RIVA WATER

DOW UNIVERSITY OF HEALTH SCIENCES

STRATEGIC PLAN

(2024 – 2027)

Pioneering Excellence | Inspiring Innovation

To Heal | To Educate | To Discover


بسم الله الرحمن الرحيم

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DIRECTOR'S MESSAGE

In our pursuit of excellence, we are committed to our vision: to deliver pure, safe, and healthy water at economic rates to serve the community. This vision puts in a nutshell our commitment to not only meet but exceed the expectations of those we serve.

Looking towards the future, we see an example of integrity and reliability, standing tall as a trusted provider of mineral water (Riva). Our promise to deliver pure, safe, and healthy water remains unwavering, guiding every decision and action we take.

Looking back over the years, we are filled with pride at how far we have come. We have worked tirelessly to refine our processes, enhance our technology, and strengthen our partnerships, all with the singular goal of fulfilling our commitment to the community.

In the future, I envision us continuing to lead the industry with our dedication to quality and affordability. Through innovative solutions and sustainable practices, we will ensure that every member of the community has access to the clean, refreshing water they deserve, without burdening their wallets.

Our journey toward this future is not without challenges, but with determination and unity, we will overcome them. Together, we will write the next chapter in our story, one defined by resilience, compassion, and a relentless pursuit of our shared vision.

Thank you.

Sarwat Ameen

EXECUTIVE SUMMARY

The mineral water industry is witnessing robust growth driven by increasing consumer awareness regarding health and hydration. Riva Water, a premier mineral water brand, aims to capitalize on this trend by offering premium drinking water that not only satisfies thirst but also provides essential and high-quality imported minerals for overall well-being. Our brand (Riva Water) is committed to delivering purity, quality, and affordability in every drop.

The global mineral water market is expanding rapidly, fueled by rising health consciousness among consumers. The demand for bottled water, particularly mineral water, continues to surge due to concerns over tap water safety, convenience, and lifestyle preferences. Riva Water intends to leverage these market dynamics to establish a strong foothold in the industry.

Riva Premium Drinking Water is not just an ordinary bottle of water. It is carefully sourced from deep underground wells. Each drop of Riva water is a promise of goodness that goes through a rigorous 14-step QUALITY PROCESS and several TESTS. Riva Premium Drinking Water confirms the highest standard of purity and safety. Our quality is aligned with PSQCA (Pakistan Standards and Quality Control Authority) certification. Every batch is tested in a laboratory where experts ensure quality per local and international standards. Every bottle is secured with a safety sterilized cap and seal to eliminate the chance of contamination.

Riva Premium Drinking Water provides a range of mineral water variants to cater to diverse consumer preferences (i.e. 600ml, 1.5L, 6L, &19L).

In a competitive landscape, Riva Premium Drinking Water distinguishes itself through uncompromising quality, purity, sustainability, and affordability. While competitors may focus solely on sales of water, we emphasize the holistic benefits of mineral-rich water, positioning ourselves as a premium brand synonymous with health and wellness.

Based on thorough market research and strategic planning, Riva Premium Drinking Water anticipates steady market expansion in the coming years. Our financial projections reflect a positive path, supported by strong consumer demand and effective brand positioning.

With a compelling product offering and dedication to consumer satisfaction, we are confident in our ability to capture market share and achieve long-term success.

ABOUT RIVA

Some people die due to the usage of unhealthy and not fit for drinking water, and many children die due to waterborne diseases like Typhoid, Hepatitis, Gastro, diarrhea, dysentery, etc. The majority (40%) of the community did not know about water-borne diseases. Considering these facts, The Dow University of Health Sciences initiated this project and provided all the resources and support for the establishment of State of state-of-the-art reverse Osmosis Double Pass Premium drinking water Plant for the benefit of patients visiting Dow Hospital and allied services of DUHS, not only this it will benefit to all who wants to have premium drinking water.

Dow's Riva Premium Drinking Water Plant is situated at (Gulzar-e-Hijri, Suparco Road, KDA Scheme33, Karachi-75280) this manufacturing facility is of international standards and can prepare premium quality drinking water up to forty-five thousand gallons per day; the water is filled/ sealed in a 19liter bottle (FD approved polycarbonate) which can be mounted on ceramic and electric dispensers.

