



CONESTOGA

Connect Life and Learning

Assignment - 1

Team	4 – Loblaws (alias used - Loblyst)
Name	Vaishnavi Wadhwa, Janviben Patel, Adhil Muzahir, Ota Adesina, Simran Rattu, Soji Koshy
Student #	8939083, 8898912, 8883484, 8889777, 8902253, 8940087.
Course	Information Technology Business Analysis Capstone Project
Section	08
Professor	Temi Ajaja
Due Date	11-09-2024

Table of Contents

Team Contract.....	2
Team Members and Roles & Responsibilities	4
RACI Matrix	5
Company overview.....	6
Competitive analysis.....	8
SWOT Analysis.....	8
PESTEL analysis.....	12
Balanced Scorecard	16
Resource Allocation.....	17
References	17

Team Contract

This contract serves as a mutual agreement to ensure successful completion of our Capstone project for Loblyst:

Project	Capstone
Team	Team 4
Selected Company	Loblaws (alias used - Loblyst)

Team Goal/Objective	
<ul style="list-style-type: none"> • Analyse and review the business problem: Understand and assess the current operational challenges faced by Loblyst. • Provide a comprehensive solution: Develop innovative strategies to resolve the key issues faced by Loblyst, focusing on improving efficiency, customer satisfaction, and overall profitability. • Deliver a detailed final report and presentation: Ensure all findings and proposed solutions are well-researched and presented in a professional and structured manner. • Work collaboratively towards achieving project milestones: Meet all deadlines and ensure the project meets the quality standards expected by our faculty and the client. 	
Team Procedures	
<p>Preferred methods of communication:</p> <ul style="list-style-type: none"> • WhatsApp Group/ Email: Official communications and document sharing. • Phone/Messaging: Quick updates or questions that require immediate attention. • Teams meetings: For weekly check-ins and discussions on significant milestones. • In-person meetings (if necessary): For critical discussions that require detailed focus. <p>Team meetings:</p> <ul style="list-style-type: none"> • Weekly Team calls: Every Friday at 12:00 PM to review progress and assign tasks for the upcoming week. • Ad-hoc meetings: Scheduled as needed for urgent issues or major project milestones. • Meeting minutes: To be recorded by the assigned team member (rotated among all) for each meeting and shared via email. 	
Team Expectations	
<ul style="list-style-type: none"> • Active participation: Every member is expected to contribute meaningfully to discussions, research, and deliverables. • Clear communication: If a member is struggling with a task or falling behind, they should communicate this to the team promptly. • Timely completion of assigned tasks: Each member should adhere to agreed-upon deadlines. • Respect and professionalism: All members should treat each other with respect and foster a supportive, collaborative environment. • Quality of work: All deliverables should be thorough, well-researched, and error-free. 	
Team Participation	

<ul style="list-style-type: none"> • Attendance: Attendance at all scheduled meetings is mandatory unless previously excused. If a team member is unable to attend, they must notify the team at least 24 hours in advance, unless in case of emergency. • Notice period for absences: A 48-hour notice is required for planned absences. Team members should arrange for their tasks to be covered if they are unavailable for an extended period.
Personal Accountability
<ul style="list-style-type: none"> • Attendance: Regular participation in all meetings and timely communication in case of absences. • Full participation: Each member must contribute to research, project tasks, and discussions equally. • Respecting deadlines: All assigned tasks must be completed on time and with due diligence. • Proactive engagement: Members should bring issues, potential challenges, and solutions to the group's attention proactively.
Consequences for Failing to follow procedures
<ul style="list-style-type: none"> • First step: Dialogue: A team discussion will take place to address any failure to meet expectations, with the member given an opportunity to explain their situation. • Second step: Escalation: If non-compliance continues, the issue will be escalated to the professor for resolution, potentially leading to a reduction in the team member's grade or other corrective actions. • Final step: Removal from the team: Continuous failure to meet obligations may result in removal from the team, following consultation with the professor.

Terms & Conditions

- All team members must uphold the values of professionalism, respect, and collaboration.
- Each member agrees to complete their assigned work to the best of their ability and within the deadlines set by the team.
- Any disputes will be resolved through team discussion first, before involving external parties (e.g., the professor).
- The final project deliverable must be reviewed and approved by all team members before submission.
- All team members must ensure to cite academic and professional references in the final project report.
- Any external sources used in the research and solution development must be acknowledged appropriately.

