

STRATEGIC MANAGEMENT (LCMB7003)

Strategic Analysis of Dell Technologies



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Word count: 5029

Submission Date: 08/05/2023

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Introduction

Strategic management directs the development plan and policies in an organisation to meet the goals and objectives. Fuertes et al. (2020) mentioned that in the field of management, strategic management implements designs to achieve objectives and allocate resources in accordance with the plan. The current assessment intends to discuss the strategic analysis of Dell Technologies. To explore the appropriate concepts of strategic management, the study will include both macro and micro environmental analysis. Moreover, the report will comprise emergent strategies to sustain competitive advantage. Furthermore, the assessment will define the growth strategy plan of Dell Technologies for overcoming current and future challenges.

Background

Dell Technologies is a multinational technology company based in Texas, United States. The companies manufacture and sell a wide range of computer software and hardware products. In addition, the company also provides IT consulting services to organisations and businesses. According to the report Dell Technologies (2023), Dell Technologies has a diverse workforce with employees in over 180 countries and employs approximately 165000 people worldwide. Further, the company recognised the efforts to promote equity, diversity and inclusion in the workplace. The main goal is to achieve workforce diversity reflecting the diversity of its communities and customers by 2030.

Revenue is primarily generated through client solution groups that sell notebook computers, desktop computers and other networking equipment. Moreover, in terms of financial situation, the company tracks its financial performance through its quarterly and annual financial reports. Global Data (2023). reported that in the fiscal year 2022, Dell Technologies attained revenue of \$102.2 billion with a net income of \$3.3 billion. The segment mainly accounted for 57% of Dell Technologies in the fiscal year 2022. In addition, the company expenses for the year 2022 totaled \$29.7 billion and including the cost of sales and marketing, research and development and administrative expenses. Moreover, the company represented a significant increase in operating income of \$2.8 billion.

Regarding operations, Dell Technologies operates a wide range of markets that comprise networking equipment, software, servers, personal computers and storage devices (Ding et al.

2021). Moreover, the company serves customers in various industrial sectors and majorly focuses on customers in education, finance, government and healthcare. Further, the services support IT strategy consulting and deployment services with ongoing maintenance and support.

Mission and objective

Dell technology aims to provide technological solution and services that enables individual and organisation to achieve business goals. The mission of the company is to “drive human progress through technology”.

Company objective

The key objective includes:

- The company aims to deliver high-quality products and services to achieve customer satisfaction.
- The company is committed to investing in research and development to develop innovative products and solutions.
- Dell Technologies aim to promote sustainability, social responsibility and ethics in business practices and operations.

Macro-Environment analysis

Macro-environmental analysis analyses the company's strategic management that identifies opportunities and potential hazards in business. Moreover, the analysis views each segment in the business and assists in making an operational decision. The tool enables the business to understand the external factors that impact the operations. Understanding external factors develops strategies and aligns with contingency plans. Sijabat, (2019) mentioned that PESTLE analysis is the most popular and used tool for performing macro environment analysis. Furthermore, it is important to analyse the macro environment of business to constantly track the operational changes. On the other hand, Hudrasyah et al. (2019) stated that macro-environment analysis is broad, and businesses need to conduct additional research to understand the specific factors. However, macro-environmental analysis is conducted with other tools and methods to understand the business environment.

PESTLE analysis

PESTLE analysis identifies the key external factors like political, economic, sociological, technological, legal and environment that influence the organisational operations.

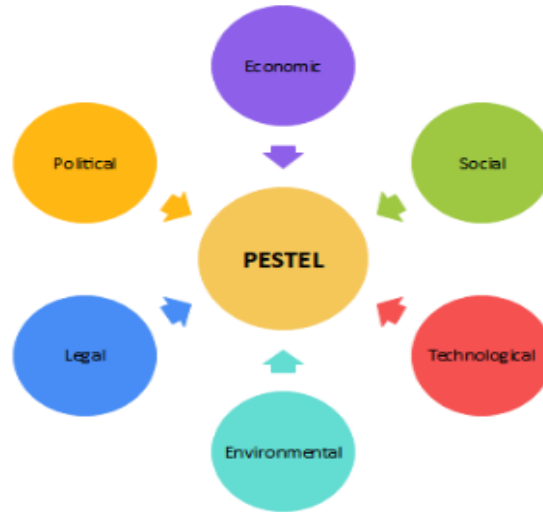


Figure 1: PESTLE framework

Source: Sijabat, (2019)

Factors	Analysis
Political	• Dell operates in different geographical locations and thus is subjected to different regulations and political systems. • The company operates in different countries and thus complies with regulations and local laws such as labour laws and tax and data privacy laws. • Geopolitical tension and trade wars affect the business and supply chain relationship of Dell Technologies (Zhang et al., 2020).