INTRODUCTION & OVERVIEW

Dow's Riva Premium Drinking Water has a world-class GMP-compliant manufacturing facility having State-of-the-art machinery, which ensures that our water produced is of the highest quality standard and is also approved by PSQCA Standards.

- We have a highly qualified and experienced management team.
- State-of-the-art QC testing techniques and labs with highly qualified and experienced technicians.
- In-process QC / checking of water.
- HACCP (Hazard Analysis Critical Control Point) Program of Quality Control of Riva Premium Drinking Water, HACCP is a management system in which drinking water safety is addressed by analyzing and controlling biological, chemical, and physical hazards from raw materials water production.
- Fourteen steps are performed in the purification process to get the purest and safest water for drinking.

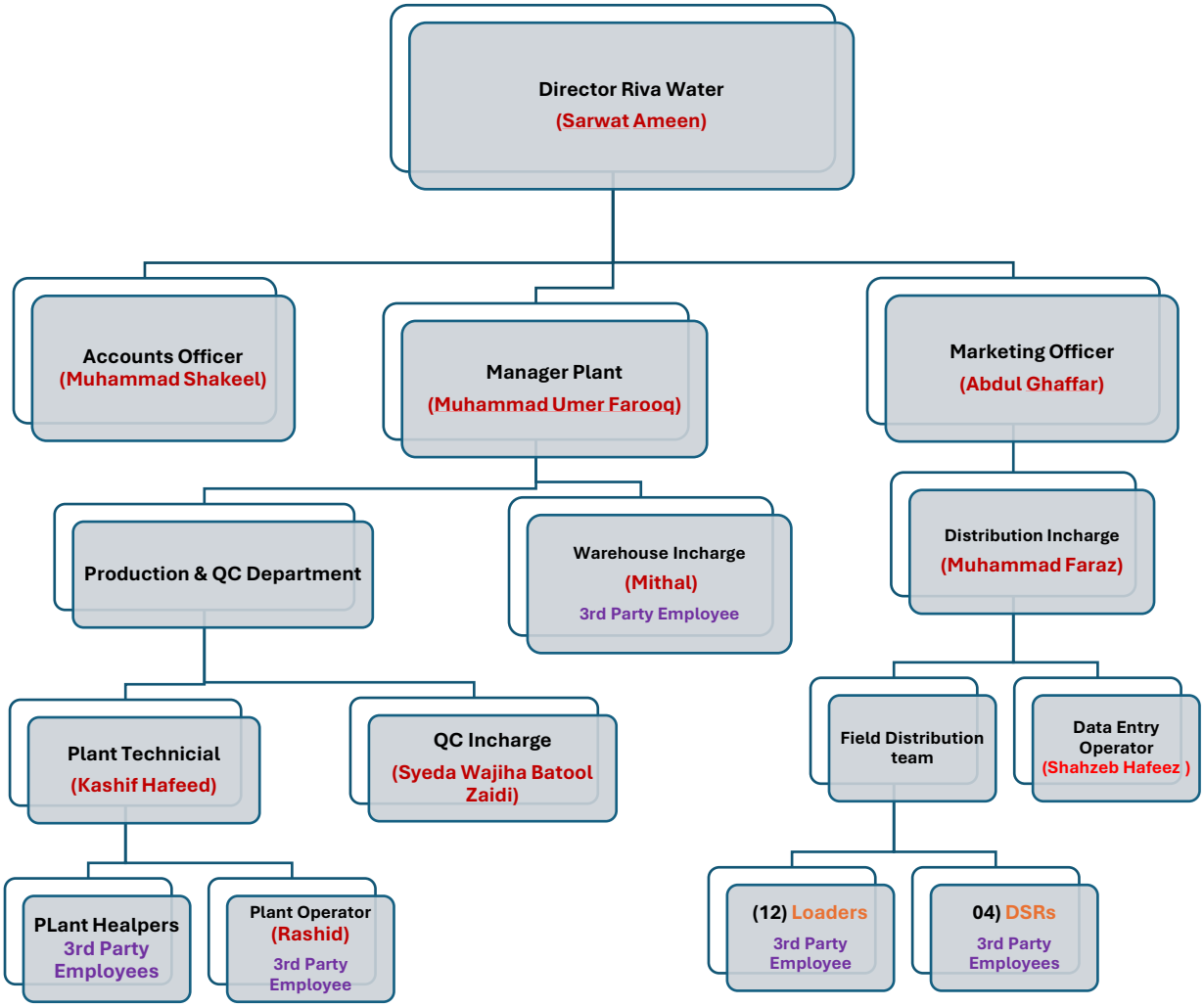
Dow's Riva Premium Drinking has its own distribution networks equipped with all necessary transportation for the quick response and timely delivery of Riva Water products in all areas of Karachi. Riva Premium Drinking Water prides itself on delivering high-quality water to a diverse range of customers, both household and corporate, throughout Karachi. Our commitment to excellence extends to every drop of water we deliver, ensuring purity and freshness with every sip. From residential neighborhoods to corporate giants such as SUPARCO, PIQC (Pakistan Institute of Quality Control, and CPSP, Shaheed Benazir Bhutto trauma center, our customers spans across various sectors, reflecting our reliability and trustworthiness.

