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1. Organisational classification and global strategy

1.1 Strategic categorisation

Strategic positioning Bartlett and Ghoshal (1989) set out four generic international strategies – international, multidomestic, global and transnational. Primark can most accurately be characterised as predominantly global with some elements of transnationalism. The case for the global label is evident in the origins of its cost advantage, centralised design, licensing, purchasing and quality oversight, widespread international sourcing, a uniform value-fashion proposition, and a deliberately low-cost, shop-based operating system. ABF highlights end-to-end supply chain management, price leadership and cost efficiency as key strengths (ABF, 2026c). These features dictate high levels of integration and standardisation, as duplicative local design, decentralised buying, or over-specified national variants would dilute purchasing power and undermine Primark's pricing strategy. However, there are reasons for qualifying that assessment. Primark does not apply a uniform approach globally. It adapts store locations, advertising, digital functions and select product categories to local contexts, it preserves the Penneys brand in Ireland; and its recent entry to the Middle East has seen it franchise operations via Alshaya rather than operating stores directly (Primark, 2025a). Its application, local stock availability checks and online purchase collection options have also linked centralised product information with customer-level purchase data (Primark, 2026a). These are transnational initiatives, in that they require leveraging common assets alongside responsive local action. But Primark is not yet transnational in Bartlett and Ghoshal's narrower definition. In such a configuration, specialised skills and know-how are scattered across interdependent subsidiaries. In contrast, Primark's critical competencies remain centrally directed, and most overseas entities simply undertake sales activities. And it is not multidomestic either, allowing countries to operate independently would defeat the economies of scale that drive down costs. Consequently, it is most accurate to describe Primark as pursuing a global strategy with some selective transnational tendencies. This has relevance for New Zealand:

the optimal path is not localised independence but localised responsiveness within inflexible global parameters.

1.2 Global configuration and competitive advantage

As of July 2026 Primark has 486 stores across 19 markets with a revenue of around £9.5 billion and over 83,000 employees (ABF, 2026c). However, international presence is uneven. In its July trading statement, ABF reports that the UK and Ireland accounted for 46% of YTD sales, continental Europe for 47% and the US for 6%. The US has 41 stores, plus three in Dubai and one in Kuwait through its new franchise partner (ABF, 2026b). So although globally extensive, Primark remains regionally focused, again, in line with Rugman and Verbeke's (2004) caution that some multinationals look global from the outside but are really regional players. The firm's configuration creates competitive advantage through:

- (i) Consolidated purchasing and high unit volume spreading design, supply-chain and IT costs over a large sales base.
- (ii) The transfer of a proven retail proposition to new geographic areas, avoiding the costs and low returns of a pure e-commerce model.
- (iii) Multiple country operations that yield experience in different store types, licensing models, consumer data and regulatory environments.
- (iv) Geographic diversification, reducing reliance on a mature domestic market: Q3 2026 US sales were up 16%, demonstrating the potential of white-space growth (ABF, 2026b).

There are also configuration-related disadvantages. A heavily brick-and-mortar business requires specific location decisions, reliable stock levels and footfall patterns. Europe-centric distribution and management structures do not translate smoothly into remote Southern Hemisphere contexts. New Zealand would be a single outpost, with opposite seasons, long lead times and no adjacent Primark stores to share distribution. Thus, the existing configuration provides solid ownership advantages but does not deliver a pre-existing location advantage. Entering New Zealand will have to

create a link between the host market and Primark's wider system rather than assuming one already exists.

