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GLOBAL STRATEGIC MANAGEMENT

Table of Contents

Introduction	3
Analytical discussion	3
A critical analysis of the UK business environment	3
Micro environmental analysis through Porter's five forces model	3
Macro-environmental analysis through PESTEL framework	9
Application of appropriate business strategy model	14
ANSOFF Matrix	14
Force Field Analysis	19
Conclusion	20
References	21
Appendix: Likelihood of Porter's five forces	25

Introduction

Over a few decades, globalisation has gradually grown as a popular trend in the global business market since the majority of modern businesses are observed to be involved in internationalising or expanding their businesses across various consumer markets beyond domestic boundary. Penny Market is identified to be a German market-based grocery supermarket company that aims to set an exemplary instance of global strategic management by participating in the process of globalisation (According to the case study). Global strategic management is a process that includes a plan through which a company is able to expand the business across various global markets and gain adequate competitive edge. Despite being based in the German market, Penny Market has already expanded its business into the markets of different European countries with time. Currently, it seeks to explore the UK market with its product and service range which requires a holistic strategic direction. Contemplating the management of global strategy to be critical to a certain extent, ¹⁷ the main purpose behind conducting ⁴ this study is to propose a dynamic business strategy to the management of Penny Market which can effectively pave the way of success in international business expansion for the Penny Market. However, the articulation of a consolidated business strategy is determined following an extensive market research. Therefore, this report will enlighten the importance of conducting a macro environmental analysis of the retail sector and also micro environmental analysis of the UK business market by applying Porter's five forces framework and PESTEL analysis respectively. These analyses will further give shape to a solid strategic direction or planning for Penny Market ⁴ to expand in the UK. Moreover, force field analysis ⁴ will also elaborated to identify the challenges associated with the recommended strategies for immediate issue mitigation

Analytical discussion

A critical analysis of the UK business environment

¹⁹ Micro environmental analysis through Porter's five forces model

In the course of designing a robust strategic plan, analysing the macro environment of an industrial market is quintessential. As per the statement of Hudrasyah *et al.* (2019), micro-environment analysis is considered to be an integral part of strategic management since it facilitates a company with a better analysis and identification of the probable opportunities and challenges as well to predict the overall implications on the business. An accurate analysis of the micro-environment pertinent to the UK retail sector is likely to keep the leaders of Penny Market up with appropriate

information about the competitive status of the UK retail market based on which they can make impactful decisions. This analysis is likely to be performed with the application of Porter's five forces framework. Porter's five forces is a model comprising five significant forces such as potential of new entrants, threat of substitutes, competitive rivalry alongside bargaining power of suppliers and customers that gives a structure to a specific industry and also affect the competition standard at the same time (Isabelle *et al.* 2020).



Figure 1: Porter's five forces

(Source: Isabelle *et al.* 2020)

- **Potential of new entrants**

According to this specific framework, assessing the scope for new entrants to encounter the retail sector of the UK market is crucial to gauge the extent to which the overall sales volume and market share of Penny Market can be threatened. The retail sector of the UK is widely known for posing numerous barriers for new entrants. It is to be noted that it takes huge investments for developing an advanced infrastructure within the UK retail sector. Since modern technology is found for reshaping the retail sector of the UK, the retail sector seems to invest a lump sum amount which is 9.12 billion GBP (11.27 billion USD) in figures for technology and software and it is predicted to increase up to 12.42 billion USD by 2024 (Vailshery, 2023).

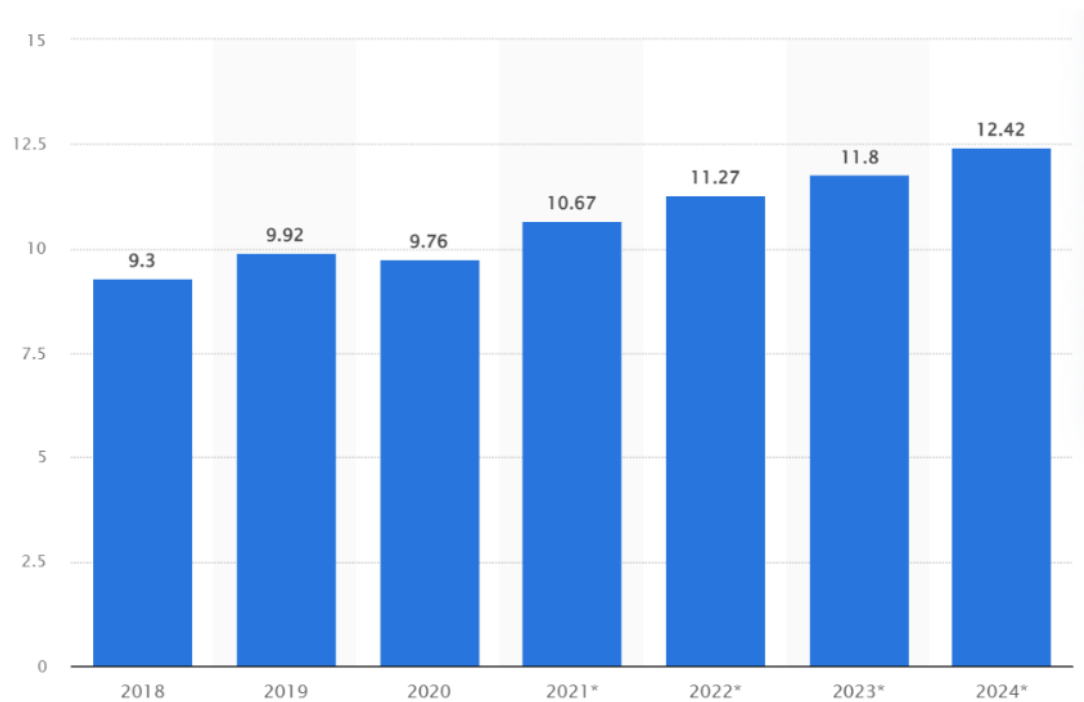


Figure 2: Annual expenditure of the UK retail sector for technology adoption

(Source: Vailshery, 2023)

