

Programme: MBA in Finance and Banking

Module Title: Strategic Management

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1-Executive Summary:

This report intends to analyse some of the strategies of a UK based luxury clothing company known as Ted Baker. The analysis will start with an industry analysis within which this company operates, following by internal and external analyse. After these analyse there will be a critical examination of strategic options that Ted Baker can implement in order to continually sustain its competitive advantage and to cope with challenges posed by the cutting-edge technology age.

2-Introduction:

Ted Baker is a UK based company in luxury apparel industry founded by Ray Kelvin in 1988 in Glasgow. Now it is a public listed company which operates internationally and is well known for selling men's and womenswear including occasional, formal and day to day clothes. Also, Ted Baker sells a variety of licensed products like jewellery, eyewear, fragrances, audio devices, bedroom collections, watches etc,(Ted Baker, Brand and Business). It started with one single store in Glasgow, increasing steadily year by year and becoming a global luxury brand with 532 stores and concessions worldwide. Ted Baker operates internationally through its three distribution channels which include e-commerce, licensing and wholesale. Ted Baker aims to be the leader in the global lifestyle industry by focusing in its unique and class design, their obsession on details and the product quality. By having a look to Ted Baker's last five years summary it can be clearly seen that revenue is increased steadily year by year from roughly 322 million pounds in 2014 to approximately 592 million in 2018. They put a slogan in their cover page of financial report: *"30 years of caring quality"* which represents their 30 years of operating in apparel sector. Ted Baker pays attention to the brand value in every moment and in everything they do and as mentioned in Ted Baker 2018 annual report they have installed this culture in employee's mind and heart by bearing always in mind the question *"Would Ted do it that way?"*. A company should have very clear strategic purposes. Therefore, it would be easier for managers to provide guidance to the employees of a company. Ted Baker use a methodology called "pay for performance" in order to ensure that employees are challenging themselves on achieving their goals which are directly linked to business objectives,(Ted Baker, Director's Report 2018).

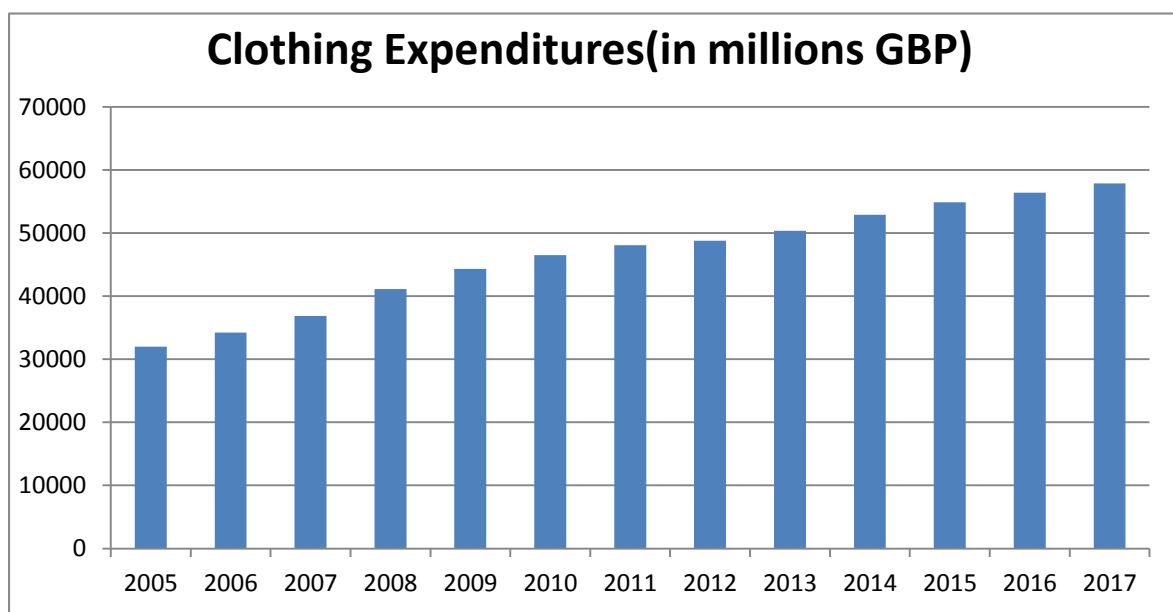
The report will discuss about Ted Baker business model and strategies on which this company lies when trying to face a sustainable growth, strong brand image and ensure always a competitive advantage toward its rivals.

