**GLOBAL BUSINESS STRATEGY**

**Executive summary**

This study focuses on the principles of strategic management as well as its applications. The study also highlights the demonstration of critical knowledge and understanding the concepts of strategic development. Moreover, the study also focuses on the analysis of the NHS with the help of strategic management tools like SWOT Analysis, PEST Analysis and Porter's 5 Forces Model. The paper has demonstrated the strategic techniques utilized by the healthcare facility. It has also analysed the market environment of NHS. The recommendations for the firm have been proposed in the following volume.

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# Introduction

The NHS's primary goal is to guarantee that all United Kingdom citizens can connect to hospital care, regardless of their population, interpersonal, ethnic, or socioeconomic conditions. A few of the main benefits of the National Health Service is the way it makes it possible for United Kingdom citizens to obtain medical treatment at no cost. The paper aims to illustrate the strategic management process of NHS by analysing the market environment of the company. It also seeks to demonstrate recommendations to aid the company deal with certain issues.

# Principles of strategic management and its applications

**Principles of strategic management**

It is more often found that the majority of the strategic plans fail due to mis- realization of the potential values. As opined by Teece (2019), it takes a lot more time in developing and executing strategic management plans, which can be a time consuming process. One such case can be found on the evidence that neglect of Conservative administration of NHS in making effective decision making has gradually weakened, affecting to tackle 7 million backlog cases of care (Guardian.com, 2023). Recognizing the complexity of making strategic management plans, it can be made effective considering principles of strategic management.

First principles of strategic management defines that setting necessities plays an integral role towards attaining the strategic objectives of business organization. The complex process in undertaking the day to day activities will increase the workload and pressure of the team members of the organization. The complexity in the working process will be much more time consuming while reducing the group efforts in order to attain organizational objectives. Hence, an employee's day job has to be simplified in order to maintain transparency and achieve a smoother workflow in the business organization. As per the ideas of KRAVCHENKO (2020), setting the priorities of a business enterprise can be a complex, time consuming and stressful process. However, setting the priorities on the basis of necessities or those elements that need to be considered immediately can make the process comparatively easier. Therefore, more tasks can be undertaken within a shorter amount of time.

Constant administrative neglect of the NHS has led to a backlog of strong health care cases. Followed by need prioritization in business organization, comes the need to grasp and focus on the strengths of business enterprise. Influenced by the ideas of Kolovertnova *et al.* (2022), the principle primarily focuses on identifying business strengths as well as competitive advantages, while considering the financial position and relations with respect to sustainability in the competitive business environment. Recognizing the King's Fund Health Think Tank statement, which states the gradual denial in funding for the purpose of delivering healthcare facilities as well as growing need of workforce also, was a reason behind mishandling cases of healthcare (Guardian.com, 2023). Additionally, the NHS did not have sufficient medical equipment and the majority of buildings offering medical facilities were outdated in terms of delivering effective surgery.

# Applications of strategic management

***(Refer to Appendix I)***

Applications of strategic management approach priory depend on elements of the strategic management process. According to Aydın *et al.* (2020), the key element of strategic management approach is establishment in the hierarchy of strategic management. Hierarchy of strategic management approach highlights ideation and communication of business objectives. As per the views of Chungyas *et al.* (2022), the element also includes setting a plan to attain organizational objective, defining current status of financial as well as socio- activities. Moreover, the element also includes identification of the current business model and finding further opportunities to check whether it needs to adapt towards adopting a new business model.

NHS failed to set the necessity in hierarchy of strategic intent, which made it difficult to tackle the health care cases of serious concern. Hence, this led to the arrival of confusion undertaking the successive elements of the strategic management process. Influenced by the ideas Bogers *et al.* (2019), successive elements of the strategic management process involved identification of potential business strategies, execution of business strategies and undertaking an analysis of business strategies.

