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## **Introduction**

Strategic development refers to making strategic strategies for a particular business to the optimum use of limited resources and provides efficiency to the business to survive in the cutting-edge market competition. It is crucial especially in the current unstable and constantly fluctuating market scenarios (Bellamy et al., 2019). For SMEs, the strategic management is a mean of survival as it helps them to survive and develop as per the changing trend of the market. By effectively using the strategic strategies, SMEs can significantly be developed and attained growth. A strategic management and development involve the strategic planning, goal setting after the strategic analysis of the current business management, it will help in attaining competitive advantage to the business (Cantú et al., 2021).

This study will prepare a strategic development report for Plant Faced Plc. Company, to do so, the external and internal analysis will be done by using the PESTLE and SWOT analysis, and it will help in analysing the current market position of the company. Further, Porter's Generic Strategies framework will be used to develop a business expansion strategy. Kotter's 8 model will be used for change strategy. Furthermore, the suitable recommendations will be provided for sustainable strategic development strategies.

## **Company overview**



**Figure 1 Plant Faced Ltd. Company, Source: (Haddad et al., 2020)**

Plant Faced Ltd Company is a small enterprise of the UK which is leading its impact more powerfully by applying its accurate directions and using its strategic management. The company has been founded by Charlie McEvoy in 2016 and incorporated on 26 August 2021. It is a fashion

retailer company which is famously known for its high quality and ethical vegan street wear. Among its non-toxic and eco-friendly street wears, it includes T-shirts, Men's apparel, and Women apparel. The company is aimed to spread awareness and consciousness among the people towards the nature and harm of any being. The Plant Faced provides its products and services in across the UK and becoming one of the tops rapidly growing SMEs of the UK. The current director of the company is Amy Louise Matheson, who is quite positive and assertive towards his strategic management of the company which is leading to its sustainable growth, innovation, and development (Haddad et al., 2020).

### **Andrew Pettigrew on change and strategy**

According to Andrew Pettigrew there are various dimensions of change which are required to be considered for an effective change management of an organisation. Plant faced can use it for effective and positive change in their business model. Pettigrew has emphasised upon three significant dimensions for strategic that are provided below:

- The content of change which includes the objectives, and strategic directions and their goals.
- The process of change which includes the implementation of strategy prepared by the company.
- Context of change which accounts the internal and external analysis of the company.

All these strategies will be explained further in the context of Plant Faced Company.

### **Current strategic direction of Plant Faced Ltd Company**

Plant Faced company is aimed to become a sustainable style destination by manufacturing and promoting ethical cloth manufacturing and wear. The company has determined its goals to achieve its ultimate vision, which are:



**Figure 2 Current strategic direction of Plant Faced Ltd Company, Source: (RAMLI et al., 2023).**

- Ethical manufacturing of clothes and save nature.
- Spreading consciousness among the people regarding ethical and sustainable wears.
- Promoting non-harming wearable clothes
- To manufacture 100% sustainable and cruelty free clothes.

The current strategic direction of the company includes customer engagement, use sustainability, and inspire the targeted audience through product and style. By using its strategies of high-quality sustainable products, and effective collaboration with social media influencers, the company has ensured to increase its reach to a wider section of the millennials and Gen Z audience (Becker and Schmid, 2020).

The Plant Faced company is taking assistance through social media to engage its consumers, and sell their products by using its sustainable products strategies, as young adults attract to buy environment sustainable products to reduce the negative impact of environment degradation. It further wants to spread wave of consciousness regarding ethical plant-based wear. Thus, by using these strategic strategies the company is trying to achieve its vision. However, the company is also

facing a tough competition from other sustainable wear companies such as People Tree, Birdsong, and Beaumont Organic etc., therefore it is required further strategic strategies to enhance its strategic development and cope with cutting edge market competition (Journeault et al., 2021).

### External Analysis of the Plant Faced Ltd Company

The external analysis of a business helps in understanding the current external environment in which the company is required to operate. The PESTLE analysis will be used to analyse the external environmental factors of Plant Faced Company, which will help in understanding the external situation in which it is bound to operate (Fransson et al., 2022). It can help in forming a suitable direction for the company to forward and accomplish its goals.