3-Strategic Analysis of Ted Baker

This report will cover a critical analysis of Ted Baker which aims to assess its performance since it is established, current performance and future perspectives. Also, the purpose of this report is to point out the external factors which cannot be controlled by Ted Baker, on contrary, Ted Baker should implement proper strategies to response to each impact. The analysis will start with the industry analysis to highlight the business environment within which this company operates. After this, the strategic tools being used will be divided in two parts, internal factors like product life cycle, strategic capabilities and external factor such as porter's Five Forces and Pestle analysis. After all the analysis there will be a summary of the tools which can be put in use for the company to sustain its competitive advantage, followed by recommendations which will be detailed strategies to be implemented by Ted Baker.

4-Industry Analysis

Ted Baker is a retail company which operates in apparel industry offering luxury clothing and accessories. Fashion clothing industry was very important since in fifteenth century when the Charles ii asked for an establishment of a fashion ministry in France (Svendsen,2006). It seems like the way people dress is the mirror of their personality. Svendsen (2006) argue that nowadays consumption is driven more by desire than by needs and possibly this will turn desires into needs. While we live in the self-realization age there is expected an increase in apparel industry sales and this is witnessed by a statistical research. According to statista.com over the last six years the apparel and footwear industry in the UK is increased steadily and setting the market value of 62 billion pounds in 2017.



Source: Statista.com "Annual expenditure on clothing in the United Kingdom (UK) from 2005 to 2017, based on volume* (in million GBP).

By observing this chart it can be easily seen that apart from the continuous overall increase in fashion and clothing industry there is a consistent increase in the portion expenditures that go to clothing.

MvKinsey and company in collaboration with the BoF(business of fashion) did a deep analyse of fashion and clothing industry trends for 2018. This analyse were based on over 200 interviews with the senior executives of this industry and on 500 retail companies benchmarking analyse around the world. Some of the key findings consist on:

- More than half of footwear and apparel revenues will generate from countries outside the Europe and from North America. The article suggests that it time of emerging markets to drive the sales clothing industry. These markets include Latin Amerika, Asia and Africa. The report predicts that Asian countries will face a growth in revenues between 6.5-7.5% while developed countries and North America will see a slight increase between 1-3%.
- There will be e need for new business models due to the digital transformation of the customer journey. This will be a threat for companies which do not attempt to change their traditional model due to the fact that the winner will be those companies that implement new strategies.
- There will be a big opportunity for companies which will successfully survive in this digital age and this opportunity consists on the fact that these companies will benefit from customer's digital addiction. This phenomenon will make it easier for managers and marketers to understand customer's preferences across every touchpoint, therefore, they will match these preferences and satisfy customer in their customer journey.

Furthermore this analysis states that the growth of the global fashion industry will continue in 2018 where revenues are expected to increase between 3.5-4.5%.

Brexit consequences are the most common uncertainty issue that managers of different companies are worried about. Theresa may, the Prime Minister of UK defined some points after the Brexit which include leaving the European single market, its customs union and implementing new tax structures for import and export and reinforcing Britain's border controls. According to an article published by BoF(business of fashion), despite different predictions from different managers about this situation, Brexit impacts remain unclear. Some managers were worried about their prices due to the fact they buy their fabrics in Europe countries and this means that they have more import charges to pay. In this way companies have to increase their prices. Another concern given in this article is regarding to employees with European nationality that have to go back in their country. Furthermore, after leaving the European Union it will be difficult for companies which sell clothes in European countries due to export charges and barriers. Dominic Jones (director of Astley Clarke) expressed his concern regarding to Brexit consequences. He stated that the decline of the pound has led to an increase in the cost of production.

5-Ted Baker Business Model

There are three main channels through which Ted Baker operates globally.

