

**GLOBAL STRATEGIC MANAGEMENT**

**WRITING XPERTS**

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## Introduction

A company's ongoing search for development and expansion prospects is necessary in today's globalised economy. The process of developing and executing plans that enable businesses to function well across international borders is known as global strategic management. It is essential in today's globalised world of intense rivalry and ever-expanding marketplaces. Businesses may take advantage of possibilities, adjust to a global environment, and diversify their income sources thanks to it. It has been reported that Penny, a German retail grocery supermarket, is aiming to enter the UK market. The company has \$463.3 Million in revenue all over the world (Zoominfo.com, 2024). However, the rise of internet shopping and shifting customer tastes bring both possibilities and problems for new entrants like Penny. Developing marketing strategies that effectively resonate with the target audience and set the brand apart from rivals requires an understanding of the complexity of the competitive landscape. However, this research would examine some of the most important marketing ideas, concepts, and models to help Penny navigate her debut in the UK market. The present marketing scenario will be critically analysed to provide ideas for strengthening Penny's competitiveness and preparing it for the unpredictable and dynamic future of the grocery business. Moreover, this study may help Penny create a thorough and successful market entrance plan for the UK by developing, recommending, and justifying specific marketing strategies and methods.

### Analysing the business environment of the UK using appropriate models

#### *Micro environmental analysis (Porter Five Forces)*

Particulars	Description	Impact on company	Likelihood
The threat of new entrants	<ul style="list-style-type: none"><li>• The UK has a strict market entry regulation</li><li>• Retail sales slump 3.2% (Reuters.com, 2024)</li></ul>	The strict market entry regulation might obstruct the thread from the new entrance for Penny.	Low
Bargaining	<ul style="list-style-type: none"><li>• Large numbers of</li></ul>	Penny's stature give her	Moderate

power of supplier	suppliers, but some hold power for key products	considerable negotiating power, but her concentration on private labels makes her more reliant.	
Bargaining power of buyers	<ul style="list-style-type: none"> <li>Fragmented customer base with high price sensitivity</li> </ul>	Penny depends on competitive pricing and private label products for the purpose of drawing in and keeping clients.	High
Threat of substitute	<ul style="list-style-type: none"> <li>Other discount grocers, convenience stores, online retailers, and alternative food sources</li> </ul>	Penny may constantly innovate and offer value to compete.	High
Competitive rivalry	<ul style="list-style-type: none"> <li>Intense competition from other discounters like Aldi and Lidl, as well as traditional supermarkets offering discount lines.</li> </ul>	Promotional efforts and pricing battles can reduce profitability.	High

### ***Analysis***

It has been stated that Porter's Five Forces of Penny's competitive dynamics in the low-cost grocery sector are shown through analysis. Existing distribution networks and financial needs are moderate entry obstacles, but the market's attraction may draw in new competitors. Although Penny does not have much negotiating leverage with suppliers, its emphasis on private-label goods makes it more dependent. The firm has strong buyer negotiating power, necessitating proactive supplier management because of its dispersed client base and extreme price sensitivity. Alternative food sources, internet merchants, convenience stores, and other low-cost grocery stores pose a serious challenge as replacements (Bakalis *et al.* 2020). There is intense competition between competitors such as Aldi and Lidl, as well as established supermarkets that sell bargain brands. Penny may

prioritise strategic agility, customer-centricity, and differentiation to sustain its market position and profitability.

