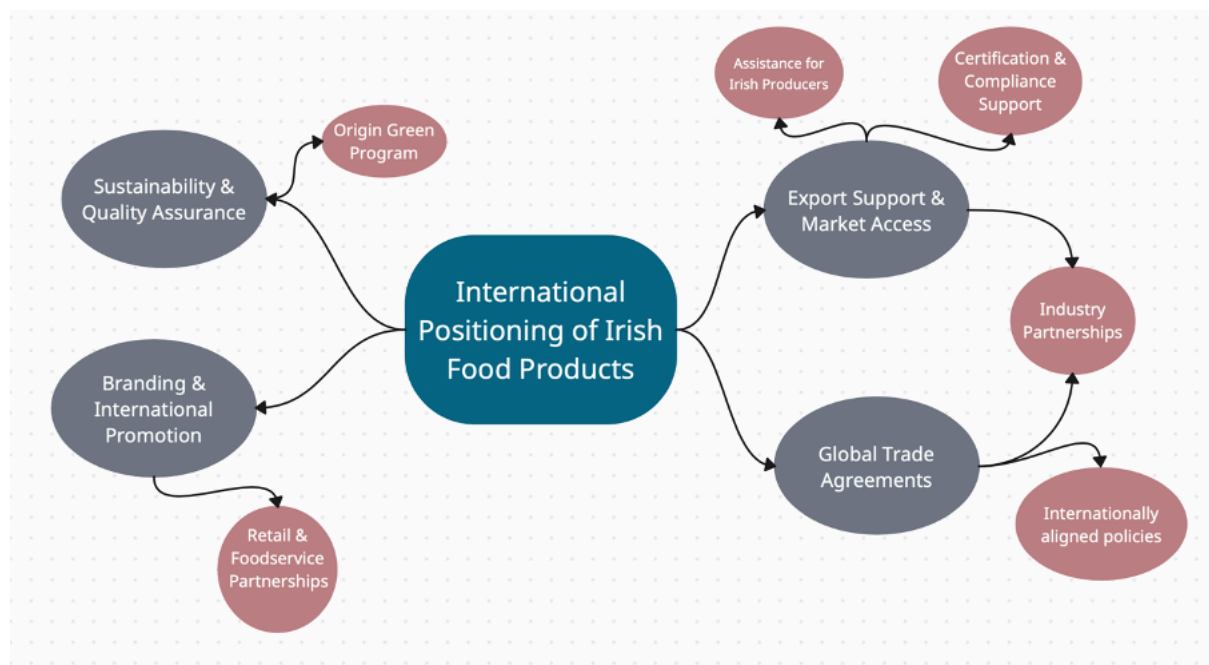


Fig. 4 International Position of Irish Food Products