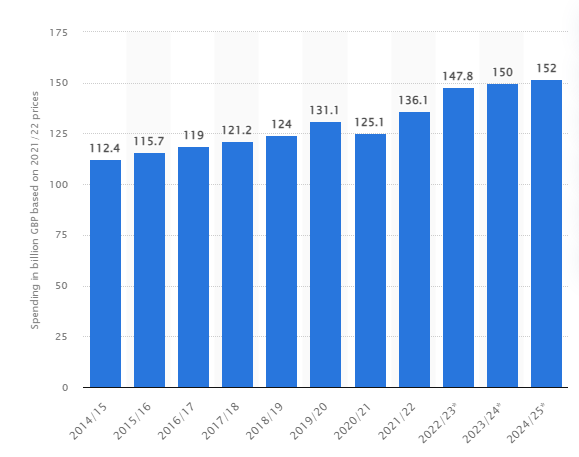
NHS said that it came across significant challenges in 2022 which were similar to problems addressed in 2000. The challenges that NHS faced in 2022 included longer waiting times, shortage of medical staff (Guardian.com, 2023). This added towards increasing the cost of living as well as industrial actions taken by medical staff. The investment of the NHS has been mentioned in the table below, where 131.1 billion was invested during 2020, 125.1 billion was invested during 2021 and 136.1 was invested during 2022. After thorough analysis of the investment in the table, it can be concluded that the investment of the NHS gradually decreased during and 2021 and had a rise in 2022 (Statista.com, 2023). It can be stated that the NHS made an effective investment during 2021.

Negligence of administrative officials of the NHS can be the reason behind a significant rise in the investment of the NHS in 2022. As per the views of Teece (2019), it can be clearly identified that improper management leads to ineffective business strategies resulting in rise of operating costs. Effective business strategies needed to be implemented in order to eradicate the problems like lesser workforce, equipment and back dated healthcare facilities. The Department of Health and Social Care also stated that it was an embarrassing moment for the management professionals of the NHS in the previous year (England.nhs.uk, 2023). Furthermore, the NHS also suffered from problems related to a weaker economy as well as weakened public finances.

| **2020 (in Billion)** | **2021 (in Billion)** | **2022 (in Billion)** |
| --- | --- | --- |
| 131.1 € | 125.1 € | 136.1 € |

**Table 1: Investment details of NHS in Billions**

(Source: Statista.com, 2023)



**Figure 1: Investment details of NHS**

(Source: Statista.com, 2023)

# Demonstrating critical knowledge, as well as understanding of strategic development

Strategic development refers to a set of procedures that is used by an organization to find out the processes of allocating potential resources to create an impact on the business organization to attain the organizational objective. As opined by Ketchen et al. (2020), strategic development is more often considered as an action plan that generally requires group efforts and helps a business enterprise to innovate, operate as well as grow. Strategic development is essential to quickly adapt concerning the changes that occur on arrival in unfriendly circumstances. As per the views of Ketchen et al. (2020), apart from quick adaptation, strategic development helps to look for new opportunities to sustain its financial position successfully in the dynamic marketplace in accordance with the taste and preferences of the consumers. The NHS has announced that it would be increasing its workforce by adding more than 34,500 medical staff which included adding over 4,000 medical practitioners and over 9,300 nurses (Guardian.com, 2023). The strategic developmental process involves 8 integral steps which are - determination of strategic position, defining the company vision, prioritization of strategic objectives, and ascertaining individuals who need to take part in the process of strategic development. Additionally, strategic development also involves ascertaining the process of resource allocation, execution process, review of the process and reward-oriented effective performance.

Prior to the recognition of formulating business strategies, the current financial position of a business enterprise needs to be ascertained. According to Ketchen et al. (2020), assessment of the current financial status of a business organization requires reviewing the assets as well as a core competency to make effective judgments and avoid commitments. SWOT analysis can prove to be an effective tool to deliver a comprehensive situation regarding the current financial positions of the business organization. The management professionals of the NHS can assess their financial position with the help of SWOT analysis to fight back and come up with innovative ideas to grow in the health sector. The NHS has also announced that it will increase its budget to 166 billion € from 2024 to 2025, which is considered the highest investment in health and medical care concerning the history of government (England.nhs.uk, 2023). Hence, much new medical equipment will be introduced along with better healthcare facilities. This will help in making the process of tackling healthcare cases relatively smoother.

# Application of strategic management tools, as well as models

**SWOT Analysis Tool**

| **Strength**   * The NHS possesses 1.5 million employees. * NHS has over 80,000 suppliers (England.nhs.uk, 2023) * The organization has a strong brand reputation. * NHS has partnered with CCGs, local authorities, GP practices, health and wellbeing boards. | **Weakness**   * Lack of capital investment affects organizational growth. * Lack of effective healthcare facilities. * Lack of medical practitioners * Lack of medical equipment |
| --- | --- |
| **Opportunity**   * Better business relations * Better opportunities for getting funds * Outsourcing medical practitioners. | **Threat**   * Competitors of NHS are Medlineplus, Uk-Med, Gbpartnerships, elder HQ (England.nhs.uk, 2023) * The NHS is currently suffering from a cost of living crisis. |

**Table 2: SWOT Analysis of NHS**

(Source: England.nhs.uk, 2023)

**Analysis:**

The NHS has a strong financial position in the medical sector, which implies that it has better business relations. Better business relations can help gain necessary fund allocation for future growth opportunities and future business prospects. The NHS was unable to tackle healthcare cases that required serious concern (Guardian.com, 2023). This made an opportunity for the competitors to gain a brand reputation as well as recognition. Additionally, the NHS is suffering from a cost of living crisis and is lagging behind potential investments.