Economic	• Economic fluctuations like inflation, exchange rate, and recession influence the sales of Dell products. • Technological advancements impact the profitability and pricing strategy of Dell Technologies (Massaro et al., 2021). • Business is highly dependent on the global supply chain, and this influences production and revenue.
Sociological	• Change in demographics, and increases in diversity makes the company to ensure the products remain relevant. • Due to rapid change in technology, Dell operations need to constantly innovate such that to meet the needs and preferences of customers (Chou et al., 2023). • Increase in awareness of environmental issue influence the company to deliver sustainable products. Moreover, the change in social trends impacts the sales strategy of Dell Technologies.
Technological	• Dell Technologies expands the business with the aid of emerging technologies like cloud computing, artificial intelligence and the Internet of Things (Galli, 2020). • Due to the rapid technological advancements, Dell invests in research and development to implement new

	technologies that enable the company to remain competitive in the tech industry. • A significant risk for the company is cyber security. Further, the technical department of the company ensures the security of the products against cyber threats.
Legal	• The company comply various regulations and laws that relate to the intellectual property rights and data privacy act. • Dell follows environmental regulations and focuses on reducing its carbon footprint. This promotes the company's objective of minimising the impact on the environment (Savić, 2020). • Litigation and legal disputes adversely affect the financial performance and reputation of the company.
Environmental	• To reduce the environmental impact, the company follows the regulation standard and ensures supply chain partners' authenticity. • The main objective of the company is to develop products and operations that are sustainable and also environmentally friendly. • Further, to achieve the objective, Dell increases the use of renewable energy sources in the operational functioning of the company (Naim, 2021).

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From the above-represented macro environmental analysis, it is inferred that Dell Technologies have opportunities and also encounter challenges that influence business operations. Overall, Dell Technologies operates in the global market place and to maintain its competitive advantage company continuously improves its business models, products and services. Further, the company has to be adaptable and agile to continue its business operations and achieve business growth.

Micro-environmental analysis

The micro-environmental analysis examines the internal factors that directly influence the company operations and impact the success within the industry. Pourmohammadi et al. (2020) pinpointed the internal factors as suppliers, customers, intermediaries, employees and competitors associated with the company. Moreover, the analysis identifies the strength and weaknesses of the company and also enables the company to develop strategies that improve its performance. An in-depth micro-environmental analysis for strategic management enhances the decision-making ability of the management.

Industry life cycle

The industrial life cycle describes the stages that an industry goes through from inception to maturity. The life cycle is followed by stages, and they include the introduction stage, growth stage, maturity stage and decline stage (Liu et al., 2020).



Figure 2: Industry life cycle

Source: (Liu et al., 2020)

➤ Introduction stage

The stage is usually characterised by high uncertainty, limited product offerings and a low rate of industrial growth. Dell Technologies was formed in 1984, and the company offered computers directly to customers (Zakharov and Pulyavina, 2020). Moreover, the introduction of products and services was the initial stage of the industrial life cycle.

➤ Growth stage

The second stage of the life cycle showed rapid industry growth by expanding the offered products. In addition, to the expansion of the products, the competition also increased within the tech industry. Ding et al. (2021) mentioned that Dell Technologies initiated direct sales and expanded the product line. The expansion of the product line involved laptops, servers and workstations. Further, the growth stage of Dell Technologies gained market share value and became one of the major companies in the computer hardware industry.

➤ Maturity stage

This stage is interpreted as a slower rate of industry growth due to the emergence of dominant companies delivering similar sales. In the case of Dell Technologies, the company encountered

intense competition from companies like Lenovo, Apple and HP (Li, 2022). Additionally, to overcome the competition, the company diversified its products and thus expanded its products and services.

➤ Decline stage

This stage indicated a decline in industry growth due to an increase in competition from substitute products. In the case of Dell Technologies, the company currently faces a decline phase due to the rise of mobile devices with cloud computing facilities (Paul et al., 2020). In order to adapt to the change in the business environment, the company encompassed features like cloud computing and cyber security in devices.