2. Macro-environmental appraisal and market attractiveness

2.1 Political and policy environment

New Zealand has relatively low political and institutional risk. There are stable public institutions, transparent policy processes, and a relatively open foreign-investment environment, which reduces the likelihood of expropriation, arbitrary licensing, or sudden limitations on repatriating profits. Recent reforms of foreign investment rules were aimed at speeding up most non-sensitive approvals through a risk-based process while retaining scrutiny of sensitive assets (New Zealand Government, 2025). As a result, investment in a standard retail franchise or leased store should encounter fewer political challenges than investment in land or key infrastructure. This reduces the risk premium but not demand or distribution economics. The policy setting is also relatively trade focused. The New Zealand-United Kingdom Free Trade Agreement was implemented on 31 May 2023 and eliminated New Zealand tariffs on eligible UK-origin goods (MFAT, 2023). However, its impact on Primark will not be large. Primark has a UK management presence, but many of the clothing items it sells are manufactured in Asia. The benefits of preferential tariffs depend on the rules of origin that apply to individual products, not on the country of origin of the brand. This means each sourcing channel and SKU needs to be checked against its rules of origin. Other free-trade agreements, such as CPTPP and AANZFTA, may be better suited to originating from Asian countries but come with additional layers of administration and do not ensure automatic duty-free access. Establishing a landed-cost model based on origin, shipping, insurance, duties, border charges and 15% goods and services tax is essential to support competitive pricing (New Zealand Customs Service, 2026).

The general election due to take place on 7 November 2026 introduces some uncertainty regarding short-term policy timing (Electoral Commission, 2026). Any impacts are more likely to be on employment, taxation, environmental and infrastructure regulations than ownership rights. The election can be managed by

conducting partner and location due diligence in 2026, but re-evaluating taxation, employment and investment criteria after the election before finalising the master lease agreement. Therefore, the magnitude of political risk is low, although the timing is important.

Another concern about legitimacy is whether the brand is being seen as a source of cheap consumption or a force for consumer competition. To address this, Primark needs to present its entry in terms of value to households, standards for goods, and contributions to jobs in the community. There also needs to be evidence that sourcing is sustainable. If there is opposition to the company, engagement needs to take place with local politicians, shopping centre landlords, consumer advocates, and iwi representatives before opening, rather than as a response to backlash. Acceptance by government will be based more on whether the business model is perceived to add value locally and to reduce negative externalities such as pollution and poor working conditions.

2.2 Economic and commercial environment

Demand, size and value potential In New Zealand, the total population as of 31 March 2026 was 5,361,300 (Stats NZ, 2026a). This presents a relatively small market size for a business that relies on large stores and high inventory turnover. But demand is heavily concentrated in Auckland, which had an estimated population of 1.82 million in 2025, with projections to hit two million by 2033 (Stats NZ, 2025a). A single Auckland store could therefore be used to establish a significant base of customers, avoiding the risks associated with premature expansion across the country. Wellington and Christchurch may be reasonable choices to consider later, but the overall addressable market of three cities does not approximate to the density of the customer bases Primark already serves in Europe and the US.

On the other hand, the current economic cycle may present an opportunity. According to forecasts from the New Zealand Treasury, the economy would grow by only 1.2% in 2025/26 and 2.3% in 2026/27, while inflation would rise to approximately 4% in mid-2026 and then decline (New Zealand Treasury, 2026). Similarly, the International

Monetary Fund predicted that the economy would see an uneven recovery with lower consumption after the recent spike in energy prices (IMF, 2026). These factors may limit overall apparel spending, but they may also drive customers to switch to cheaper alternatives. In this context, the Primark brand might be especially appealing despite sluggish industry sales.

Caution with category evidence In Q1 2026, New Zealand's total retail sales volume increased by 0.9%, but clothing, footwear and personal accessories declined 4.8% on a quarter-on-quarter basis (Stats NZ, 2026b). This is not evidence that Primark would be unable to sell, it is simply evidence that we must be cautious about extrapolating Primark's current appeal to a projected number of sales. A pilot should project scenario ranges around conversion rates, average basket size and markdown levels instead of using a single optimistic business case. The pilot should also test whether Primark's low prices generate new traffic or divert spending from other retailers. Cost structure, logistics and foreign exchange New Zealand's remoteness is its greatest economic disadvantage. Nearly 99% of trade, measured by volume, is imported or exported via shipping and the vast distance, lack of transport options and the absence of transport redundancy make supply chains vulnerable to disruption and price increases (New Zealand Productivity Commission, 2024).