Analysing this perspective, it is clarified that Penny Market requires a massive fund for making an appropriate investment in infrastructure and technology for the gain of sufficient competitive edge. On the other hand, economy of scale is considered to be a powerful tradition dominating the retail chain of the UK by the big four retail brands. This is identified to be a strong force for creating barriers against the new entrants in the UK retail chain.

- **Threat of substitutes**

Substitutes are the products that facilitate modern consumers in making their purchasing decisions with a wide range of alternatives and their adequate availability. The business of grocery retail in the UK is continuously growing which apparently elevates the threat of substitutes.

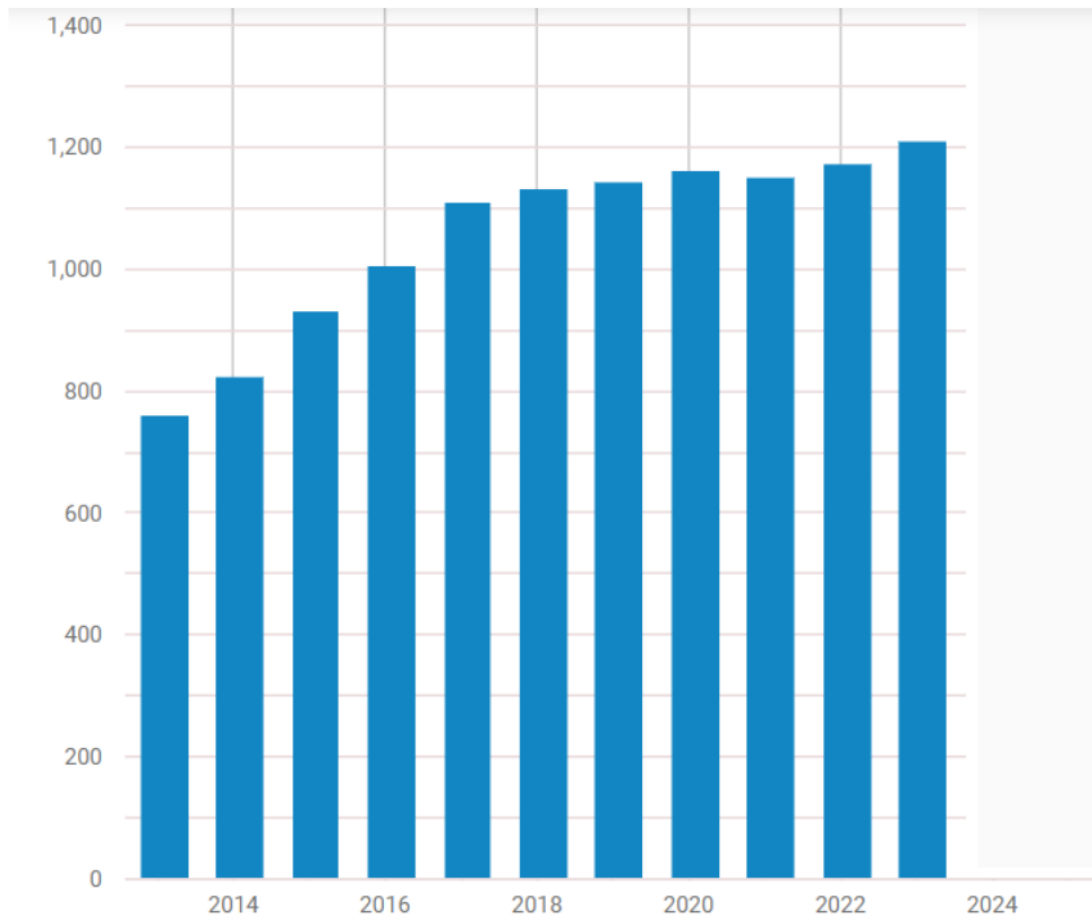


Figure 3: Annual growth of the grocery retail businesses in the UK

(Source: IBISWORLD, 2022)

An extensive analysis of the above mentioned figure clearly indicates the uninterrupted growth of the UK grocery retail sector from 2014 till 2023. According to the report shared by IBISWORLD (2022), the inclusion of approximately 1,210 numbers of grocery businesses seems to determine the 1.3% growth of this specific sector in 2023 as compared to 2022. In the UK, customers can easily switch to other companies that are selling similar grocery products or even alternatives with lucrative deals and discounts. Although it is likely to be quite difficult for Penny Market to retain customers for a long term by satisfying them with their products and service range; however, constant practice of innovation by

investing adequately in the Research and Development (R & D) process, Penny Market can conquer the threat of substitutes at a great ease.

