**Strategic Planning for Cross Border and Global Organisations**

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# INTRODUCTION

In today's interconnected world, global organisations like Tesco are operating in the very complicated web of influences, which would mostly affect their strategic formulation and risk management policies for operation. A number of things contribute to all that, from changing economic conditions to variable political landscapes and shifting social trends with disruptive technological advances. Thus, cross-border influences must be understood and adapted because they are matters of survival and success over time.

Tesco is world's leading grocery and general merchandise retailer, which makes it a fine example to study how all these multifarious influences play out in real terms. The scale of its operations gives it experience with a number of challenges and opportunities so that strategic planning takes into consideration the agility and adaptability of the company.

Tesco can carve good strategies that will harness opportunities, mitigate risks, and achieve sustainable growth (Trim, Peter, and Lee, 2025). This report will examine the extent of influences global on its operations by Tesco and the initiatives the company has proactively put in place to manage cross-border risks and modify its strategies to various markets and more importantly, success over time within a rapidly changing, competitive environment.

# TASK 1

## The restraints and constraint

Tesco have different or diverse communication styles, norms, and values, which can cause miscommunications and conflict during integration. Finding mutual ground for integration can be challenging because different organizations may have conflicting or incompatible strategic goals. It may be difficult for Tesco to commit enough funds for the integration effort due to their limited financial, human, and technical resources.

The term "cultural constraints" describes deeply held ideas, values, customs, and conventions that impede creativity, cooperation, or change within a company. The company have to determine which particular cultural norms and principles are obstructing progression and look for solutions as earlier as possible, such as improved education, leadership development, or legislative changes.

Political constraints include influence, power relations, and the wise distribution of resources. Work to establish a more meritocratic and cooperative atmosphere by identifying the political power structures impeding advancement. This may involve process modifications of Tesco, communication enhancements within an organisation, or restructuring (Jankelová, and Joniaková, 2021).

Social constraints include cultural norms, beliefs, and practices that can affect an organization's capacity to accomplish its objectives. A company have to determine which social barriers are preventing advancement and seek to overcome them, maybe through community involvement, social responsibility programme, or legislative change that support inclusion and equity.

Integration can be hampered further by misunderstandings and coordination failures caused by inadequate communication networks and procedures within an organisation. It can be difficult for Tesco to assign blame for the integration's success, which results in a lack of accountability and ownership. In Tesco additional changes in customer preferences, regulatory changes, or economic downturns can all interfere with integration efforts as well as necessitate adaptation.

## Contributions of participating organisations

Tesco interacts with a range of organisations as a share of its operations and stakeholder relationships. Tesco’s stakeholder encompasses clients, suppliers, co-workers, shareholders and community. Tesco is also associated with companies such as Booker group that was purchased by Tesco in 2018, and franchised brands like Londis, Budgens, and Euro Shopper and premier stores. Additionally, Tesco is involved in programs such as the Tesco Supplier Ethical Change-Makers program, which involves more than 100 supplier representatives.

Tesco and World Wide Fund (WWF) have teamed up to create and apply justifiable supply chain as well as operational practices. In order to lessen adverse environmental effects and foster social responsibility, Tesco's "Ethical First" initiative entails working with dealers to guarantee that moral and sustainable production methods are given top priority. In order to incorporate creative start-ups and innovative method into their stock chain and possibly produce new sustainable technologies and solutions, Tesco has partnered with WWF to launch an accelerator program.

Tesco evaluates its suppliers based on their ability, transparency, and ethical performance. For those with lower scores, it requires improvement plans that tie the improvements to forthcoming company expansion. To further reinforce their approach in ethical sourcing and make sure that ethical standards and responsible sourcing are fulfilled, Tesco has created a policy on human rights violations. Tesco places a high priority on collaborating with dealers to satisfy ethical and accountable sourcing standards, aiming to involve and assist them in implementing the required adjustments (Fisher, 2021).

In particular, inter-organizational communication facilitates the development and maintenance of relationships between suppliers and customers. Long-term relationships require confidence and trust, which are fostered by effective communication. Intelligence gathering flows from Inter-organizational communication channels which makes it possible for groups to collaborate on shared objectives. In joint projects or supply chain management, for example, it makes coordination easier (Ajibola, 2022).