- ACHIEVEMENTS:
    - Upgraded the warehouse floor to reduce bottle damage/scratching and ensure a hygienic process.
    - First time, replaced the Membrane Pressure Vessels to ensure consistent control of TDS levels, maintaining the water's high quality.
    - Installed a multimedia filter at Bore Water to protect against sand, ensuring cleaner and safer water production.

- Dow Riva water variants and their rates

Description Dow Riva premium water	Current rate
19 liters	Rs. 220/=
6 liters	Rs. 180/=
1.5 Liter	Rs. 70/=
600ML	Rs. 40/=

ORGANOGRAM


Director Riva Water
(Sarwat Ameen)
Accounts Officer
(Muhammad Shakeel)
Manager Plant
(Muhammad Umer Farooq)
Marketing Officer
(Abdul Ghaffar)
Production & QC Department
Warehouse Incharge
(Mithal)
3rd Party Employee
Distribution Incharge
(Muhammad Faraz)
Plant Technicial
(Kashif Hafeed)
QC Incharge
(Syeda Wajiha Batool Zaidi)
Field Distribution team
Data Entry Operator
(Shahzeb Hafeez)
PLant Healpers
3rd Party Employees
Plant Operator
(Rashid)
3rd Party Employee
(12) Loaders
3rd Party Employee
04) DSRs
3rd Party Employees

SECTION I: OVERVIEW OF THE STRATEGIC PLANNING PROCESS

Riva Premium Drinking Water follows a structured and goal-oriented strategic planning process designed to drive sustainable growth, operational efficiency, and quality excellence. This process begins with in-depth market analysis to understand consumer trends, industry shifts, and emerging opportunities. An internal performance review is conducted to assess operations, quality control, and resource capacity. Input from key stakeholders including management, staff, healthcare professionals, and customers is gathered to ensure well-rounded decision-making. Based on these insights, we establish SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals that align with our mission. Clear implementation plans with defined responsibilities and performance indicators are developed, followed by regular monitoring to evaluate progress and make timely adjustments. This approach ensures that Riva remains agile, competitive, and aligned with its commitment to delivering premium, safe, and accessible drinking water.