Name	Email ID	Signature	Date
Vaishnavi Gopal Wadhwa (PM)	Vwadhwa9083@conestogac.on.ca	V.G. Wadhwa	09-09-2024
Janviben Jayantibhai Patel (Asso. PM)	Jpatel8912@conestogac.on.ca	Janvi J Patel	09-09-2024
Ahmed Adhil Mohamed Muzahir	Amohamedmuzahir3484@conestogac.on.ca	Ahmed Adhil	09-09-2024
Ota Adesina	Oadesina9777@conestogac.on.ca	Ota. A	09-09-2024
Simran Rattu	Srattu2253@conestogac.on.ca	R. Simran	09-09-2024
Soji Koshy	Skoshy0087@conestogac.on.ca	Soji Koshy	09-09-2024

Team Members and Roles & Responsibilities

Team Member	Role	Responsibilities
Vaishnavi Gopal Wadhwa	Project Manager, Developer	<ul style="list-style-type: none"> - Oversee project planning and execution. - Manage team coordination and timelines. - Contribute to solution development, writing code, and implementing features. - Assist the Project Manager with task delegation and status updates.
Janviben Jayantibhai Patel	Associate Project Manager, Developer	<ul style="list-style-type: none"> - Ensure daily progress on milestones. - Support development by writing and testing code. - Lead research into the company's problem and solution options.
Ahmed Adhil Mohamed Muzahir	Research Lead, Business Analyst (BA)	<ul style="list-style-type: none"> - Analyse and document requirements. - Ensure the solution addresses business needs effectively.
Ota Adesina	Technical Lead, Business Analyst (BA)	<ul style="list-style-type: none"> - Lead the technical design and ensure the solution is technically feasible.

Team Member	Role	Responsibilities
Simran Rattu	Documentation Lead, Business Analyst (BA)	<ul style="list-style-type: none"> - Collaborate on requirements gathering and refine technical specifications. - Provide guidance on technology stack and architecture. - Prepare and maintain all project documentation. - Document meeting minutes, requirements, and project deliverables. - Assist with business analysis and process mapping. - Manage internal and external communications, including updates to stakeholders.
Soji Koshy	Communication Lead, QA Tester	<ul style="list-style-type: none"> - Lead quality assurance by developing and running test cases to ensure the solution functions as expected.

RACI Matrix

Tasks/Activities	Project Manager (PM)	Business Analyst (BA)	Technical Lead	Developers	QA Tester	Subject Matter Expert (SME)	Stakeholders
Problem Identification	A/R	R	I	I	I	C	C
Requirements Gathering	C	A/R	I	I	I	C	C
Solution Design	A	C	A/R	I	I	C	I

Tasks/Activities	Project Manager (PM)	Business Analyst (BA)	Technical Lead	Developers	QA Tester	Subject Matter Expert (SME)	Stakeholders
Technical Feasibility Analysis	I	C	A/R	I	I	C	I
Development of Solution	I	I	R	A/R	I	C	I
Prototype Testing	I	I	C	R	A/R	C	I
Final Solution Implementation	A/R	C	R	R	I	I	I
Testing and Quality Assurance	I	I	C	I	A/R	I	I
Stakeholder Review and Approval	A	C	I	I	I	C	A/R
Solution Deployment	A/R	C	R	R	I	I	I
User Training & Support	C	C	I	I	I	A/R	I
Post-Implementation Review	A/R	C	I	I	I	C	A/R

Company overview

Overview of Loblaw Companies Limited

Loblaw store is a food and drug retailer founded in 1919, with its head office in Brampton, aiming to bring the latest self-serve, cash- and carry concept to Canada. It operates more than 2,500 stores, making it the largest food and drug retailer (Bradburn, 2019, para 1) & (Pouline, 2024, para 1). Currently it has become one of the main players in the Canadian Supermarket and grocery sectors. Loblaw reported a total revenue of **\$59.5B** for the fiscal year 2023, with a gross margin of \$18B. To continue investing in its store network and distribution centers, the company invested a total of **\$2.1B** in capital expenditure in the year 2023. The company is currently worth \$39B in total assets (Loblaw Companies Limited, 2023, p. 7-27).

Looking at the financial statement there was no value explicitly allocated to IT and Operations, but the Company continued to make investments in new IT systems to improve the operating effectiveness of the organization. E-commerce sales of **\$ 3.3 billion**, and an increase of **10.7%**, are because of IT investment in improving the digital customer experience (Loblaw Companies Limited, 2023, p. 41).

Market Share: In the Canadian supermarket and grocery sector, Loblaw has **29%** of the market shares where other great players like Metro and Sobeys operate (Ozbun. T, 2024, para 1).

