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STRATEGIC MANAGEMENT FOR SMES

Executive Summary

The report has highlighted the introduction of the company based on the current business situation. The report has also mentioned the Strategic development process based on the perspectives of the company VLL. The report has analysed the VRIN, 9M model and benchmarking procedures based on the business objectives. The “Porter’s Value Chain Model”, PESTLE, BCG matrix, stakeholder matrix, porter’s five forces and summarisation of the findings with SWOT analysis have been done for analysing the report orientations. The report has also highlighted the strategic growth options, choices and action points. The utilisation of the "Ansoff Matrix model" and "Porter's Generic strategies" has also been done for maintaining the business growth. It also provides recommendations to improve the strategic management process and highlight the timeline of then management process along with

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Introduction

“Strategic management” refers to the ongoing planning, differentiating, monitoring, analysing and assessment of all the requirements of an organisation. The changing requirements of business environments can be accessed constantly for maintaining success of an organisation. The purpose of the report is to analyse the strategic management skills while obtaining the development process in order to maintain the business progress. “Verdant Leisure Ltd (VLL)” is a SME which operates a holiday park for offering self-catered holidays, as well as lodges and caravans for maintaining the selling procedure. The company is maintaining its selling procedure across Northern England, Scotland and North Devon (Verdantleisure.co.uk, 2023). This organisation has been chosen as it has integrated effective measures for ensuring effective outcomes in its managerial strategy.

The theoretical models such as “SWOT analysis”, “PESTEL analysis”, “VRIN”, “9M Model”, “Porter’s Value Chain Model”, “Ansoff Matrix model”, “SFA framework” and “Porter’s Generic strategies” have been elaborated in this context. The first section of the report has covered the strategic analysis of the business environment by enabling the use of SWOT analysis and “value chain mode”. The second section has covered strategic growth options, action points and choices in order to evaluate the effectiveness of the company in the competitive environment. The expected outcome for “Verdant Leisure” is the strategic direction of ensuring the accessibility of different market options.

Strategic development process

1. Strategic analysis

VRIN

Valuable	Rare	Imperfectly Imitable	Non-substitutable
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<ul style="list-style-type: none"> • The company treats customers and stakeholders with honesty, fairness, integrity and openness (Verdantleisure.co.uk, 2023) • Recycle and reuse different materials • Self-catering services of VLL 	<ul style="list-style-type: none"> • The financial influence of different investors • Lack of expenditure on human resource 	<ul style="list-style-type: none"> • The geographical location for the company portfolio • VLL operates 3000 pitches of holiday homes and “privately owned lodges” (Palatinepe.com, 2023) 	<ul style="list-style-type: none"> • “Atlas leisure homes” of VLL • Motivation among tourists in using the reusable and recyclable products while in the holiday parks
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Table 1: “VRIN framework”

(Source: Verdantleisure.co.uk, 2023)

Analysis

The customers in VLL have maintained their honesty, integrity and fairness for the openness of the market. The valuable resources such as self-catering materials and recyclable materials have been carefully handled in order to integrate job performance in the competitive environment (Verdantleisure.co.uk, 2023). Financial influence from investors such as “Pears Partnership Capital” has regulated the “Acq-Fin-II funding round” for measuring financial accountability (Cbinsights.com, 2023). This financial influence acts as a rare resource for the company which can be handled in an efficient way. 3000 pitches of holiday homes and lodges of VLL can act as the imperfectly inimitable resources in the competitive environment (Palatinepe.com, 2023). As per the opinion of Qureshi (2020, p. 210), a lack of facilitation of the resources in a company portfolio can create financial hindrances in the business market. The non-substitutable resources of VLL are the “Atlas leisure homes” which is the main

reason for its competitive advantage in the business market. The company has motivated travellers to use the recycled and reusable products for maintaining the business procedure with sustainability.

9M Model

Manpower <ul style="list-style-type: none"> 91 employees in the company skilled in maintaining sustainability in holiday parks (Globaldatabase.com, 2023) 	Money <ul style="list-style-type: none"> The gross revenue of the company is \$33.1 in 2022 (Zoominfo.com, 2023) 	Materials <ul style="list-style-type: none"> Staff in VLL use reusable and recyclable products and maintains motivation among team members for transforming the customer experience through this strategy
Management <ul style="list-style-type: none"> The CEO of the company, Bev Dixon has regulated the management team with effective training facilities 	Minutes <ul style="list-style-type: none"> Employees are trained to deliver their effective working procedure within a stipulated time-frame 	Measurement <ul style="list-style-type: none"> Holiday destination plans ensure perfect ownership and the award system is effective for maintaining the working pavement
Method <ul style="list-style-type: none"> Investors from different companies acquired for maintaining the strategy for finance development 	Machines <ul style="list-style-type: none"> Holiday parks in VLL have maintained the machinery dimensions in spectacular locations 	Mother nature <ul style="list-style-type: none"> The company has facilitated environmentally conscious leisure parks to help the customers