The NHS lacks medical practitioners, medical equipment and well-equipped healthcare facilities that are required to undergo effective surgeries. Hence, the NHS needs to work on the allocation of resources with the use of its business relations like outsourcing medical practitioners and getting necessary funds from the investors that contribute towards the development of technological infrastructure.

**PEST model**

| **Factors** | **Attributes** | **Impact** |
| --- | --- | --- |
| **Political** | * BREXIT uncertainty * EU- UK | * Positive and Negative |
| **Economic** | * GDP rate in 2022 was 4.1 % * Inflation rate was 11.1% * Interest rate 2.25 % * Corporate tax rate 19 % | * Negative |
| **Social** | * Employment rate 75.7 % (Ons.gov.uk, 2023) * Literacy rate 99% * Population 3.4% percent increase as of 2021 | * Positive |
| **Technological** | * Government investment rate is 18.09 % * Technological investment rate is 63 %. (Great.gov.uk, 2023) | * Positive * Positive |

**Table 3: PEST table**

(Source: Ons.gov.uk, 2023)

**Analysis**

From the political perspective, the decision of the UK to exit from the European Trade Union made a wide impact on the NHS. Apart from BREXIT, NHS has a significant positive impact from EU-UK free trade agreement, which implies that zero quotas and zero tariffs are to be applied on all goods, which complies with the trade regulations (Gov.uk, 2023). Hence, the NHS can easily import medical equipment from Europe at relatively lower operational costs as the imported goods will be free from tax. The GDP rate of the UK has grown by 4.1 % which can be seen as a positive economic aspect in contributing towards growth as development of the healthcare sector. On the contrary, some of the negative aspects like inflation rate grew about 11.1 %, interest rate grew about 2.25 %, corporate tax rate grew about 19 % are seen as negative aspects.

From a social perspective, employment rate grew about 75.7 %, literacy rate grew about 99% and overall population grew about 3.4 % as of the year 2021 which can be considered a positive aspect in the growth of the healthcare sector (Ons.gov.uk, 2023). Considering these factors, potential human resources can be utilized contributing towards growth and innovation. From a technological perspective, the government interest rate went to 18.09 % which indicated the interest and contribution of the government in developing the overall economy of the UK, while impacting the infrastructure of the healthcare sector (Great.gov.uk, 2023). The technological investment rate grew by 63 %, which reflects the infrastructural growth of the healthcare sector. Use of digital media can be quite effective in creati9ng awareness about various services offered by organizations like NHS in the health care sector.

**Porter’s 5 forces**

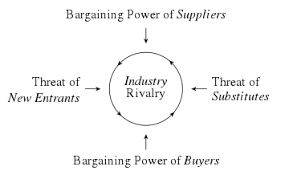
| **Factors** | **Impact** |
| --- | --- |
| Supplier’s power | High |
| Power of substitutes | Moderate |
| Buyers’ power | Low |
| New entrants | Low |
| Rivalry | High |

**Table 4: Porter’s 5 Forces Model**

(Source: Ons.gov.uk, 2023)

**Analysis**

Supplier’s power will be high due to the positive business relation with other business organizations. Considering the current performance of the NHS there will be moderate impact in the power of substitutes. Reason behind the moderate impact of power substitutes lies in the fact that the NHS had performed well in serving as a part of the medical healthcare sector. However, considering the current situation of the NHS, it needs some to recover its losses and regain its previous financial position.

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**Figure 2: Porter’s 5 forces model**

(Source: Ons.gov.uk, 2023)

Buyer power to purchase will highly vary due to high competitiveness leading to a perfectly competitive market. On the other hand, there will be relatively less chances for the new business organization to attain sustainability in the healthcare sector. There would be a high impact on the healthcare sector while considering the potential competitors of the NHS. The rivals of NHS includes UK-Med, Alliance medicaland Gbpartnerships, Manchester Health (Great.gov.uk, 2023). These are the major competitors of the NHS with a huge customer base, leading to a rise in the competitive business environment of the healthcare sector.

