

Strategic Framework and Planning

Lonxanet Foundation
Spain. 2009

The challenge

Lonxanet is a Foundation which aims at improving the quality of lives of fishermen by empowering them and encouraging them to use sustainable fisheries methods, so that they act as custodian of the sea.

At the time of Stone Soup's intervention, Lonxanet was developing projects on several fronts (co-managed marine reserves, a producer-to-consumer fisheries business and other consultancy projects, etc.) and needed to get a clearer view on where and how to concentrate its energy in the future, to ensure a sustainable growth for the Foundation

The process

Stone Soup organised regular interviews with the President of the Foundation, and organized a couple of workshops with the Lonxanet team, in order to agree the main principles that should guide the strategy (first workshop) as well as on the follow-up actions that resulted from Stone Soup's intervention (at the end of the process).



The consultancy focused on clarifying the current mission and on differentiating the areas of intervention of the Foundation. Emphasis was also given to the analysis of the Foundation's structure.

As a result, Stone Soup suggested means to improve synergies between the different areas of intervention, as it resulted from the analysis that one of the main issues was the lack of coordination, due to the "virtual" character of the organisation.

At the end of the process, a capacity-building workshop was organized for the team to learn how to transform strategic goals into operational goals and plans.

The results

A strategic framework and planning document was handed to the Foundation at the end of the project, to help it guide future decisions.

Furthermore, the team improved its awareness of the need for the Foundation to improve its structure – namely in terms of coordination and communication- if it wanted to be sustainable.

The future



The strategic framework was only a starting point: the challenge for Lonxanet was to implement the new strategy, as well as to undergo a profound change management process, based on Stone Soup's conclusions and recommendations.

More information available at: www.stone-soup.net