Primark's business model has a strong advantage from economies of scale, short lead times and the minimisation of demand-supply mismatches (Cachon and Swinney, 2011). Long shipping lead times detract from these advantages because design errors and mismatches become apparent too late, emergency stock orders are costly and out-of-season products sell off at a discount. The issue is exacerbated by the different seasons of the Southern Hemisphere. Shipping the European product line with a time lag means the goods arrive in season too late, but shifting the ordering pattern to accommodate New Zealand removes economies of scale. Instead, Primark should build the New Zealand range from products that are suitable for a warm climate, pull in the ordering window and use demand sensing to determine how much to produce instead of introducing too many styles. Local partners can help with forecasting, but the product mix needs to remain under the control of the primary buyers.

Labour is another input. In New Zealand, the adult minimum wage increased to NZ\$23.95 per hour from 1 April 2026 (Employment New Zealand, 2026). Larger stores will also need staff for management, visual merchandising, loss prevention and replenishment. Primark cannot simply import the European labour cost structure and then recoup the differential via price increases without undermining its value proposition. The pilot will need to capture labour hours per transaction, explore scope for self-service options that are consistent with a good customer experience, and assess the productivity impact of its stock systems. Foreign exchange gives a three-way exposure between NZ-dollar sales, central procurement currencies and sterling reporting. Freight and fuel costs can cause apparent gross margins to become poor contributions. Price commitments should therefore be built on landed margin, net of currency, duty and markdown, rather than on merchandise margin at source. Franchising can shift some capital and operational risk to the partner, but that risk ultimately flows back through retail prices, royalties or underinvestment in the store. It is reduced, not removed. Digital structure and channel fit the most significant structural misfit is the channel.

Consumers in New Zealand spent NZ\$12.7 billion online in 2025; local retailers accounted for 80% of the spend, while spending on clothing and footwear online grew 8% and transactions grew 9% (NZ Post Business IQ, 2026). By contrast, Primark uses digital as an inspiration tool, showing local stock levels and supporting click-and-collect rather than delivery. This avoids picking and packing costs and keeps away from the higher return rates common in apparel, but in New Zealand it might limit reach beyond the main store. An immediate move to full e-commerce would be an overcorrection. Fulfilment and returns costs from serving a small, geographically spread customer base out of a store may not be sustainable within the low-price model. The better fit is a digitally enabled store opening, featuring a localised site and app, live store-level availability, saved favourites, collection and open returns from the outset. Delivery should only become an option when the flagship has established clear inventory accuracy, customer density and basket economics.

Primark's 2026 UK app and the current click-and-collect system mean the necessary technology asset exists; the difficulty lies in scaling it to suit the local market economically (Primark, 2026a).

Overall economic attractiveness is therefore moderate, not high. Value positioning, Auckland concentration and a developing recovery support entry. Small scale, logistics, labour, foreign exchange and channel mismatch cap the upside. This profile favours a real-options approach: acquire knowledge at low cost before committing to infrastructure.

2.3 Legal and regulatory environment

New Zealand's legal environment is predictable but demanding for a high-volume apparel retailer. The Fair Trading Act prohibits misleading conduct and representations across store and digital communications, while the Consumer Guarantees Act creates expectations that goods are of acceptable quality and fit for purpose (Commerce Commission, 2018-a). Low price does not lower the legal quality threshold. Primark needs local returns processes, staff training and product-file evidence capable of responding quickly to complaints and regulator enquiries.

Labelling and product safety are especially relevant. New clothing and footwear require a permanent English country-of-origin label; separate standards address fibre content, care information and the fire hazard of children's nightwear (Commerce Commission, 2026-b). A 2025 H&M recall for non-compliant children's nightwear shows that apparel requirements are actively consequential, not merely technical paperwork (Consumer Protection, 2025). Primark should map New Zealand and Australian standards at the SKU level before shipment, quarantine non-compliant variants and give the local operator no discretion to override product holds. Environmental representations create material reputational and legal risk. The Commerce Commission requires green claims to be accurate, scientifically sound and substantiated (Commerce Commission, 2020.-c).