Brief Overview of Loblyst Financials for 2023 and 2022		
Year	2023 (\$m)	2022 (\$m)
Revenue	59,529	56,504
Revenue Growth	5.4%	6.3%
Sales	58,345	53,492
Gross Margin	18,083	12,165
Gross Margin %	31.0%	30.90%
Total Assets Approximately	39,000	38,200

Loblust Store declared a dividend per common share of **\$1.74B** (Loblaw Companies Limited, 2023, p. 75).

Executive Team

LEADERSHIP			
NALEG G. NESTOW	ZRANK JAMBIOLI	NAN EREEDMAN	UARY RACISAAC
Chairman	President, Market/Superstore	President, Joe Fresh	Senior Vice President, Loblaw Marketing and Control Brands
REP GANK	NELANIE BINGH	HARK BILSON	UAUREA TTEINBERY
President and Chief Executive Officer	President, Hard Discount Division	Executive Vice President and Chief Human Resources Officer	Senior Vice President, Loyalty, Media and Digital
MICHARD BUFRESNE	TEFF YEGER	MICK NENN	NIKE YINALDT
Chief Financial Officer	President, Shoppers Drug Mart	Executive Vice President, Chief Legal Officer and Secretary	Senior Vice President, Business Enablement and Enterprise Procurement
AOBERT TIEBE	NINA REE	VAID NARKWELL	
Chief Administrative Officer 16 2023	Chief Executive Officer, T&T Supermarkets	Executive Vice President, Chief Technology and Analytics Officer	

(Loblaw Companies Limited, 2023, p. 16)

Mission Statement

Our priorities include giving back to the communities in which we operate, sourcing with integrity and caring for the environment.

Vision Statement

Loblust's purpose – Live Life Well – supports the needs and well-being of Canadians who make one billion visits each year to the company's stores (Weston, n.d. para1).

Competitive analysis

For our competitive analysis of Loblyst Company, we conducted a comprehensive review utilizing three key frameworks: a SWOT analysis, a PESTEL analysis, and the Balanced Scorecard approach.

SWOT Analysis

SWOT Analysis

Loblyst

PURPOSE	
The purpose of this analysis is to evaluate the company's strengths and weaknesses on the internal front as well as opportunities and threats on the external front to build strategies for a sustainable future.	

S	INTERNAL STRENGTHS
1	Customer Loyalty
2	Operation Efficiency
3	Cost - Effective
4	Fast & Effective delivery
5	Brand Recognition

W	INTERNAL WEAKNESSES
1	Regulatory changes
2	New or Rising Operation cost
3	Resource & Time Waste
4	Competitors offer better deals
5	Customer complaints on pricing

O	EXTERNAL OPPORTUNITIES
1	Growth in E - commerce
2	Grow of health-conscious consumers
3	Technological innovation
4	Environmental sustainability
5	Social responsibility trends

T	EXTERNAL THREATS
1	Regulatory Risks
2	Economic Pressure
3	Technological Disruption
4	Social Changes
5	Government Policies

ACTION ITEMS & GOALS	
1	There are opportunities in the areas of e-commerce and the promotion of healthy products by using the rapidly evolving technological space and consumers' desires for sustainability.
2	A way to mitigate the effect of inflation and other threats is to increase operational efficiency and reduce costs by applying automation and artificial intelligence.
3	Increase the company's commitment to sustainability activities to meet environmental objectives; this will help Loblaw to occupy a better position in the market and minimize the company's future risks.
4	The second strategy is to be very alert to any new regulations that may pose a threat to work on different ways to adapt.

SWOT: Detail Explanation

S	INTERNAL STRENGTHS
1	What do our customers love most? - Customer Loyalty (PC Points, Member Discounts)
2	What are we more efficient at? - Operation Efficiency (Automated Distribution center)
3	What can we do for less money? - Cost - Effective (Bulk Purchasing and efficient Inventory Systems)
4	What can we do in less time? - Fast & Effective Deliveries (PC Express , E - commerce Channels)
5	What makes us stand out? - Brand Recognition (President's Choice and No Name, offering competitive product lines)

W	INTERNAL WEAKNESSES
1	Where do we lack efficiency? - Regulatory changes (New changes in food safety and healthcare, can reduce efficiency)
2	Where are we wasting money? - New or Rising Operation cost (Inflation and rising food prices)
3	Where are we wasting time and resources? - Adopting new technologies in certain areas
4	What do our competitors do better? - Competitors offer better deals (lower prices or better digital platforms that challenge Loblaw)
5	What are our top customer complaints? - Customer complaints on pricing (Rising food prices due to inflation)

