

Abstract

The Indian Shrimp Industry has exhibited fast *growth* in the early nineties, *decline* in the mid-nineties, and slow *revival* in the recent years. The current study was undertaken to formulate sustainable growth strategies for the Industry. The candidate strategies are first generated by making (1) an *Industry Analysis* using SWOT and Porter's Five Forces models, (2) a *Delphi* survey among the stakeholders of the Industry, developing seven Goal-Objective-Strategy trees representing the *strategic architecture* of the Industry, and building a *House of Strategy*, (3) a *system archetypical* analysis for the Industry. The candidate strategies are grouped into four pure functional strategy sets: *Production*, *Environmental*, *Financial*, and *Marketing*. A system dynamics model is developed and is evaluated by subjecting it to a variety of tests. Based on strategy experiments, using the system dynamics model, under normal and adverse future environmental conditions, it is shown that a strategy set containing the most influential strategies of the pure functional strategy sets is most effective one in normal environmental condition; and when the set is coupled with those representing the sustainable links of the Industry *archetype* is effective during adverse environmental conditions. The set of strategies for the Industry during normal environmental conditions calls for: (1) application of best management practices in production and processing (2) adopting *P. vannamei*, promoting organic shrimp production, and exporting value-added shrimp products, (3) increasing efficiency of value-chain, (4) creating new market segments, and (5) Government support for using latest technologies and promoting investment in the value-added production sector. The additional strategies required during the adverse environmental conditions are: (1) producers investing in pollution prevention activities and in R&D for developing pollution prevention technologies (2) Government regulating the expansion in a zone. The notable features of the thesis are: (1) suggesting a scheme for judging the appropriateness of Goal-Objective-Strategy (GOS) tree (2) building the *House of Strategy* that captures the voice of the stakeholders, (3) using an integrated approach—Literature Review, *Industry Analysis*, *Delphi* Survey, and *System Archetypical* Analysis—to generate lists of candidate strategies.

Keywords: Indian Shrimp Industry, Sustainable Growth Strategies, GOS Tree, House of Strategy, System Dynamics.