In 2025 it warned Kmart New Zealand that “100% sustainably sourced cotton” advertising was likely misleading (Commerce Commission, 2025). Primark reported that 74% of its clothing in 2024/25 used recycled or more sustainably sourced materials and that 57% of cotton clothing units used organic, recycled or Primark Cotton Project cotton (Primark, 2025b). These are potentially valuable ownership assets, but progress-report terminology cannot simply be converted into broad New Zealand advertising. Claims must specify product, fibre, certification, boundary and period; evidence should be independently reviewable. This turns traceability from a corporate-responsibility narrative into a market-access capability.

Data law is important because the proposed launch is digitally enabled. The Privacy Act 2020 regulates how customer data may be collected, used and kept secure, and the cross-border disclosure principle demands that equivalent protections are applied where data is sent overseas (Office of the Privacy Commissioner, 2020). App localisation should therefore include consent limited to stated purposes, New Zealand privacy policies, contractual safeguards on sub-processors, a breach-management procedure, and transparency on whether loyalty and stock behaviour data are processed in New Zealand or abroad. Data centralisation provides learning effects, but poor governance will undermine trust more quickly than it generates insight.

Employment regulation is more than the minimum wage. Written employment contracts, holidays, health and safety, rosters and good faith all matter. Franchising a store does not absolve a brand from the reputational consequences of poor treatment of store staff. The franchise agreement should set out baseline employment standards, auditing rights and escalation channels rather than being designed purely to maximise royalties. Supply chain due diligence is another area where expectations are rising. While the Modern Slavery Bill that was introduced in 2026 has still not been passed into legislation at the time of analysis (New Zealand Parliament, 2026), the general trajectory towards increased visibility and supply chain mapping for forced labour risks mirrors trends elsewhere. Primark’s own efforts in supplier oversight and supply chain mapping might mitigate compliance costs, provided that the franchisee has access to

reliable information and incident reporting. Product safety, green claims and labour standards collectively justify internalising standards, even when the franchise operates the store.

2.4 Cultural and consumer environment

New Zealand shares the English language, common law traditions and brand recognition with the United Kingdom, minimising both administrative and linguistic distance. However, one must not confuse such surface-level alignment with uniform demand. According to the 2023 Census, 67.8% of respondents identified with European ethnicity, while Māori accounted for 17.8%, Asians 17.3% and Pacific peoples 8.9% (with people allowed to select more than one ethnic group) (Stats NZ, 2025b). Auckland, in particular, is a highly multicultural city. Assumptions about sizing, modesty norms, family shopping patterns and seasonal needs must be tested through market-specific research. National cultural averages cannot replace store-level intelligence.

The value-sustainability tension remains key. Better Futures research indicated that cost of living remained the number one consumer worry, and 89% of survey respondents felt that businesses should take responsibility for their environmental and social impact, while 49% of consumers reported stopping the purchase of a product or service due to negative environmental or social impacts (Sustainable Business Council, 2025). While stated intentions may overstate behaviour in-store, especially given income pressure, the results suggest that low prices will not deflect attention. The opportunity for Primark is 'value with proof', not virtue signalling. The adoption of Māori culture in New Zealand also extends beyond branding. The Intellectual Property Office of New Zealand recommends specialist consultation and advice for trade marks containing Māori elements and provides a Māori Trade Marks Advisory Committee to advise on whether a proposed trade mark would be considered offensive (IPONZ, n.d.). Primark must not treat the reo Māori or any cultural motif or narrative as a generic design resource. Should Primark develop a specific product capsule or campaign based on specific Māori culture, it should do so with appropriate Māori contributors, giving them due recognition and sharing the benefits. Similarly, for Pacific culture,

Primark must adopt a consultative approach. The shopping culture may also be relevant. The rise of e-commerce in New Zealand suggests that convenience is now considered part of 'value'. The large-format store is usually how Primark positions itself as a place to discover new products and experiences. A New Zealand flagship store will provide excitement and foot traffic, but excitement wears off. Sustained demand will depend on good availability, relevant product sizes, ease of access and efficient checkout. Local responsiveness, therefore, should focus on store operations and inventory management, rather than creating a bespoke, parallel fashion offering. Overall, the cultural environment is favourable if Primark is humble about similarity. Familiarity of language and institutional context will facilitate market entry, but the heightened consciousness of cultural diversity, indigenous rights and environmental awareness raises the stakes for authentic cultural integration. Controlled partnerships can offer market insights, but Primark must maintain central oversight to ensure that localisation does not devolve into empty local branding.