Table 2: 9M model

(Source: Verdantleisure.co.uk, 2023)

Analysis

Skillful employees in the company have acquired the skill of managing the workforce efficiently in order to integrate the business viewpoints. As per the opinion of Abbar *et al.* (2021, p. 3), the "9M Model" can ensure the business practices of a company with the help of effective financial acquisition. Planning for holiday destinations can be maintained in a swift way to ensure the financial competencies of working pavement in VLL. The environmentally conscious nature can integrate these business objectives of VLL in a sustainable way.

Benchmarking

Internal Benchmarking	External benchmarking	Performance benchmarking	Practice benchmarking
<ul style="list-style-type: none"> • Ensuring the functional benchmarks • Identifying figures of merit with the help of "GDPR, the Data Protection Act 2018" and "Electronic Communications Regulations 2003" (Verdantleisure.co.uk, 2023) 	<ul style="list-style-type: none"> • Best services from the competitors such as "Hagans Leisure Ltd" and "York House Leisure" (Zoominfo.com, 2023) • The gross profit of VLL is £7 million in the year 2021 (Globaldatabase.com, 2023) 	<ul style="list-style-type: none"> • 64% of the staff agreed that the monthly reward scheme ensures the effectiveness of the performance (B.co.uk, 2023) • Enabling "green champions" in each park 	<ul style="list-style-type: none"> • VLL has ensured their performance-based culture • It has obtained "bronze-level Green Tourism Awards" for being certified literacy (B.co.uk, 2023) • The ownership of holiday homes has encouraged staff to do "just one thing" for helping colleagues

Table 3: Different types of Benchmarking

(Source: Verdantleisure.co.uk, 2023)

Analysis

"Internal benchmarking" can be ensured for ensuring the ability to promote quality metrics while operating a task within a company. As per the opinion of Akkermans *et al.* (2019, p. 40), different KPIs (Key Performance Indicators) can be addressed to meet the effective standards of the board. The help of "GDPR, the Data Protection Act 2018" and "Electronic Communications Regulations 2003" have been considered in VLL to ensure effective maintenance of "internal benchmarking" (Verdantleisure.co.uk, 2023). The functional benchmarks can be addressed in the company to ensure the managerial objectives. According to the views of Kurniawan *et al.* (2021, p. 550), external benchmarking ensures the understanding of specific data which are extremely valuable for maintaining better competency in the wider market. The best services have been provided by the company in the competitive environment of the UK in the presence of the competitors such as "Hagans Leisure Ltd" and "York House Leisure" (Zoominfo.com, 2023). This extent of gross profit has enabled a competitive advantage in the company while promoting the business based on the market value.

The "monthly reward scheme" has enabled the tasks in greater productivity which has assured the demand orientation among the employees. 64% of the employees agreed that the reward scheme has developed the "performance benchmarking" while maintaining effective business competency (B.co.uk, 2023). As per the views of Ayduğ *et al.* (2020, p. 30), the "practice benchmarking" of a company ensures the process of analysing and gathering business data while ensuring the completion of the tasks. Facilitation of the measures for "just one thing" to help the employees can be ensured for maintaining business competency. Facilitation of performance-based culture is effective for utilising effective business orientation.

"Porter's Value Chain Model"

Firm infrastructure: private body	M A R G I
HRM (Human Resource Management): Self-catering holidays and offerings of the company as a park operator	
Technology development: Tracking technologies for accessing the website (Verdantleisure.co.uk, 2023)	
Procurement: Improved speed and security on website and the facilitation of personally "identifiable information"	

Inbound logistics	Operations	Outbound logistics	Sales and marketing	Service	N
<ul style="list-style-type: none"> Inbound activities of sales and promotions through the investments 	<ul style="list-style-type: none"> Negotiations of professionally skilled individuals Access of ownership in Devon, and Northern England 	<ul style="list-style-type: none"> Maintenance of distribution channels with the help of local transportation 	<ul style="list-style-type: none"> Marketing has been done with the help of social media channels such as Facebook and Instagram 	<ul style="list-style-type: none"> Holiday parks and leisure services 	

Table 4: “Porter’s Value Chain Model”

(Source: Verdantleisure.co.uk, 2023)

Analysis

The company has enabled their effective tracking of operational facilities while accessing the official website. As per the views of Al-Haqan *et al.* (2021), the utilisation of personally identifiable information is effective for maintaining the value chain for global competency. The improved speed and security can ensure the financial development of VLL in their distribution channel. The marketing and promotional strategy through social media such as Facebook and Instagram can be ensured for maintaining marketing competency. Access of ownership in VLL has ensured their business strategy which can integrate the optimum value in their value chain.

