

STRATEGIC MANAGEMENT AND SUSTAINABLE GROWTH AT JAGUAR LAND ROVER:

A Strategic Analysis of Range Rover

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Contents

Strategic Management and Sustainable Growth at Jaguar Land Rover: A Strategic Analysis of Range Rover

Executive Summary	3
1. Introduction	3
2. Strategy Analysis.....	4
PESTLE Analysis	4
Porter's Five Forces.....	5
Value Chain and VRIO	6
SWOT synthesis.....	7
3. Strategy Formulation	7
4. Recommendations and Implementation	9
5. Conclusion.....	10
6. References	11

Executive Summary

With an emphasis on Range Rover, this report assesses JLR's strategic position. According to the analysis, Range Rover gains from off-road capability, premium differentiation, strong brand heritage, and personalisation. But JLR also has to deal with financial strain, cyber risk, reliability issues, fierce competition, and the high cost of electrification. Range Rover Electric's launch is supported by external regulation and market expansion, but an immediate switch to BEVs alone is risky from a financial and commercial standpoint due to uneven customer demand. As a result, the report suggests a flexible multi-powertrain transition backed by carefully chosen technology alliances. Stronger quality control, supply-chain resilience, cyber security, phased investment, and precise performance metrics are all necessary for successful implementation. The best balance between market potential, financial viability, and sustainable growth is provided by this strategy.

1. Introduction

Organisations can better understand their surroundings, make long-term decisions, and use resources efficiently with the aid of strategic management. According to Johnson, Scholes, and Whittington (2007, p. 22), strategy is "the direction and scope of an organization over the long term, which achieves advantage in a changing environment through its configuration of resources and competences with the aim of fulfilling stakeholder expectations." "Analysis, formulation, and implementation all need to be considered if the organization's strategy is to meet the needs of its environment effectively," says Henry (2021, p. 8). Clear planning and successful execution are therefore necessary for effective strategic management.

Range Rover, Defender, Discovery, and Jaguar are the four brands that make up the multinational luxury car manufacturer Jaguar Land Rover Automotive plc (JLR), a division of Tata Motors. While concentrating on Range Rover as a significant retail brand and a crucial source of premium differentiation, this report examines JLR as an organization. JLR's vision is to become the "Proud Creators of Modern Luxury," and its mission is to "Live the Exceptional with Soul." By outlining the experience it hopes to provide for stakeholders and customers, this purpose serves as the company's mission.

The primary goals of its Reimagine strategy are to strengthen the house of brands, electrify the product portfolio, improve quality and customer loyalty, and achieve carbon net zero across operations, supply chain, and products by 2039 (Jaguar Land Rover Automotive plc, 2026). Furthermore, JLR is preparing to launch Range Rover Electric while maintaining flexible internal combustion engine, plug-in hybrid, and battery-electric architectures for markets that are changing at different rates.

According to this study, JLR's sustained competitiveness depends on finding a balance between Range Rover's premium differentiation and the operational, financial, and sustainability demands of electrification.

2.Strategy Analysis

PESTLE Analysis

Regulation, economic pressure, and swift technological advancement all influence the external environment in which JLR operates. According to Teece (2025, p. 7), "if the firm is to sustain its performance as customers, competitors, and technologies change, engagement in continuous or semi-continuous sensing, seizing, and transforming is essential." This is particularly important since different markets are moving toward electric mobility at different rates.

Table 1. PESTLE analysis of JLR and Range Rover

Factor	Key issue for JLR and Range Rover	Strategic impact
Political	Government support for EV infrastructure and battery production, alongside changing trade policies and US tariffs	Creates investment opportunities but increases uncertainty and export costs
Economic	The UK luxury car market is forecast to grow, particularly in the SUV segment, while JLR reported weaker revenue, negative free cash flow and rising net debt	Market growth supports Range Rover, but financial pressure limits the speed of investment
Social	Luxury customers increasingly expect sustainability, advanced technology and personalisation, but some remain uncertain about BEV range and charging	JLR must protect prestige while offering different powertrain choices
Technological	Growth in batteries, software, AI, connected vehicles and charging infrastructure	Creates opportunities for Range Rover Electric, but requires high investment and specialist capabilities
Legal	The ZEV Mandate requires 80% of new cars sold in Great Britain to be zero-emission by 2030 and 100% by 2035	Increases pressure to expand BEV sales and reduce dependence on ICE vehicles
Environmental	Net-zero commitments, Scope 3 emissions, responsible sourcing and circular production	Requires lower product emissions and greater supply-chain transparency

Source: Author's own analysis based on Jaguar Land Rover Automotive plc (2026), Department for Transport and Office for Zero Emission Vehicles (2024), Grand View Research (2026), and Gandhi and Gawande (2026).