5.1-Retail, including distribution through their own stores and concessions in UK, North America, Asia and continental Europe, operating as e-commerce business for UK and Europe and a separate transactional website serving for Americas and e-commerce concessions with their partners (Ted Baker plc.com).

5.2-License income which includes product licenses and territorial licenses. Product licenses include products like watches, eyewear, footwear, skinwear, neckwear, childrenswear, fragrances and sleepwear. On the other hand territorial licenses include operations through licensed stores in some countries and as a wholesale in other territories. Territorial licenses operations cover Asia, Australia and Middle East.

5.3-Wholesale: Whole sales operations include UK and Europe and USA.

5.4-Performance assessment for TED

Performance assessment criteria for Ted are different for each operation channels. For retail channel Ted measure its performance through total revenue, average and closing for square foot, gross retail margins and sales for square foot. Meanwhile for measuring wholesale performance tools in use by Ted are total sales, gross wholesale margins. License income is assessed through the trend of revenue year by year (Ted Baker/Business model).

6-Defining the key success factors

Some of the key factors mentioned in Ted's strategic report of 2018 are: Commitment to quality, attention to details, satisfying customer's needs, distinctive male product features as a mix of British heritage with the modern outlook, unique feminine fresh products as a mix of British flair and European elegance, offering a pleasurable and welcoming customer experience, providing a user-friendly online brand through its e-commerce channel, focusing and paying attention to people through code of conduct, focusing on product sustainability as being part of sustainable clothing action plan (SCAP), paying attention to planet as participating in the Carbon Disclosure Project and maintaining a disclosure score B and being part of many other UK organisation's projects in protection of the environment (Ted Responsibilities/Ted Baker plc).

7-Internal Analysis:

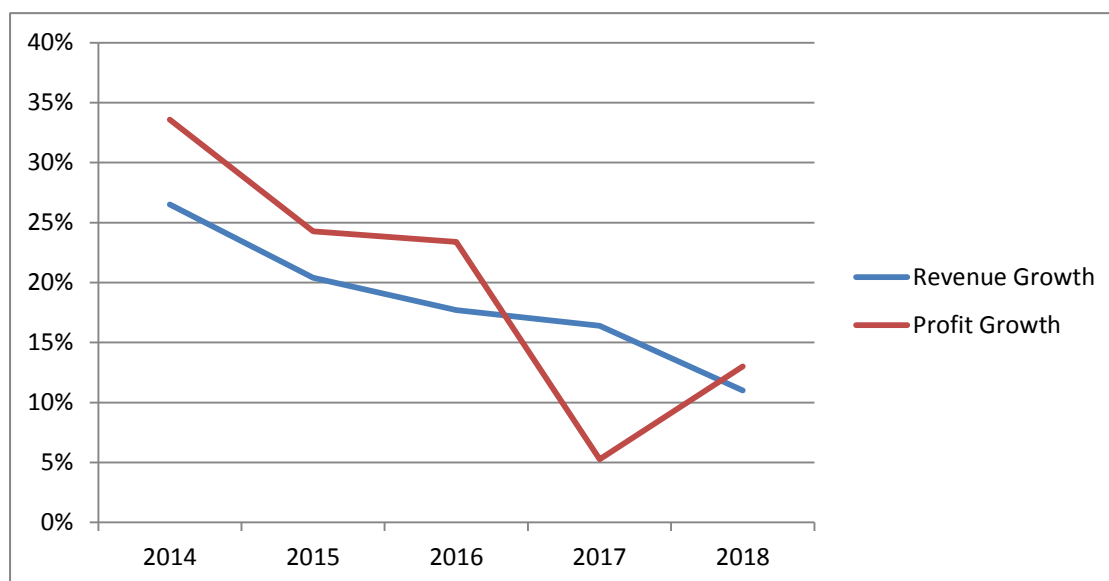
7.1-Product life cycle

Product life cycle consists of four stages that which characterize a product during its existence on the market. These stages are:

- Introduction consisting of a slow growth in sales.
- Growth, highly accepted by the market.
- Maturity, decrease in sales growth.
- Decline, decline in sales.