### PESTLE Analysis



Figure 3 PESTLE Analysis, Source: (Fransson et al., 2022)

| Political Environment                                                       | Economy                                                             | Social Environment                                                             | Technological Environment                                                              | Legal Factors                                                                           | Environmental Factors                                                                           |
|-----------------------------------------------------------------------------|---------------------------------------------------------------------|--------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|
| The current political environment of the UK is stable; however, it has gone | The UK is facing an economic hindrance due to a series of difficult | The UK has effective social administration which has led to highly educated in | The UK has a strong build up support system for product marketing and distribution. It | The legal framework of the UK has ensured that everyone is getting justice and prevents | The adverse consequences of climate change also leading to the various natural disasters in the |

|                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                             |
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| through Brexit, along with contemporar y struggles of Covid and Russian invasion which impacted the UK along with the entire world (Fransson et al., 2022). Nevertheless, there is still maintenance of political stability, therefore Plant Faced Ltd. Company has suitable political environment to operate. However, the company might have to | situations such as Covid, Brexit and Russian War, that disrupted the supply chain, and increased the inflation. Due to Brexit UK has lost it some of the key markets. It has highly impacted the corporate world including SMEs. Due to the current growth rate, and economic condition | the UK due to its strong education system. The UK has multicultural society. It is highly populated. The current economic situation has significantly impacted the society as it leads high rate of unemploymen t (Fransson et al., 2022). Therefore, Plant Faced Ltd. Company is required to mindful all this aspect while approaching to and engaging with its consumers. | is among the top states which have high technological industries (Joshi et al., 2022). As Plant Faced Ltd. Company is aimed to use social media platforms for the attraction and engagement of the young consumers, the company can leverage the technological infrastructure to employ innovative technologies to attract and retain the consumers via internet and social media | any kind of discrimination . For instance, the UK has strict labour laws to ensure that labours are not get exploited and everyone it gets equal pay without any workplace discrimination (Fransson et al., 2022). Therefore, Plant Faced Ltd. Company is required to be extra careful with the legal formalities. However, it will effectively help in managing the equality and diversity in the | UK. It has faced the hottest summer this year. All these situations are indicating towards, the alarming situation in the UK regarding environment (Siegel et al., 2022). The vision of Plant Faced Ltd. Company to become a sustainable cloth destination could provide positive impact on the environment of the UK. It can attract, the consumers easily due to its attributes and vision of sustainable |
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|                                                                                                           |                                                                                                                               |  |                              |                                                                                          |                                                                                                                                   |
|-----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|--|------------------------------|------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|
| face the associated implications of Brexit, so it required to prepare itself (Dalirazar and Sabzi, 2023). | of the UK, the Plant Faced Ltd. Company can face expensive difficulties in the import and export (Dalirazar and Sabzi, 2023). |  | (Dalirazar and Sabzi, 2023). | company and will maintain an ethical decorum in the company (Dalirazar and Sabzi, 2023). | practices. The company is required to take active actions to realise its aims and achieve its vision (Dalirazar and Sabzi, 2023). |
|-----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|--|------------------------------|------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|

By analysing the external environment of Plant Faced Ltd. Company, it can be concluded that currently the company is not having a favourable external condition due to socio-political and economic difficulties. It suggests that the company will have to face various difficulties while operating in the current market fluctuations. The company is required to take active steps by applying strategies which can help the company in getting align with the various external forces, simultaneously satisfying the aims and objectives of the company (Fransson et al., 2022).

### **Internal Analysis of Plant Faced Ltd. Company**

For the internal analysis of Plant Faced Ltd. Company, the SWOT analysis will be used which will help in identifying the strength, weakness, opportunities, and threat of the company (Puyt et al., 2023).

## SWOT Analysis of Plant Faced Company



**Figure 4 SWOT Analysis, Source: (Siegel et al., 2022)**

- **Strength:** It holds environmental certification for the entire production chain, using non-genetically modified organism (GMO-free) fibre and organic cotton for high-quality products, increasing the likelihood of purchase. (Siegel et al., 2022). It has an effective administration that includes talent management and skill development of the employees to ensure high quality services, use of innovative strategies, and diverse revenue model, which help it to gain revenue outside the business (Puyt et al., 2023). The company ensures satisfactory consumer services, employing innovative strategies to enhance its capacity and competence.
- **Weakness:** The Company encounters difficulty in finding suppliers aligned with its values in the mainstream market. Due to a lack of concern for these values, suitable suppliers are elusive. Hence, the company must carefully assess and formulate strategies accordingly. The company is also facing difficulty in balancing price, to provide high quality sustainable products in affordable price. The company is also facing the competition from niche market along with contemporary business (Puyt et al., 2023).

