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## Executive Summary

The report discusses the SME of Stubbings Group Ltd, in a strategic business analysis context. In doing so, the report used different strategic analysis models to divulge information related to the micro and macro-environment of Stubbings Group Ltd. The findings present a favourable position for the company in its long-term business performance, and the report presents different strategic paths and recommendations to sustain this business growth in the long term for the company.

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## **1.0 Introduction**

Strategic development entails supported planning that becomes fundamental towards creating and operating an organisation. Furthermore, developing a strategy involves scanning for influences that might inspire consolidation of assets and management of liabilities aiding towards goal and objective formation. Any consolidation of assets requires consideration of changes that might occur within the market, which allows enforcement of policies as per the changes experienced in the business environment. For understanding this statement more closely, an evaluation needs to take place surrounding the organisation of Stubbings Group Ltd. This company indulges in the retail distribution of organic-based farming resources, mixed farming-related resources, and other kinds of fertilisers, plants, seeds, and other pet foods in specialised stores. Within this report, a critical appraisal will be undertaken towards the retailer's business environment, for discerning the strategic direction. Aside from gauging the internal and external environments, that might have a bearing upon the enterprise. The strategic growth choices pursued by the company will be investigated. Finally, a determination will be made if the strategy choice of the company is sustainably feasible over time. The entire study will look to implement numerous frameworks, models, and theories apart from undertaking scholarly opinions, and implications driven by commercial articles.

## **2.0 Critical appraisal of the organisation's strategic direction**

### **2.1 Mission statement**

Being a retailer shaping horticulture-based plants, fruits, vegetables, and other products. The organisation Stubbings Group Ltd intends to upkeep new gardening techniques that bloom the growth of different plant varieties in far less time. Also, the retailer wants to extend their spaces for managing more garden centres, allowing customers to navigate for better options. An increasing level of customers within the UK market has been constantly changing their eating habits by maintaining meals that are grown naturally. In short, the organisation wants to create value for themselves by providing plant-based food lovers in the country with wider choices, less spoiled meals and flower-growing amenities, and greater assistance to increase plant life.

### **2.2 Vision statement**

To ensure that the company fosters greater choice-making among customers for selecting plants, Stubbings Group Ltd focuses more on quality related to the flower varieties, fruit

varieties, and vegetable varieties, as it grows related to the area as well. To support this criterion, that might facilitate customers to spend more time within nurseries. The organisation offers a plethora of leisure facilities like their owned Cafes, where customers can contemplate their experiences after visiting the nurseries. Moreover, the customers are also permitted to witness the creation of local gardeners, as they are provided up to 3-acre lands for projecting their gardens. As a vision statement, the company of Stubbings Group Ltd wants to invest in an open mind that results in enhancing the practice of quality plant product buying among consumers.

### **2.3 Goals and Objectives**

The primary goal of Stubbings Group Ltd is to allow the customers, in perceiving the necessity of garden formations that bear different kinds of flowering plants, verbiage that forms their staple diets, and other techniques that encourage self-growing of gardens.

There are secondary objectives that fuel the above primary goal's focus. This can be articulated in a below manner.

Firstly, to illustrate the relevance of a good horticulture boosting practice, by putting into focus customers different types of flowers, shrubs, and other topiary-type trees. For instance, the featured flowers include Wedding flowers that bear many colours that can be seasonal, including herbaceous plants, and other grass types.

Secondly, to upkeep garden maintenance tools, sundries, and other ground removal equipment, that can be kept in large quantities emphasising the property of such tools, and explaining to the customers the results of using such tools with a viewing of specimens.

Thirdly, to provide a range of different garden-facilitating furniture that can help the customers in looking after the plantations, putting up lights that do not compromise plant growth but aid in better management of garden maintainers, and provisioning cooking machines that allow baking and cooking within garden environments.

Fourthly, to compliment the garden-related products, by establishing multi-purpose items that cater to the requirements of pets, birdcare, and other wildlife caring.