Kotler et al (2009) states that it is hard to predict fashion products life cycle because of the reasons listed below. In one point of view he argue that fashion is a purchase compromise which means that customers will begin to look for missing qualities and features to one fashion product, thus it leads fashions to end. One the other hand, almost all the customers tend to adopt fashion which leads to dismiss others. Fashion products life cycle is driven by the length that these products satisfy customer's genuine needs, the extent these products are uniform with other trends in society and the extent to which values and norms of a society are pleased by these products.

As published by ted Baker, five year summary represents us with the revenue and profit during five years. Based on these results there will be a graph with changes in sales and profit growth in order to evaluate the stage of its product life cycle.



As you can see clearly in this graph the rate of revenue growth is decreased steadily year by year while the profit growth rate is decreased sharply especially in 2017 going down from 23% in 2016 to only 5% in 2017 but followed by a high increase in 2018.

As mentioned above maturity stage is characterized by a decrease in sales growth rate. This graph witnessed us a decrease in the sales growth which is an indicator that Ted Baker products are at maturity stage. On the other hand profit growth rate decrease supports the fact that its products are at maturity stage. For analysis of maturity stage. Regarding to product life cycle management, this company have chosen Centric and PLM Software which is a leading provider of life cycle management software for apparel, footwear, retail consumer goods and luxury brand companies.

“Centric’s PLM software will provide our design and technical design teams with accurate, timely and comprehensive information, ensuring that Ted’s inimitable eye for detail is showcased to the fullest across women’s wear, men’s wear and accessories,” (Donald Broowne, Ted Baker production director/www.centric software.com). He justifies selection of Centric’s PLM with the fact that configurability of this programme would help Ted Baker’s designers to be presented with comprehensive and accurate information. Thus, they can act quicker and make immediate changes in order to minimize risk and maximize derived value.

7.2-Strategic Capabilities

Strategic capabilities consist on resources and competences that a company put in use in order not only to survive but to prosper and to ensure a competitive advantage.

7.2.1-Resources

Resources: There are two types of resources than an organisation put in use in order to run its business: Tangible resources that can be quantified, observed and managed since they are physical resources. In 2018 Annual Report of Ted Baker, total assets were 448’364’000. Tangible assets that include plan, property, equipment and inventory made 326’302’000. On the other hand companies use their intangible assets to achieve their goals. Intangible assets include these assets that are not physical and cannot be quantified. Tangible resources include items such as patents, copyrights, brand image and recognition, innovation and Goodwill (Human resources). In January 2018, intangible resources of Ted baker amount 34’373’000. (Ted baker, 2018 annual report). It should be said that since intangible resources cannot be quantified there is a barrier for other competitors to imitate these resources. Intangible assets are unique for every company. For example, one competitor cannot monitor Ted Baker’s goodwill assets. ***“The spirit in which we conduct our business and interact with our team always takes into consideration ‘Would Ted do it that way?’. We regularly host internal events, including education sessions with the chief executive telling the story behind the brand and also Family Days where we open our doors to family and friends”*** (Ted’s Responsibilities/People). Companies create a unique culture through people. At Ted the unique culture is created by the way Ted motivate employees, paying attention to learning and development, recognising their potential and promoting their growth, rewarding their efforts and contribution, respecting diversity, engaging employees spiritually through telling the story behind Ted. Barney and Clark (2007) are of the opinion that if one particular company has a valuable culture, difficult for competitors to imitate they should foster their culture because it will be a very sustainable advantage.

7.2.2-Competences

Johnsons et al (2011) defines competences as the way resources are managed, efficiency and effectiveness scale in which these resources are deployed, skills and abilities to put these resources to the optimal use through processes and activities of the organisation. In a retail of luxury clothing company one of the core competences could be quality and unique design and customer service. Ted's attention to detail, commitment to quality and distinctive design is mentioned above as one of the key success factors which create for the company a competitive advantage. On the other hand, fulfilling customer needs and offering a good and enjoyable experience for customers is one of the strong competences mentioned in Ted's 2018 strategic report.