Balanced Scorecard Model

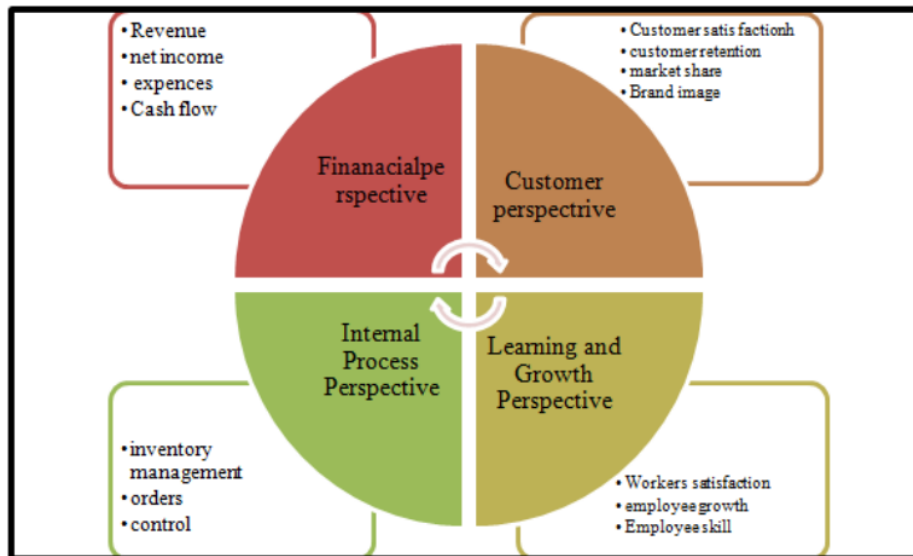


Figure 1: Balance Scorecard

(Source: Created by Author)

A balanced scorecard helps in measuring the strategic performance of a company. In this case, analysing the performances of the company *Verdant Leisure*, it has been observed that the organisation is a well-known holiday park operator offering different facilities to its customers. The UK-based organisation mainly offers self-catering holidays as well as caravans also lodges for sale across the world. The aim of sustainable tourism allows the organisation to win different valuable awards. It also assisted the company in improving its performance and helped in satisfying customers.

This approach of the company assisted it in retailing the employees and increasing the market share. Data shows that the revenue of Verdant Leisure reached GBP 33.1 million in 2022 (Verdantleisure.co.uk, 2023). This data helps in understanding the successful performance of the company. In addition, the company has been observed to satisfy its customers by adopting different innovative approaches. In this case, it has been observed that the company through smashing approximately 28% YoY sales target, the company becomes able of transforming the experiences of the customers in an effective way (Attacat.co.uk, 2023). It assisted the company to develop its growth perspective. The company has been observed to be expanding in the US first in 2016 for securing a significant investment through offering self-catering lodges. Additionally, different inventory management procedures and quality

control with a sustainable approach allow the company to manage its internal process perspectives.

Product Life Cycle Model

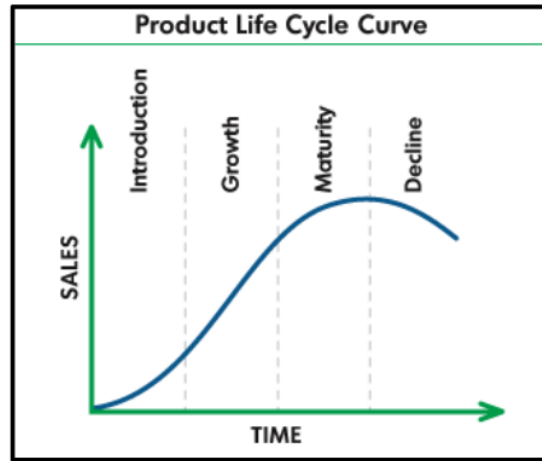


Figure 2: Product Life Cycle

(Source: Created By Author)

The “Product Life Cycle” model relies on the four basic stages that determine the development of the product or service as time passes. Based on the view of Agrawal *et al.* (2022) the sustainable business performances of a company along with analysing the continuous revenue stream of services or products can be determined by using this model. This model is based on the four basic stages Introduction, Growth, maturity, and decline. The *verdant leisure company* has been focusing on a different approach for the growth of the company. In this case, it opts for *Google Ads* that help in engaging a huge number of visitors to gain information about the different facilities of the company in their holiday parks. In addition, the company also focuses on developing a flexible website that enables ranking well and improving the search engine for managing the business performances through cost-effectively converting the site visitors into sales (Verdantleisure.co.uk, 2023). In this case, the company through its different business approach has been gaining various awards that portray its growth in the competitive market.