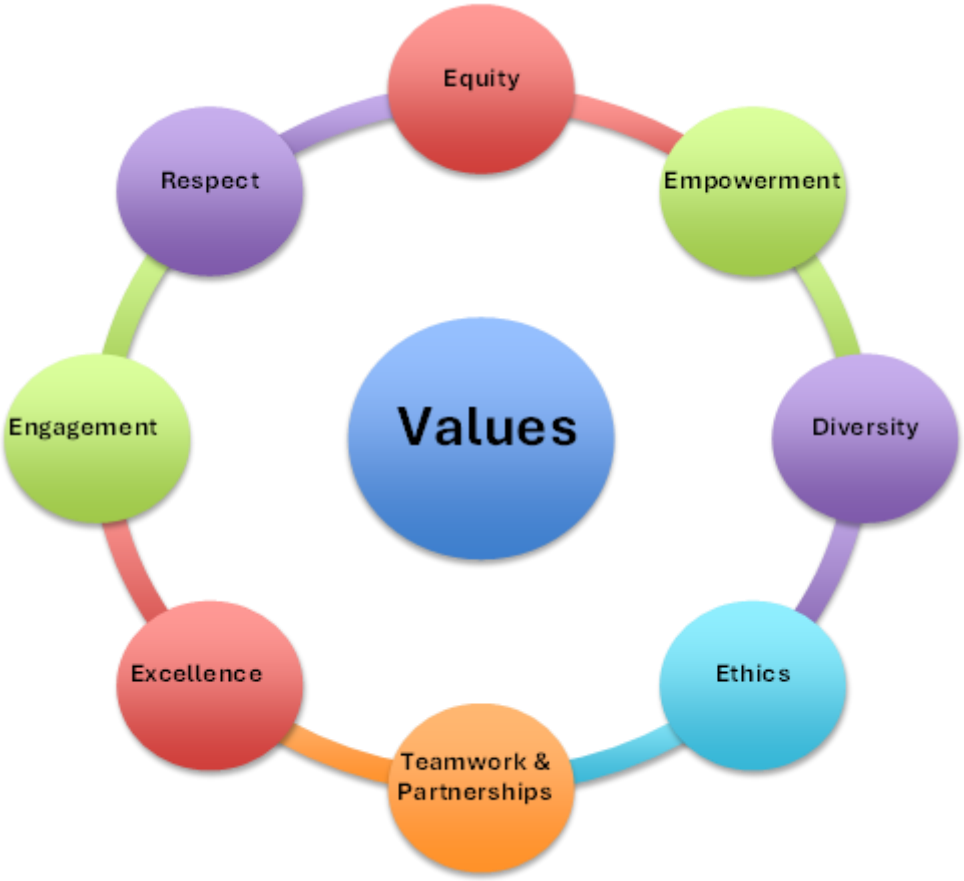
SECTION II: VISION, MISSION, & VALUES

VISION

To be a pre-eminent academic institution committed to changing and saving lives.

MISSION

Providing outstanding patient-centered education, training, and clinical care informed by cutting-edge research and innovation, generating and disseminating new knowledge



VALUES

- Customer Service
  - Put students first
- Empathy & Compassion
  - Understand before you judge
  - Be concerned for the sufferings and misfortunes of others

- Excellence
    - Be the best and commit to exceptional quality and service
- Innovation
    - Encourage curiosity, imagine, create, and share
- Teamwork
    - Engage and collaborate
- Integrity & Leadership
    - Be a role model and influence others to achieve their best
    - Have the courage to do the right thing
    - Hold yourself and others accountable
- Respect & Collegiality
    - Be kind
    - Listen to understand
    - Value different opinions

STATEMENT OF PURPOSE

In line with the excellent image of the Dow University of Health Science, a Quality Healthcare Organization want to establish RIVA water as Premium Drinking Water that could be recognized as The Purest, Safest, and Healthiest water in Pakistan and to ensure that our RIVA water process of Sourcing Processing Packaging, Distribution, and Customer Satisfaction is truly in line with established international standards.

SECTION III: ASPIRATIONAL INSTITUTIONS

1. Regional
   - Culligan Water
   - Pakola
2. International brands
   - Evian
   - Mai Dubai Water
   - Nestlé Pure Life
   - Aquafina

SECTION IV: STRATEGIC GOALS

Goal I: Enhance Automation and Operational Efficiency

Objective 1: Automate the production of the PET plant i.e. automatic labeling, neck sealing.

Objective 2: Install and automate a new production plant for the 5-gallon filling line to streamline operations, reduce manual intervention, and improve efficiency, quality, speed, production consistency, and overall output.

Objective 3: Implement Digital tools for managing 19 Ltr & PET bottle distribution to streamline operations and improve efficiency.

Goal II: Expand Production Capacity and Infrastructure

Objective 1: Install a PET bottle blowing plant to reduce external bottle purchases.