**Macro environmental analysis (STEEPLE)**

External factors	Description	Impact
Social Factors	<ul style="list-style-type: none"> <li>• The power dynamic between retailers and consumers has been shifted towards the consumers (Retaileconomics.co.uk, 2024).</li> <li>• The United Kingdom is witnessing a demand-driven retail experience (Deloitte.com, 2024).</li> </ul>	<p>Penny may modify its range of products to accommodate these changes. The growing popularity of health and wellbeing is driving up demand for natural, organic, and wholesome food items. Penny may properly market them and broaden its scope to make money. A customised product range and inclusive marketing messaging are necessary due to the varied population.</p>
Technological Factors	<ul style="list-style-type: none"> <li>• It has been reported that 45% of retailers participated in visual search (Statista.com, 2024).</li> <li>• 27% of retailers focus on voice search and 23% of retailers focus on artificial Intelligence and virtual reality (Statista.com, 2024).</li> <li>• The UK Government is Planning to invest</li> </ul>	<p>The UK’s retail environment is changing due to digitalization, with an increase in online purchasing and digital payment options. Penny might allocate resources towards digital marketing, smartphone applications, and e-commerce to enhance customer experience and maintain competitiveness. Technological innovations like automated checkout systems and personalised recommendation engines can boost customer happiness and operational efficiency. Automation and artificial intelligence can lead to improvements in customer service.</p>

	<p>approximately 981 million GBP for cyber security (Great.gov.uk, 2024).</p>	
Economic Factors	<ul style="list-style-type: none"> <li>• The GDP rate of the United Kingdom has grown up to 0.3% in the year 2023 (Tradingeconomics.com, 2024).</li> <li>• At the end of 2023 the inflation rate has increased up to 3.90% (Ons.gov.uk, 2024).</li> <li>• The Retail Industry has contributed approximately 5.2% to the UK GDP and 9.3% of employment (Ons.gov.uk, 2024).</li> </ul>	<p>It can be stated that the concerned organisation can get an effective result after entering the UK market as its GDP rate has increased significantly. However, the organisation might face challenges related to an increasing inflation rate. In that case, the organisation is highly required to focus on its financial Strategies and budget for a better outcome. It has been identified that the concerned organisation might get a significant boost as the selected country has a significant contribution from the details sector in their Gross Domestic Product and employment rate. Effective adaptation of the contemporary strategy might help in sustaining the UK market.</p>
Environmental Factors	<ul style="list-style-type: none"> <li>• Issues related to climate change, pollution, waste reduction initiatives and sustainability are affecting UK environmental factors (Bbc.co.uk).</li> </ul>	<p>To sustain in the UK market the concerned organisation is highly required to focus on waste reduction techniques and to maintain sustainability measures for a better outcome. Additionally, the precautions for climate change and pollution should be taken for Risk mitigation</p>
Political Factors	<ul style="list-style-type: none"> <li>• The UK has approximately 0.5</li> </ul>	<p>It can be stated that the political stability rate of the UK can help in postering investors'</p>

	political stability rate (Theglobeconomy.com , 2024)	confidence for a smoother operation. It provides market growth opportunities.
Legal	<ul style="list-style-type: none"> <li>• Sales of Goods Act, 1930 (Legislation.gov.uk, 2024)</li> <li>• Consumer Rights Act 2015 (Legislation.gov.uk, 2024)</li> </ul>	The concerned organisation might follow the legislation to evaluate their purchasing and selling strategy based on a best price practice to obey the UK legislation. Moreover, the Customer Rights Act 2015 can help the retail organisation to conduct significant customer engagement tactics that might improve their transparency effectively.
Ethical	<ul style="list-style-type: none"> <li>• The United Kingdom has cancelled approximately 7.1 billion GBP contracts because the retailers did not meet ethical and sustainable standards (Brc.org.uk, 2024)</li> </ul>	Moreover the concerned organisation is highly required to focus on the ethical practices underlining by the United Kingdom to sustain their business in this present market scenario. It can improve their reputation and profit maximisation as well.