- **Bargaining power of suppliers**

Identifying the bargaining power of suppliers to be one of the most vital competitive forces, the framework of Porter's five forces has included this aspect in the list of competitive forces and mandate its accurate assessment. Similar to grocery retail companies, there is a large number of suppliers found to be tied with the UK grocery retail sector (Xie *et al.* 2021). Therefore, the bargaining power of the suppliers becomes a vulnerable force in the UK grocery retailing sector. As a result, it becomes feasible for the company to accurately negotiate the quality and the price of raw materials with their suppliers, or else they can easily switch to other suppliers with the hope of obtaining better results.

- **Bargaining power of customers**

Bargaining power of the customers is another powerful force that the company is required to assess prior to developing a master plan for further expansion in the grocery retailing segment of the UK market. An extensive assessment of this aspect clarifies that the bargaining power of customers stands completely in opposition to the bargaining power of suppliers. In particular, while the bargaining power of suppliers is relatively low, the bargaining power of customers is quite high. It is prominent that pricing is the only factor apparently dominating the consumer buying behaviour in the UK to a great extent (*As referred to the appendix*).

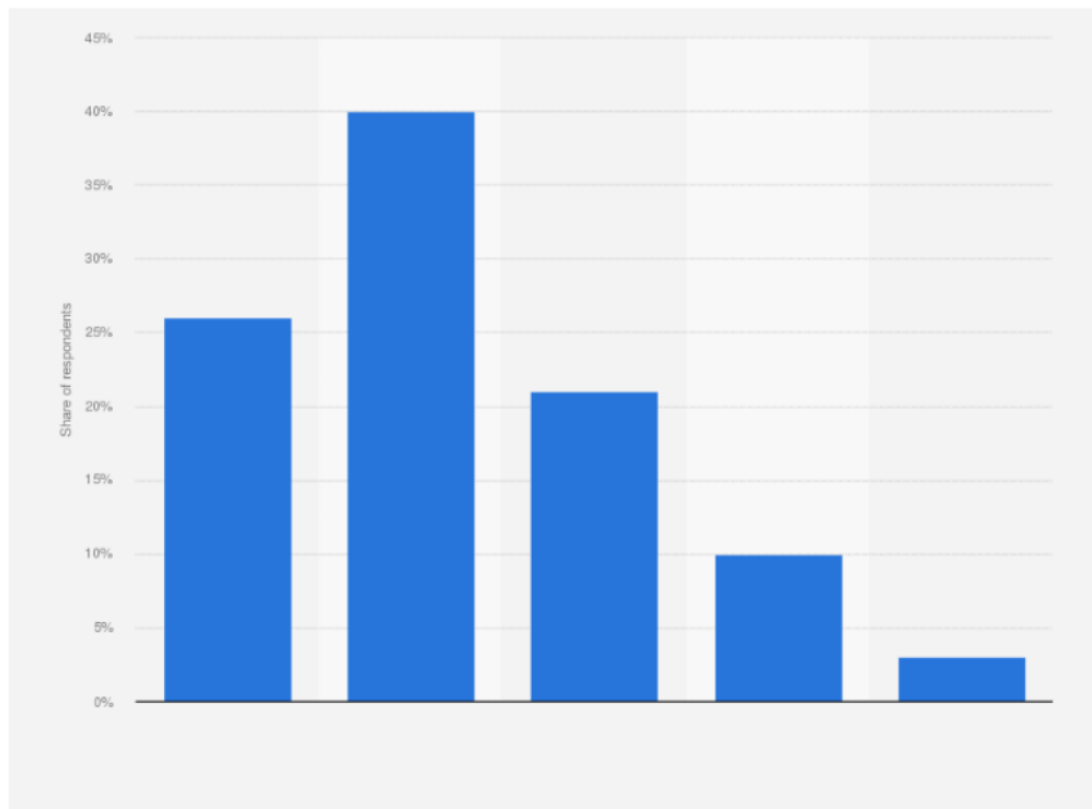


Figure 4: Pricing factor dominates the decision making ability of the consumers in the UK

(Source: Tighe, 2021)

In the above picture, it is prominent that 40% of the UK consumers still consider the pricing factor to be the most vital aspect during their shopping, especially the grocery products (Tighe, 2021). Since the UK grocery market is enriched with a wide variety of substitutes at a reasonable price, the consumers are more inclined to bargain before purchase. Or else, they are likely to switch companies and buy their groceries without hesitation from those who offer quality products and easy services without hampering affordability at the same time.

6

- **Competitive rivalry**

Competitive competition is an outside force that significantly affects a company's general health and ability to survive in the marketplace as a whole. Although the grocery market of the UK deals with a number of grocery businesses, the number of supermarket chains in

the same sector is quite low, yet stable. However, Tesco, Sainsbury's, ASDA and Morrisons are the big four supermarket chains dominating the grocery supermarket sector across the UK through monopoly business.