8-External Analysis

8.1-Porter's Five Forces

Porter's five forces are considered as an effective tool that managers can use when doing a critical analyse of one particular industry or sector as well as using this tool to undertake an action and addressing these actions to delicate or critical issues relating to their organisation Johnson et al, 2008).

8.1.1-Threat of new entrants: Medium. In one hand by observing the graph drawn above in the industry analysis there is evident a continuous increase in clothing expenditures from 2005 to 2017. This means that clothing industry is an attractive opportunity for new clothing companies. Barriers for new entrants in apparel industry are low concerning to legislation or government action but experience curve can be a threat for new entrants because existing companies have experience how to do things in an effective way and at lower costs. Ted Baker has a long story of 30 years serving customers, thus, it would be a little bit difficult for new entrants to get the attention of Ted's customers.

8.1.2-Competitive rivalry: High. Competitive rivalry among luxury clothing industry is high (Thomas Bush/ Pestle analysis.com). Nowadays, there are numerous companies in luxury clothing industry that have a strong brand image and a high reputation within the industry. For example, Max Mara, Burberry, Phase Eight, Paul Smith are direct competitors for Ted Baker. On the other hand there are some indirect competitors that operates at lower prices like H&M, Zara, Top Man, thus it is a threat for Ted Baker within its industry.

8.1.3-Threats of substitutes: Medium . As suggested in a 2018 Business of Fashion article, fashion brand companies are not competing with their direct peers only but online e-commerce business has put these companies in trouble because current consumers are attracted by convenience and choice which can be offered by companies like e-Bay, Amazon Alibaba, JD.com and Zalando whose main distribution channel is done through online platforms. It is important not to confuse competitors with substitutes. According to Johnson et al (2008), substitutes come from outside the industry. In our case it could be said that clothes are a necessity for human being but on the other hand Ted Baker offer luxury clothes at higher prices compared with some other clothing companies. The threat of substitutes in

this case would come from indirect competitors mentioned in rivalry paragraph that offer lower quality products at lower prices, therefore, substitution concerning Ted's case consists on price and quality of products.

8.1.4-Power of buyers: Medium. Power of buyers consists on the ability that consumers have to push down the prices, or to stop buying products, or to switch the company. Three main conditions that drive power of buyers are concentration of buyers, switching costs, buyer competition (Johnson et al, 2008). According to pestleanalysis.com the bargaining power of buyers in fashion industry is relatively high because nowadays there are numerous opportunities to switch from one clothing company to another one with no extra direct costs. However, it should not left behind the fact the concentration of buyers is an important factor. As previously discussed, the portion of consumer spending in clothes is facing an increase which means for Ted that there is a high concentration of buyers in the market, thus the power of consumers weakened.

8.1.5-Power of suppliers: Medium to High. Ted Baker supply chain is made of over than 190 first-tier suppliers concentrated 50% on China and the other 50% is based on Turkey and Portugal. In 2017, Ted Baker chose an independent supply platform called Segura which could help Ted to effectively map and understand their Chinese first-tier supply base including printer and dye-houses as well (Ted Baker plc/Supply Chain). Power of suppliers is driven by five factors, concentration of suppliers, switching costs, availability of immediate suppliers, forward integration possibilities from suppliers and dependence of buyer's sales on suppliers. In one point of view, since Ted main objective is to sell qualitative products, meaning that it has a list of quality requirements that its suppliers should fulfil, thus, it would be difficult for the company to find and trust immediate suppliers. Apart from this, the number of suppliers is relatively high which provides them with power to negotiate. However, despite the fact that China has been the largest exporter of textiles and apparel for many years, it seems that this trend is changing. Due to the increase demand of employees for higher salaries and better working conditions has put many Chinese textile manufacturing industries to move toward countries with lower cost as Bangladesh, Pakistan and some places of Africa (Sarah Schimdt/Blog.marketresearch.com). This means that there is a better opportunity for Ted to switch from China to these countries and this weaken the power of existing suppliers.