O	EXTERNAL OPPORTUNITIES
1	What is missing in our market? - Growth in E - commerce (e-commerce and online grocery offerings, similar to Walmart Inc)
2	What could we create or do better than a competitor? - Grow of health-conscious consumers (health-related products to tap into shifting consumer preferences same as Metro Inc)
3	What new trends are occurring? - Technological innovation (AI and automation can improve efficiency, much like Walmart Inc)
4	What new technology could we use? - Environmental sustainability (Alimentation Couche-Tard Inc)
5	What openings in the market are there? - Social responsibility trends (priority for consumers, Loblaw can model initiatives similar to Walmart Inc)

T	EXTERNAL THREATS
1	What changes are occurring in our market's environment? - Regulatory Risks (increased regulation, particularly around food safety and healthcare, which are challenges also faced by Walmart Inc)
2	What technologies could replace what we do? - Economic Pressure (Inflation and rising interest rates impact Loblaw's margins, and Metro Inc and Alimentation Couche-Tard Inc also)
3	What changes are occurring in the way we're being discovered? - Technological Disruption (if other competitor adopt technologies faster than Loblaw , it could outpace Loblaw)
4	What social changes could threaten us? - Social Changes (increasingly promote local and fair-trade sourcing Like Metro Inc)
5	Are there any threatening government policies or regulations? - Government Policies (labor and environmental standards can increase costs for Loblaw, much like how Alimentation Couche-Tard Inc)

ACTION ITEMS & GOALS	
1	Which opportunities should we pursue? How can we use our strengths to help us succeed? - There are opportunities in the areas of e-commerce and the promotion of healthy products by using the rapidly evolving technological space and consumers' desires for sustainability.
2	Which weaknesses can be worked on to help maximize success? - A way to mitigate the effect of inflation and other threats is to increase operational efficiency and reduce costs by applying automation and artificial intelligence .
3	What strategies can we put into place to be prepared for threats? - Increase the company's commitment to sustainability activities to meet environmental objectives; this will help Loblaw to occupy a better position in the market and minimize the company's future risks. The second strategy is to be very alert to any new regulations that may pose a threat to work on different ways to adapt.

Reasoning:

Internal Strengths

Customer Loyalty (PC Points, Member Discounts): Loblaw's PC Optimum program is highly popular in Canada, encouraging repeat business with redeemable points for discounts (pcoptimum, NA, para. 1).

Operational Efficiency (Automated Distribution Center): Loblaw uses automated distribution centers to lower labor costs and enhance delivery speed and accuracy (Loblaw, 2020, para. 9).

Cost-Effectiveness (Bulk Purchasing, Inventory Systems): Bulk purchasing and advanced inventory systems help reduce costs and waste, improving operational efficiency (zanfini, 2013, para. 14 -16).

Fast & Effective Deliveries (PC Express, E-Commerce): PC Express and e-commerce channels offer convenient, timely grocery pickups and deliveries, boosting customer satisfaction (Toneguzzi, 2022, para. 4 – 7).

Brand Recognition (President's Choice, No Name): Loblaw's private labels, like President's Choice and No Name, are well-known for their quality and affordability. Loblaw's brands dominate the private label market, with President's Choice and No Name possessing 67% combined. Loblaw has one of the highest percentages of sales from private labels, currently at 27%, significantly higher than Metro's 21% (Kalia, NA, para. 3).

Internal Weaknesses

Regulatory Changes (Food Safety, Healthcare): Fresh policies and measures in the food safety and healthcare industry make it difficult to run operations and increase costs related to meeting the requirements (Beach, 2024, para. 9 - 14).

Rising Operational Costs (Inflation, Food Prices): Inflation/Price hike: This is a factor that almost all organizations have embraced because of the increasing operational costs such as food prices. The lack of increase in food prices is forcing costs up and hence reducing profit margins (Bundale, 2023, para. 2- 6).

Slow Technology Adoption: Even though contemporary firms have incorporated advanced technological solutions such as Artificial intelligence, Loblaw has not incorporated the advancement; hence, efficiency is negatively affected (News, 2024, para. 10-11, 17).

Competitors Offering Better Deals: Another source stated that other competitors, such as Walmart, have lower prices and better online store interfaces, putting the tone to Loblyst's dominance (grocerybusiness, 2023, para. 2- 3).