Analysis:

Based on the Macro environment analysis it can be stated that the German retail organisation has and potential to sustain itself in the UK Market by navigating challenges. The organisation might sustain itself in this UK market by adopting its product range and marketing strategy that might help to sustain in the shifted market towards consumer power. Moreover, the organisation can follow the technology training for better resource allocation to focus on the recommendation for a high operation. However, the organisation must be very careful about its financial Strategies and budgeting to navigate the potential economic uncertainties. Thus, the organisation needs to stay more united in response to the economic fluctuation for a better outcome. Additionally, the organisation can focus on adopting waste reduction techniques and sustainability measures to focus on climate change and pollution mitigation for a positive brand image in this present market

scenario. On a different note, the organisation can get a significant advantage to speed up their investor's confidence and market growth opportunity based on the effective political stability rate. Hence the organisation can maximise their transparency and consumer engagement based on adequate adaptation of Legislative measures. In order to, sustain itself in the UK market the organisation is highly required to adhere to ethical practices that can improve its engagement with the government and customers to some extent (Crossley *et al.* 2021). Hence it can be stated that despite the challenges in the UK market the organisation can focus on adequate adaptation that might help them in sustaining in this competitive market of UK. Adequate focus and customisation, financial planning and ethical practices are the key majors for effective development.

### Designing an Appropriate Business Strategy

#### *Ansoff model*

<b>Market penetration</b>	<b>Product development</b>
<ul style="list-style-type: none"> <li>● Enhancing the marketing efforts and promotional strategies.</li> <li>● Offering Loyalty programs.</li> <li>● Adjusting pricing strategies</li> </ul>	<ul style="list-style-type: none"> <li>● Introducing new product variation.</li> <li>● Developing partnerships with UK local suppliers.</li> <li>● Investing in research and development.</li> </ul>
<b>Market development</b>	<b>Diversification</b>
<ul style="list-style-type: none"> <li>● Exploring new regions within the UK.</li> <li>● Opening new physical stores in untapped cities.</li> <li>● Collaborating with UK-based online platforms.</li> </ul>	<ul style="list-style-type: none"> <li>● Considering diversification of product offerings.</li> <li>● Entering in related markets.</li> <li>● Evaluating opportunities for non-grocery retail benches.</li> <li>● Accessing the feasibility of entering other sectors outside the traditional retail.</li> </ul>



## **Analysis:**

It can be stated that the concerned organisation can focus and increase its market share in the United Kingdom which can help in intensifying marketing efforts and promotional strategies. It helps in involving a large share of the existing market through strategic decision-making like a Loyalty program and competitive pricing. Hence it might help the company achieve a significant bargaining power in the UK grocery sector that can help them maintain a strong presence in the United Kingdom to achieve its sustained success. Moreover, the significant introduction of new product variation according to the UK market preference can be considered as a significant strategic move for the concerned German written organisation. Additionally, the organisation can focus on collaborating with the local supply depth and help them to Grab ideas with unique offers and customer adaptation. Hence, the concerned organisation can explore new regions within the UK to achieve an opportunity for geographical expansion that helps them ensure a broader market presence. As an impact, an effective collaboration with the online platform can help them to reach a wider audience base. As a result, it can help them address the technological factors that highly meet the growing trend of online purchasing. Additionally, effective diversification of product offerings and entering the related market help the concerned German retail organisation Penny to minimise the risk associated with its single market or product category (Ozkan, 2020). Hence the company can be involved in the adequate evaluation of opportunities in non-grocery retail Ventures based on effective online services. It signifies that this strategy can help in analysing the effective market research and feasibility analysis to retain a successful entry into the UK Market sector. Moreover, it has been analysed that the organisation can improve their comprehensive growth in the UK market based on an adequate design of business strategies. It provides a structured approach to ensure effective market share that can help them in improving the revenue generation strategies to some extent. It can be stated that every strategy includes its own set of challenges that highly require a deep understanding of the competitive landscape and market dynamics along with consumer preferences (Kretschmer *et al.* 2022). As a result, it can help the organisation in continuous monitoring and implementing improved strategies to sustain in the UK Market sector. Adequate focus on market feedback and continuous research and development can help the consent organisation Penny to sustain success in the dynamic UK retail market. Moreover, the effective adaptation of the Holistic approach can help the concerned organisation to achieve significance in their position in this competitive retail dynamic of the United Kingdom.