These pressures are related because JLR's capacity to absorb those costs is diminished by weaker cash flow and uneven demand, while regulations raise investment requirements. The UK electric vehicle market is predicted to grow significantly between 2026 and 2035, while the luxury car market is anticipated to grow (Grand View Research, 2026; Gandhi and Gawande, 2026). But JLR also has to deal with cyber risk, lower demand in China, tariffs, and the high cost of electrification (Jaguar Land Rover Automotive plc, 2026).

According to Todorov and Akbar (2018, p. 147), "a core challenge of strategy relates to the need to reconcile internal stability and external change – to focus efforts and gain operating efficiencies, on the one hand, yet adapt and remain relevant with a fast-changing external

environment, on the other." As a result, a multi-powertrain transition over time is more practical than a BEV-only approach right away.

Porter's Five Forces

Because consumers have a choice between more recent electric competitors and well-known premium brands, there is intense competition in the luxury SUV market. The BMW X7, Mercedes-Benz GLS and G-Class, Porsche Cayenne, Bentley Bentayga, and Audi Q8 are some of the models that Range Rover faces competition from. According to Sheridan (2026), these brands are important competitors that offer various combinations of luxury, performance, technology, space, and off-road capability. Although competitors may provide better value, dependability, driving dynamics, or interior space, Cheung (2025) also demonstrates that Range Rover excels in comfort, luxury, and off-road capability.

Table 2. Porter's Five Forces analysis of JLR and Range Rover

Force	Level	Strategic impact on JLR
Competitive rivalry	High	Strong pressure on price, quality, technology, reliability and electrification
Supplier power	Moderate to high	Dependence on batteries, semiconductors, software and critical minerals may increase costs
Buyer power	Moderate	Strong brand loyalty supports pricing power, but premium customers have many alternatives
Threat of new entrants	Low to moderate	Capital and brand barriers remain high, but EV producers are changing traditional industry structures
Threat of substitutes	Moderate	Customers may choose competing luxury EVs, used premium vehicles or alternative luxury experiences that provide similar status and prestige.

Source: Author's own analysis based on Grant (2022), Cheung (2025), Sheridan (2026) and Jaguar Land Rover Automotive plc (2026).

Because electrification increases reliance on specialised and technically complex components, supplier power is especially crucial. "The suppliers of complex, technically sophisticated components may be able to exert considerable bargaining power," according to Grant (2022, p. 64). This puts access to cutting-edge technology, production costs, and battery availability at risk.

The level of buyer power is still moderate. Price sensitivity is lessened by Range Rover's brand, heritage, and unique design, but high-end clients have the option to move to rival brands if dependability, technology, or service quality fall short of their expectations. Even though EV manufacturers are lowering some conventional barriers, entry barriers are still high due to capital requirements, manufacturing scale, and brand reputation.

Although there is room for growth in the luxury SUV market overall, profitability is severely impacted by intense competition and growing reliance on suppliers. Additionally, because market boundaries and competitive positions can be rapidly altered by technological and regulatory change, Five Forces only offers a partial picture.

Value Chain and VRIO

According to the Resource-Based View, JLR's ability to successfully integrate valuable tangible and intangible resources into capabilities that rivals find difficult to replicate will determine its competitive position. JLR generates value through customised customer experiences, flexible manufacturing, specialised engineering, and premium branding. However, the value captured throughout the chain is diminished by supplier dependence, digital resilience, and reliability issues. "Such resources are certainly important, but what an organization does, how it employs and deploys these resources, matters at least as much as what resources it has," contend Johnson, Scholes, and Whittington (2007, p. 96).

Table 3. Value chain analysis of JLR and Range Rover

Value-chain activity	Main source of value	Main weakness or risk
Inbound logistics	Access to specialist components, batteries, semiconductors and premium materials	Supplier dependence, critical-mineral risk and possible disruption
Operations	Flexible ICE, PHEV and BEV production, MLA architecture and advanced manufacturing sites	High complexity, cyber disruption and quality-control pressure
Technology development	Range Rover Electric, AI-supported quality checks, software and electrification capability	High investment requirements and capability gaps
Marketing and sales	Strong brand prestige, modern luxury positioning, personalisation and SV models	High customer expectations and price sensitivity at the top of the market
Service	Dealer support, warranty and luxury ownership experience	Reliability concerns and reputational risk

Source: Author's own analysis based on Jaguar Land Rover Automotive plc (2026) and Cheung (2025).