Data shows that in 2019 the company will get an award “Silver recognition in the Best UK Family Holiday Company category” and in 2020 “the Best UK Parks & Lodges Holiday Company category” (Verdantleisure.co.uk, 2023). The growth and maturity of the company are also measured by analysing the growth of the market share. In this case, data shows that the total value of the company has a turnover of GBP 16.6 million which is a 2.42 multiple of

growth of the company (Verdant Leisure.co.uk, 2023). Therefore, it can be said that the development of a company expands its business globally successfully through engaging these approaches.

External analysis by applying PESTEL

Factors	Description	Impact
Political factor	<ul style="list-style-type: none"> • Enhancement of the international tension • Increase polarisation • Impact of Pandemic on political factors • Stable Government 	Both positive and Negative
Economic factors	<ul style="list-style-type: none"> • High GDP rate 202 trillion (Statista.com, 2023) • The high inflation rate reached 6.2 % in 2023 February (Statista.com, 2023) • Effect of the Decentralised Currency • Green technology pressure 	Both positive and Negative
Social factor	<ul style="list-style-type: none"> • Changing working preferences • The impact of the Unemployment Rate is 3.7% in 2022 (Statista.com, 2023) • The population rate reached 67 million in 2021 (Statista.com, 2023) • Diverse culture 	Both positive and Negative
Technological factor	<ul style="list-style-type: none"> • R&D investment is projected to be GBP 42.58 billion in the year 2023 (Statista.com, 2023) • Technologically advanced country • Educated population • High competition in technological improvement 	Both Positive and Negative

Legal factor	<ul style="list-style-type: none"> • Changing legislation • Strong legal policies • Rising unrest equality issue • Rising unrest liberty issue 	Both positive and Negative
Environmental factor	<ul style="list-style-type: none"> • Impact of pollution • Focusing on recycling • Agenda of less plastic use • Growth of the Tourism industry 	Both positive and Negative

Table 5: Pestle Analysis of the UK

(Source: Created by author)

Analysis

Based on the PESTLE analysis, it can be said that the impact of political factors has both positive and negative influences on the company Verdant Leisure. The enhancement of international political tension negatively impacts the growth of the business of the company in the international market. The business expansion plan faces different complicated legal business policies. On the other hand, the impact of COVID has also been observed to impact the strengthening of new rules for engaging visitors based on the impact of these factors b. the turnover of the company after the pandemic has been observed to decrease noticeably. On the other hand, the high growth of GDP was observed to be a positive side for growing and expanding business at different levels and gaining the support of the government. In this context, the higher inflation rate has a negative impact on maintaining financial performance and providing different low-budget facilities to visitors through managing corporate taxes. Additionally, the pressure of promoting a green environment has created extra pressure on companies to maintain their sustainable policies. However, Verdant Leisure is already promoting different sustainable policies that help in developing a positive reputation for the company in the tourism industry.

Besides the political and economic and legal factors, the social, technological, legal and environmental factors also influence the performance of the company in a great manner. In this context, the UK has been observed as an educated country. Almost 99% of the people are well educated and the unemployment rate is predicted to increase to 4.1 in comparison to the previous year. Therefore, the company can *gain the opportunity to engage more employees*

and expand business in different new destinations. However, the rise of equality issues can raise issues in managing the operational work of the company in a proper way.

Conducting an industry analysis by applying “Porter’s Five Forces Model”

Forces	High	Medium	Low
Threat of Substitute			
Bargaining Power of Buyer			
Competitive Rivalry			
Bargaining power of the supplier's			
Threat of new entrants			

Table 6: Porter five forces of Verdant Leisure

(Source: Created by author)

Analysis

Porter’s five forces are helpful in analysing the competition of a company in the market and identifying the different threats of expanding business in the market. In this context, the Threat of substitutes of the company Verdant Leisure has been observed as low in the tourism industry as verdant leisure is a well-reputed company and has a strong position in the tourism market. Additionally, it also needs more time to compete with the company *Verdant Leisure* with new substitutes. Therefore, this force has been observed as low within the company. On the other hand, the bargaining power of the buyers is considered a strong force as the customers *have many options available to switch from one Travel Company to another*. Based on the view of Dewi (2020) almost all reputed travel and tourism companies provide similar offers and facilities. Therefore, customers shift their choice according to the available offers provided by different industries. Therefore, this force has been observed as a strong force for the company to compete in the market.