## Components of planning and implementation

Tesco places a high priority on learning about the wants and needs of its customers in order to enhance their inclusive shopping experience. Using information from Clubcard package to tailor promotions and offers is one example of this. Tesco works to progress store operations, cut expenses, and streamline its supply chain. This involves investigating technologies such as self-checkout and AI-powered inventory management. Delivering value to its stakeholders, including consumers, shareholder and suppliers, is Tesco's goal. Tesco makes research with development investments to investigate new goods, services, and technological advancements. This includes programs that emphasize convenience and value, such as the "Every little helps" campaign (Woods, 2022).

Tesco can better serve its customers' preferences and cultivate enduring relationships with them by comprehending and honouring the various essentials of its clienteles in various nations. Tesco has a competitive edge in the global market which gained through its capacity to adjust to various cultural contexts as well as uphold a strong corporate culture. Employee morale and productivity are positively impacted by the prominence on inclusivity and self-governing leadership.

Tesco’s leadership style places a strong emphasis on staff involvement in administrative, encouraging cooperation and teamwork. Company’s executives are supposed to encourage and inspire their staff in order to foster a supportive and stimulating work atmosphere. Further company offers chances for staff development because it understands that a knowledgeable and capable workforce is critical to success (Wankah, *et al.*2022).

## The impact of the inherent

Inherent factors' effects on inter-organisational strategy are the ways in which traits within specific organizations which are collaborated with Tesco, affect their capacity to work together and create cross-organizational strategies. An organization's approach to inter-organisational collaboration and strategic decision-making is shaped by these elements, which include internal procedures, organizational culture, and resources. Tesco’s strong, collective culture able to promote trust and a sense of purpose, which in turn can help with inter-organisational cooperation. On the other hand, a culture which lacks transparency or is unduly preoccupied with internal priorities further make it difficult to collaborate (Rawling, 2023).

The motivation of individual employees and organizations to engage in collaboration is influenced by inherent characteristics. Cooperation and knowledge sharing are encouraged by inter-organizational trust, which can be developed through influence tactics, social interpersonal embeddedness, and shared goals. Knowledge sharing and utilization are shaped by the nature of intrinsic relationship. Inter-organisational cooperation makes it easier to share important resources and transfer knowledge. The kinds of control tools that are considered suitable depend on the intrinsic qualities of a relationship. To establish control and guarantee adherence to common objectives, prescribed agreements as well as contracts may occasionally be required. In order to successfully implement innovative strategies and navigate deviation within inter-organisational context, legitimacy is frequently necessary (McCarthy, O'Raghallaigh and Adam, 2023).

# TASK 2

## Comparison and evaluation among cross border partners and company

**Mission and goals**

Tesco-the main mission and goal of Tesco is to make sure that all the products are of high quality as well as fulfil all the basic needs of customers. It also aims at offering strong magnetic value to their wide range of customers.

Cross border partner-aims at aligning with Tesco’s strategies like providing reliable products with affordable price

Competitors-overpower the market share of Tesco (Meng, 2024)

**Roles**

Tesco-it is having its main role as the key retailer which has its franchises in all over the world. It also plays main role of being highly sustainable firm that not only ensures about community engagement but also protects environment by implementing eco-friendly practises.

Cross border partner-successfully contributing towards Tesco by making sure to have uninterrupted supply chain

Competitors-impact on the market dynamics of Tesco in negative way

**Strengths**

Tesco- strong brand image, broader range of product offering, innovate marketing

Cross border partner-ability of providing creative and different products along with maintaining strong relations with diverse suppliers

Competitors-strong presence in regional areas

**Weakness**

Tesco-over-dependency on the market of UK, downfall in addressing issues of supply chain, investment shortage in novel store formats

Cross border partner-facing cultural issues or logistics complications

Competitors-might have shortage of essential resource to compete with Tesco (Smith, 2023)

**Threats**

Tesco-intense competition, constantly changing customer demands and political instability

Cross border partner-impact of fluctuations in trade policies or supply chain disruptions

Competitors-entry of new members, financial downturns

**Opportunities**

Tesco-integration of technologies, expansion to countries where it has not yet expanded, frequent delivery of online grocery items

Cross border partner-to establish strong relationships with diverse suppliers

Competitors-to stand out separately by offering more special products

## Comparison and evaluation of theories & models

SWOT Analysis model is used by Tesco to determine the internal business environment of business. It helps in emphasizing on weak points and making changes to achieve the desired goals. It is argued by Benzaghta, *et al*. (2021), that there can be use of VRIO tool as it can help in providing in detail information of internal business environment of Tesco. In comparison to this, cross border partners uses other models, for example, Tata group is the cross border partner of Tesco that uses Tata business excellence model for analysing internal business. However, Tata group can also use SWOT tool as it is better than TBEM. Additionally, Pestle tool is undertaken by Tesco which supports the company to provide insights related to its external business environment. In contrary to this, Eierle, *et al* (2022) stated that Tesco could also just use PEST tool where only 4 four elements can help the business to analyse external business environment. In comparison to this model, Tata group uses same TBEM for its external business environment analysis. However, it can be argued by Dalirazar, and Sabzi, (2023), that PESTLE tool can be used by company.