Porter's industry five forces analysis

Porter's industry five forces analysis details the competitive intensity and attractiveness of the industry. The analysis evaluates factors like growth potential, barriers to entry and profitability. In addition, an in-depth understanding of the business helps an individual to make an informed decision on investment, growth and resource allocation (Baxter, 2019). In particular, the analysis examines the threat of new entrants in this business, along with the bargaining power of customers and suppliers, and also identifies the threat of new products and the intensity of competitive rivalry.



Figure 3: Porter's five force

Source: (Baxter, 2019).

The threat of new entrants- The technical industry is highly competitive, and due to the intense competition, the barriers to entry are high. In the case of Dell Technologies, the company mainly benefited from economies of scale with a well-established supply chain relation (Anastasiu et al., 2020). Moreover, the company is established as a market leader with strong brand value and a large customer base. These features make it difficult for new entrants to compete with Dell Technologies.

Bargaining power of suppliers- In case, the bargaining power of individual suppliers is recognised as low, and Dell Technologies mainly sources its components from large numbers of supplier bases (Cheng, 2022). In addition, the company's reliance on components makes it more vulnerable to supply chain disruptions.

Bargaining power of customers- The computer hardware industry is a price-intense competition industry, and customers have a high degree of bargaining power. The bargaining power of buyers is considered as high, and this indicates demand for products and services. In the case of Dell Technologies, the prices are maintained at a moderate level since customers can easily switch to other companies in case of dissatisfaction with the delivered products and services (Coran et al., 2019).

The threat of substitute products- As the industry is constantly evolving, the need for new technologies and products is mandatory. Dell Technologies faced competition from traditional competitors as well as from new entrants (Rissman et al., 2020). Moreover, with the advancements in technology, new entrants offer alternate products and services and attract the customer base. In the case of technological advancements, Dell Technologies implement cloud computing and cyber security features for on-premise hardware devices and software applications.

The intensity of competitive rivalry- Dell Technologies mainly competes with large technology companies like Lenovo, Apple and HP. Moreover, the industry is highly competitive, and numerous companies are entering and investing in industrial market share. Rather than from a large technology-delivering company, Dell Technologies faced competition from small companies offering specialised products and service assistance (Gertz and Evers, 2020). The intense competition in the computer hardware industry enables the company to improve and implement innovative ideas for products and services.

Overall, Dell Technologies face many challenges, but the strong brand and establishment of innovative products and services gave a competitive advantage over the rivals in the industry.

Internal analysis

The internal analysis evaluates the company's internal resources and identifies its strength and weakness. In addition, the assessment focuses on the organisational structure, marketing and sales strategies, financial performance and research and development, and the operational process. Generally, internal analysis is regarded as a component of strategic planning of organisational functions. Okumus et al. (2019) pinpointed the commonly used internal analysis tool as value chain analysis and SWOT analysis. Further, both these tools identify the competitive advantage, core competent areas and potential areas for improvement.

Strategic resources and capabilities

Dell Technologies has several strategic resources that highly contribute to its success in the industry. The company adopted a direct sales model as a key strategic capability that differentiates the company from its competitor company (Liao et al., 2019). Moreover, the company offered customised products that resulted in increased customer loyalty and satisfaction. While analysing the supply chain management, Dell establishes a strong relationship with suppliers to gather the materials for the business. This enabled the company to utilise real-time demand forecasting to manage the reducing cost and inventory levels. Further, Dell Technologies maintains efficient customer services that helped the company to build a strong relationship with its customer base. Supporting services like training, consulting, and technical assistance improves customer loyalty and satisfaction.

Value chain analysis

Value chain analysis identifies and analyses the company's performance in delivering products and services to customers. Baştuğ et al. (2020) pinpointed that the value chain analysis framework analyses the internal activities and identifies the value of company products. The analysis identifies the operations of Dell Technologies to focus on reducing costs and improving the quality of products and services. The analysis is divided into primary activities and secondary activities:

Primary activities

The value chain consists of primary activities and support activities that are implemented to create value and competitive advantage for the enterprise. Dell Technologies assembles and test the products in manufacturing facilities located with indifferent parts; this indicates the operational efficiency and customer specification. Ha et al. (2019) mentioned the marketing and sales strategies of Dell Technologies and identified that the company promote products through social media, online advertising and search engine optimisation. Further, strong sales that work in accordance with government and business provide customised solutions. In the case of logistics, Dell follows a direct sales model that sells products through online and physical retail stores. Moreover, inbound logistics manages suppliers and ensures the availability of necessary components. In addition, the company followed outbound logistics, where the company directly shipped customers. Outbound logistics are linked with the supply chain relationships and establishes consignment with various logistics company for the product delivery (Wilson and Goffnett, 2022). The company offered post-sales service, including repair and warranty services to customers. As a part of a real-time servicing company, provide hardware and software support through a call center facility and website.