Objective 2: Install a PET packet stacking unit to reduce manual labor in stacking operations.

Objective 3: Install Separate RO Plant for Pet Plant to streamline operations.

Objective 4: Install a new underground bore to ensure an uninterrupted and sustainable Raw water supply for the RO plant, reducing dependency on external sources and maintaining production efficiency.

Objective 5: Install a dedicated generator for the RO and filling plants to ensure uninterrupted operations during power outages, minimize downtime, and maintain production efficiency.

Goal III: Strengthen Quality Control and Facility Improvement

Objective 1: Establish an advanced laboratory for regulatory compliance, enabling efficient testing and adherence to quality benchmarks.

Objective 2: Renovate the roof, floors and walls of warehouse and production area to enhance production efficiency, and develop an outside parking area for trucks to improve logistics and operational flow.

OBJECTIVES, OKRs, & KPIs

Goal 01: Enhance Automation and Operational Efficiency						
Objectives & Key results (OKRs)						
Objective	**Key Results**	**KPI**	**Measurement Method**	**Target**	**Person Responsible**	**Timeline**
O1: Automate the production of the PET plant i.e. automatic labeling, neck sealing,	**1**. Secure internal approval and publish the tender. **2**. Attract competitive bids. **3.** Finalize vendor selection. **4**. Launch the project. **5**. Ensure successful completion of the project.	**1**. Time taken to acquire approval and status of tender publication. **2**. Quantity and quality of bids received. **3.** Efficiency and compliance in vendor selection. **4**. Timeliness of project initiation and contract finalization. **5**. Successful project completion.	**1**. Monitor the number of meetings held to obtain approval. **2**. Track the contract signing date and project initiation milestones to ensure timely execution	**1**. Secure internal approvals within 30 days and publish the tender within 2 Months. **2**. Receive and finalize competitive bids and complete vendor selection within 60 days. **3**. Meet project timelines.	RRC (Riva Revival Committee)	18 Months
O2: Install and automate a new production plant for the 5-gallon filling line to streamline operations, reduce manual intervention, and improve efficiency, quality, speed, production consistency, and overall output.						36 Months
O3: Implement Digital tools for managing 19 Ltr & PET bottle distribution to streamline operations and improve efficiency.						18 Months

Goal 02: Expand Production Capacity and Infrastructure						
Objectives & Key Results (OKRs)						
Objective	**Key Results**	**KPI**	**Measurement Method**	**Target**	**Person Responsible**	**Timeline**
O1: Install a PET bottle blowing plant to reduce external bottle purchases.	**1**. Internal approval obtained, and Tender published. **2.** Attract competitive bids. **3**. Vendor selection finalized. **4.** Project kick-off **5.** Ensure successful project completion	**1.** Approval acquisition time, Tender publication status. **2.** Number and quality of bids received. **3.** Vendor selection efficiency and compliance. **4.** Project initiation timeline and contract completion. **5**. Project completion.	**1**. Track the number of meetings for getting approval. **2.** Monitor contract signing date and track project initiation milestones to ensure timely execution	**1**. Obtain internal approvals within 60 days and publish the tender before 2nd quarter. **2.** Receive and finalize competitive bids and Finalize vendor selection within 30 days after tender. **3**. Achieve the project timelines.	RRC (Riva Revival Committee)	36 Months
O2: Install a PET packet stacking unit to reduce manual labor in stacking operations.						36 Months
O3: Install Separate RO Plant for Pet Plant to streamline operations.						24 Months
O4: Install a new underground bore to ensure an uninterrupted and sustainable Raw water supply for the RO plant, reducing dependency on external sources and maintaining production efficiency.						18 Months
O5: Install a dedicated generator for the RO and filling plants to ensure uninterrupted operations during power outages, minimize downtime, and maintain production efficiency.						18 Months