In this context, the company faced major competition from the market. In this context, the major competitors have been identified such as “*York House Leisure*”, “*Cottages, Beverley Holidays*”, and “*Hagans Leisure Ltd*” (Verdantleisure.co.uk, 2023). This can be said that

there are continuer threats remaining in the industry to grow in the market. In addition, the performances of the company always determine the success rate of failure bin operations. Therefore, according to the business performance the market competition of the company either increases or decreases. Therefore, this force is considered a medium force. According to Jeyacheya and Hampton (2020), most travel and tourism companies depend on a group of local suppliers. In this case, the major number of suppliers is associated with different companies and well-running companies get the power to engage them with the business process according to their needs. The company's success rate does not depend much on the suppliers. Therefore this force is considered low in the tourism industry as well for the company Verdant Leisure.

In this context, the threats of the new entrants have been considered as a medium force in the company. The new companies need to develop barter policies to take the position of a successful company. Therefore, the new organisation has to face a struggle for overtaking the position of the company.

Summarising the findings with SWOT analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • The total number of employees in VLL is 91 in the UK (Globaldatabase.com, 2023) • The profit of the company after tax is £2.1 million in the year 2021 (Globaldatabase.com, 2023) • Achievement of Bronze award (Verdantleisure.co.uk, 2023) • The rate of literacy in the UK is 99% in the year 2023 (Worldpopulationreview.com, 2023) 	<ul style="list-style-type: none"> • Turnover of the company has decreased by 29.29% in the year 2021 (Globaldatabase.com, 2023) • VLL is smashing 28% of its YoY sales target for transforming customer experience (Attacat.co.uk, 2023) • The pressure of promoting green environment and sustainability on the economical practices (Verdantleisure.co.uk, 2023) • The high inflation rate of 6.2% in the UK (Statista.com, 2023)
Opportunities	Threats

<ul style="list-style-type: none"> • 30% discount on the services attracts potential customers for lodges and caravans (Verdantleisure.co.uk, 2023) • R&D investment of the UK government is projected to be GBP 42.58 billion in the year 2023 (Statista.com, 2023) • The "Green Tourism scheme" of the company enhanced the environmentally conscious nature (Verdantleisure.co.uk, 2023) 	<ul style="list-style-type: none"> • The top competitors of VLL are "York House Leisure", "Beverley Holidays", "Hagans Leisure Ltd" and "Cottages" (Zoominfo.com, 2023) • Enhancement of international tension due to domestic resilience, as well as an international partnership have created challenges for the company in the UK (Gov.uk, 2023) • Severe recession period and unprecedented drop in GDP during the pandemic situation (Parliament.uk, 2023)
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Table 7: SWOT

(Source: Gov.uk, 2023)

Analysis

The high rate of profit enhancement of the company has enhanced the business opportunities in the competitive environment. As per the opinion of Torkkeli *et al.* (2019, p. 50), the subjective nature of the business environment can be ensured while enabling market competency. 99% literacy rate of the UK population in the year 2023 is a strength for the company while accepting the changing business culture (Worldpopulationreview.com, 2023). On the other hand, a decrease in turnover by 29.29% in 2021 due to the emergence of the crisis can be a weakness of the company while dealing with the market requirements (Globaldatabase.com, 2023). High rate of inflation in the UK has decreased the market demand of the company which can be referred to as a weakness.