Secondary activities

The secondary analysis identifies the internal and external environment by analysing strategic options to implement the chosen strategy. In addition, strategic management formulates and implements strategies to achieve organisational objectives and goals. Dell Technologies engaged in secondary activities, and they involve: Value chain analysis focused on support activities on human resource management, technology, infrastructure, and procurement. Gupta et al. (2021) Dell Technology invests heavily in research and product development to improve the quality of products and services. Additionally, collaboration enabled companies to develop technology to improve product quality. Dell has a diverse workforce with strong talent development, employee engagement and inclusion. Collins (2021) pinpointed that human resource management plays an important role in influencing business activities and organisational culture.

Further, the company holds a robust infrastructure to support sales and operations. To support business operations, Dell encompasses cloud-based services and data centres. The hybrid approach benefits application performance, scalability, and flexibility for businesses. For data management, the company provides an intelligent data system to reduce cost and complexity in protecting data.

In addition, the intelligent data system of Dell technology provides next-generation data backup and protection software. The developed technology protects data and simplifies data management from business data assets.

VRIO analysis of distinctive resources and capabilities

VRIO analysis of distinctive resources and capabilities follows four dimensions, and they are value, rarity, imitability and organisational support. Fischer et al. (2020) pinpointed that resources and capabilities must provide value to the business operations to reduce the cost and thereby generate revenue. In terms of rarity, resources and capabilities must retain their uniqueness and should maintain a competitive advantage. In addition, imitability provides a sustainable advantage for the company, and organisational support details the policies and procedures undertaken to promote the product and services.

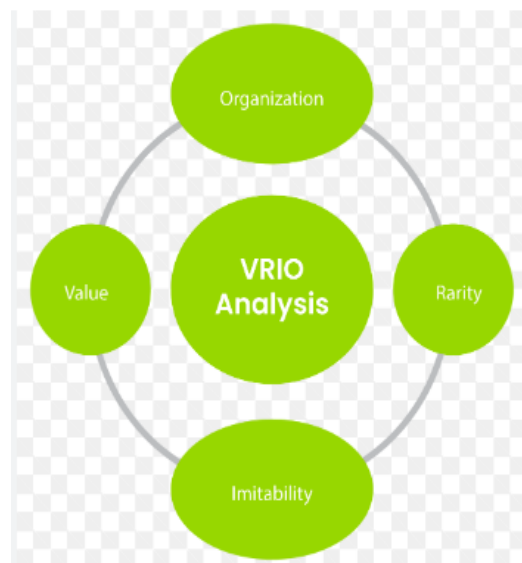


Figure 4: VRIO analysis

Source: Fischer et al. (2020)

The table below represents the VRIO analysis of distinctive resources and capabilities of Dell Technologies:

Factors	Analysis
Value	• Dell Technologies has valuable resources for implementing products and services. In addition, a wide range of products and expertise in technology enables the company to maintain a strong brand image (Aversa et al., 2017). • Further, availing resources and capabilities helped Dell to create customers and thereby generate revenue. • Some of the major valuable resources that contribute to Dell's success include its reputation for high-quality products and customer service availability.
Rarity	• Dell resources are rare and consist of an extensive supply chain network. • Moreover, the company is capable of direct –to –a customer sales model. • Dell gives a competitive advantage in the market since the resources and technological advancements are not easily replicated by the other companies working in the technology industry (McGrath et al., 2021).
Imitability	• The company invested in a supply chain network to create and sell a product.

	• In Dell's case, resources are not easily adapted by the competitors in the technical industry. • In addition, developing a strong brand image directs the customer sales model, and the direct-to-customer sale model is difficult to replicate (Min et al., 2019).
Organisation	• The company developed a strong supply chain network that efficiently delivers products to customers. • Dell utilise the resources to maximise the product as well as service values. • Further, Dell comprises an efficient support system and strong customer service to ensure the purchase satisfaction of the customer base.

The VRIO analysis evidenced that Dell Technologies' resources and capabilities are more valuable, rare and inimitable, and the company organised the resources to maximise the product quality and services. In addition, the company has a strong competitive advantage in the technical industry. Maesaroh et al. (2022) mentioned that Dell Technologies are expertise in cyber security, and the range of solutions includes network security, cloud security and endpoint security. Further, the company needs to invest in research and development to attain ahead of the competition and to maintain brand value in the market.