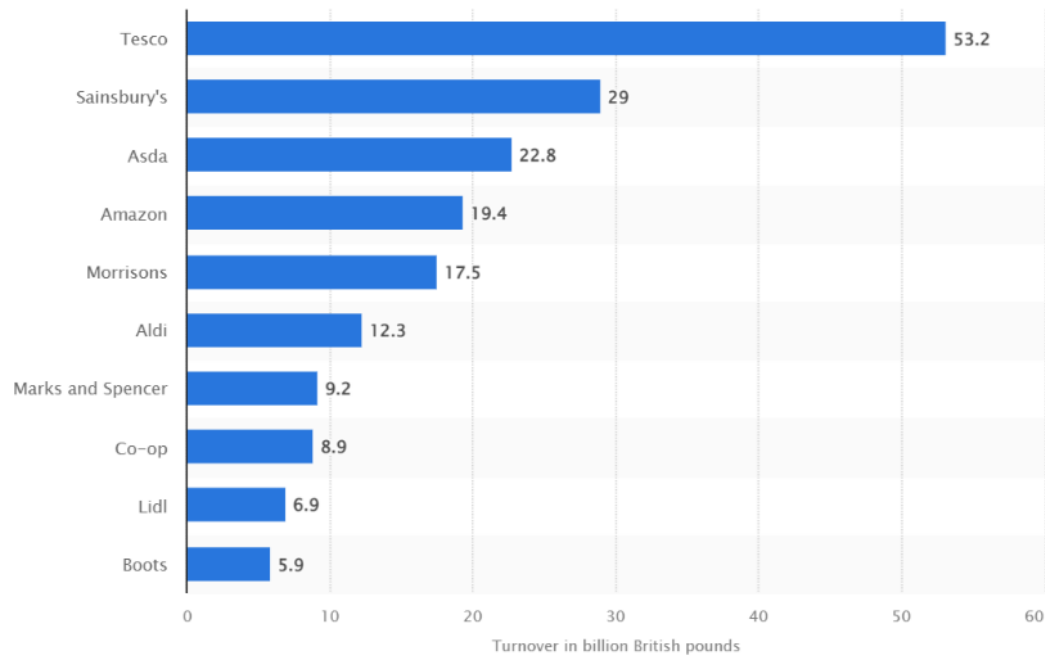


Figure 5: Leading companies dominating the UK grocery supermarket chain
(Source: Sabanoglu, 2022)

The above mentioned picture shows that amongst the big four retail brands, Tesco is the only brand currently leading the grocery retail market of the UK (Sabanoglu, 2022). Hence, it is understood that Tesco is highly prudent to pose an aggressive competition against Penny Market in the UK since this company is involved in the process of introducing various innovative and new ideas through their products and services for drawing the attention of their customers and retaining them for the long run.

Macro-environmental analysis through PESTEL framework

Like micro-environment, an intense analysis of macro-environment is also fundamental for Penny Market before encountering the UK market with its grocery products and relevant services. As per the statement of Fuchs (2022), the term "macro environment" alludes to the overall environment that is derived from external sources of the organisation and indirectly influences business operations, and over which the entrepreneur has little or no authority. In this context, the PESTEL

analytical framework is determined to be applied to ensure the conduction of in-depth analysis of five different factors such as ² political, economic, socio-cultural, technological, environmental and legal factors and derivation of accurate results.

- **Political factor**

Each country needs to maintain a stable political climate in order to be successful. ¹ With efficient government programmes and low levels of corruption, the political climate in the UK seems stable. The stability in politics empowers the UK business market with the ability to attract foreign direct investments (FDI) in a huge number. Apart from that, tax rates and tariff rates are considered to be significant political aspects that federal government bodies are authorised for setting in order to help them develop without any interruption.

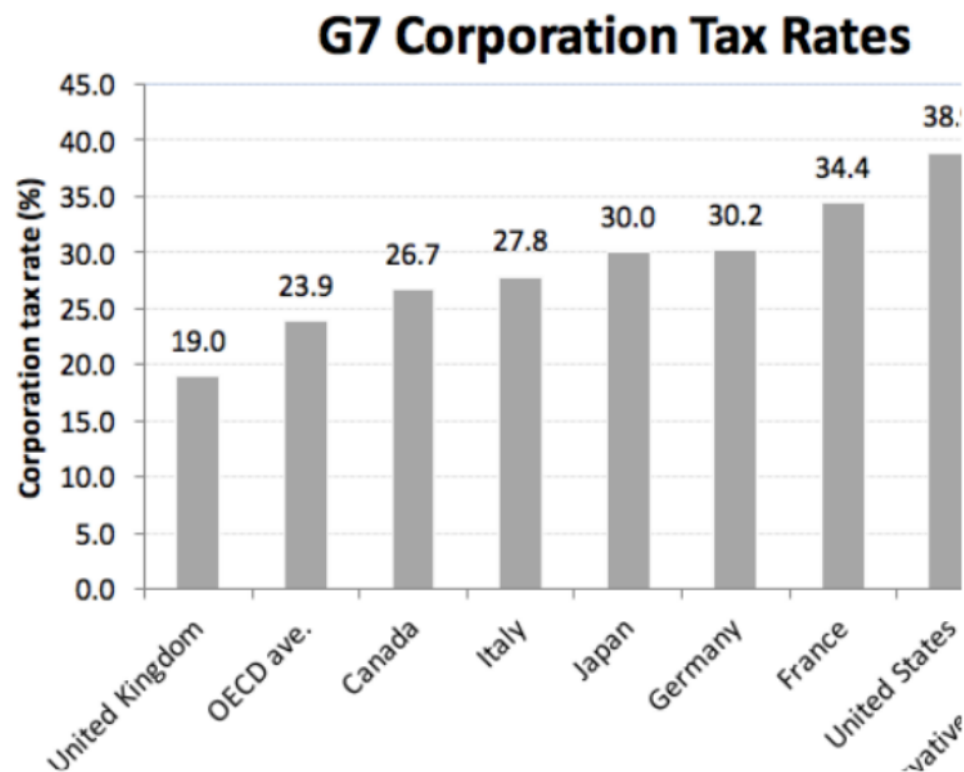


Figure 6: Tax rate allocated for the UK corporations

(Source: BBC, 2023)