### **Blue Ocean Strategy**

<b>Eliminate</b>	<b>Reduce</b>
<ul style="list-style-type: none"> <li>● Eliminating traditional retail practices</li> <li>● Avoiding unnecessary complexities in product offering</li> </ul>	<ul style="list-style-type: none"> <li>● Reducing Reliance on generic marketing strategies.</li> <li>● Focusing on targeted and personalized marketing campaigns.</li> <li>● Reducing unnecessary operation costs.</li> </ul>
<b>Raise</b>	<b>Create</b>
<ul style="list-style-type: none"> <li>● Raising the level of customer engagement</li> <li>● Enhancing product quality and customer service centres.</li> </ul>	<ul style="list-style-type: none"> <li>● Creating unique and exclusive partnerships with local suppliers.</li> <li>● Introducing innovative and eco-friendly packaging.</li> </ul>

### **Analysis:**

Blue Ocean Strategy is considered a business approach that helps encourage organisations to create an uncontested Marketplace rather than competing in a crowded competitive market space. It can be stated that the concerned organisation is required to eliminate the traditional retail practices that might not align with the preferences of the UK consumer base (Olsson *et al.* 2022). As a result, it can help them include outdated marketing tactics and product offerings according to the significant market Trends. It signifies that the organisation can create a Unique Identity in this market scenario. In order to stand out in a competitive market in the UK the organisation is highly required to reduce Reliance on generic marketing strategy. In that case, continuous focus on targeted and personalised campaigns can resonate with the diverse consumer base. along with that reducing unnecessary improving their research allocation more effectively. Hence the concerned organisation should raise the level of consumer engagement by incorporating innovative Loyalty programs and interactive initiatives that can help them in strengthening the connections with the consumer base. As a result, it can help contribute to a positive brand image for better operational

success. Hence adequate focus on the creation of unique and exclusive partnerships with the local suppliers can help the organisation to differentiate from their competitors (Leckel *et al.* 2020). Hence introducing eco-friendly packaging can be a significant way to be more appealing to environment-friendly strategies.

Moreover, the Blue Ocean Strategy encourages organisations to focus on finding unique market strategies to become different from the competitors. Hence the creation of exclusive partnerships with local suppliers and the introduction of innovative packaging provide a unique value proposition for the consumers that might improve the organisation's position in this competitive market. Raising the level of customer engagement based on prioritising the understanding of specific market needs can help in providing unique strategies that can faster effective profit maximisation.

Moreover, adequate interaction with the target audience can help the concerned organisation to improve adaptation and innovation according to the customer demand for being more updated. In that case, the company is highly required to focus on streamlining operations to improve their adequate resource allocation. Hence it is highly essential for a new entrance which is a means to establish a strong presence in the UK market for better outcomes. Additionally, the effective emphasis on eco-friendly packaging is aligned with the growing trend of environment consciousness in the UK which can help the organisation to ensure innovative practices in this present market scenario. Hence the Blue Ocean Strategy helps the concerned organisation to provide a comprehensive framework to get a significant position in the UK market scenario (Christodoulou and Langley, 2020). Based on the adequate elimination, reduction, raising and creation the organisation is able to Carve out a distinct profitable space in this contemporary market scenario. Additionally, the critical analysis highlights the strategic importance of differentiation, customer centricity, operational efficiency and innovation management to successfully implement the Blue Ocean Strategy for a better outcome in this present market scenario.