SWOT analysis

SWOT framework stands for Strengths, Weaknesses, Opportunities and Threats, and the analysis identify the external and internal factors that impact the performance of the organisation. Benzaghta et al. (2021) pinpointed the main benefit of SWOT analysis as it informs decision-

making and planning for the organisation. In addition, to decision-making, the analysis evaluates the current position of the organisation and also identifies the areas that require assistance.



Figure 5: SWOT analysis

Source: Benzaghta et al. (2021)

Moreover, SWOT identifies the potential risk and allows the development of plans and strategies to mitigate the identified risk. Identifying areas of improvement improve the process, develop new products and upgrade technology.

SWOT analysis	
Strength - Dell has strong brand image and deliver product with high quality products. - Direct sales model enabled the company to reduce cost and thus increases profitability in business (Zhang et al., 2021). - The highly effective strategy ensures expertise in work and necessary	Weakness - Feng et al. (2019) mentioned Dell's declining market share, mainly in the PC market, since more competitors entered the market. Further, customers' preferences shifted towards mobile devices. - Dell has limited attendance in the emerging market, mainly in Africa and Asia. For profitability, the company

resources and executes direct sales strategy. • Dell invested heavily in research and development to develop innovative products and new technologies.	need to represent significant growth opportunities in the technology industry. • Dell is dependent on suppliers for raw materials to manufacture products. Disruption in the supply chain impacts the company's operational activities and also affects the profitability rate.
Opportunities • Dell is expanding its operations into markets with a growing demand for technology products. • The company increases demand for cloud computing services with a strong opportunity for company growth (Mashiah, 2021). • Dell has a growing demand for data storage, and this increases individual as well as business data storage solutions.	Threat • Dell faced an economic downturn, and this directly affected the sales and profitability rate of the company. • In general, the IT industry encounters cyber security threats. Dell focuses on avoiding cyber security threats in operational activities and storing customer data. • Change in security and data privacy regulation affects the operational as good profitability of Dell (Gong et al., 2022).

SWOT analysis demonstrated that the company has an efficient supply chain and strong brand recognition. Even though Dell encounters challenges in the personal computer market, as a method of opportunity company diversified its products and services. Moreover, the company utilises the opportunity to expand and emerge in new markets. Expansion and emergence occur by acquiring new technologies and product portfolios. Further, the company faced threats in cyber security threat and intense competition in rapidly changing technology systems. Furthermore, by identifying and seizing opportunities, companies increase revenue and business growth.

Strategies to sustain competitive advantage

In order to attain business growth, companies need to reduce their dependence on a single product to increase long-term sustainability. Dell employed a cost leadership strategy, and the company focused on its supply chain management and operations (McGrath et al. 2021). To sustain the competitive advantage, Dell intends to achieve economies of scale and cost efficiencies and offer products at competitive prices. In addition, the table below analyses the Porter generic strategic of Dell Technologies;

Generic strategy		
Direct sales model	Lean supply chain	Cost-savings initiative
✚ Direct sales model allowed Dell to sell products directly to customers. ✚ Moreover, selling products directly to customers by passed the intermediaries. ✚ Dell reduces the cost associated and also offered products at low prices	✚ Dell technologies worked closely with suppliers and ensured receiving high quality material at competitive prices. ✚ Dell supply chain is efficient and focused on strategies to minimise the cost. ✚ Dell adopted build-to-order model that reduces inventory cost.	✚ Dell consolidated the manufacturing facilities and reduced the workforce. ✚ The company focused on initiatives to reduce environmental impact. ✚ Additionally, the practices focused on energy and waste management and thereby reduce the cost associated with operations.

On the whole, cost leaderships strategy allowed Dell to offer product at competitive prices maintaining profitability. Moreover, optimizing supply and operation achieved cost efficiencies to price the products compared to other competitor companies. Moreover, Dell expertise the enterprise scale networking and its long serving feature of on-premise IT business promote supply

chain integration followed by advanced IT offering to clients. Furthermore, these strategies enabled Dell to sustain the competitive advantage in the highly competitive industry.

Growth strategies

Growth strategies of Dell Technologies pursue international expansion that leads to expansion of markets. In addition, company enter new markets in African and Asia where demand for technology is viewed followed by rapid growth of products and services. Moreover, company implemented several growth strategies and its ability to execute services. In case of diversification company expanded offerings to include more services and software. Ball, (2019) pinpointed that diversification often diversify to minimize potential harm and manage the risk that occur during the company operations in economic downturns. Additionally, the services explored new markets in health care and educational sector. As a part of business development, the company comprised enterprise-level solutions such as networking, security products, storage and servers. Ansoff matrix is employed to analyses the growth of Dell Technologies.