Customer Complaints on Pricing: Due to the increase in prices due to inflation, the firms have also experienced backlash from customers regarding their image, particularly by CBC News (Stechyson, 2024, para. 1- 6).

Opportunities (External)

Growth in e-commerce: Loblyst can thus look at ways to develop his e-commerce and online grocery business, such as Walmart Inc., a frontrunner in online grocery service and delivery. This is an advantage for Loblyst because the number of online consumers is increasing, which means growth for Loblyst. (Kestenbaum, 2021, para. 1- 4).

Rise of health-conscious consumers: Loblyst can further expand the company's product portfolio to target changes in nutritional and dietary habits, as **Metro Inc.** has adapted to sell more healthy organic food products (Kucharsky, 2015, para. 4- 8).

Technological innovation: AI and automation are suitable investments due to cost reduction; the same way **Walmart Inc.** has benefited by integrating an artificial intelligence system in its supply systems (Collins, 2023, para. 4).

Environmental sustainability: This is an area where Loblyst can emulate **Alimentation Couche-Tard Inc.** since the latter made a commitment to the reduction of carbon emissions and the improvement of eco-efficiency (Couche-Tard's, NA, para. 1).

Social responsibility trends: Since social responsibility is an economic issue for consumers, Loblyst can emulate the following strategies concerning **Walmart Inc.** – Diversity, Equity, and Inclusion programs (Walmart, Belonging, Diversity, Equity & Inclusion, NA, para. 1).

Threats (External)

Regulatory risks: A significant threat for Loblyst is the rise of regulation issues, mainly focused on food safety and healthcare issues, as **Walmart Inc.**, a global company operating in the market, must deal with such problems (Walmart, Ethics and Compliance, 2024, para. 5).

Economic pressure: This affects **Loblyst's margins; Metro Inc. and Alimentation Couche-Tard Inc.** suffer from the same pressures that demand operational efficiency gains (University, NA, para. 16).

Technological disruption: If **Walmart Inc.** can adopt advanced technologies faster than Loblyst, it could leave Loblyst behind in its online grocery business and logistics automation (technologymagazine, 2024, para. 9-10).

Social changes: This means the consumer's changing attitude towards using socially responsible and sustainable goods puts pressure on Loblyst to change because competitors such as **Metro Inc.** have embraced sourcing from other nearby and traded products (Metro, NA, para. 6).

Government policies: The government can change the rules of labor and the environment, impacting cost structure by changing policies that can raise **Loblyst's costs** (worldbenchmarkingalliance, NA, para. 2) mentioned that Alimentation Couche-Tard Inc. must face regulatory issues involving emissions and the workforce.

Conclusion:

The SWOT analysis of Loblyst Company reveals several internal strengths, such as strong customer loyalty driven by the PC Optimum program, operational efficiency through automated distribution centers, and brand recognition with popular private labels like President's Choice and No Name. However, the company faces internal weaknesses, including rising operational costs due to inflation, slow technology adoption, and customer complaints about pricing. Externally, Loblyst has opportunities for growth in e-commerce, tapping into health-conscious consumer trends, and adopting technological innovations like AI for supply chain improvements. Yet, it must navigate external threats such as regulatory risks, economic pressures, technological disruptions, and evolving government policies. These factors highlight both the competitive advantages and challenges Loblyst must address to maintain market leadership and adapt to changing industry dynamics.

PESTEL analysis

PESTEL Factor	Notes	Potential impact	Implications and Importance			
	<i>About your organization and how the factors listed on the left might impact on marketing for your organization/SBU</i>	<i>H = High M = Medium L = Low U = Undecided</i>	Time Frame: <i>Short/Medium/Long</i>	Type: <i>Opportunity/Threat</i>	Implication: <i>Increasing/Reducing/Not yet determined</i>	Relative Importance: <i>H = High M = Medium L = Low</i>
P Political	Government rules about food safety, drug costs, and changes to national healthcare for medications	H	Medium	Threat	Increase regulatory oversight in the food and health sectors	High

PESTEL Factor	Notes	Potential impact	Implications and Importance			
	affect Loblyst's business. There are also risks from following new laws about carbon emissions and labor rules. (Loblaw, 2023, p. 5)					
E Economic	Inflation, rising food prices, interest rates, and unemployment all affect consumer spending and affect Loblyst's business. Fluctuations in exchange rates and borrowing costs affect profitability. (Loblaw, 2023, p. 5)	H	Short	Threat	Increasing inflationary pressures and borrowing costs.	High
S Sociological	The growth of online shopping combined	M	Medium	Opportunity	Increasing focus on social	Medium