### **2.4 Current strategic direction**

Currently, Stubbings Group Ltd has decided to focus on garden-related consultation services, aside from growing different forms of flower-blooming plants, food sources through vegetables and fruits, and other grass variants. This can be in the form of 1 hour or more sessions, which costs a minimal £60 inclusive of VAT. However, first-time customers are likely to experience extended discounts of up to 10% for first-time consultations. This not

only allows the customers to grow quality gardens in front of their households but also saves them time from visiting the stores of Stubbings Group Ltd unnecessarily.

### <sup>2</sup> 3.0 Critical analysis of the external and internal environment surrounding the organisation

#### 3.1 PESTEL

This framework can be used to understand macro-environmental factors like cultural aspects, social aspects, economic aspects, environmental aspects, innovative aspects, and other legal matters (Gilad, 2011). These can be distributed in a below manner.

**Political:** Firstly, Her Majesty's Revenue Customs affecting the UK and EU, will minimally affect certain horticulture-based products that include bulbs, roots, cut flowers, and ornamental foliage. These products will be affected by zero taxes, and edible vegetable-based plants will have a taxation influence of up to 8% (Ahdb.org.uk, 2022). Along with edible fruits, nuts, and other plant-related parts like nuts and processed items will be taxed at an average of 10%-14% within the UK.

Secondly, the UK and the African country of Kenya will be engaged in the exporting of horticulture-based products. That will amount to £30 to £80 million annually up till 2030. Due to the scaling up of production related to the right variety of Avocado products, Mangoes, and others. The countries will be imparting a £5 million investment annually that has built UK's share by 2% in the ongoing years (Gov.UK, 2022). The value surrounding the horticulture products of the UK is also likely to grow following the process as learned from Kenya.

**Economic:** Firstly, a new report published by Promar International has indicated that growers' cost of production has increased by 27% within the past 12 months. This is likely to affect green products, the likes of which include Apples, Tomatoes, Broccolis, and other root vegetables (Hortidaily.com, 2023). Furthermore, the fertiliser prices are also supposed to grow by 40% within the country as well.

Secondly, the Chartered Institute of Horticulture has recently revealed that business production related to the horticulture sector involving food and non-food items is currently worth £5 billion each year. Given this statistic, the horticulture retail sector is supposed to hire more than 50000 workers in different capacities (Winchester, 2022). There is also the scope of multiple other opportunities that will favour the other workers.

**Social:** Firstly, gardening practices have doubled in the UK, especially among consumers mainly females rather than males being in an age group below 50 (Harley-McKeown, 2021). These millennials have shown interest towards increasing their spending for growing

horticulture-related products. Some of these millennials are also seen to be in an age group nearing 45, who looked at improving their garden-related product quality overall.

Secondly, millennials above the age of 30, involving females and males in equal capacity have become interested towards versatile plant growing. The National Gardening Association of 2010, recognised edible plants and nutrition-driving plants that can be grown separately (Harley-McKeown, 2021). This was influenced by up to 78% where the customers are learning techniques to ensure plant survival.

**Technological:** Firstly, horticulture-influencing retailers within the UK have decided to use both software and hardware innovations equally. For instance, packhouse automation has been installed in many nurseries to reduce skill constraints and create better labour savings as well. Also, field rigs and mechanical systems have been used to automate the process of harvesting, and husbandry-related tasks either partly or fully (Gov.UK, 2022).

Secondly, automotive selective harvesting has been utilising mobile robotic systems that navigate growing environments, this allows the atmospheric changes to be properly reflected upon the strip where plants might be blooming for the retailer (Gov.UK, 2022).

**Environmental:** Firstly, the UK is still experimenting with their Artificial Neural Network model for predicting plant performance under environmental conditions. This allows horticulture retailers to produce quality crops, rather than utilising resources for producing increased quantities of edible vegetables, fruits, and others (Climatechange.org, 2023). Secondly, horticulture product-selling retailers have decided to increase their physiological effects on products (Climatechange.org, 2023). That comes from the fertilising effect of CO<sub>2</sub>, but high-end impacts that directly affect climate change within the country will be prevented in many stages.