Table 4. VRIO assessment of key Range Rover resources and capabilities

Resource or capability	Valuable	Rare	Difficult to imitate	Organised to exploit	Strategic implication
Range Rover brand	Yes	Yes	Yes	Mostly	Potential sustained competitive advantage
British heritage	Yes	Yes	Yes	Yes	Sustained differentiation
Design and craftsmanship	Yes	Partly	Partly	Yes	Temporary to strong advantage
Off-road capability	Yes	Partly	Partly	Yes	Strong competitive advantage
Bespoke personalisation	Yes	Partly	Partly	Yes	Premium differentiation
MLA architecture	Yes	No	No	Yes	Competitive parity
Flexible manufacturing	Yes	Partly	Partly	Mostly	Temporary advantage
Tata support	Yes	Partly	No	Yes	Financial and organisational support
AI and data capability	Yes	No	No	Developing	Potential future advantage

Source: Author's own analysis based on Johnson, Scholes and Whittington (2007), Lynch et al. (2024) and Jaguar Land Rover Automotive plc (2026).

The benefit of Range Rover is not dependent on a single, discrete resource. It results from a blend of authentic off-road capability, luxury positioning, design, craftsmanship, and brand heritage. According to Lynch et al. (2024, p. 9), companies may need to enhance or develop capabilities to provide distinctive value. Cyber vulnerability and reliability issues indicate that JLR is not yet well-organised to transform all resources into consistent customer value. Therefore, future advantage will depend not only on the introduction of electric products but also on enhancing execution, quality, and resilience.

SWOT synthesis

Table 5 summarises the main findings from the external and internal analysis. JLR benefits from a highly differentiated luxury brand, but financial and operational weaknesses limit its ability to exploit this advantage fully.

Table 5. SWOT analysis of JLR and Range Rover

Strengths	Weaknesses
Strong Range Rover brand and heritage	Reliability concerns
Premium pricing and modern luxury positioning	Negative free cash flow and rising net debt
Distinctive design, craftsmanship and personalisation	Cyber vulnerability and operational disruption
Genuine off-road capability	High complexity from multiple powertrains
Flexible manufacturing and MLA architecture	High customer expectations and quality pressure
Opportunities	Threats
Growth of the luxury SUV market	Strong rivalry from established premium brands
Rapid expansion of the UK EV market	Slower-than-expected BEV adoption
Launch of Range Rover Electric	Tariffs and weaker demand in China
AI, data and digital quality control	Supplier power and critical-mineral dependence
Circular luxury and responsible sourcing	Regulatory, cyber and reputational risks

Source: Author's own analysis based on Jaguar Land Rover Automotive plc (2026), Grand View Research (2026), Gandhi and Gawande (2026), Department for Transport and Office for Zero Emission Vehicles (2024), and Cheung (2025).

The growth of the market for high-end electric SUVs is the biggest opportunity. However, this opportunity may be weakened by unreliability, financial strain, and the cost of maintaining BEV, PHEV, and ICE technologies. Therefore, the chosen approach should preserve Range Rover's uniqueness while lowering implementation risk and preventing an unduly quick transition. While partnerships and phased investment address weaknesses in technology cost, cash flow, and supplier dependence, JLR should leverage Range Rover's strong brand and adaptable architecture to capitalise on the growth of electric SUVs

3.Strategy Formulation

According to the previous analysis, JLR must react to electrification without undermining Range Rover's premium position or putting undue strain on its finances. "Developing a strategy for an organization requires a combination of purpose-led planning (rational design) and a flexible response to changing circumstances (emergence)," according to Grant (2022, p. 24). This is significant because consumer demand for EVs is still inconsistent across markets despite tighter regulations.

Table 6. Evaluation of strategic alternatives for JLR and Range Rover

Strategic alternative	Strategic fit	Feasibility	Sustainability impact	Main risk
Accelerated BEV-first strategy	High long-term fit with regulation and net-zero goals	Low to moderate due to investment pressure and uncertain demand	Strong emissions reduction potential	Financial pressure and loss of customers not ready for BEVs
Flexible multi-powertrain transition	High fit with different regional demand patterns	High because JLR already has flexible architectures	Moderate, with slower emissions reduction	High operational complexity and continued ICE dependence
Partnership-led capability development	Strong fit for technology and capability gaps	Moderate to high if partners are carefully selected	Potentially strong through shared investment and innovation	Dependence on partners and reduced control

Source: Author's own analysis based on Grant (2022), Lynch et al. (2024), Todorov and Akbar (2018) and Jaguar Land Rover Automotive plc (2026).

An accelerated BEV-first approach is the first choice. It would support quicker emissions reduction, strengthen JLR's future positioning, and enhance alignment with the ZEV Mandate. However, given JLR's lower cash flow and higher net debt, it would necessitate a significant investment. If consumers in significant markets continue to be reluctant to switch straight from ICE cars to BEVs, it may also lower sales.