8.2-Pestle analysis for Ted Baker

8.2.1-Political Factors: Since Ted operates internationally it may be affected or has to respect respective countries legislation and law. Some of these legislations could be importing or exporting tax rates and tariffs. Ted Baker can be affected by both of these rates because it exports its products to stores outside of UK and is supplied by foreign countries. Another concern could be working condition legislation, trade control, environmental laws, stability of the country, government involvement in agreements and trade unions etc. For example, Brexit is one political factor that could affect Ted's performance and the effects of it are described in the industry analysis above. One of them was new border regulations and restriction when importing or exporting which can affect Ted's international business.

8.2.2-Economic Factors: Currency change is one of the latest economic issues in UK. Pound has declined almost to the lowest currency rate ever. According to the telegraph.co.uk a weaker pound make UK companies that export more competitive in European countries because their products became cheaper than European companies products. Ted operates as a wholesale and as a retailer in Europe so this is a positive economic impact.

8.2.3-Social Factors: When we say social, some of the factors that may get attention are lifestyle, culture, globalisation etc. The increase of brand awareness, fashion addiction, globalisation, modernisation of life-style is a positive side for Ted and other luxury clothing companies. People have increased their clothes spending year by year which can be seen as an opportunity for existing companies in this industry.

8.2.4-Technological factors: It is digitalization age and there is expected a change in consumer behaviour and an increase in competitive advantage from e-commerce business. Actually, one of the Ted's channel is e-commerce, thus, digitalisation would affect Ted regarding to this kind of distribution channel. In this digital age omni-channels are one of the most common strategies followed by many companies as a distribution channel. If this strategy is properly implemented, it could help in consistent pricing and branding while delivering a coherent customer experience (salmon.com). On the other hand, if these strategies are effectively implemented there can be some consequences. For example, if a buyer cannot buy or find a product online it would be easier for him/her to go one click away to another company's website rather than switching the channel in the existing company (salmon.com).

8.2.5-Environmental Factors: Despite the fact that there is an increase in people awareness to protect the environment there is still too much to do. Ellen Macarthur during an interview showed her big concern of fashion industry impacts on the environment. She stated that the number of times one consumer wear a garment has declined 36% compared to 15 years ago and less than one percent of these used clothes is used as a recycle material for new clothes causing an economic value loss over than 500 billion dollars. Furthermore she argued that the total annual gas emission from textile manufacturers is 1.2billion tones, more than all the gas emissions by international flights and shipping. Ted Baker is engaged to environmental issues though its participation in many environmental projects like: Carbon Disclosure Project (score B), Wastepack Compliance Scheme, sending faulty products to NEWLIFE (charity store) for resale as a second-hand clothes rather than sending to the landfill and Collaboration with Oxfam and Newlife and sending to them end of line products, avoiding 30 tonnes of waste from the landfill and instead of this increasing £485'000 (Ted Baker/ Ted's responsibilities).

8.2.6-Legal factors: Legal factors are made of external and internal law and policies. There are many government rules that impact the business environment of a particular company while there can be internal policies maintained by company itself. Some of the legal factors include consumer protection, safety and security policies, working conditions laws, labour laws, policies in protection of the environment etc. Environmental issues are discussed above, thus there will be an explanation how Ted manage and respect its employees. Ted pays

attention to people as much as to its products. If anyone click on Ted Baker Plc website there can be seen six sectioned attributed to management of people. Some of these section related to legal factors are, Disabled employees, Health, Safety and welfare section, followed by Diversity section. Ted's workforce is made of a wide variety of social backgrounds, sexual orientation, religious groups, nationalities etc. The total number of employees at Ted is 1737 where 64% are women and 36% men. For example, Gender Pay Gap report is one of the tools aiming protection of the diversity. According to Ted's Gender Pay Gap 2017 report, there is an inclusion of woman in all levels of seniority, males and females belonging to the same roles are valued and paid equally, the small pay gap between males and females is due to the fact that the group of executives is made predominantly by males while the gender pay gap between males and females in retail stores is only 1%, (See appendices 1) Furthermore, Ted is open for applications from disabled people considering their capacity of the person applying for a particular position (Ted Baker plc/Ted's Responsibilities).