2.5 Dunning's OLI paradigm: an integrated market-entry test

Dunning's OLI framework proposes that foreign production/direct operation is most attractive where the firm has ownership advantages, the host location has location advantages and it is more efficient to internalise cross-border transactions (Dunning, 1988; 2000). Critically, OLI does not simply ask if Primark should enter New Zealand. It asks what capabilities should cross the border and what should be contracted. Ownership advantages are strong. Primark has brand awareness, pricing strategy, international purchasing power, product development, supplier networks, licensed brands, quality processes, retail format experience and growing online and traceability capabilities. With 486 stores, fixed capability costs can be spread over a large launch collection. But ownership advantage is not equivalent to local superiority. New Zealand retailers have local real estate knowledge, HR practices, customer data and distribution networks that Primark does not have. Brand awareness needs to be established, not assumed through cultural similarity. Location advantages are mixed. Political stability, rule of law, a concentrated Auckland market, consumer diversity and cost-of-living pressures all favour a low-cost entrant. The market is also an important

test case for regional expansion. On the other side, there is a small national market, a remote port location, high labour and property costs, reverse seasonality, weak recent clothing sales and online expectations that work against a brick-and-mortar model. Tariff preferences are tied to country of origin. The location advantage is therefore greatest for a single Auckland store and least for nationwide infrastructure. Internalisation advantages are specific. Primark should internalise areas where information leakage or misalignment would undermine the offering: branding, supplier selection, assortment design, quality and safety, ESG performance, sustainability claims, data policy and pricing guidelines. It is harder to argue for full internalisation of premises, personnel, delivery and local government relations in a distant, small market. The transaction cost approach suggests that high asset specificity justifies control, but high environmental uncertainty and low scale call for flexibility (Agarwal and Ramaswami, 1992; Brouthers, 2002). The result is a blended governance model, not a decision between pure exporting and a wholly owned subsidiary.

The OLI synthesis produces a conditional go. Primark can generate customer value using its ownership advantages, and Auckland can provide a sufficiently advantageous location to test them. However, the combination of the location and internalisation conditions does not support the capital requirements of a stand-alone company-owned rollout. OLI recommends a heavily specified master franchise, where ownership of strategic assets, reversible commitments and expansion thresholds remain within the company's control.

3. Entry-mode strategy and strategic synthesis

3.1 Historical pattern recognition

Primark has predominantly chosen organic expansion via company-operated stores, mostly on rented retail premises. Its progression from Ireland and the UK to Spain, continental Europe and the United States reveals a pattern of replicating a controlled physical store model rather than acquiring existing retail chains in the fashion sector. For instance, when Primark entered the US in 2015, it secured store leases and a warehouse rental in Pennsylvania, including a number of former Sears stores (ABF, 2015). Such a mode provides maximum control over price, merchandising,

employment processes and customer experience, while preserving the economics of any successful store. The pattern is reflective of the specificity of its advantage. A franchisee that adds a margin, under-invests in replenishment or alters sourcing could undermine the low-price proposition. Company operation helps protect learning and limits agency conflict. But ownership absorbs lease, inventory, wage and demand risk and becomes less desirable where a country is remote or does not allow a distribution cluster. The decision by Primark to operate its first Middle East franchise, with Alshaya in Kuwait in October 2025, and subsequently in Dubai in 2026, is therefore strategically relevant and not just opportunistic (Primark, 2025a; ABF, 2026b). This shows that Primark will cede some operational control to a partner for their property, human resources and market skills where distance and institutional context warrant this. The historical pattern is now “company ownership as default, franchise selectively at the frontier”.