The above figure is an explicit demonstration of the differences in tax rates amongst various countries. As per the data shared by BBC (2023), the UK government allocates

19% tax on the profits for the corporations till 2023 which is quite less in comparison with other G7 economies. However, it is anticipated to be increased by 25% by the month of April in 2023. While the low tax rate of the UK is beneficial for Penny Market since it provides the scope for more investment in business, the increase by 25% is likely to affect the profit margin of the company directly. Besides that, the tariff rate of the UK is allocated to be 1.28% in 2020 which is considered to be a 0.44% decline from 2019 (Macrotrends, 2022). However, the declining tariff rate can be advantageous for Penny market as this political aspect can help the company to maintain the competitive price for its products and services across the UK market.

- **Economic factor**

The UK is widely accepted as one of the world's leading countries amongst the economically dynamic countries. Several reports have documented that the UK has succeeded to rank 5th position by elevating the GDP which is estimated to be 2.84 trillion in 2023 (Worldpopulationreview, 2023). This country has although gone through a critical phase of economy during covid-19, yet the quick mitigation of the challenge is reflected through the soaring growth of the GDP which clearly indicates the high living standard and spending capacity of the UK consumers. On the other hand, the inflation rate in the UK has been increased by 8.99% in 2023; however, it still declined from 9.12% rate in 2022 (O'Neil, 2022).

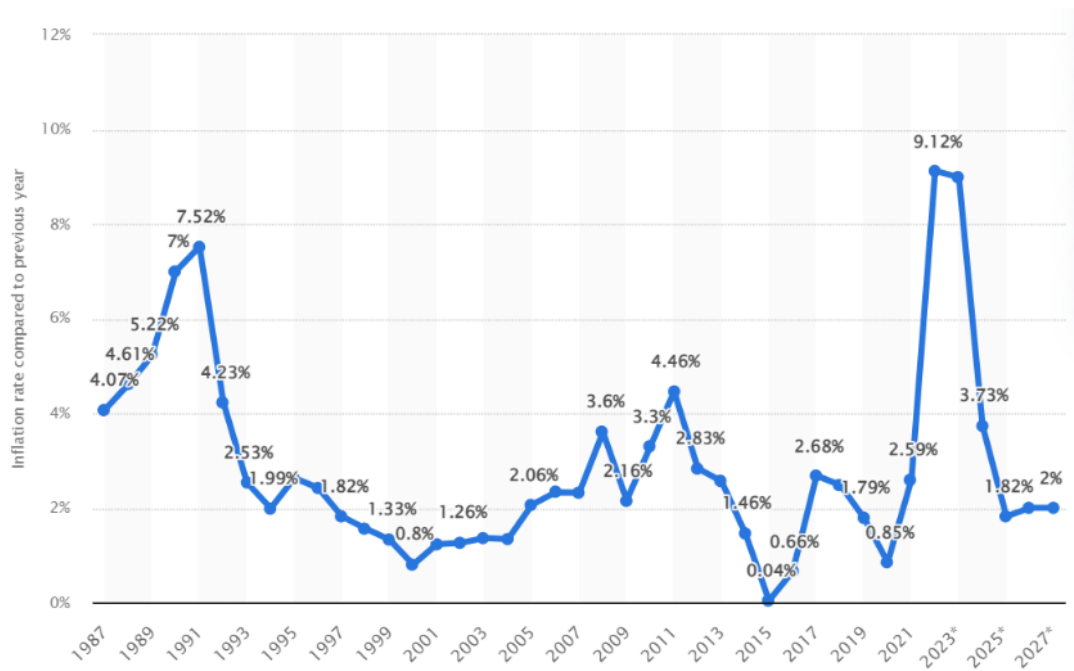


Figure 7: Fluctuation of the inflation rate in the UK

(Source: O'Neil, 2022)

Interestingly, it is anticipated to decrease by 2% in 2027. From this analysis, it is understood that in the initial stage, the company is likely to witness a massive expenditure due to high inflation rate; yet it will come under control and become profitable till 2027.

- **Socio-cultural factor**

The huge consumer market and the characteristics of multicultural diversity are the factors enriching the UK market with attractive scopes in terms of international business expansion. The total population of the country is estimated to be 68,884,544 in 2023 which is projected to increase by 74 million till 2039 (Worldometers, 2023). The amplification of the consumer market would lead to numerous opportunities for Penny Market, one of which is increasing demand for grocery products and relevant services and gradually meets the ratio of favourable supply chain.