9-Ansoff's Matrix

Ansoff's Matrix is a tool used by managers when deciding growth strategies for their companies. This tool consists in 4 strategies, Market development, Market penetration, Market development and diversification.

9.1-Market development means selling existing products to new markets. Ted operates internationally and one of the aims mentioned in 2018 strategic report is to broaden the geographical territories (Ted Baker Plc/Strategic report,2018). In our example this strategy could be effectively used when entering new markets in emerging countries because as mentioned during industry analysis these countries will drive sales growth in fashion industry. Market development could be selling existing product through new channels as well. For example, in 2016 Ted created an innovative marketing experience through the first voice shoppable experience through each customers clicks on various looks showcased will bookmark various clothing below the video for later browsing and purchasing (mycustomer.com).

9.2-Product Development is selling new products to existing markets and it would be a sustainable strategy for companies which need differentiation in their product in order to create a competitive advantage (tutor2.net). Since Ted Baker products are at maturity stage there is e need for new products in the market in order to sustain its competitive advantage and to avoid decline.

9.3-Diversification consists in selling new product in new markets. Selling new products in these emerging countries is how Ted could put in use this strategy.

10-Conclusion

Ted Baker is a well-known organisation in clothing industry with a strong reputation and a strong brand image that has been serving customer for 30 years, but this is not to say that it will be always like this if Ted will be not flexible with the changes in the industry environment and changes in living patterns and life style. Hooley et al (2014) argued that there is an increase of social and cultural pressures in the organisation because customer demands are increasing in terms of their expectation of the products offered which should be reliable, durable, qualitative, a welcoming service at reasonable price, thus, to fulfil these parameters companies should create superior customer value otherwise there will be chances of value migration and customers will migrate and seek this superior value to another competitor. On the other hand, the increase in people awareness for a better and healthy future could help companies in creating a competitive advantage if they implement these strategies properly. According to Orsato (2009), Eco-efficiency strategies are as a hidden opportunity and if this is put in use the reward will come in forms of decrease in operational costs and extra earnings if the second hand products will be recycled, improved corporate citizenship and a good brand reputation in stockholder's eyes. During this report there are discussed many issues and challenges of the digital age and changes in the industry environment and the way this company need to respond to them will be evident during the recommendations.

11-Recommendations

If a company wants to be durable on time, highly competitive, widely accepted, having a strong brand reputation and brand identity it should implement the respective strategies to maintain these features. The first step when considering the proper strategies is to survey challenges and returning them into opportunities. On the other hand managers should keep an eye on opportunities, evaluating these opportunities and turning them into a competitive advantage. Some of the strategies that this company should implement are discussed during the analysis of this report, the reasons why, how they could implement etc. Recommendations will be based on the analysis done during the report but the way how this company could implement detailed strategies will be based on my point of view.

- Product development: selling wedding shoes would be a good option for Ted to prolong its maturity stage of its products (**section 7.1**). Also, it would be an effective strategy if this company add some features to its products in order to differentiate them among competitors (**section 8.1.2**). For example, Ted dresses are a little bit formal, thus, adding some floral features, selling long and prom dresses would be consistent strategy to keep fulfil a wider variety of customer needs. Furthermore this strategy could lead to creation of a large base of customer, consequently the decrease in bargaining power of buyers for Ted (**section 8.1.4**).