- **Opportunities:** Plant Faced Company can use technological advancements and innovations which will help it exploring new technologies to create high consumer engagement and customised services. The company can also explore the collaboration with the local players which will help in extending its market reach (Dwikat et al., 2022). The changing customer preferences to get easy, immediate, and high-quality customised technologies also great opportunities to the company as the company can satisfy all these criteria and provide satisfactory services to consumers. Furthermore, the high-end product demand also is a great opportunity, which can be strategically leveraged by the company (Amirshenava and Osanloo, 2022).
- **Threats:** The changing demographics which led to flickering consumer loyalty towards the company is quite challenging for the company (Puyt et al., 2023). The company utilises sustainable practices such as water-based inks, non-genetically modified organism (GMO-free) fibre, and cruelty-free manufacturing. While these strategies require capital, the company strives to offer affordable clothing, presenting potential financial challenges. Thus, careful consideration is necessary to balance these priorities. Furthermore, the changing political scenarios of the UK with US and China is also a concerning threat for the company as it may disrupts the external operation activities of the company (Amirshenava and Osanloo, 2022).

#### SWOT Matrix of Plant Faced Ltd. Company

|                 | Opportunities                                                                                                                                                                                                                                                                                                           | Threats                                                                                                                                                                                                                                                                     |
|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Strength</b> | By using its strength of high quality, ethical vegan, and sustainable wear, the company can enhance its sales and productivity. Plant Faced Company has the high potentiality of growth in the current market due to the rising consciousness among the people regarding nature and animal cruelty (Puyt et al., 2023). | By using its sustainable approach and vision, the company can attract good investments which will help in tackling its challenge of price balancing. The collaboration with local suppliers can help it in gaining local market strategies (Amirshenava and Osanloo, 2022). |

|                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                       |
|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Weakness</b> | It can use technological approach by spreading its message through social media influencer which can be used as an effective marketing tool. It can be used to enhance its efficiency and minimise its competition (Joshi et al., 2022). By using its sustainable approach and vision to become destination for wearable vegan and sustainable clothes, the company can attract good investments which will help in tackling its challenge of price balancing. (Puyt et al., 2023). | The company can further be aware of its weaknesses and threats focus on improving those by using preparing strategies and using its strength for further growth and development (Balen et al., 2023). |
|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

The above analysis of the company's internal situation suggests that the Plant Faced Company has high growth potential in the current market. This is driven by increasing consumer consciousness regarding nature and animal cruelty, encouraging sustainable consumption. Furthermore, it can use technological approach by spreading its words through social media influencer as its effective marketing tool (Joshi et al., 2022). By using its sustainable approach and vision, the company can attract good investments which will help in tackling its challenge of price balancing. The opportunities of local collaboration and collaboration with suppliers can help it in gaining local market strategies along with understanding the taste of multicultural audiences, which will help in increasing its sales. By leveraging the technological innovations, the company can effectively extend its reach and further enhance its brand (Levstek et al., 2022).

## **Expansion Method for Plant Faced Company**

### **Porter's Generic Strategies**

Porter's Generic Strategies framework will be used as an expansion method for Plant Faced. It is a widely used framework to determine an accurate market position of the business. It guides the business for their effective decision-making process, which can help them accurately deploy the

strategic strategies (Reksoprodjo et al., 2022). This framework is consisting of four crucial elements that are described below:



**Figure 5 Porter’s Generic Strategies, Source: (Odwaro et al., 2022)**

|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Differentiation</b> | Plant Faced Ltd. must formulate a distinctive strategy. This involves offering branded fashion with unique, intricately designed, and high-quality sustainable products to customers. The company has a crucial differentiation strategy of vegan street wear of high quality in affordable price, but it required maintaining its strong differentiation by using regular innovative strategies so that it can’t be copied (Reksoprodjo et al., 2022). |
| <b>Cost Leadership</b> | The company is required to find all possible means and exploit all the resources for its cost leadership, to manufacture high-quality and sustainable products in low cost of the company. It is required to sustain in the market along with providing satisfactory products to the customers, therefore it is required a better leadership (Siegel et al., 2022).                                                                                     |
| <b>Focus (Cost)</b>    | This includes focusing on attaining the cost advantage in the various activities of the companies. The company is required to analyse the purchasing behaviour of the customers and on the base of it take decisions. For instance, Plant Faced can use innovative technologies, and materials                                                                                                                                                          |

|                                    |                                                                                                                                                                                                                                                                                                                                                                                                     |
|------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                    | through explorations, which are cheaper, higher in quality and are sustainable for the environment (Reksoprodjo et al., 2022). It is required to attain cost advantage in its target audience by serving them high quality products in reasonable price (Odwaro et al., 2022).                                                                                                                      |
| <b>Focus<br/>(Differentiation)</b> | Achieving this involves understanding the current buyer's needs. Aligning products with these attributes satisfies consumers and establishes differentiation. For instance, Plant Faced has the target audience who are passionate towards nature and ethics which includes millennial and Gen Z who attracts towards high-quality and cool streetwear which are sustainable (Odwaro et al., 2022). |