Goal 03: Strengthen Quality Control and Facility Improvement						
Objectives & Key Results (OKRs)						
Objective	**Key Results**	**KPI**	**Measurement Method**	**Target**	**Person Responsible**	**Timeline**
O1: Establish an advanced laboratory for regulatory compliance, enabling efficient testing and adherence to quality benchmarks.	**1.** Internal approval obtained, and Tender published. **2.** Attract competitive bids. **3.** Vendor selection finalized. **4.** Project kick-off **5.** Ensure successful project completion	**1.** Approval acquisition time, Tender publication status. **2.** Number and quality of bids received. **3.** Vendor selection efficiency and compliance. **4.** Project initiation timeline and contract completion. **5.** Project completion	**1.** Track the number of meetings for getting approval. **2.** Monitor contract signing date and track project initiation milestones to ensure timely execution	**1.** Obtain internal approvals within 60 days and then publish the tender within 45 days after getting approval. **2.** Receive and finalize competitive bids and Finalize vendor selection within 60 days after the tender published. **3.** Achieve the project timelines	RRC (Riva Revival Committee)	18 Months
O2: Renovate the roof, floors and walls of warehouse and production area to enhance production efficiency, and develop an outside parking area for trucks to improve logistics and operational flow						24 Months

SECTION V: RESOURCE PLANNING FOR ACHIEVING STRATEGIC GOALS

1. Automate the production of the PET plant, i.e., automatic labeling, neck sealing, unscrambling, and capping machines
2. Install and automate a new production plant for the 5-gallon filling line to streamline operations, reduce manual intervention, and improve efficiency, quality, speed, production consistency, and overall output.
3. Implement Digital tools for managing 19 Ltr & PET bottle distribution to streamline operations and improve efficiency.
4. Install a PET bottle blowing plant to reduce external bottle purchases.
5. Install a PET packet-stacking unit to reduce manual labor in stacking operations.
6. Install a Separate RO Plant for the Pet Plant to streamline operations.
7. Install a new underground bore to ensure an uninterrupted and sustainable raw water supply for the RO plant, reducing dependency on external sources and maintaining production efficiency.
8. Install a dedicated generator for the RO and filling plants to ensure uninterrupted operations during power outages, minimize downtime, and maintain production efficiency.
9. Establish an advanced laboratory for regulatory compliance, enabling efficient
   testing and adherence to quality benchmarks.
10. Renovate the roof, floors, and walls of the warehouse and production area to enhance production efficiency and develop an outside parking area for trucks to improve logistics and operational flow.

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SECTION VI: IMPLEMENTATION AND MONITORING OF STRATEGIC PLAN

- Regularly review key performance indicators (KPIs), conduct performance evaluations, and address any issues or obstacles that arise.
- Implement a system for regular reporting on progress towards strategic goals, including metrics.
- Conduct periodic reviews to assess progress.
- Compare performance against past history, industry standards and competitors to evaluate effectiveness.

SECTION VII: LIST OF APPENDICES

No.	DESCRIPTION
A	SWOT ANALYSIS
B	TOWS MATRIX

APPENDIX A: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
1. The Reputable Brand Image of DOW University is attached to Riva Water to enhance the overall business. 2. Partially Automated Manufacturing Plant to produce high volumes of purified drinking water. 3. In-house QC Lab to follow all quality production & processing steps as per defined standards. 4. RIVA Water production facilities are situated in thickly populated residential, commercial, and academic institutes 5. RIVA Water is certified with PSQCA and HACCP, which may not apply to other close competitors in the local vicinity.	1. Lack of updated technological resources & equipment to improve the operations of RIVA Water. 2. The cost of raw material is extremely high due to a cumbersome procurement process, which reduces the profit margin. 3. Limited skilled and experienced workforce to grow business and brand image. 4. Inadequate inventory management leads to stock shortages and hinders capitalization on potential sales opportunities. 5. Lack of dedicated marketing/distribution resource, leading to a limited market share as compared to competitors. 6. Lack of brand awareness of RIVA Water in the consumer market. 7. RIVA Water needs to explore possibilities to get ISO & other accreditations.
OPPORTUNITIES	**THREATS**
1. Technological advancement for product innovation. 2. Expansion of warehouse and distribution network to reach out to the maximum customers. 3. More tie-ups with major educational institutes, organizations, and service industry, including public & private sectors, which increases its overall sales. 4. Invest in locally sourced or sustainable materials, reducing dependence on imported items. 5. RIVA water needs to explore the maximum advantage of a densely populated location with substantial customer requirements.	1. Growing competition from local brands may lead to market saturation and reduced market share. 2. A substantial number of cases related to used bottles being refilled by local mafia affect the brand image of RIVA Water. 3. Frequent increases in cost of production i.e. raw material, electricity, fuel, labor cost, and distribution. 4. Lack of general awareness in the public of drinking standard quality water, as consumers within the local vicinity easily divert towards cheaper below standard options available in the vicinity.