**Legal:** Firstly, the 'Horticulture Act of 1960' through its chapter 22 will be looking at the production and marketing of horticulture-based plant growth, including organic fruits and vegetables, aside from other related product distribution (Climatechange.org, 2023).

### 3.2 VRIN Analysis

Resources and Capabilities	Valuability?	Rarity ?	Inimitability?	Non-substitutability?	Competitive Advantage
Stubbings Group Ltd has separated itself from other	Yes	No	Yes	Yes	Realised sustainable competitive advantage



horticulture retail nurturing firms, because of its product varieties which include 5-20 feet native and exotic trees, that range from Barcham trees to fruit trees and others (Stubblings Nursery, 2023).					
Reputable gardening consultants are regularly hired by Stubblings Group Ltd, which allows nurturing of food-reaping plants, non-food producing plants, and other normal garden variety items.	Yes	Yes	No	No	Temporary competitive advantage realised
The SME offers multiple tools, equipment, and common soil tilling-related resources through bulk purchase offers, which is a rare	No	No	Yes	No	Competitive Disadvantage

combination among horticulture retailers within the UK (Stubblingsnursery.co.uk, 2023)					
Apart from collecting in-store facilities promised by the horticulture retailers, the online services have been recently launched by Stubblings Group Ltd (Stubblingsnursery.co.uk, 2023)	Yes	No	Yes	No	Temporary competitive advantage realised

The above factors can be better discussed in the case of Stubblings Group Ltd in a below manner.

Firstly, recently as a niche for tree-related product provisioning, Barcham trees have been added by the organisation as an important addition towards its fruit tree segments. Supporting these trees, another variety of specimen trees which remain undecided is also to become a part of the product ranges provided by Stubblings Group Ltd. These specimen plants have the capacity of attaining maturity within a shorter period, resulting in instant-quality fruits and vegetables by the same tree (Stubblings Nursery, 2023). This allows the company to derive a competitive advantage over time.

Secondly, the organisation stocks a larger array of sculpted topiary plants, that feature the likes of Laurels, Yew, Box, and Privets in several shapes as well as sizes. Such a kind of plant growth requires expert consultancy skills that permeate a guaranteed growth of plants (Stubblings Nursery, 2023). Aiding in the same requirement, the new gardening consultants hired by Stubblings Group Ltd who also provides assistance related to fertiliser distribution,

stocking 3-metre climbers, and providing ideas for ensuring both depth and texture are permitted within gardens. Competitive advantage is lost for the enterprise to some extent.

Thirdly, despite offering a range of plants, flowering plants, fruits trees, vegetable plants, and other normal grass types, the company has tried to ascertain the need of the self-growing customers abound in the UK and providing them with several types of equipment, tools, and other garden tilling items (Stubblingsnursery.co.uk, 2023). However, the quality of these items including garden-friendly furniture has failed the organisation, with poor ratings received by the company.

Fourthly, the online services launched by Stubblings Group Ltd have garnered some assistance for willing consumers, especially those who have the least time in their daily schedules to buy direct from stores (Stubblingsnursery.co.uk, 2023). However, online services are still in their earlier days, allowing limited leeway for horticulture product-buying consumers.