PESTEL Factor	Notes	Potential impact	Implications and Importance			
	with demographic changes such as aging and healthy expectations, affordability, diversity, and inclusion are driving Loblyst to innovate by offering healthy food and quality healthcare services. (Loblaw, 2023, p. 47)				responsibility	
T Technological	Loblyst's success depends on embracing technologies such as e-commerce, artificial intelligence, supply chain, and automation while managing cybersecurity risks and technology disruptions. (Loblaw, 2023, p. 12)	H	Short	Opportunity	Increase Investing in digital solutions is essential to market growth.	High

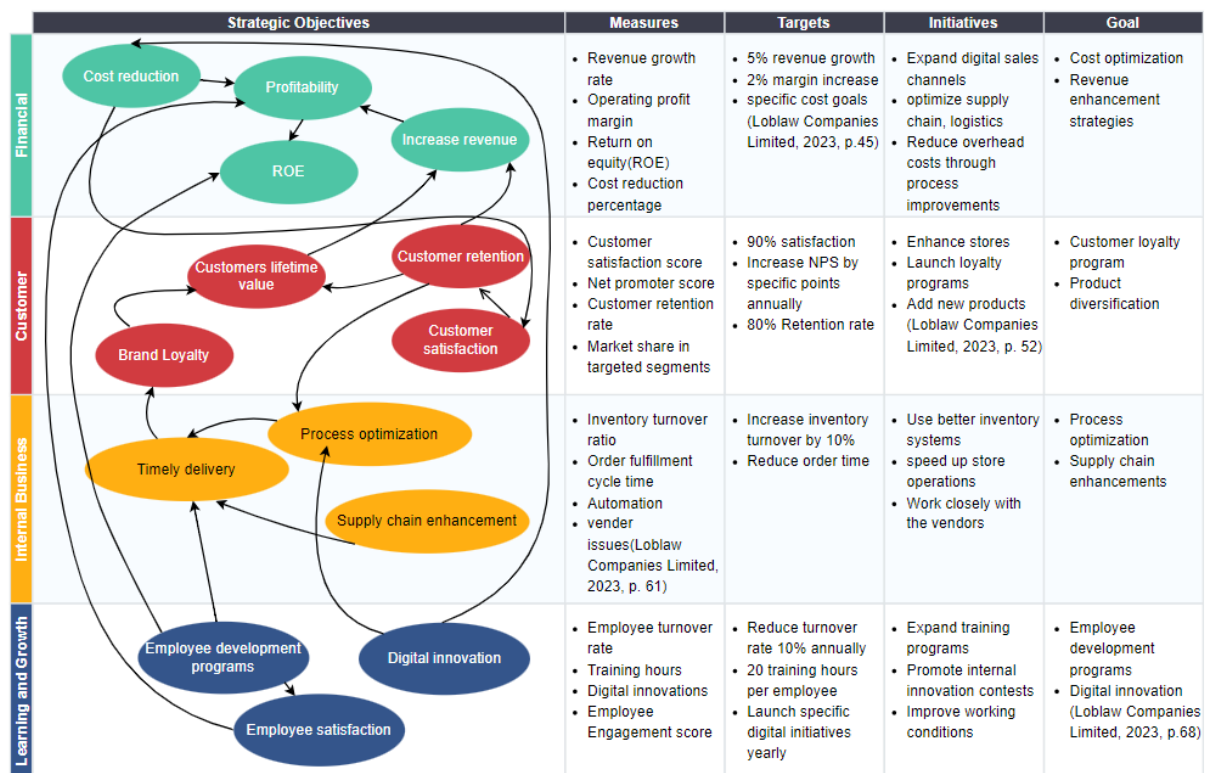
PESTEL Factor	Notes	Potential impact	Implications and Importance			
E Environmental	Loblaw has a goal of lowering emissions and minimizing food waste and plastic packaging as the organization follows the legal requirements of the country and customer expectations. (Loblaw, 2023, p. 8)	M	Long	Opportunity	Increasing focus on environmental sustainability	Medium
L Legal	It is important to follow laws related to food safety, labor rights, data protection, and medical practices. Changes in tax laws, minimum wage laws, and environmental protections can have a significant impact on Loblaw's legal	H	Medium	Threat	Increasing regulatory requirements.	High

PESTEL Factor	Notes	Potential impact	Implications and Importance			
	landscape. (Loblaw, 2023, p. 40)					

Conclusion:

Through the PESTEL analysis, we understand what external factors such as government regulations, economic conditions, technological changes, social conditions, environmental responsibilities, and legal obligations affect Loblaw's operations. This shows the need for companies to adapt to changing customer needs, invest in technology, follow environmental standards, and manage economic uncertainty to stay competitive and achieve sustainable growth in the Canadian market.