	5. The present plant is getting older day by day with least availability of replaceable parts and preventive maintenance, which may lead to non-functional production capabilities in the near future. 6. Absence of Sales Tax registration may results in legal implications.

APPENDIX B: TOWS MATRIX

OPPORTUNITIES	THREATS
1. Technological advancement for product innovation. 2. Expansion of warehouse and distribution network to reach out to the maximum customers. 3. More tie-ups with major educational institutes, organizations, and service industry, including public & private sectors, which increases its overall sales. 4. Invest in locally sourced or sustainable materials, reducing dependence on imported items. 5. RIVA water needs to explore the maximum advantage of a densely populated location with substantial customer requirements.	1. Growing competition from local brands may lead to market saturation and reduced market share. 2. A substantial number of cases related to used bottles being refilled by local mafia affect the brand image of RIVA Water. 3. Frequent increases in cost of production i.e. raw material, electricity, fuel, labor cost, and distribution. 4. Lack of general awareness in the public of drinking standard quality water, as consumers within the local vicinity easily divert towards cheaper below standard options available in the vicinity. 5. The present plant is getting older day by day with least availability of replaceable parts and preventive maintenance, which may lead to non-functional production capabilities in the near future. 6. Absence of Sales Tax registration

STRENGTHS	SO	ST
1. The Reputable Brand Image of DOW University is attached to Riva Water to enhance the overall business. 2. Partially Automated Manufacturing Plant produce high volumes of purified drinking water. 3. In-house QC Lab to follow all quality production & processing steps as per defined standards. 4. RIVA Water production facilities are situated in thickly populated residential, commercial, and academic institutes. 5. RIVA Water is certified with PSQCA and HACCP, which may not apply to other close competitors in the local vicinity.	1. DUHS image in medical education and healthcare services to be utilized to promote Riva Water. 2. Financial stability to have latest equipment, Infrastructure and strategic location is the cornerstone for Riva growth. 3. The Customer perception of highly qualified health professionals of DUHS can conform to the Quality standard which RIVA need to promote to build customer confidence and consumer needs.	1. Advance Technology & Strategic location to be endorsed against substandard local options for consumers. 2. DUHS history of Health Education needs to overshadow to accelerate Riva water customer needs. 3. Advance Planning and Procurement in bulk Quantity can safeguard the high cost of production.

WEAKNESSES	WO	WT
1. Lack of updated technological resources & equipment to improve the operations of RIVA Water. 2. The cost of raw material is extremely high due to a cumbersome procurement process, which reduces the profit margin. 3. Limited skilled and experienced workforce to grow business and brand image. 4. Inadequate inventory management leads to stock shortages and hinders capitalization on potential sales opportunities. 5. Lack of dedicated marketing/distribution resource, leading to a limited market share as compared to competitors. 6. Lack of brand awareness of RIVA Water in the consumer market. 7. RIVA Water needs to explore possibilities to get ISO & other accreditations.	1. Skilled Resources need to be searched and hired to turn around the business towards growth. 2. Workout the legal modalities to form Section 42 Company and resolve Sales Tax related implications to responsively initiate commercial terms and conditions applicable to such FMCG businesses. 3. Well established distribution vendors to be partnered with Revenue sharing model, which is the prevailing market practice in similar FMCG businesses across country.	1. Dedicated Marketing resource with FMCG Experience need to be on boarded to overcome the competition. 2. Technology upgradation and fully integrated Supply Chain management Systems from, (Planning, Procurement, Warehousing & Logistics) to be implemented. 3. Exploring to cater Bulk Deals with other Academics institutes and organizations in the close vicinity of Riva water to maximize ROI and enhance sales with least distribution costs.