### 3.3 SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"><li>• Stubblings Group Ltd mostly tries to inspire garden catering, through expert advising services that are unique for a horticulture retailer.</li><li>• The horticulture retailer mostly invests in growing their lands that can feature different trees, plants, and other varieties of topiary to be demonstrated in front of the public eyes (Stubblings Nursery, 2023).</li><li>• The organisation offers a club membership that allows loyal customers visiting the firm to get entrusted with monthly discounts, including event-based discounts like Easter, and Autumn sales.</li></ul>	<ul style="list-style-type: none"><li>• The miscellaneous garden catering product group, established by Stubblings Group Ltd is still in its early years. That resulted in poor ratings among certain customer groups (Stubblings Nursery, 2023).</li><li>• Online services require adequate maintenance, chiefly because certain customers due to their age and work routines seldom can allocate time for buying flowering plants, normal plants, or large trees. This is still a limited concern for the organisation.</li><li>• Some of the grounds provided by Stubblings Group Ltd can enable wedding ceremony celebrations, garden cafes, and others but it</li></ul>

	receives small renown from customers for such services.
Opportunities	Threats
<ul style="list-style-type: none"> <li>• The UK horticulture gardening products themselves are supposed to contribute a CAGR of 2.3% from 2020 to 2025. There are likely to be investment-centric returns, towards horticulture products.</li> <li>• Mass market players within the horticulture retail sector have accounted for 81% of product sales, related to different trees, topiaries, flowering plants, fruit plants, and others (Globaldata.com, 2023). Hence, a company like Stubbings Group Ltd also has a scope to grow in this context.</li> <li>• Many horticulture retail firms are extending their reach within the UK. That allows the companies to send their products beyond Surrey, Kent, Birmingham, and London.</li> </ul>	<ul style="list-style-type: none"> <li>• Certain horticulture retailers can become competitive for organisations like Stubbings Group Ltd, which is likely to reduce their market share (Stubbingsnursery.co.uk, 2023).</li> <li>• Despite laying out different varieties of plants, trees, and others, there is a chance that the UK weather will not permit the gradual growth of products over time.</li> </ul>

#### 4.0 Discussion of available strategic growth choices towards the SME within the market and proposing a new strategy and explanation of why it is a sustainable strategy for the long-term in the future

##### 4.1 Porter's Generic Strategies

As a Harvard professor, Michael Porter decided to develop a few generic strategies that might enable a company into developing profitable stances that are regulated through

planning and competitive strategising (Gilad, 2011). Considering the same factors, in the case of Stubbings Group Ltd the below strategies can be utilised.

#### **Differentiation strategy**

Within this criteria, the organisation is required to identify certain key elements of its products that might be special and specific from that of competitors. It requires rebranding the products in such a manner, that is backed by adequate market planning. There are schemes within the product differentiation plans that try to respond to customer requirements as well. For instance, Stubbings Group Ltd manages different forms of shrubberies, trees, and topiaries, which results in creating a variety of flowers, fruits, and bedding or seasonal flowers, along with herbaceous flowers, indoor plants, and even bulbs. The highly demanding plant products can be priced high through the consultancy provided by onsite florists as well. Moreover, both online mediums and offline mediums could result in alternating demands surrounding the plant products. Therefore, Stubbings Group Ltd might want to isolate specific channels like social media handles of Instagram, Facebook, and Twitter (Statista Research Department, 2022). Many horticulture enthusiast-based groups and profiles can be the centre of attraction for different plant releases made by Stubbings Group Ltd. From there, the company can attract female garden growers averaging age from 45-55. Whereas, offline stores can mainly target the aged millennial women and male customers. That is by reminding them of the seasonal discounts, along with indoor variety plants that can be used for takeaways. Certain unique products like bulbs can also be added, along with other products that give a better perspective to the consumers.

#### **Focus strategy**

This form of strategy allows differentiating the products in a niche market, where the customers might latch onto the product varieties and types rather than looking for options. A similar market could afford greater flexibility for Stubbings Group Ltd, especially with the company finding more loyal plant buyers who might not have any company-related expectations. For instance, the annual retail sales for flowering plant lovers have allowed the horticulture retail sector to grow by more than 50%. This upsurge has also accounted for product popularity considering flowers, fruits, seeds, and other varieties, whose index values have grown from 74.3 in 2011 to 103.4 in 2022 (Statista Research Department, 2022). This allows Stubbings to regroup its products, with uniqueness and classify each capability given its flower blooming capabilities, fruit nurturing capacities, and others.