Balanced Scorecard



Conclusion:

Loblyst's Balanced Scorecard places a strong emphasis on improving customer experience and loyalty (Customer Perspective), increasing operational efficiency and streamlining processes (Internal Processes Perspective), investing in employee development and innovation (Learning & Growth Perspective), and growing revenue, controlling costs, and improving ROI (Financial Perspective). This approach supports alignment with overarching objectives and efficient performance management.

Resource Allocation

Task Assigned	Resource	Start Date	End Date	Status
1. Team Contract	Vash	08-09-2024	11-09-2024	Done
2. RACI	Vash	08-09-2024	11-09-2024	Done
3. Roles & responsibilities	Vash	08-09-2024	11-09-2024	Done
4. Company's Overview	Ota	08-09-2024	11-09-2024	Done
5. SWOT analysis	Janvi	08-09-2024	11-09-2024	Done
6. PESTEL analysis	Adhil	08-09-2024	11-09-2024	Done
7. Balance Scorecard	Simran	08-09-2024	11-09-2024	Done
8. Documentation & Formatting	Vash	08-09-2024	11-09-2024	Done
9. Review	Everyone	08-09-2024	11-09-2024	Done

References

Conestoga College. (2024). Team Contract. Template

<https://conestoga.desire2learn.com/d2l/le/content/1252314/viewContent/27041579/View>

K. Eby. (2022, June 7). RACI Chart Template. Smartsheet. Template

<https://www.smartsheet.com/content/raci-templates-excel>

Loblaws Companies Limited. (2023). *Annual Report*

https://dis-prod.assetful.loblaw.ca/content/dam/loblaw-companies-limited/creative-assets/loblaw-ca/investor-relations-reports/annual/2023/LCL_2023_AR.pdf

T. Ozburn. (2024, April 03). Loblaws - statistics & facts

<https://www.statista.com/topics/3235/loblaws/>

Comparably. (n.d.). *Loblaws Companies Limited*

<https://www.comparably.com/companies/loblaw-companies-limited/mission>

Loblaws Companies Limited. (2024). The Canadian encyclopedia

<https://www.thecanadianencyclopedia.ca/en/article/loblaw-companies-limited>

Loblaws. (2020). Canada's food and pharmacy leader

<https://www.loblaw.ca/>

Loblaw Companies Limited. (2023). Annual report. AnnualReports.com.

<https://www.annualreports.com/Company/loblaw-companies-limited>

Loblaw Companies Limited. (n.d.). Press releases.

<https://www.newswire.ca/news/loblaw-companies-limited/>

Visual Paradigm. (2024). Strategy map with balanced scorecard example. Template

<https://online.visual-paradigm.com/app/diagrams/#diagram:proj=0&type=StrategyMap&gallery=/repository/a00083f6-3f39-435c-bc44-24764537b348.xml&name=Strategy%20Map%20with%20Balanced%20Scorecard%20Example>

Loblaw Companies. (2023). Annual Report - Financial Review.

https://dis-prod.assetful.loblaw.ca/content/dam/loblaw-companies-limited/creative-assets/loblaw-ca/investor-relations-reports/annual/2023/LCL_2023_AR.pdf

Loblaw Companies. (2023). Annual Report - Financial Review.

https://dis-prod.assetful.loblaw.ca/content/dam/loblaw-companies-limited/creative-assets/loblaw-ca/investor-relations-reports/annual/2023/LCL_2023_AR.pdf

Loblaw Companies. (2023). Annual Report.

https://dis-prod.assetful.loblaw.ca/content/dam/loblaw-companies-limited/creative-assets/loblaw-ca/investor-relations-reports/annual/2023/LCL_2023_AR.pdf

Loblaw Companies. (2023). Annual Report - Financial Review.

https://dis-prod.assetful.loblaw.ca/content/dam/loblaw-companies-limited/creative-assets/loblaw-ca/investor-relations-reports/annual/2023/LCL_2023_AR.pdf

Loblaw Companies. (2023). Annual Report - Financial Review.

https://dis-prod.assetful.loblaw.ca/content/dam/loblaw-companies-limited/creative-assets/loblaw-ca/investor-relations-reports/annual/2023/LCL_2023_AR.pdf

DexForm. PESTEL analysis template.