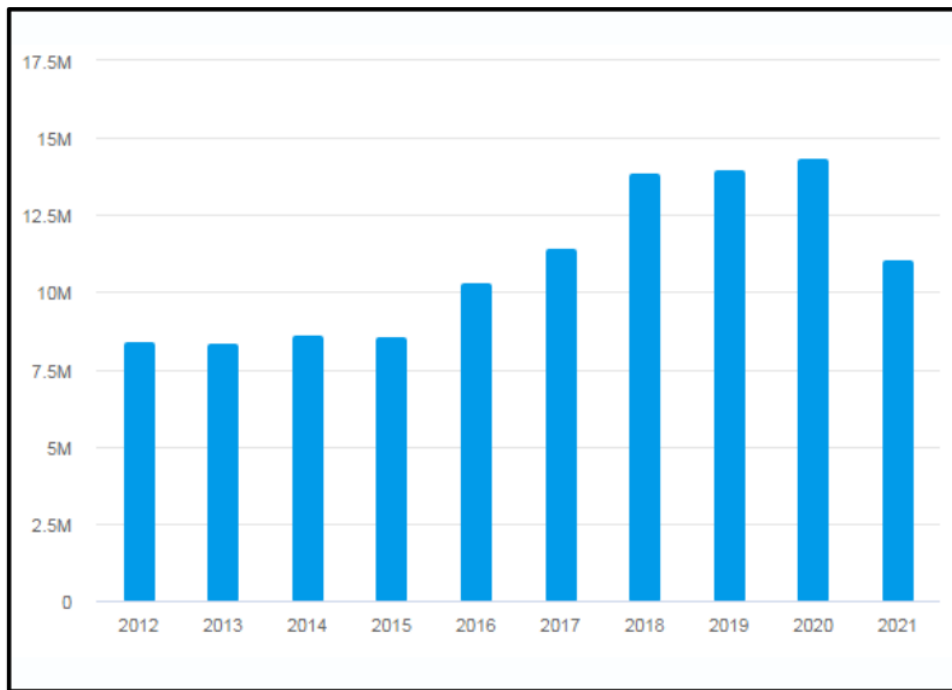


Figure 3: Revenue growth in VLL

(Source: Globaldatabase.com, 2023)

A discount of 30% for potential customers has enhanced the business opportunities in the competitive environment. A high rate of R&D investment of GBP 42.58 billion has ensured the competencies of VLL in the competitive market (Statista.com, 2023). Moreover, the presence of competitors such as “York House Leisure”, “Beverley Holidays”, “Hagans Leisure Ltd” and “Cottages” can be referred to as the threat to the company (Zoominfo.com, 2023). The Recession period in the UK has created challenges in the company while attracting customers during the pandemic situation. Based on the above figure, high revenue growth in the company can ensure its competency while dealing with the market situation.

2. Strategic growth options, choices and action points

Applying the "Ansoff Matrix model"

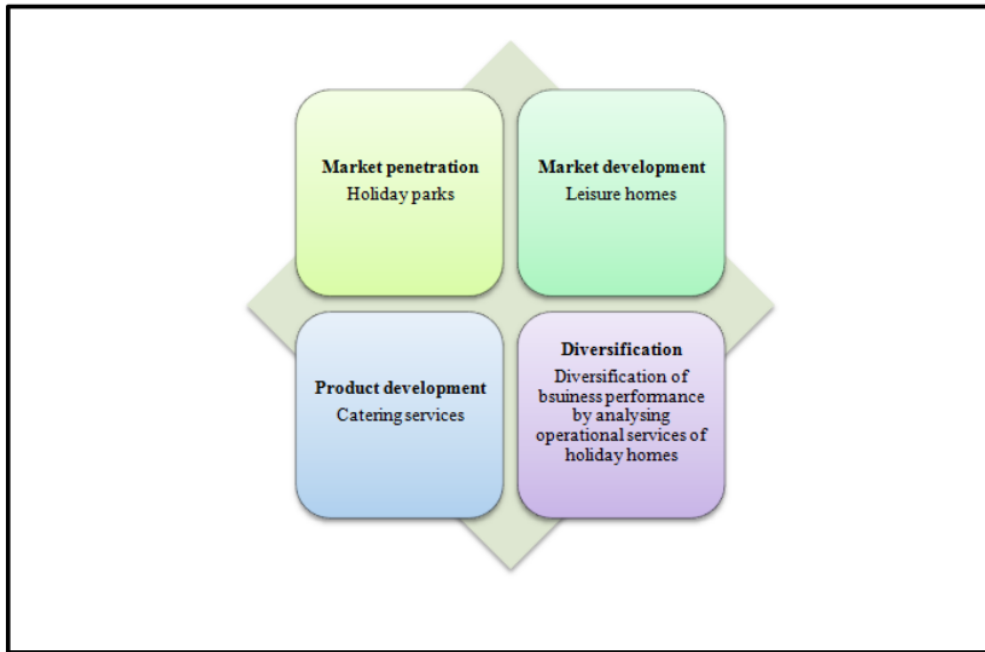


Figure 4: Ansoff Matrix

(Source: Created by Author)

Analysis

The **market penetration** of VLL can be created with the strategic implementation of business networks in their holiday parks. According to the opinion of de Vasconcellos *et al.* (2021, p. 412), penetration for services can be ensured for maintaining the market competency while understanding subjective performance. The **market development** can be done by utilising effective strategies such as promoting the products and services efficiently. The leisure homes of VLL in the UK have regulated the organisational development with effective facilitation of the human resources. The **diversification** has regulated the competency in the holiday homes of VLL which is effective for promoting the diversified culture (Verdantleisure.co.uk, 2023). As opined by Ojiambo and Kinyua (2022), the “product development strategy” of a company can be ensured to maintain the marketing dimensions. Self-catered services have been ensured for structuring the **differentiated services** in the operational measures. The 10 parks in Southern Scotland and North East England have been managed with effective production facilities in the operational services (Verdantleisure.co.uk,

2023). Encouragement of tourists can be done to incorporate the leisure facility with effective recreation of the business services.