## **Identifying the Need for Organisational Culture and the Technologies**

### ***Organisational culture:***

Adequate implementation of the organisational culture is able to help the concerned organisation to enter in UK market. It can be stated that the organisation culture encompasses adequate focus on shared values, beliefs and behavioural management that can help in shaping employees. Moreover, the appropriate organisation culture can faster the alignment with the company's strategic behaviour. Hence the concerned organisation penny can navigate the complexity of the UK market based on adequate innovation and customer-centricity that might emphasise the organisation's adaptability according to the situational demand. Additionally, employees need to be aligned with the organisation and mission which can help them embrace the mindset for adequate innovation that might encourage creative problem-solving measures to combat the potential risk of a dynamic retail landscape. Thus, the right organisational culture supports engaging and effective communication and collaboration for better information management (Lam *et al.* 2021). As a result, it helps in the diverse and distinct nature of organisation collaboration that can easily engage the local suppliers based on open communication. Hence it focuses on cross-cultural collaboration and cultural sensitivity within the organisation for significant diversity and inclusion to ensure effective innovation management. It helps in the seamless exchange of ideas that can ensure the consistent implementation of strategies and strong partnerships with local stakeholders (Martínez-Peláez *et al.* 2023). Additionally, it ensures a customer-focused culture that can help in designing a market strategy that resonates with the target audience in this competitive market scenario. Moreover, the organisation of culture promotes ethical practices and sustainability that help in growing consumer experience based on environment-friendly activities. According to the triple bottom line theory, the concerned organisation is focused on three pillars of business development to sustain in the UK market (Neri *et al.* 2021). Adequate engagement with cultural efficiency and collaboration helps in managing the people. On a similar note, practices with sustainable implications focus on the planet. Additionally, continuous development on the integration of people and the planet can maximise profit generation in this recent era. The effective establishment of an appropriate technological culture is a critical foundation for the concerned organisation's success in the UK market. Moreover, it ensures effective strategic

alignment, effective communication ethical practices and others that support integral sustained growth in this challenging landscape of UK-based grocery business.

### ***Technological adaptation:***

Continuous Technology development has boosted the overall operation scene and success of the retail organisations in this recent error. In order to enter the UK market the German little grocer must recognise the importance of Technology in enhancing the consumer experience that can maximise overall competitiveness in the UK-based retail sector. The utilisation of appropriate technology is able to navigate the dynamic and technologically advanced landscape of the UK grocery sector (Weyer *et al.* 2020). The concert organisation might invest in digital marketing strategies to reach a broader audience that helps them adopt the increasing online purchasing trends. It has been reported that approximately 45% of retailers are participating in visual search along with voice search and artificial intelligence full stop in that case the organisation can improve their resource allocation based on the optimisation of online presence. According to the resource-based view theory, it includes the effective development of user-friendly activities that might maximise the organisation's stability in this competitive market (Malik *et al.* 2020). Social media engagement and the creation of smartphone applications can focus on sustaining this evolving retail environment. Moreover, the effective implementation of advanced technology improves consumer service and operational efficiency. In that case, the organisation Penny may consider the adequate integration of this technology shopping experience to the target audience. The report defined that the UK government has invested in cyber security that might be more beneficial for concerned organisations' Technology implementation. Prioritising The security of digital platform customer data and financial transactions can help the concerned organisation to ensure cyber threat minimisation. Moreover, the effective application of Technology in supply chain management can leverage Data Analytics and artificial intelligence that can help in optimising the inventory level (Helo and Hao, 2022). Additionally, it minimises waste and enhances the overall supply chain efficiency for better operational stability. It signifies that the strategy not only aligns with the economic factors regarding GDP growth but contributes to an effective environment and sustainability by reducing unnecessary waste. Thus, it can be stated that the organisation can get a successful entry into the UK Market by ensuring strategic adaptation of Technology advancement.