# Critical evaluation of organizational strategy techniques

Sympathy, enhancing lifestyles, dedication to reliability, and teamwork are organizational techniques that the NHS has fostered for the benefit of its service users. Staff members of the NHS would be capable of providing outstanding medical services by being compassionate and dedicated to reliability, which would ' quality' wellbeing. Collaboration would also make it easier to coordinate medical care successfully. Worker skill improvement would then result from career growth. They would be capable of meeting the clients' medical requirements in terms (Darling and Venkitachalam, 2021). NHS and clinical commissioning groups are two of the organizations that the National health service employs to provide medical services. To increase the effectiveness of care provision, such organizations must simplify their organizational structures.

NHS uses ***organizational focus group techniques*** to manage their functions and meet the requirements of its clients. NHS looks for ways to better understand how clients' demands are fulfilled and what is required to provide comprehensive and advanced. Discussions via start concentrating people are essential for every business reaction and comments are recorded. This has been essential for guaranteeing that the Health system recognises customers' necessities, satisfies them, and listens to points that require enhancement. This would eliminate the discrepancy between the customer's specifications and what is delivered in terms of services. It is considered that customers' necessities have been adequately implemented whenever the disparity has been significantly closed.

People would be capable of communicating their thoughts freely, making it quite simple for the NHS employees to comprehend these same customers' requirements. An in-depth comprehension of delicate or complicated problems relating to a person would then result from this. This is quite valuable knowledge to know before receiving any type of care or welfare system; the more comprehensive and honest the data supplied, the greater for care and medication reasons (Alderwick *et al.* 2021). It follows that developing relationships correlates strongly with consumers who are concerned. Unrestricted communication is ensured among a great bond, and that is recognized and appreciated in a meeting requires. Customers favour employees that are amiable and pleasant.

NHS's organizational strategy also includes various techniques like a Quality Assessment and Evaluation Provider and maybe a distinct centralized tactic that involves purchasing processes from a select group of sizable providers. Nevertheless, the business tomorrow came under fire, especially for what was interpreted as a democratic deficit, an inadequate level of interaction with diagnostic individual consumers, and possible dangers due to its size and predicted expense. The authority in charge of its shipment was disbanded in 2013 and its predecessor institution, NHS Digital, took over the remaining tasks (gov. uk. 2015).

In order to enable a systematical investigation of key determinants for carrying out public projects throughout intricate and vibrant organizational structures, NHS employs a sophisticated technique. Healthcare institutions are both interactive, which is characterized by institutional arrangements and basic units, and hierarchical, which is characterized by linked components. Switches and routers, independence, and regulation play key roles in such processes. The interconnectedness of system components in the NHS healthcare systems, as well as their non-decomposability and nonlinearity, have been studied for exhibiting unpredictable responses to external influences.

# Application of strategic concepts for analyzing the organizational environment

The NHS's easy access to consumer documentation enables healthcare professionals to improve their decisions concerning healthcare. This reduces errors since all essential data is comprehensive and accessible at a specific moment. According to ncbi.nlm.nih.gov. (2019), the NHS medical centre IT to run its core account manager and diagnostic processes, incorporating invoicing, client records, health coverage, personnel management, timetabling, resource planning, drugstore, and so on. In addition, the incorporation of digital technologies into operational processes has improved the effectiveness of business operations as documentation has decreased, day-to-day tasks are electronic and refuse and redundancy of documentation has been completely erased. The facility's operation, namely to enhance care delivery, is ensured by financing information technology initiatives.

Data is acquired for the clinical decision from a variety of databases at NHS facilities. The clinic's different departments are not presently incorporated, making it impossible to organize information from different sources. As per Kline (2019), effectiveness and judgment are impacted by a lack of technology solutions. For example, better activities would result from the integration of the client, management, and economic machine implementations. The hospital has a difficult time introducing innovative processes due to high operational costs, opposition to change, and a shortage of rivals, among other factors. In contrast, users and developers had already demonstrated reluctance to embrace information systems.

It is a great chance that the current regime is providing financial assistance to hasten the introduction of novel technologies. The facility's use of the online is introducing additional points of contact with doctor organizations, the broader population, doctors, and other staff members, as well as enhancing browser implementations. Internet companies could provide parents and caregivers with medical information and services (Greenberg *et al.* 2020). The ways that medical professionals communicate are also being redefined by the web.