### **Justification of using Porter's Generic Strategies for strategic growth of Plant Faced Ltd. Company**

The company can do a consumer audit through which it can identify the current requirement and preference of the consumers which will help it in developing its strategic differentiation strategies. The second is narrow target of this framework which consist of cost focus and differentiation focus, which can be done in the context of the current targeted audiences, according to their purchasing power and their preferences (Grama-Vigouroux et al., 2020). The company can address its challenges in price balancing, supplier acquisition, and enhance market efficiency to mitigate threats and weaknesses such as high market competition and low investment. Plus, it can also help in achieving trust of the consumers by creating a strong bond and decrease the consumer loyalty fluctuation (El Chaarani et al., 2022).

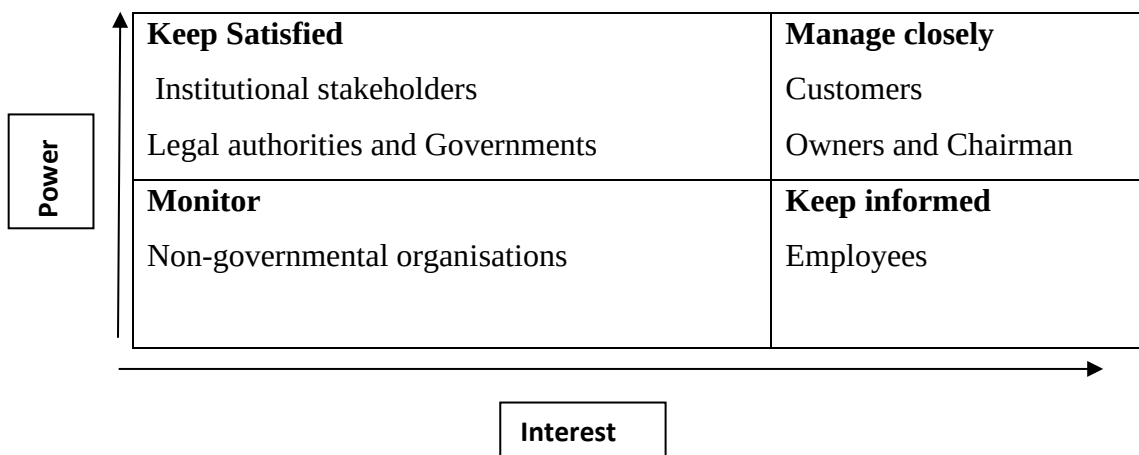
### **Stakeholder Analysis of the Plant Faced Ltd Company**

Among the main stakeholders of Plant Faced Ltd Company, come the consumers, investors, and owners of the company. In the internal stakeholders of the company comes employees, director, investors, project managers etc. In the external stakeholders of the company includes governmental and non-governmental institutions, along with financial institution etc. (Shin et al., 2022).

The stakeholder analysis is consisting of the following components which help in determine the significance of stakeholders of the company and help in understand how to manage them.

- **High power, highly interested people (Manage closely):** It may also consist of the current director of the company is Amy Louise Matheson of the company who can provide high influence and have high interest in the activities of the company (Freeman, 2023).
- **High power, less interested people (Keep Satisfied):** This section comprises legal authorities and governments, powerful influencers on the company with limited interest in its day-to-day activities, including management and operations. Institutional stakeholders may also be included. (Shin et al., 2022).
- **Low power, highly interested people (Keep Informed):** This section can conclude the employees of the company. This section is required to inform so that, the employees can complete their work effectively, and they should have clear understanding of the main vision of the company so that they can align their work accordingly (Shin et al., 2022).
- **Low power, less interested people (Monitor):** In may include the stakeholders such as non-governmental organisations who are having less power and less interest in the company, but they are required to be informed so that there will not be any further conflicts (Shin et al., 2022).

### Stakeholder Analysis of Plant Faced Ltd. Company



The main stakeholders such as company owner and director along with customers have the high interest and high influencing power therefore the company is required to make strategies to engage

and satisfy these stakeholders (Freeman, 2023). The owners of the company will be satisfied by the high productivity and revenue of the company, and it can be achieved by high sales which can be done through engaging customers (Bellamy et al., 2019).

### **Change requirement in Plant Faced Ltd.**

The above analysis suggests the company needs to enhance its digital transformation strategy. Faced with challenges in finding suitable suppliers and aiming to raise sustainable awareness, the company can leverage advanced digital technologies for enhanced connections and collaborations. By enhancing its digital technology strategy, the company can engage a broader global audience and convey its message through its products. To achieve this, the company needs to adopt a strategic framework.