### **4.2 Ansoff Matrix**

The Ansoff Matrix is characterised by four dimensions across a quadrant, each of which presents a unique strategic direction that can be taken by a company (Meldrum and

McDonald, 1995). For Stubbings Group Ltd, the Ansoff Matrix will be applied through a discussion on each strategic dimension of the model as follows:

#### **Market Penetration**

Under the strategic concept of market penetration, the firm aims to increase its sales growth of an existing product in an existing market. For Stubbings Group Ltd, this means increasing its market penetration regarding the sales of its horticultural offerings such as fertilisers and seeds. As these are existing products sold by the company, they must be offered as-is to respect the criteria for market penetration under Ansoff's Matrix. Therefore, the volume of sales within existing markets such as the UK market can be increased by creating product differentiation in the consumer consciousness, without altering the product's qualities or value offering directly. This is achieved through the use of marketing (Levitt, 2014). Marketing in such a way is capable of driving the feeling of product differentiation in the consumer's perception, thereby making them more inclined to purchase with the company as they will believe its quality to be higher. This will ensure the outcome of increased sales or market penetration without tangibly altering the product and its direct utility to consumers.

#### **Market Development**

Under the model's dimension of market development, the firm endeavours to sell its existing products into new consumer markets. For Stubbings Group Ltd, this would require diversifying its business operations to cater to foreign markets for its horticultural supplies. Products such as fertilisers and seeds can be sold globally for an SME like Stubbings Group Ltd, as these products are resilient against the threat of short-term shelf life (De Vitis et al., 2020). Owing to their non-perishable nature, the products can be sold internationally through appropriate international strategies such as exporting (Love and Roper, 2015). Exporting offers SMEs the possibility of engaging with foreign market buyers without investing in resource-intensive strategies for internationalisation, such as joint venture agreements or greenfield investments. Therefore, Stubbings Group Ltd can utilise export channels to sell its products to global markets such as Asian countries and African countries (S&P Global, 2021), which would benefit from commercial access to products like quality fertilisers and seeds resilient against local climate conditions.

#### **Product Development**

Under product development, the firm would introduce new products to the existing buyers in the existing markets. For Stubbings Group Ltd, this would entail developing new products relevant to its existing product lines and segments within the horticultural context. For instance, Stubbings Group Ltd can note that the UK is aligned with the Net Zero 2050 directive through which it aims to become a sustainable economy and country by 2050 (Marteau, Chater and Garnett, 2021). This is being done in a bid to reduce carbon emissions to reduce the climate change effect of global warming (Fankhauser et al., 2021). Therefore,

the market for sustainability across diverse industries is going to increase in the long term as firms endeavour to become more sustainability-oriented. Stubbings Group Ltd can capitalise on this ongoing development by releasing more innovative varieties of fertilisers that have a reduced negative impact on the environment (Kumar et al., 2022). This will ensure that it is developing and selling new products considered to reflect accurate market trends in its product segments.

#### **Diversification**

This is the most high-risk strategy for any firm, particularly for an SME like Stubbings Group Ltd. Under diversification, the firm develops new products for entering new markets. As an SME, the firm cannot afford diversification of its portfolio of products outside of its existing industry position. Such a development would reduce the market position of Stubbings Group Ltd by reducing its scope for continued investment into existing products and markets, and altogether presents a high-risk and low-reward opportunity that is not suitable for the firm's strategy (Eduardsen et al., 2022).

### **4.3 Bowman's Strategic Clock Model**

This model presents eight different strategic approaches that can be undertaken by firms of different sizes equally (Wright, Paroutis and Blettner, 2012). Therefore the diverse strategic approaches within Bowman's Strategic Clock Model make it suitable for application at an SME as well as at multinational corporations. For Stubbings Group Ltd, the model will be detailed across each of its eight different strategic approaches in the following manner:

#### **Low Price/Low Added Value**

This strategy is not suitable for firms that rely on offering value to their consumers, as this strategy requires following a low pricing strategy because of the low differentiation value of their products that is made less valuable by ongoing market competition (Cant, Wiid and Sephapo, 2016). For Stubbings Group Ltd, this position is not applicable as the firm sells high-quality horticultural products at intermediate market prices, designed to remain competitive with other rivals in the business environment.