3.2 Mode of Entry Options

The traditional wholly owned mode would give Primark the maximum control, all store economics and direct learning. Given New Zealand’s transparent legal system, ownership is possible, and an Auckland store could be leased instead of bought. However, feasibility is a poor strategic criterion. Primark would bear the full cost of a distant launch, local organisation and stock, for just one relevant initial catchment area. In April 2026, ABF decided to spin off Primark from its food units (ABF, 2026a), reinforcing the imperative to display financial responsibility through a more visible approach. Establishing a dedicated distribution centre before demand has been validated would generate unavoidable cost, and lacking local expertise would create a service issue. A joint venture would help share risk and bring in local knowledge, but divided ownership usually results in slower or more complicated choices on price, investment and standards. Primark’s key resources are unlikely to be transferable from the brand, and thus any disputes between partners would be very expensive. A pure licence would involve lower capital costs, but Primark would have inadequate control of product safety, source claims and experience. Direct export to an independent retailer or a store concession would allow market testing at a low cost, but a limited

range would fail to deliver the destination store proposition and might produce distorted feedback. The recommended entry mode is a master franchise / development agreement, with phased commitments. Franchisees reduce capital requirements and acquire built-in competencies for location, staffing, local supply chains and regulation (Combs, Michael and Castrogiovanni, 2004). Moreover, it aligns with the Middle East strategy that Primark has recently exhibited. The main downside is the danger of agency problems: the franchisee's profit margin and royalty payments may make the low price point unviable, and the quality of the local operations may harm a global reputation. International retail franchising therefore demands exceptionally precise division of responsibilities and oversight (Quinn and Alexander, 2002).

The partner would manage the flagship lease, local staffing, store operations, local distribution and stakeholder management. Primark would control suppliers and SKUs, range architecture, stock holds, brand guidelines, environmental claim approvals, digital infrastructure, access to data and price bands. The contract should mandate open-book landed-cost reporting, minimum capital expenditure, service-level commitments, audit and step-in provisions, training requirements and termination rights for health and safety or ethical violations. A joint operating committee could adjust size depth, seasonality and promotional calendars without undermining these governance mechanisms. Economically, a single flagship store functions as a real option. The investment is constrained but provides useful information about the viability of the model. Initial inventory should be supplied from a New Zealand-based 3PL cross-dock, not a Primark-owned warehouse. The store should open with local stock visibility and a click-and-collect service. Home delivery can be trialled once the franchisee has proven capacity. Pricing decisions should account for exchange rates and shipping costs, and margin adjustments should be based on clear rules rather than arbitrary mark-ups. The right partner is more valuable than rapid entry. That partner should have large-format fashion or general merchandise experience, credible centre ownership or development relationships, working capital, a functioning compliance framework and proof of ethical labour practices. The partner must also accept Primark's audit rights and access to performance data. If either of these

prerequisites cannot be met, or if the required unit economics are not achievable, it is better to delay entry than to risk a poor-quality franchise or a wholly owned location that erodes overall profitability.

3.3 Conclusion and recommendations

Primark's globally integrated supply chain gives it the ownership advantages necessary to operate in New Zealand, but its existing footprint does not yet grant efficient access to New Zealand. New Zealand features excellent institutional environments and a dominant Auckland market but suffers from a suboptimal scale and channel configuration and inefficient logistics infrastructure. The appropriate strategic response is to maintain the core of the Primark proposition while acquiring local knowledge and operational familiarity at a constrained level of investment.

Finally, recommend: Only approve a pilot in Auckland, pending re-validation of the policy by the government after the next election, and a business case calculated on landed contribution after freight, duty, GST, currency fluctuation, labour costs and markdowns. Use a master franchise/development partner instead of establishing a wholly owned subsidiary right away, but keep the brand, product, pricing architecture, safety, sourcing claims and data centrally managed. The store must be fully digital from the start, with a localised website and mobile application, correct in-store stock levels, and click-and-collect capability. Home delivery should only be trialled if unit economics support it. Localisation should be limited, focusing primarily on seasonality, sizing, customer service and marketing adapted to cultural sensibilities. There should be no decentralisation of global buying, nor any incorporation of Māori or Pacific cultural references without authentic collaboration. Expansion plans should be contingent upon demonstrated success, rather than fixed to a predetermined schedule. Wellington and Christchurch stores should only open if the Auckland site achieves certain performance targets, such as per-store contribution, inventory turnover rates, markdowns, repeat customer rate, online to in-store conversion ratio, returns and complaint rates, employee satisfaction metrics and compliance with product and ethical auditing standards, for at least two full seasons. Ensure that the option of non-entry remains available. If there is no partner who can meet these price