### **Implementation of Change**

#### **Change and Improvement of Plant faced by using Kotter's 8 step model**

Plant faced can apply Kotter's 8 step model for positive change initiative in the company. The 8 steps are provided below:

- 1. Provide urgency sense:** The Company can provide its employees the requirement for change in the company and the positive impacts which it will bring for the company and for the employees as well.
- 2. Create a guiding team:** The Company can choose some of its best employees to create a guiding team who can guide the digital technology transformation change initiative.
- 3. Prepare a crucial vision:** The Company is required to create vision which can be achieved by using digital technology transformation change.
- 4. Communication change:** The Company should implement an effective communication model that can help in easy communication among the employees so that they can get immediate direction when needed.
- 5. Lead action for decrease barrier:** The Company should analyse and identify the potential barriers to avoid any kind conflicts in the initiatives.
- 6. Achieve short goals:** The Company should decide short goals for the change implication and take active actions which will help in boosting the confidence.

7. **Consistency:** The Company is required to be consistent in its efforts towards the change initiative to achieve the effective change.
8. **Incorporate the change in company's culture:** The effective which has been achieved by the company is required to incorporate in the regular culture so that it can become a part of it.

Thus, by accurately applying these steps the company can apply the change of digital technology transformation.

### **Recommendations**

- **Set Clear goals:** The first step for Plant Faced company is to set clear goals, fostering assertiveness in achieving aims and objectives. This strategic definition enables effective strategy formation, guiding the company in the right direction. It will also help in defining the job roles of the employees accurately which will further prevent any probability of any conflicts and confusions (Ghobakhloo and Iranmanesh, 2021).
- **Strategy evaluation:** The Company is required to closely analyse and evaluate the current implemented strategies, if these strategies are capable enough to provide high efficiency to the company (Becker and Schmid, 2020). The company can identify any strategic gaps which it required to fulfil for further development. It will help in regular improvement of the company and help in maintaining its consistency and sustainability.
- **Cost-effective price strategies:** To balance its pricing and make a cost-effective pricing strategy, the company can use the bundle price strategy by providing a package deal, and the company can use the cost-based pricing. The competitive pricing strategy and the dynamic pricing strategy can also be used by the company. These strategies should be evaluated on the base of their suitability it should be applied. The company can also make its own pricing strategy which is competitive and cost-effective at the same time.
- **Ask for supplier referrals:** To resolve its suppliers finding problem, the company can ask for supplier referrals from its trusted partners and companies. Before hiring the suppliers, the company can check the reputation of the suppliers to check the volatility and reliability of the suppliers. It can help in reaching the suitable suppliers for the company who can understand the vision of the company and can work ethically.

- **Strategies for fund raising:** The Company can effectively leverage its strength such as high-quality sustainable products which are vegan and cruelty free, and the use of modern and innovative technologies to raise the investment, the present opportunities of the company can significantly be used to show the potentiality of the company and raise the capital (Grama-Vigouroux et al., 2020).
- **Strategic Implementation:** After analysing the area of improvement and make strategies according to it, and evaluating the potentiality of the prepared strategies, the company is required to implement the strategies accurately and effectively (Levstek et al., 2022). The company should ensure that the strategies are implemented accurately and addressing the current problems of the company.

## **Conclusion**

This study has crafted a strategic development report for Plant Faced Ltd. Company, employing PESTLE and SWOT analyses for external and internal assessments to analyse the company's current market position. Further, Porter's Generic Strategies framework has been used to develop a business expansion strategy. Furthermore, the suitable recommendations have been provided for sustainable strategic development strategies.

By analysing the external environment of Plant Faced Ltd. Company, it can be concluded that currently the company is not having a favourable external condition due to socio-political and economic difficulties. The company is required to take active steps by applying strategies which can help the company in getting align with the various external forces, simultaneously satisfying the aims and objectives of the company. Analysing the internal situation and position of the company indicates that the Plant Faced Company possesses high growth potential in the current market, driven by increasing awareness of nature and animal cruelty. Leveraging its strengths in high-quality, ethical vegan, and sustainable wear, the company can boost sales and productivity. Additionally, a strategic use of technology, such as collaborating with social media influencers, proves to be an effective marketing tool. The opportunities of local collaboration and collaboration with suppliers can help it in gaining local market strategies along with understanding the taste of multicultural audiences, which will help in increasing its sales. The company is required digital technology transformation which can be achieved by using Kotter's 8 step model. The company

can set clear goal, evaluate strategies, the company can use cost-effective strategies and suppliers' referrals and implement the strategies after effective evaluation.

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