- Market development: **(Section 9.1)**. In case of Ted, market development would bring positive outcomes as much as a global expansion strategy but, not always expansion strategies would be beneficial. Brexit is one of the risk factors discussed in **section 4**, regarding to international expansions. It would be better for Ted to avoid Europe for a while until Brexit uncertainties will be shaped and risks and opportunities will be clear. On the other hand as suggested by Mc Kinsey 2018, more than half of revenues in footwear and clothing industry will generate from emerging countries outside of Europe and North America. An expansion on emerging countries like Asia, Africa, and Latin America would be a consistent strategy for Ted **(section 4)**.
- Eco-efficiency strategies:**(section 8.2.5)**.As discussed above Ted is part of many eco-friendly projects but there is not enough to respect the rules. It should go beyond. For example, if Ted would give an option for its buyers that after consumers wear its garments as much as they want they can return back these clothes to the company and receiving back 15% of the price they have paid initially for the garment **(section 8.2.5)**.
- Supply chain strategies: In the **(section 8.1.5)** it is mentioned the issue that Chinese textile manufacturing industries are facing due to the increase demands of employees regarding their salaries and working conditions. This leads to an increase of production costs, consequently these manufactures will increase the price of selling these textiles. It would be a cost reduction for Ted to switch China with manufacturing industries in Bangladesh, Pakistan and some countries of Africa which operates at lower costs.
- Economy of scale strategies: Produce more at lower cost of production. If Ted produce more garments it could help this company fulfilling the higher customer demands due to the increase of clothing expenditures trend **(section 4)**, consequently, increasing revenue and reducing its cost of production in the same time, and apart from this, economic scale strategy are an effective threat for new entrants **(section 8.1.1)**, and existing competitors **(section 8.1.2)**.

If companies want to have a brighter future they should not be reactive and waiting for the moment to react. On contrary they should be proactive in sense of fulfilling future customer needs.

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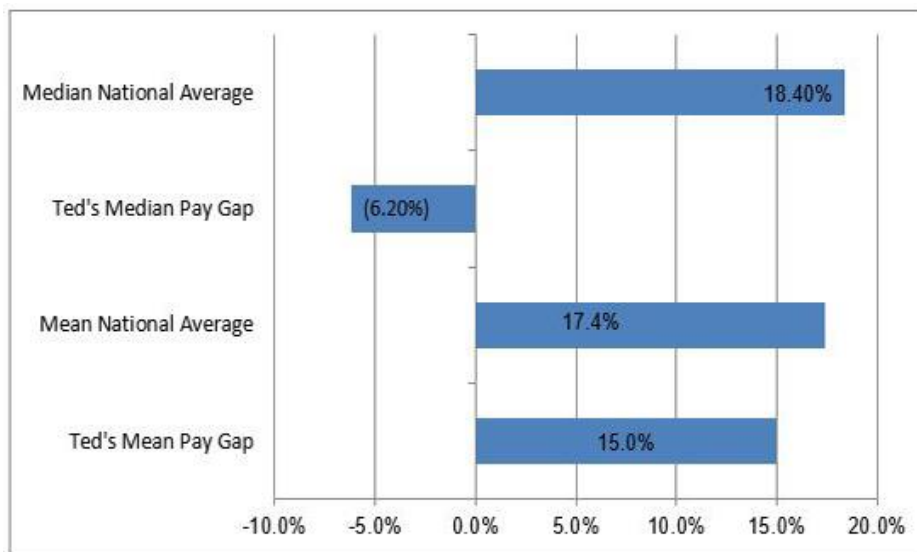
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13-Appendices



Source: “*Ted Baker Gender Pay Gap, 2017 report*”

Gender Pay Gap – The difference between the average hourly pay of men and women across the business expressed as a percentage.

Median – The percentage difference between the mid point of the lowest and highest pay or bonus for men and women.

Mean – The percentage difference between the total average male pay or bonus and the total average female pay or bonus.

SFA Analysis consists on suitability, feasibility and acceptability of one strategy that a company wants to implement in order to achieve its goals.

Suitability consists on ranking some strategic options that address the key issues and how this strategy suits the strategic position of the organisation. For Ted there are more than options that I recommended but some options are more suitable than others (Johnson et al, 2008). For example, for Ted’s supply chain strategies would be more beneficial than economy of scales strategies.

Feasibility consists on evaluating competences and resources that a company possess and can put in use to achieve one particular strategies. Ted has increased borrowing facilities (Ted 2018 strategic report) which could increase cash inflow which is one of the tools to assess strategic options (Johnson et al,2008). Thus, it could help ted to invest in new products and to enter new countries.

Acceptability rank strategic options based on performance result that leads from them such as return, stakeholders reaction and risk. Eco-efficiency strategy could be the best regarding to acceptability because as explained in recommendations by using recycled products it decrease the cost of production which leads to higher return, it satisfy customers by giving back 15% of the clothes price and it would please people sensitivity toward environment protection.