#### **Low Price**

This category or strategy of choice sees companies lead by being low-cost leaders in their product segment. This position requires the firm to operate through a higher margin of sales volume, as this would compensate for the reduced price by driving profit margins through sales volume (Cant, Wiid and Sephapo, 2016). This position is only sustainable if the firm has a large enough volume to continue engagement with the market, and therefore an SME like Stubbings Group Ltd cannot sustain a market advantage by following this strategy (Moscalu, Girardone and Calabrese, 2019). Therefore it must keep its costs to a normal competitive level instead of trying to drive market advantage through lower pricing.

### **Hybrid**

This position is more appropriate for an SME company like Stubbings Group Ltd, as this sees the firm position itself in a sustainable quantity in the market (Alnoor et al., 2023). Hybrid in this context implies a moderate price point for engagement accompanied by a moderate differentiation of the product itself, against that of market offerings by rival firms. High-volume approaches are not feasible here, and therefore firms seek to create a market position based on offering fair pricing for their quality goods. An SME can follow this approach to build customer loyalty, making this a viable strategic path for Stubbings Group Ltd to focus on (Ciunova-Shuleska et al., 2017).

### **Differentiation**

Under this strategy, the firm would offer a higher perceived value, which is made possible by either increasing the product prices or lowering prices to gain a wider market share. In either instance, branding becomes a necessity to drive this differentiation strategy (Knight, Moen and Madsen, 2020). As an SME, Stubbings Group Ltd will not be capable of securing the market branding position that is needed to execute this strategy successfully. Therefore, the scope for implementing this strategy is limited in the case of Stubbings Group Ltd.

### **Focused Differentiation**

This strategy is entirely unsuitable for an SME like Stubbings Group Ltd, as this strategy requires creating a high-value perception in the consumer's consciousness (Knight, Moen and Madsen, 2020). Doing so results in creating a higher perception of value than is present in the utility context, which would be appropriate for a firm dealing in non-essential consumer products (MacMillan and McGrath, 1997). For Stubbings Group Ltd, its products like fertilisers and seeds are not suitable for creating successful market engagement through this approach, thereby making it unsuitable for the firm.

### **Risky, High Margins**

This strategy is also not recommended for Stubbings Group Ltd, as it requires increasing the price of the product without a corresponding increase in the value offering of the product. As the firm sells horticultural products like fertilisers and seeds, this approach will result in negative market engagement as the price of such products cannot be increased without a justified corresponding increase in value.

### **Monopoly Pricing**

The products sold by Stubbings Group Ltd are not highly differentiated, nor are they solely accessible through the business operations of Stubbings Group Ltd. Therefore, this monopolistic pricing approach is disregarded in this context as it does not offer any strategic value for the firm (Schwartzman, 1959).

### **Loss of Market Share**



This strategy is also not suitable as it sees the firm engage in offering lower-value products at the standard market prices. The products sold by Stubbings Group Ltd are of moderate value, as they are sufficiently differentiated due to the firm's business operations. They would be best served by following the aforementioned hybrid approach strategy, and therefore this strategy under the last dimension of Bowman's Strategic Clock model is not recommended either.

## **5.0 Conducting a stakeholder analysis and critically evaluating the expectations of different stakeholders and their relative power towards identifying a suitable, acceptable, and feasible strategic option or options**

### **5.1 Mendelow's Stakeholder Matrix**

Mendelow's stakeholder matrix was developed by Aubrey L. Mendelow in 1991, as a means of framing the relationship between a firm and its diverse stakeholders (Ginige, Amaratunga and Haigh, 2018). The context of this representation is determined across the dimensions of interest and power, where stakeholders with higher power and higher interest in the firm's operations are correspondingly positioned at a higher strategic value for the firm. Therefore, for Stubbings Group Ltd, this approach will be used in the following way to detail its stakeholders and the firm's relationship with them.