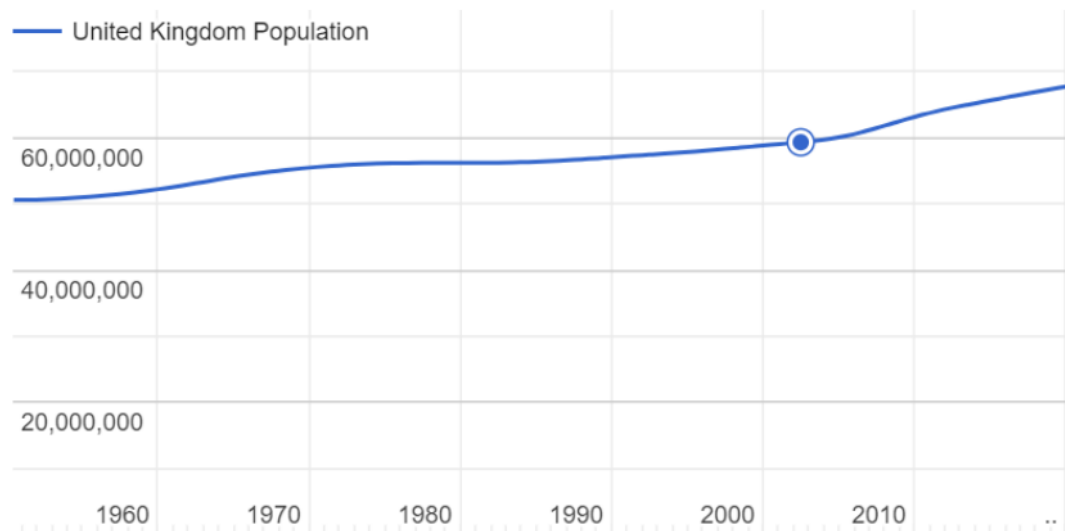


Figure 8: Total population of the UK consumer market

(Source: Worldometers, 2023)

Apart from that, literacy rate is another socio-cultural factor that helps a business to grow exponentially in the international market. In 2023, the total literacy rate in the UK reached 99% (Worldbank, 2023). This means the labour market of the UK is able to supply appropriate human resources with good learning skills to Penny Market so that it becomes able to improve its productivity and accelerate economic development .

- **Technological factor**

The UK leads the globe in technological advancement and thus, London has been grown into one of the massive technological hubs. Therefore, this market motivates modern businesses to adopt advanced technology in their operational processes so that they can add innovation to their performance and gain sufficient competitive advantages. In 2022, the tech companies in the UK have witnessed the highest growth by nearly reaching the record levels of 24 billion pounds which is quite higher than France and Germany (Gov.uk, 2022). It is to be noted that the UK's GDP is significantly increased by the tech sector. In 2018, the UK's strong technology sector bestowed £149 billion to the country, which is 7.7% of the UK economy (Department for Digital, Culture, Media & Sport and Matt Warman MP, 2023).

- **Environmental factor**

It is undeniable that the UK has recorded significant advancements in both economics and technology. However, it came at the expense of imperilling the viability of the environment. Due to the energy and natural gas required for business operations, the average grocery store produces 1,900 tonnes of carbon dioxide annually, which is equivalent to the carbon footprint of 360 cars (Morrison, 2022). In recent years, the country is found to be actively participating in spreading the awareness of environment prevention from the side effects of climate change and global warming amongst the common people of the country and also initiating various rules and regulations against pollution and carbon emissions.

- **Legal factor**

For enterprises and companies to operate in the UK, there are a number of rules and regulations. The Employment Act of 1996 addresses concerns like minimum wage, permanent leave, maturity, sick pay, holiday pay, and other difficulties, and the Equality Act of 2010 defends citizens against discrimination.

Application of appropriate business strategy model

ANSOFF Matrix

Concept

Expanding business in a new market is critical to a certain extent and thus, small and medium grocery companies like Penny Market are likely to go through a challenging phase during its expansion in the UK market. In that case, moving ahead following a solid strategic direction can be considered as the only solution in terms of overcoming the challenges associated with business expansion in the new market. Following the extensive analysis of both the market environmental factors and competitive forces of the grocery supermarket chain of the UK, introducing the brand through strategic marketing is the foremost action that the company is required to initiate. In this context, ANSOFF matrix seems to play a vital role. As per the statement of Clarissia (2022), ANSOFF Matrix is designed in the shape of a grid in order to include four different strategies which apparently partakes in supporting a company throughout its growth and global expansion as well. The articulation of ANSOFF Matrix took place with an intention to facilitate modern businesses in identifying the opportunities of elevating revenue growth by designing innovative products and services or exploring new markets.



Figure 9: ANSOFF Matrix

(Source: Clarissia, 2022)

Application

The model pinpoints that an expansion marketing plan is likely to be implemented in one of two ways: by changing the product or the market. In accordance with the strategic model, Market penetration, product development, market development, or diversification are the four quadrants that the company is probable to fall into depending on the approach that is adopted. As per the statement of Kurniawan *et al.* (2020), market penetration is such a strategy that provides adequate assistance to the companies in enlarging their customer base beyond the existing one and increasing the market share as well. Although it is said that this strategy can be effectively implemented while increasing the current market share is necessitated, however; the implementation is still valid while the market continues to grow. In the case of Penny Market, this strategy can play a vital role during its growth in the domestic or existing market as this strategy is unable to perform effectively in overseas markets.

On the other hand, Yaqoob and Omer (2021) posited that product development is another significant strategy proposed by ANSOFF Matrix that involves companies to manufacture and design products in an innovative way in terms of satisfying customer needs and preferences. In this case, the company is required to have a thorough awareness of the market's current dynamics and expectations of consumers based on which the management department becomes competent to make impactful decisions regarding possible offerings or product portfolio. The application of product development strategy seems to affect Penny growth with innumerable benefits such as the company becoming energetic in meeting goals, retaining customers for the long run and also attracting the existing customers of the competitors.