A flexible multi-powertrain transition is the second choice. JLR would keep selling ICE, PHEV, and BEV products while modifying the mix in response to market demand and regulations. This increases manufacturing complexity and may impede the achievement of environmental goals, but it also safeguards revenue and makes better use of JLR's adaptable architecture.

Partnerships in batteries, software, artificial intelligence, charging, and sustainable materials are the main focus of the third option. "Sometimes companies decide to access new resources and capabilities through a strategic alliance, an exclusive relationship with another firm, rather than through acquisition," according to Lynch et al. (2024, p. 10). Partnerships could lower expenses and speed up the development of capabilities, but JLR would have to safeguard its reputation, expertise, and control over the customer experience. A flexible multi-powertrain transition backed by carefully chosen technology partnerships is the suggested course of action. This provides the best balance between financial viability, stakeholder acceptability, strategic suitability, and sustainable growth. It also supports the claim made by Todorov and Akbar (2018) that businesses must strike a balance between the need to adjust to external change and operating efficiency.

4. Recommendations and Implementation

JLR should implement a flexible multi-powertrain transition backed by more stringent financial discipline, stronger quality control, and carefully chosen partnerships. The plan should be carried out with defined roles, quantifiable goals, and frequent evaluations. "The best-formulated strategy will amount to nothing if it is poorly communicated and coordinated throughout the organization," according to Henry (2021, p. 9). Coordination between engineering, manufacturing, finance, digital teams, suppliers, and senior leadership is therefore essential for successful implementation.

Table 7. Recommended actions and implementation measures

Recommendation	Key action	Ownership	KPI	Time frame
Phased Range Rover Electric launch	Prioritise markets with stronger demand and charging readiness while retaining PHEV options during the transition.	Product and commercial leadership	Order conversion, delivery time, margin and customer satisfaction	0–24 months
Reliability and quality programme	Expand product testing, AI-supported quality checks and supplier quality controls before increasing production volumes.	Engineering and manufacturing leadership	Warranty claims, defect rate and first-time-fix rate	Immediate and ongoing
Cyber resilience	Improve system redundancy, recovery testing and cyber standards across internal operations and key suppliers.	Digital and information-security leadership	System downtime, recovery time and number of critical incidents	0–18 months
Supply-chain resilience	Increase dual sourcing, critical-mineral traceability and supplier audits for strategically important components.	Procurement and supply-chain leadership	Disruption days, audit completion and Tier-n visibility	12–36 months
Selective technology partnerships	Develop alliances in batteries, software, AI, charging and sustainable materials while protecting brand control and customer experience.	Strategy and technology leadership	Time-to-market, cost sharing and technology readiness	12–36 months
Financial discipline	Stage capital investment, prioritise high-margin models and review expenditure against demand and regulatory milestones.	Chief Financial Officer and product leadership	EBIT margin, free cash flow, net debt and return on investment	Ongoing

Source: Author's own analysis based on Henry (2021), Khokhar (2025), Porter and Kramer (2011), Teece (2025) and Jaguar Land Rover Automotive plc (2026).

Because premium pricing raises customer expectations, reliability ought to be a strategic priority. Before boosting Range Rover Electric production, JLR should improve supplier controls, increase product testing, and employ AI-based quality monitoring. Because digital disruption can impact manufacturing, suppliers, and customer trust, cyber resilience is equally crucial.

Decisions about the supply chain should strike a balance between long-term resilience and cost-effectiveness. "In an extreme sense, there is thus a trade-off between short-term efficiency and long-term resilience," according to Khokhar (2025, p. 146). Therefore, JLR should improve supplier audits, dual sourcing, and critical-mineral traceability, even if doing so results in higher immediate costs.

Commercial value should also be supported by sustainability. According to Porter and Kramer (2011, p. 4), shared value entails meeting societal needs and generating economic value. For JLR, this entails tying increased brand trust and sustained competitiveness to reduced emissions, circular materials, and ethical sourcing. In order to adjust investment, production, and powertrain choices in response to changes in demand, regulations, and technology, progress should be reviewed on a regular basis.

5. Conclusion

Range Rover's strong brand, heritage, premium design, and off-road capability support JLR's strategic position. However, the high cost of electrification, cyber risk, reliability issues, and financial strain limit these advantages. Range Rover Electric's launch is supported by external regulation and market expansion, but an immediate switch to BEVs alone is risky from a financial and commercial standpoint due to uneven customer demand.

A flexible multi-powertrain transition backed by specific technology partnerships is the best course of action. This enables JLR to continue developing Range Rover Electric, protect revenue, and adapt to various customer needs. Improving quality, bolstering supply-chain and cyber resilience, managing investment, and tying sustainability to customer value are all essential for long-term success. JLR can preserve Range Rover's uniqueness while creating a more robust and long-lasting competitive position by fusing contemporary luxury with methodical execution.

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