#### **High Power-Low Interest**

Such stakeholders have a high power influence on the workings of the firm, with a lower interest in the overall operations of the company (Ginige, Amaratunga and Haigh, 2018). For Stubbings Group Ltd, this would be found among organisations such as commercial banks that lend credit to SME industries in the UK. Other organisations such as insurance companies are also qualified under this classification. Such stakeholders must be kept satisfied to meet the criteria of this Matrix model.

#### **Low Power-Low Interest**

These stakeholders have a low power influence and a low interest in the day-to-day operations of the firm (Ginige, Amaratunga and Haigh, 2018). As such, their presence creates a low-priority relationship for the firm. Under this dimension, organisations such as local groups or NGOs are qualified for interpretation in the case of Stubbings Group Ltd. The firm can keep these stakeholders at a low priority with no need to engage further than necessary to maintain an essential positive relationship.

#### **High Power-High Interest**

These stakeholders are represented as the key players of the firm, and as such need to be highly engaged through communication and collaboration by the firm (Ginige, Amaratunga and Haigh, 2018). For Stubbings Group Ltd, this will involve groups and organisations such as the government regulators for its horticultural products, and internally the senior managers and owners.

#### **Low Power-High Interest**

This group has a low power influence over the firm's daily operations as well as a high interest in the activities of the firm (Ginige, Amaratunga and Haigh, 2018). This latter quality makes them important for consideration as stakeholders that must be kept informed of the firm's operations and developments. Therefore, for Stubbings Group Ltd, this requires engagement with stakeholders like employees and customers. These two groups have comparatively lower power, however, they can lobby through intermediaries such as consumer protection groups or unions if they are unsatisfied with the firm. Therefore they must be kept engaged.

### **6.0 Recommendations**

Firstly, Stubbings Group Ltd needs to emphasise its stability in versatile plant growth, organic flowers through which fruits are borne, and other miscellaneous products including pet catering foods. That can be delivered specifically to area-based millennial females, bearing an age group from 30-55 (McGinnis, 2020). This can be represented by female customers, involved in areas like London, Birmingham, Sussex, and others. Other variety gardening tools and furniture can also be provided to customers tipping beyond the age of 60. As these consumers might have better requirements for such tools, due to the disabilities that arise from old age (Makizako et al., 2019). In such a way, customer loyalty can be better managed.

Secondly, as identified from the macro and micro analysis, of the business environment representing Stubbings Group Ltd that the horticulture-based farming practices will evolve. In such a case, the soil quality has to be improved for ensuring a good breed of crops can be created. Therefore, the popularity of consultants surrounding garden cultivation is likely to grow after a period. Customers might demand certain requirements from these consultants, and other emergent businesses can also demand from these consultants. Hence, Stubbings need to create a pool of such consultants over time (Ebel and Shock, 2017).

### **7.0 Conclusion**

The report has discussed the operations, performance and nature of the business at the SME-level firm Stubbings Group Ltd. In doing so, the report utilised various strategic tools to

ascertain the firm's strategic business position. The findings revealed that Stubbings Group Ltd is positioned satisfactorily to remain in profitable continuity in the long-term, owing to the growing market trends for its products as detailed in the report. Furthermore, the strategic options for growth as discussed under Ansoff's Matrix show that the firm can align its long-term growth with the Net Zero 2050 directive, thereby increasing product quality differentiation and securing its continuity within the Net Zero legalities as well. The stated recommendations offer further actionable suggestions to complete the report's diversified analysis of the firm, ensuring that these findings, suggestions and recommendations can be implemented in real-world scenarios for the real-world firm.

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