Porter's Generic strategies

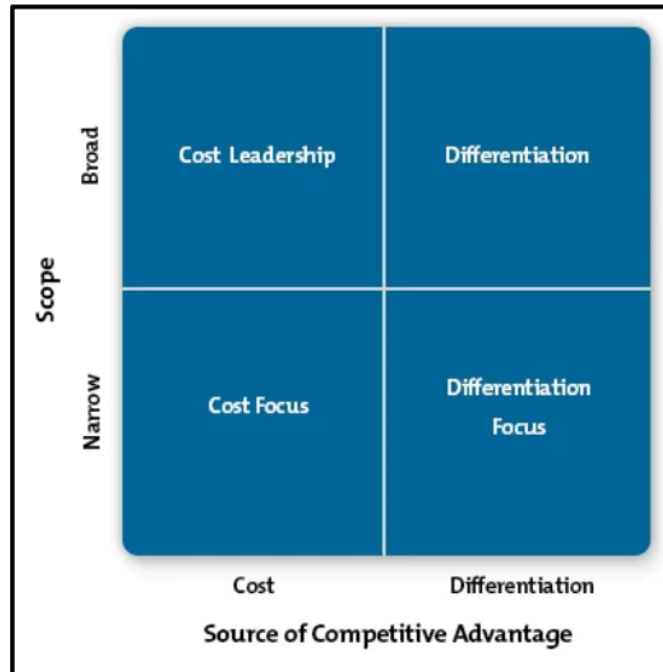


Figure 5: "Porter's Generic Strategies"

(Source: Njuguna and Waithaka, 2020, p. 260)

The "Porter's Generic Strategies" include four dimensions such as "Cost leadership", "Differentiation", "Cost focus" and "Differentiation focus". The "cost leadership strategy" of a company ensures the pricing procedures which can integrate the product development with effective financial outcomes (Njuguna and Waithaka, 2020, p. 260). The annual site fee of VLL ranges from £2,995 to £7,448 which depends on pitches and park location (Verdantleisure.co.uk, 2023). This inclusive service charges and rates are helpful for the company in maintaining its *"cost leadership"* in focus. Effective segmentation of leisure services irrespective of the gender can be beneficial for formulating prominent measures while offering jobs and services to different individuals. Facilitation of experienced holidays throughout the season has integrated their strategy of *"differentiation focused"* while ensuring the market competencies. Effective discounts of the company at the range of attractions have been enabled for maintaining the leisure services in an diversified way.

BCG matrix

Dog <ul style="list-style-type: none">• Pandemic effect on financial performances• Complicacy in maintaining strategy	Cash Cow <ul style="list-style-type: none">• Low growth• High market share
Question mark <ul style="list-style-type: none">• High Competition• Low Market growth• Low Revenue	Star <ul style="list-style-type: none">• Sustainable tourism• High market share• High Customer satisfaction

Table 8: BCG Matrix

(Source: Created by author)

Analysis

The above-mentioned table represents the tourism company Verdant leisure who now have high market share through adopting sustainable and green tourism business approach that is considered as the star product. On the other hand, the growing competition has an impact on the business and increases the risk of low market share, and a decrease in revenue, which comes under a question mark (Verdantleisure.co.uk, 2023). In addition, the pandemic affects the financial status of the company comes under the dog and low growth with a high market share comes under the cash cow

Applying SFA framework

Angles of approach	Pricing strategy	Service development	Managerial orientations
Suitability	8	9	7
Feasibility	9	8	8
Acceptability	7	8	9

Table 9: SFA framework

(Source: Created by Author)

Analysis

Suitability of the strategies such as pricing strategy and service development strategy can be ensured by effective and spontaneous business understanding. According to the views of Mat *et al.* (2019, p. 120), the SFA framework for product and service development can be ensured for dealing with the competitive advantage. The pricing strategy of VLL is effective for dealing with the protocols enabled to services. The acceptability of those strategies related to pricing is high for maintaining the business objectives. The feasibility of service development can be ensured to integrate the business objectives of a company in a suitable way (Aslam *et al.* 2020, p. 124). The company is working with the "home insurance providers" such as Leisuredays and Towergate for maintaining their managerial orientations (Verdantleisure.co.uk, 2023). The maintenance of business objectives in VLL has enabled competency development in the business situation in the UK.