By employing every tool at its disposal to reduce problems by making client hospital documents accessible at the decision-making stage, the clinic must continue to earn the confidence of its patients. In the health system, information quality and precision are important, and such must be operating properly and promptly to preserve a client's confidence. In the words of Cabral *et al*. (2019), the hospital's information technology activities are actually in danger of breaking whatever legislation that connects them with respect to public security and confidentiality. The clinic must constantly guarantee that, despite technological advancements, client information is kept private and that all managerial and transmit procedures adhere to the law. The Data Protection Law, General data protection, and Healthcare System are just only several examples of the existing laws that apply.

NHS benefits greatly from the European Union and Brexit trading relationship, which assumes that all commodities will be subject to negligible restrictions and minimal customs duties, following regulatory frameworks. Because the foreign products would be tax-free, the NHS would be able to distribute surgical devices from Europe with minimal effort and at a lesser overhead expense. The United Kingdom's majority of revenue increase in Gross domestic product could be considered a beneficial job creation that will aid in the rise and growth of the medical industry.

# Critical evaluation of strategic options with recommendations

The NHS facilities' medical practices require more investment and financial support to operate effectively and to eliminate clinical mistakes. The clinic currently uses a number of different processes that render information transmission challenging. Smart technology is required for efficient and quick decision-making. It has lowered documentation and removed redundancy; it can also be used to connect the appropriate support, individuals, and knowledge to get the best results in medicine, improve the quality of care, provide the greatest client experience, reduce expenses for operations, and so on. The innovative Information systems techniques could be used to assess regular confidence as a result of the introduction of innovative privacy regulations such as General data protection.

Leveraging healthcare information retrieval methods to generate causal and therapeutic analyses to reduce various illnesses and conditions requires more exploration. In order to overcome the interested parties' opposition to introducing innovative processes or whatever modification, the deployment must also entail them more vigorously (Pope, 2019). The more at ease and know they are with the scheme, the better they would be capable of understanding its significance and advantages for the health centre.

The NHS must prioritize raising care standards in order to enhance client results and gain the customer's confidence. To increase the performance and security of medicine, the NHS must implement accurate treatment routes. Relapse rates and the burden on the health system would then decrease substantially with better health results. Moreover, to enhance the level of medical services, the workplace must be reorganised via career growth. In this respect, the NHS needs to implement the following tactics. Initially, the NHS needs to train further specialists in medicine. Given the lack of specialised medical people available, the NHS has an excessive latency patient queue. Therefore, it is crucial to prepare more skilled resources to enhance service delivery.

To lessen the need for medical services and relieve the NHS's congestion problems, the increasing emphasis on preventive medicine. In order to improve consumer awareness of preventive medicine, care and medical training programmes must be implemented. Incidence rates would go down unless the data is used properly. By doing this, medical costs will go down and patient care would then increase. To aid in the initial identification of different diseases, routine screenings of the wider populace must be carried out (England and Improvement, 2019). It would then be able to propose prompt initiatives to halt annual deaths. Furthermore, unless medical conditions like melanoma are found quickly, they could be handled affordably.

# Conclusion

By analyzing the volumes, it is possible to conclude that the NHS is under scrutiny to enhance care delivery, institute efficient procedures, decrease surgical mistakes, and produce a cost-effective, safeguard, and comfortable information technology platform that complies with the law's requirements for client confidentiality. The environment analysis shown in the object previous section shows how information technology may change the medical sector.

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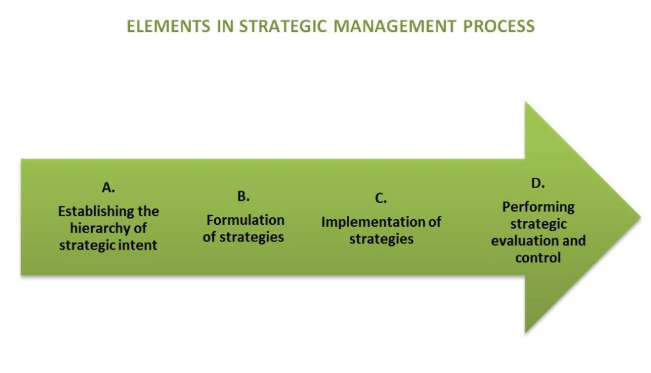
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# Appendix I: Elements in strategic management process

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(Source: https://bbamantra.com/strategic-management-process/)