and control requirements, the decision should be delayed until Primark can establish an Australian or broader Asia-Pacific cluster that can be managed and supplied as one entity. It should be noted that this recommendation is much more conservative than the typical 'this is a stable country, therefore this is an attractive market' analysis that might be reached. While political stability ensures that failure is not random, it does not mean that the store will be cost-effective. A franchise or master franchise partnership will provide a level of control, adaptability, knowledge transfer and overall alignment with the company's long-term strategy that will better suit Primark's growing international presence.

4. Reflective Account Using Gibbs' Reflective Cycle

1. Description

The assessment required me to select an organisation and propose its entry into a new international market. I chose Primark because its low-price, store-led business model created an interesting basis for examining international expansion. I then proposed New Zealand as the target market after establishing that Primark did not currently operate there and recognising the tension between its value proposition and New Zealand's small, geographically remote market. I divided the research according to Bartlett and Ghoshal's model, political, economic, legal and cultural analysis, Dunning's OLI paradigm and entry-mode theory. I prioritised company publications, New Zealand government sources and peer-reviewed literature, organising the evidence according to its strategic relevance.

2. Feelings

Initially, I felt confident selecting Primark because I was familiar with its products and value proposition. However, choosing New Zealand created uncertainty because I needed to justify why the market was strategically appropriate rather than simply selecting an interesting country. I was also unsure whether Primark's absence indicated an opportunity or reflected unattractive market conditions. Another difficulty was distinguishing ownership advantages from internalisation advantages because

both appeared to involve organisational control. My confidence improved as I connected each piece of evidence to a specific strategic question.

3. Evaluation

A strength of my approach was that I did not assume my proposed market was automatically attractive. I examined evidence both supporting and challenging entry. New Zealand's political stability, concentrated Auckland population and cost-conscious consumers supported the proposal, while its small population, freight costs and geographic isolation weakened it. This produced a more balanced analysis.

Prioritising recent and authoritative sources was also effective. Primark and Associated British Foods publications established the company's expansion pattern, while government and regulatory evidence explained New Zealand's operating conditions. However, the research was time-consuming because sources covered different reporting periods. Primark's sustainability information was also self-reported and therefore required cautious interpretation.

4. Analysis

Course lectures and readings helped me understand that strategic frameworks should support judgement rather than become descriptive checklists. Bartlett and Ghoshal's model enabled me to classify Primark as predominantly global with emerging transnational characteristics. However, I recognised that these categories are not absolute because Primark combines centralised purchasing and brand control with local adaptation and selective franchising.

Dunning's OLI paradigm was particularly important in developing my recommendation. Initially, I treated Primark's brand control as both an ownership and internalisation advantage. Further reading helped me understand that ownership concerned the resources Primark possessed, whereas internalisation concerned whether those resources should remain under company control or be transferred through a partner. This distinction supported a more nuanced recommendation: Primark should retain control of its brand, product standards, sourcing claims and data while delegating property, employment and local logistics to a franchise partner.

Lectures, cases and class discussions about entry-mode risk also encouraged me to consider flexibility and reversibility. Consequently, I rejected the assumption that New

Zealand's institutional stability automatically justified wholly owned entry. Instead, the evidence supported a conditional Auckland franchise pilot.

5. Conclusion

The assessment improved my ability to select and justify an international market rather than merely analyse a predetermined proposal. I learned that an original proposal must be tested against contradictory evidence. I also became more confident in moving from evidence collection to strategic synthesis and recognising that postponing entry can be a legitimate recommendation.

6. Action Plan

In future assessments, I will establish clearer selection criteria before choosing the organisation and market. I will create an evidence matrix recording each source's date, reliability and strategic implication. I will also separate facts, assumptions and recommendations more clearly and test alternative explanations before finalising my conclusion.

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