## Force Field Analysis and Potential Recommendation

### *Force field analysis:*

Driving forces	Resisting forces
<p><b>Market demand:</b> The UK market has a demand-driven written experience in that case the concerned organisation can capitalise on this by offering products aligned with the shifting customer preferences.</p> <p><b>Technology adaptation:</b> The UK's inclination towards digitisation based on visual search, cyber security and others may provide an opportunity for the organisation Penny to leverage technology in marketing management to ensure E-Commerce adaptation and effective data security (Chowdhry <i>et al.</i> 2020).</p> <p><b>Political stability:</b> The relatively stable political environment in the United Kingdom can faster the investor's confidence and might create a conducive atmosphere for business operations.</p> <p><b>Economic growth:</b> The effective GDP growth rate in the United Kingdom helps in achieving a potential market expansion for the concerned organisation.</p> <p><b>Ethical practices:</b> Adequate focus on improving ethical and sustainable standards within organisation operations can enhance</p>	<p><b>Strict market entry regulation:</b> It has been reported that district regulation in the UK might create challenges for new entrants. In that case, adequate focus on improving knowledge regarding UK regulation can effectively sustain the concerned organisation.</p> <p><b>Intense competition:</b> The organisation might face high competition from grocers like LD and other state traditional supermarkets. Continuous unique strategies might help the organisation in retaining the customer (Martínez, 2023).</p> <p><b>Bargaining power of buyers:</b> The fragmented customer base with high price sensitivity drives the concerned organisation to focus on competitive pricing and effective market strategy to attract the target audience based in this recent area.</p> <p><b>The threat of substitutes:</b> The concerned organisation is highly required to constantly innovate and offer value in their product management. As a result it can help them to compete with other discount grocers convenience stores and online retailers.</p>

reputation and customer trust.

**Environmental factors:** It is highly required to adhere to sustainable measures and address climate change concerns might create complexity for long-term success in the UK market.

**Analysis:**

The concerned organisation must strategically address the resisting forces by enhancing the driving forces to achieve a successful introduction in the UK market. Continuous monitoring and adjustment to these forces might be crucial for organisation stability in the UK grocery business.

***Challenges with recommended strategies:***

Implementation of the recommended strategies me include challenges in the UK market. effective competition from established grocery stores along with the dynamic nature of consumer preferences might hinder the market penetration Strategies for the concerned organisation. Additionally, the organisation also can face issues related to introducing new product variations in this competitive market scenario (Marion and Fixson, 2021). It signifies that the new product might not cope with the taste of the current market audience which can affect the overall growth of the organisation in this present scenario. Moreover, the organisation might require a significant shift from traditional practices due to the Blue Ocean strategies in which the company might face International challenges due to resource allocation.

***Recommendation to overcome challenges:***

In order to overcome these challenges the concerned organisation is highly required to conduct continuous market research that can help them to understand the local preferences. As a result, it can ensure effective product development that might align with the UK consumer tastes (Trewern *et al.* 2021). To implement a faced approach for Blue Ocean Strategy the organisation is highly required to focus on adequate collaboration with local suppliers and Technology advancement to enhance market penetration (Ellinger *et al.* 2020). Moreover, continuous monitoring agility and

effective consumer feedback integration might be considered as the crucial visible strategies adaptation to overcome the challenges and to engage in this evolving UK market.

## **Conclusion**

It can be concluded by taking all this previously mentioned discussion under consideration that the journal Retail Grocery Supermarket Penny might have both opportunities and challenges while entering the UK market. A comprehensive analysis of the business environment based on the Macro environment and micro environment has provided insights into the factors influencing the grocery sector in the UK. Moreover, the models have also proposed improving their strategic decision-making to ensure customer engagement based on adequate diversification and strategic development. Additionally, effective collaboration with local suppliers and adaptation of digital technology can enhance the consumer experience by eliminating the Reliance on generic marketing. As a result, it also can help in providing a unique experience to their target audience base by recognising the market demand. Moreover, effective recognition of the significance of organisational culture and Technology adaptation might emphasize the need for strategic alignment to ensure capitalisation on market opportunities. hands continuous monitoring and agility is able to minimise the potential risk in this market. Based on addressing the challenges proactively and effectively in strategic decision-making can help the concerned organisation penny to sustain its growth in the UK market



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