Diversification is the other strategy that can be applied while a company seeks to explore new markets and new industries with completely new products (Sukma *et al.* 2019). Since the main intention of Penny Market is to expand its grocery retailing business in the UK supermarket chains, diversification can be considered to be the most suitable strategy since it provides a bundle of opportunities for the company in the market like more consumer acquisition, elevation of the profit-margin, broader brand recognition and more. However, some companies have gone through a perplexed situation as an effect of applying this strategy during their international expansion since this strategy requires the support of huge capital investment.

Therefore, market development is the only strategy that Penny Market can rely on while expanding the grocery business in the UK market after several European countries. As per the statement of Khajezadeh *et al.* (2019), companies employing a market development strategy expand their product lines into new markets. It is worth mentioning that new markets are different in terms of geographic locations and also customer segments from the existing markets and thus, this company is allowed to set a new segment of targeted customers during its expansion in the UK grocery supermarket chain. However, the success of this strategy solely lies on the thorough research in terms of deep understanding of the demands and preferences of the new customer base. This strategy is appreciated for actively participating in revamping the packaging pattern of products, distribution channels and some others.

Marketing mix 4ps

Concept

After moving ahead with the market development strategy, developing a robust strategy for marketing is equally important for the business expansion of Penny Market in the UK marketplace.

As per the statement of Zanjani *et al.* (2020), marketing mix 4ps is an effective marketing framework that includes four significant components of marketing such as product, price, promotion and place and its application is appreciated for providing companies a clear strategic direction regarding the ways of increasing brand awareness and the scope of enlarging customer base in the new markets.

Product

As the company tends to encounter the new marketplace of the UK with market development strategy, the adoption of the demand generation strategy is considered to be the most effective approach. As per the statement of Lahtinen *et al.* (2020), market leadership and product demand generating strategies forge new ground in their respective industries. Under the influence of this product strategy, Penny Market is always involved in manufacturing and designing products with the hint of innovation across the UK consumer market that gradually help it to occupy leading position in the grocery supermarket sector.

Price

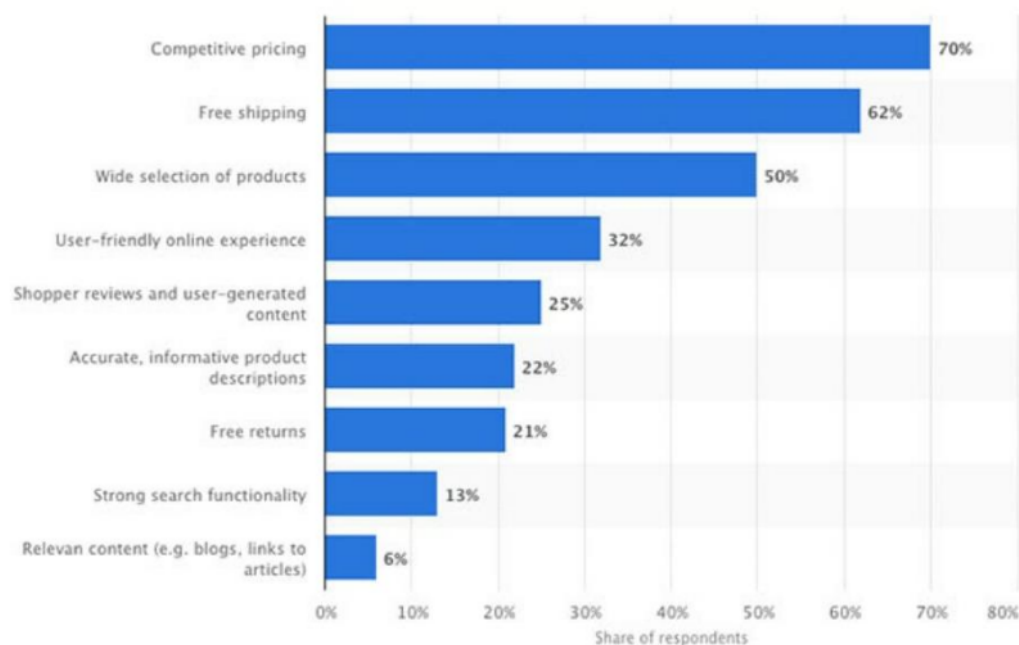


Figure 10: Pricing factor controls the decision making ability of the British shoppers

(Source: Chevalier, 2023)

The above picture clearly shows that 70% of consumers tend to purchase grocery products from the brands that offer competitive pricing for quality products (Chevalier, 2023). Moreover, the micro-environment analysis reflects on the higher degree of bargaining power that is possessed by the customers. Therefore, it is clarified that the application of penetration pricing strategy is likely to be more beneficial for Penny Market as compared to other pricing strategies.

Promotion

Several reports have declared that 92.74% of the overall population of the UK have been active users of internet technology (Petrosyan, 2023). Therefore, promoting the brand along with its products and relevant services on digital platforms can be the best strategy that the company opt for increasing brand awareness at a rapid pace across the UK.