## Critical evaluation of strategies linkage with policy objectives & goals

As Tata group is the cross border partner of Tesco, it applies effective strategies like ***Diversification*** and ***Synergy*** that helps the business to link the goals, objectives and aspirations with the operational outcomes.

Diversification-it defines the way Tata group diversifies its branches to wider range of industries including hospitality, steel, and airlines and so on. It also help the company to be sustainable by allowing the company to use resilient mode that help to achieve long term sustainable goals. It helps the business to fulfil its goals, objectives and aspirations of being sustainable. It is argued by Xie, Wang, and Miao, (2021), that diversification can impact the company’s capabilities because this strategy enable the company to look on diverse industries rather than on its own strengths.

Synergy-it depicts about collaboration between different resources of Tata group and its partners thereby achieving greater results. This strategy supports the company to connect aspirations, goals and objectives with operational outcomes like being sustainable, having strong market position, improved customer retention rate etc. As per Beer VSM model, Tata group is able to manage itself and adapt to every changing environment and synergy strategy helps the company in this area. There is system 3 in Beer VSM model which is about identifying the way different units collaborate with each other and help business to be sustainable. Likewise, synergy strategy helps eh company to combine different resources and ventures thereby saving lots of extra cost of products ultimately being sustainable. However, Holubčík, Soviar, and Lendel, (2022), stated that synergy strategy can be complicated and hectic for business. It is because maintaining strong collaboration between different ventures and resources is not that easy and time consuming.

## Impact of methods for managing risk & opportunities

There are different risks faced by company that includes operational risk and supplier & customer risk. Tesco and Tata group as national and international organization uses different method to overcome these risks like Tesco uses AI powered digital infrastructure that contributes to overcome operational risk by focusing on entire process, and collect customer data thereby mitigating customer related risk. In contrary, Tata group uses enterprise risk management which helps in mitigating all the types of risks.

Impact of these strategies help both national and international business by providing them chances to make changes in their work process, overcome any unprecedented risk thereby enabling them to achieve their desired goals and objectives in less period of time.

# TASK 3

## Critical assessment of the means of obtaining, co-ordinating, measuring and analysing strategic intelligence

Tesco, like any large retailer, has a need for improved strategic intelligence in order to understand an ever-changing environment. Their means of obtaining this intelligence seem to be multiple and varied. They choose primary research, consisting of customer surveys and loyalty programs, into consumer preferences and secondary research about competitors' insight on market trends and reports from possible third parties.

This flux of data needs to be coordinated, therefore, Tesco would be utilizing data warehouses and having certain teams dedicated to the purpose of gathering and validating data and spreading insights to different departments. These insights shared must therefore have a common messaging across the organisation, in order to create fully informed decision-making across every strata of the company.

As per the views of Arun (2022), measuring the success of strategic actions depends on the existence of proper Key Performance Indicators (KPIs). Examples range from market share growth and customer satisfaction score to campaign performance and profit measures. Herein lies a challenge: ultimately, attributing success, or failing to do so, to the intelligence alone, with price, money, and competition holding sway over external factors.

It is determined by Phillips (2021) that, the best option would be to use sophisticated techniques of data analysis from pure statistical analysis to predictive modelling. The pitfalls are plenty-old relevant data, confirmatory biases, and inflexible assumptions which are not adapted to new and changing market facts. An internal feedback mechanism between analysis and strategic response must be a constant in Tesco for course correction and continuous improvement purposes.

In the end, it is in the application of actionable intelligence to strategic decision-making and ensuring competitive advantage that lies every winner for Tesco, thus ending the circle that began with intelligence-gathering.

## Critical evaluation and interpretation of strategic intelligence and measures of confidence in intelligence to inform the development, implementation and review of policy and strategy for cross border and global organisations

In today's interconnected world, strategic intelligence is crucial for global organisations like Tesco navigating complex cross-border challenges. According to Kirby (2021), effectively interpreting this intelligence, which involves analysing geopolitical risks, market trends, and competitor activities, is paramount for informed decision-making.