<https://www.dexform.com/download/pestel-analysis-template>

Beach, C. (2024, Jan 12). 2024 food safety is in the hands of the government, industry, and the consumer. Food Safety news

<https://www.foodsafetynews.com/2024/01/2024-food-safety-is-in-the-hands-of-government-industry-and-the-consumer/>

Bundale, B. (2023, May 03). Loblaw facing 'outsized' cost hikes from biggest suppliers: CFO. Global News

<https://globalnews.ca/news/9670003/loblaw-first-quarter-earnings/>

Collins, G. (2023, Dec 13). The future of Generative AI capabilities in S2P strategies. Supplychaindigital

<https://supplychaindigital.com/technology/the-future-of-generative-ai-capabilites-in-s2p-strategies>

Couche-Tard's, A. (NA, NA NA). Alimentation Couche-Tard's Sustainability Programs. Alimentation Couche-Tard's

<https://corpo.couche-tard.com/en/sustainability/>

grocerybusiness. (2023, Dec 02). Walmart Canada: Beyond pricing and assortment. Grocerybusiness

<https://www.grocerybusiness.ca/walmart-canada-beyond-pricing-and-assortment/>

Kalia, V. (NA, NA NA). Beacon & Eggs. Iveybusinessrevie

<https://www.iveybusinessreview.ca/magazine/articles/beacon-and-eggs#:~:text=Loblaw's%20brands%20dominate%20the%20private,significantly%20higher%20than%20Metro's%2021%25.>

Kestenbaum, R. (2021, Dec 10). Walmart is gaining on Amazon in E-Commerce. Forbes.

<https://www.forbes.com/sites/richardkestenbaum/2021/10/20/walmart-is-gaining-on-amazon-in-e-commerce/>

Kucharsky, D. (2015, Aug 14). Metro tries to keep up with value-conscious consumers. Canadian Grocer.

<https://canadiangrocer.com/metro-tries-keep-value-conscious-consumer>

Loblaw. (2020, Nov 23). Gatik and Loblaw Deploy Canada's First Autonomous Delivery Fleet. Loblaw

<https://www.loblaw.ca/en/gatik-and-loblaw-deploy-canadas-first-autonomous-delivery-fleet/>

Metro. (NA, NA NA). Socioeconomic contribution. Metro

<https://corpo.metro.ca/en/corporate-social-responsibility/community.html>

News, I. (2024, Apr 15). Technological advancements revolutionizing Canada's grocery industry. Grocerybusiness

<https://www.grocerybusiness.ca/technological-advancements-revolutionizing-canadas-grocery-industry/>

pcoptimum. (NA, NA NA). PC Optimum Loyalty Program . pcoptimum

<https://www.pcoptimum.ca/>

Stechyson, N. (2024, Apr 06). People are fed up with Loblaw stores' rising prices. Would a boycott accomplish anything? CBC News

<https://www.cbc.ca/news/business/loblaws-boycott-canada-1.7164506>

technologymagazine. (2024, May 02). How Walmart Technology is Shaping the Shopping Experience. Technologymagazine

<https://technologymagazine.com/articles/how-walmart-technology-is-shaping-the-shopping-experience>

Toneguzzi, M. (2022, Jan 25). Grocery Pick Up Sees Significant Growth in Canada into 2022: Interview. retail-insider

<https://retail-insider.com/retail-insider/2022/01/grocery-pick-up-sees-significant-growth-in-canada-into-2022-interview/>

University, Y. (NA, NA NA). Food Policy for Canada. York University

<https://foodpolicyforcanada.info.yorku.ca/backgrounders/problems/corporate-concentration/>

Walmart. (2024, Apr 24). Ethics and Compliance. Walmart

<https://corporate.walmart.com/purpose/esgreport/governance/ethics-compliance>

Walmart. (NA, NA NA). Belonging, Diversity, Equity & Inclusion. Walmart

<https://corporate.walmart.com/purpose/belonging-diversity-equity-inclusion>

worldbenchmarkingalliance. (NA, NA NA). Alimentation Couche-Tard. .worldbenchmarkingalliance

<https://www.worldbenchmarkingalliance.org/publication/food-agriculture/companies/alimentation-couche-tard-5/>

zanfini, M. (2013, Mar 6). Loblaws supply chain. Prezi

<https://prezi.com/u13qwuluri3/loblaws-supply-chain/>