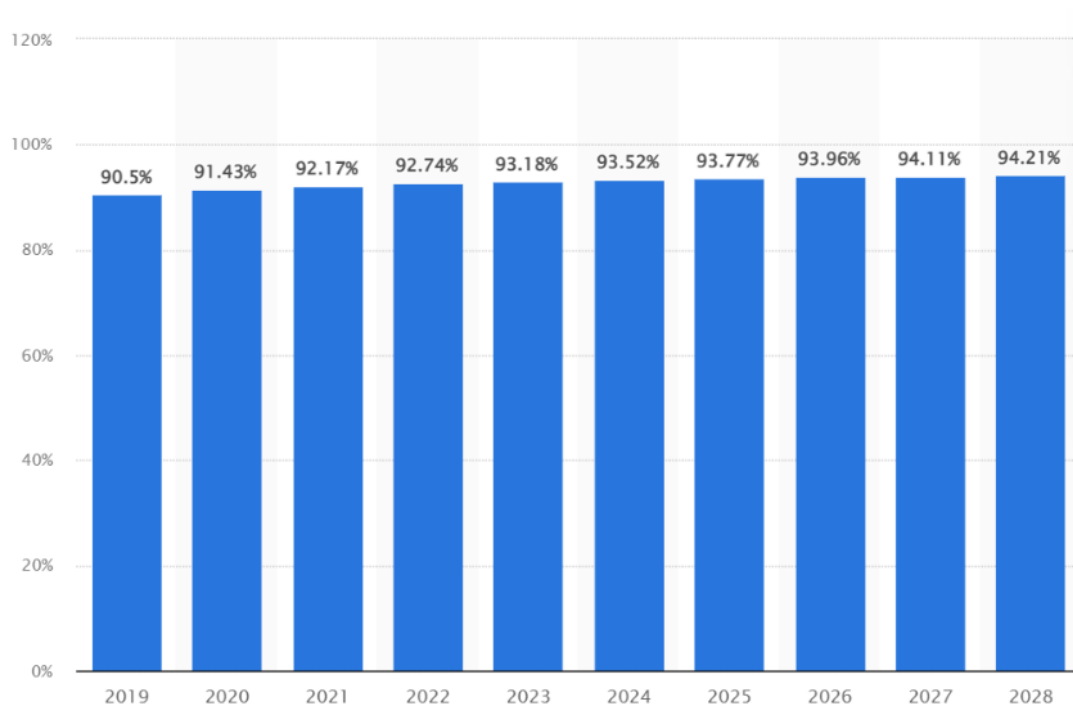


Figure 11: Internet penetration within the UK population

(Source: Petrosyan, 2023)

Place

Although higher rate of internet penetration and higher literacy rate are the factors supportive to the digital placement of the brand in the UK. However, there is still a nominal percentage of people

deprived from the advantages of internet technology which suggests Penny Market to inaugurate and maintain both the online and offline stores for better customer acquisition.

Force Field Analysis

During the preparation for change, the force field analysis is a popular change management paradigm that serves as both a diagnostic and a potent decision-making tool. As per the statement of Ouyang *et al.* (2020), the fundamental tenet of force field analysis is that a particular system only persists due to opposing forces, or as a consequence of the balance between forces that promote and resist change. In the case of business expansion of Penny Market in the UK, the extensive analysis of both the external factors and the competitive forces of the grocery retail industry of the UK have been conducted for identifying and assessing the implications of those factors. From the PESTEL analysis, it is understood that while continuous growth of GDP and vast technology market, higher literacy and population rate, environmental awareness and legal factors are the supportive factors for such business expansion, increasing tax rate, increased inflation rate are the factors found for creating barriers for the same. On the other hand, the analysis of the competitive forces of the UK grocery sector has highlighted bargaining power of consumers, higher competitive rivalry and threat of substitutes are the forces restricting Penny Market to expand in the UK. Based on this analysis, market development strategy is predicted to be the most effective approach for this company. However, improper management of this strategy can lead this company towards a hazardous situation. As per the statement of Katsikeas *et al.* (2020), market development strategy necessitates significant capital expenditures. In effect, businesses of Penny Market could experience losses in case the entrepreneurial opportunity fails to produce results. Moreover, this strategy seeks the company to provide adequate time and effort to obtain the best results, or else procrastination in operations seems to lead the company towards severe financial loss. Therefore, this company is required to abide by the related diversification strategy while entering the UK market. Since this company has already expanded its grocery retailing business across various European countries, maintaining commonalities in product and service range to a certain point can benefit the company. On the other hand, demand generation product strategy is proclaimed to be somewhat challenging for Penny Market during the initial stage of the expansion in the UK. This strategy requires the company to be engaged in producing a high quality of informative content, frequent scaling of efficiency and appropriate management of consumer perspectives (Wang *et al.* 2019). In this context, it can be said that a continuous monitoring of the

process can help ¹³ the company to rapidly overcome the issues and conquer the sector in the new marketplace.

Conclusion

In conclusion, it can be said that external factors of the UK environment and the competitive forces of the grocery supermarket chain of the UK are intensely analysed through the application of PESTEL analysis and ¹⁵ Porter's five Forces framework respectively in order to provide a solid strategic direction to Penny Market so that it can accomplish great success against the saturated grocery market of the UK. Based on the analysis, market development strategies have been proposed to the company during the encounter of the UK grocery retail market.

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Appendix: Likelihood of Porter's five forces

Competitive forces	Likelihood
Potential of new entrants	Moderate
Threat of substitutes	High
Bargaining power of suppliers	Low
Bargaining power of customers	High
Competitive rivalry	High

(Source: Self-developed)

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