However, as argued by Armenian (2022), raw intelligence alone is insufficient, determining measures of confidence is vital. This involves scrutinizing the source reliability, assessing biases, and validating information through multiple channels. For Tesco, this might mean evaluating the credibility of market research reports on consumer preferences in a new international market, considering potential biases from the research provider, and verifying findings through local partnerships and pilot programs.

Only with a clear understanding of the confidence level can Tesco effectively develop, implement, and review its policies and strategies. High-confidence intelligence might justify a large-scale market entry, while low-confidence data might necessitate a more cautious approach. Regularly revisiting intelligence and its associated confidence measures allows Tesco to adapt strategies to changing circumstances, mitigating risks and capitalizing on opportunities in the dynamic global landscape. By prioritizing rigorous evaluation, Tesco can leverage strategic intelligence to enhance its competitive advantage and ensure sustainable growth.

## Key influence of strategic intelligence in cross border and global organisational planning and decision-making

Strategic intelligence is crucial in guiding cross-border and global organisational policies and decisions. It encompasses the systematic collection, analysis, and dissemination of information essential for strategic decision-making. This process enables organisations to understand external environments, recognize opportunities and threats, and inform future growth strategies.

The role of strategic intelligence in global planning is exemplified by Tesco, a British multinational grocery retailer operating in 11 countries, including the UK, USA, and various Asian markets. Tesco's success is significantly attributed to its strong capabilities in gathering and analysing information about competitors, customers, and market trends.

As stated by Folorunso (2024), a key application of this intelligence lies in market entry strategies. Before entering new markets, Tesco conducts comprehensive studies to evaluate market potential and competition. For example, its analysis of American consumer behavior led to tailored value propositions for success in the US. Additionally, Tesco uses strategic intelligence to monitor regulatory changes and customer trends, which influences product development, marketing, and overall competitiveness in the global arena. This strategic approach has allowed Tesco to maintain an edge over competitors while adapting to different market demands.

## Critical examination of “acceptable risk” concept associated with gathering and using of strategic intelligence

For Tesco, strategic intelligence is a competitive weapon, and finding the balance between such use and "acceptable risk" is critical. This implies weighing against ethical, legal further reputational hazards of gathering and using information with their potential benefits.

As per the views of Gawin, Winiarski and Marcinkowski (2025), acceptable risk is not constant, it depends on what the potential payoff is. For example, using publicly available competitor data for determining prices involves minimal risk. However, using informants to infiltrate a rival organisation and uncover highly sensitive information involves huge legal and ethical breaches.

A company like Tesco must balance potential benefits with the risk of exposure from unethical or illegal intelligence gathering. The scandal would be catastrophic on brand reputation, customer trust, and fines. This includes the risks posed to people internally and externally affected by intelligence activities.

Tesco's acceptable risk threshold should be predominantly legal compliance, ethical conduct, and respect for individual privacy. Robust internal controls, clear ethical guidelines, and respected oversight mechanisms will mitigate the risk of intelligence gathering practices staying between acceptable limits for long-term sustainability and reputation of Tesco. It would be disastrous to ignore that balance.

# TASK 4

## Critical evaluation of the concepts of culture, character, ethos, beliefs, attitudes and needs and their impact on development and management of cross border organisational alliances and coalitions

Cross nation alliances and coalitions within the organisation are a conundrum of an undertaking determined by culture, character, ethos, beliefs, attitudes, and needs. Such characteristics, if not understood well, can lead to misunderstanding, conflict, and eventually, alliance failure.

As stated by Gitelman, Kozhevnikov and Chebotareva (2021), Culture denotes the norms and values that define accepted behavior and communication styles. The influences of national culture differences in the negotiation process, the decision-making style, and the overall operation rhythm of an alliance can be direct. Ethos represents input values and principles that guide the conduct of each partner and may potentially clash over issues such as sustainability or ethical sourcing.

Character is the inherent nature of each organisation, and it may affect trust and commitment. A risk-averse partner may have conflict with one who is more entrepreneurial. Divergent beliefs and attitudes related to market potential, competitive strategies, or even the purpose of the alliance may create fundamental disagreement. Lastly, diverse needs, maybe one partner is seeking market access while the other one desires technology expertise, should also be clearly articulated and addressed for both to enjoy mutual benefit.