Conducting stakeholder analysis by applying “Mendelow's Stakeholder Matrix” to assess the acceptability of options

<p>Key Players</p> <ul style="list-style-type: none"> ● Regulatory body of the company ● Investors ● Managers ● Customers ● Sponsors ● Partners 	<p>Keep satisfied</p> <ul style="list-style-type: none"> ● Customers ● Employees ● Police ● Administration ● Governments ● Local partners
<p>Keep informed</p> <ul style="list-style-type: none"> ● Consumer ● Government ● Investors ● Local associations 	<p>Minimal effort</p> <ul style="list-style-type: none"> ● Less importance of partnering ● Sponsors

Table 10: Stakeholders Matrix

(Source: Created by author)

Analysis

This table has been of help in developing the understanding about the key performances of the company verdant leisure. In this context, the major stakeholders and their role has been identified through the analysis of the table. Based on the view of Reypens *et al.* (2021) stakeholders, the matrix helps in understanding the key role of the partners and identifying

their key roles. In this context, it has been observed that the tourism company has been focused on developing the business performance by involving *key players* such as investors, managers, and sponsors to expand the business and engage more numbers of visitors who *play a great role in managing the entire task process* of the company. In addition, the company has been focused on providing necessary information to the consumers, governments, investors and local associations or partners to conduct the business without any interruption. In this context, by using different online platforms and websites the company provides information to the visitors about the necessary changes. In this context, it can be said that this can help in developing the organisational performance of the company in an effective way.

Conclusion and recommendations

Conclusion

The strategic management of a company can be ensured for maintaining the business facilitation for subjective performance. It can be concluded that the market demand of an SME can be obtained by promoting the market objectives in a specified way. Maintenance of the differentiation tools and the catering facility management process can help in acquiring the business in a competitive environment. Generic strategies for pricing and product orientation have to be integrated for maintaining effective product performance in the business procedures. VLL has regulated competitive advantage in the market because of the strategic business dimensions in their subjective performance.

Recommendation

Improvement requires an online booking facility

The tourism company has launched a personal website to design its services more accurately and improve the functions of the company in an effective way. In this context, the company has conducted major changes within the organisation; data shows that the company has driven a 19% increase in the *online bookings of tickets*. However, this can be considered as a very low growth of this service. Therefore, the company *needs to further develop a strategy to increase the online booking services* that provide more convenient services to visitors. In this case, more advertisement is required to be done by the company to promote its new business features. In addition, this can help in *increasing the relationship between the organisation and customers*. Based on the view of Lee and Lee (2020), direct connection with potential customers helps in providing knowledge about customer preferences. In this case, by *Promoting online advertising* the organisation can develop relations with consumers. Therefore, this can help in *developing the involvement of the customers in a*

huge manner. As a result, the revenue of the company can be increased through it. Therefore, the company can become able to gain high competitive advantages in the market by providing fast services to its potential consumers via an online portal.

Timeline

Plan	process	Weeks
Improving online websites	<ul style="list-style-type: none"> • Hiring technical experts • Involving efficient employees 	4 weeks
Enhancing customer engagement	<ul style="list-style-type: none"> • Promoting advertising • Online advertisement strategy development 	4 weeks

Table 11: Timeline

(Source: Created by author)

Analysis

In this case, the strategic implementation process can be developed by involving the efficient employees to manage the technical parts of the company in an efficient way. In addition, hiring technical experts can help in developing the organisational process of the company in an effective way. In addition, organisations through promoting online advertisements engage more customers and develop effective strategies in an efficient way.

Process of implementation of the proposed strategic Direction

The company can implement the strategic development by developing a proper plan and selecting a timeline of the planning. Based on the view of Karim *et al.* (2019) *hiring efficient and experienced technical experts* can help in developing and managing the organisational performance in an effective way. In this case, this can help in developing and managing organisational performance in an effective way.

Therefore, the technical experts can identify the issues and areas of improvement in an efficient way. In this case, this can help in developing the organisational performances and managing the work process that can help in improving the engagement of the visitors to their website. In addition, the development of the personal website of the companies can help in enhancing more numbers of attendances of the visitors in the web portal of the company.

On the other hand, promoting online advertising can help in providing necessary end formations to customers and providing the necessary information to the customers. As per the view of Gil-Gomez *et al.* (2020), this can help in developing the organisational performance

of the company in an effective way and developing the relationship with the consumers. Therefore, they can become able to gain information about the interest of the consumers and which specific offers attract the visitors most. This allows the organisation to develop a proper strategy for providing services to attract more customers.

Potential consequences

The effective implementation of the strategic management process can allow the company to increase the revenue volume of the company and manage the organisational process in a more effective way. In addition, the company can further develop its business strategy of the company through the effective involvement of efficient employees and technology experts. This can help in developing the organisational process of the company and managing the issues. In addition, it also makes the company aware of the upcoming risks and helps in enhancing customer engagement. Therefore, the company can become able of gaining high competitive advantages in the market.

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