Tesco learned a hard lesson from all this experience. International expansion wasn't always a success on their part. Most of their efforts that bore great results in the UK- mainly large format stores, were difficult to succeed in countries such as the US (Fresh & Easy) and Japan. Customers prefer fresh, locally sourced produce, which contrasts with their habits and sometimes with the competitive background. Eventually, these attempts failed due to insufficient understanding and adaptation to local cultures and the alignment of partner's needs. Understanding and adapting to such key issues is, therefore, paramount in producing successful win-win cross-border partnerships.

## Critical assessment of the influence of domestic, national and multi-national contexts on the development and implementation of cross border and global organisational policy and strategy

As per the views of Saheb (2023), it is a lesson learnt in terms of the domestic context, national context and multinational context. The first is associated with being UK. This meant putting value and convenience at the forefront, which manifested itself in the "Every little helps" philosophy. But translating this into the adaptation required significant, sometimes dramatic change before it could work abroad.

National law posed some challenges, there were developments in Europe where food safety and labour-related legal requirements made necessary changes internally of Tesco. There was cultural preference towards fresh vegetables such as smaller format stores which has led to localized stores models developed in Asia. To focus on these national nuances will incur expensive costs, like the effect that Tesco's experience faced in the US market in which its "Fresh & Easy" concept failed with consumers in America.

According to Kaggwa (2024), multi-national consideration which plays a long way towards the effect of trade agreements, economic conditions, and of international expansion by Tesco was free trade agreements on smooth supply chain network within the EU states. Emerging market currency-specific risk is otherwise an extension of the cost structure that volatility presents in terms of exchange rates. As an example, investment and continuous business possibilities are here affected by a politically turbulent region.

In the end, Tesco did not fail to steer a course through this whole complicated environment. It has thus learned, through an understanding of and adaptation to the domestic, national and multinational realities of specific markets, to make appropriate offerings and strategies: global policies will usually not be completely infallible and will need localization for optimum success. Without them, all or most of those locational forces amplify greatly the risk of failure in transnational ventures.

## Critical analysis of the knowledge on cultural differences to support innovative ways of mitigating or enhancing the impact of cultural differences on cross border or global organisational policy and strategy

A comprehensive look at cultural differences (Hofstede's dimensions, Trompenaars' cultural dilemmas, etc.) can be truly helpful in formulating strong cross-border organisational policies and strategies. As determined by Belhadi (2022), any lack of recognition of these differences can possibly lead to misunderstandings, inefficient operations, or dismal failure in an international business venture. Still, understanding these differences will not serve the purpose of moderating their adverse influence; innovative strategies are needed to gain from cultural diversity the competitive edge.

A good example can be given of Tesco: Even though successful in the UK, their foray into the US market with "Fresh & Easy" faltered due in part to not adapting to American consumer preferences and established shopping habits. As per views of Yoshikuni (2023), organisations need to go beyond a token localization. Instead, they should strive for "cultural ambidexterity," the ability to adapt to local contexts while preserving core organisational values and strategic goals.

Innovative strategies include:

Intercultural training programs: These programs will emphasize experiential learning and building empathy rather than just presenting the theoretical models.

Culturally intelligent leadership: Culturally intelligent leaders will have the skill to operate and managerially position teams while being sensitive to different cultural subtleties.

Translation hubs: The hubs will serve as regional cultural interpreters to facilitate the interaction between headquarters and local operations.

Design thinking: Animation of the policy-making process to engage all stakeholders in assuring cultural sensitivity and relevance.

Thus, beyond simple awareness, with the above measures, organisations can transform potential cultural impediments into avenues for growth and innovation in the global marketplace. Therefore, the paramount quality of success is a corporate culture of diversity that cherishes a desire to learn from other angles.

# CONCLUSION

Tesco is the company that has its several cross border partners along with different competitors all over the world. It needs to implement diverse strategies that help the business to not only coordinate effectively in national area but also in international location. In this report, it critically discussed different aspects relevant to the company. It provided critical evaluation of planning and implementation process along with inherent and respective power and status of company. It then discussed about mission, goals and strategies of business that helped in achieving its aspirations and objectives. It further evaluated the strategic intelligence of business in critical manner and also examined the concept of acceptable risk in accordance with strategic intelligence. In addition to this, impact of domestic, national and multi- national context on the implementation & development of cross border & global organizational strategy and policy was also critically discussed.

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