➤ Ansoff matrix

Ansoff matrix analyse the company's growth by observing product and market growth opportunities.



Figure 6: Ansoff Matrix

Source: Kaplan et al. (2019)

Market penetration	Dell technologies increases market penetration by offering discounts, loyalty programs and promotions to customer base and also to attract new customers towards the brand.
Product development	The company develops products to address the needs and preferences of customers. Dell technologies invest in research and development to develop advanced products and services (Gong et al., 2022).
Market development	Dell technologies maintain the existing customers and also target new customer by customising products.
Diversification	The company diversifies the product portfolio and enters into new markets as well industries.

Therefore, Dell Technologies has growth opportunities, and the company strengthens technology and innovation to expand the product portfolio to enter into new markets. The main growth strategy followed by Dell Technologies was strategic acquisitions, where the company acquired several companies over the years and expanded its product offering and thus increasing its market share. Kaplan et al. (2019) defined strategic acquisition as a growth strategy practice to innovate ideas for a company's growth. Further, Dell Technologies termed VN Ware and SecureWorks as the notable acquisitions offered by Dell Technologies. The unique corporate structure provided the flexibility to innovate, start and invest in research and development for the long term on a global scale (Kumar and Kumar, 2019). Among the growth strategy, the partnership is regarded as the leading approach to expanding a wide range of products and services. In particular, Dell Technologies partnered with Intel, Cisco and Microsoft to offer integrated solutions to the customer base. On the whole, growth strategies are important for business as they provide a framework to achieve long-term success and also enhance the financial performance of the company.

Green strategy and CSR

Dell Technologies have a strong commitment towards corporate social responsibility and sustainability. As a measure to reduce the environmental impact, the company implemented several green strategies and promoted sustainability in its operations. Chou et al. (2023) mentioned the energy efficiency methods implemented by Dell Technologies to reduce the consumption of energy. The strategy encompasses renewable energy sources and designs, thus facilitating corporate social responsibility. Moreover, the company initiated sustainable packaging to promote recycling and thus reduce the waste generated. The use of eco-friendly material and packaging design makes the packaging easy to reuse. The report of Dell Technologies (2021) stated the goal of advancing sustainability. Additionally, it is announced that by 2030, 100% of the packaging will be from renewable and recycled material. Further, continuous innovation in products and supply chain drive change in the industry to make real progress.

Additionally, the CSR activities of Dell Technologies commit to developing a positive impact on the environment and society while conducting activities in response as well ethical manner. Dell shares responsibility between the company and community and brings real learning change and opportunities. Thus, the company aligns with society and integrates sustainable practices of the community into the business models. Aziz et al. (2020) pinpointed the major CSR initiatives include diversity and inclusion, environment and ethically responsible business practices. In particular, Dell commits to increasing women's representation in the global workforce to 50 % by 2030. This creates an inclusive workplace, and employees feel valued and respected. Moreover, the company follows policies and regulation that ensures legal and ethical standard, including the global code of conduct as well supplier code of conduct.

Conclusion

The report detailed the strategic analysis of Dell Technologies and demonstrated the strategic management adopted by the company to achieve a competitive advantage. In addition, the report provided necessary information about the company and operating markets. Further, to analyse the external as well as internal factors, macro-environmental analysis and micro-environmental analysis were conducted. From the analysis, it is inferred that Dell Technologies faced both

opportunities and challenges that impacted the business operations. As a multinational company, Dell needs to constantly enhance its business models and products to attain success in business. Additionally, Dell Technologies remains flexible to adapt to the changing marketing environment and achieve long-term business growth. At the same time, the micro-environmental analysis inferred that Dell operates in a highly competitive industry with a strong brand reputation and customer loyalty. Furthermore, through VRIO analysis of distinctive resources and capabilities, it has been determined that Dell Technologies possess valuable, rare and inimitable resources. Moreover, Dell Technologies invests heavily in research and development to stay ahead in technology. The company is skilled in cyber security and also offers a wide range of networking solutions to maintain brand value.

In particular, in strategies to sustain competitive advantage, Dell Technologies partnered with other businesses and also offered complementary products and services. The edge computing feature of Dell presents an enormous opportunity in hosting and powering applications. This is considered as a main strategy as the feature attracted telecom network operators, cloud service providers, IT service providers and system integrators. Moreover, Dell strengthens the infrastructure and IT hardware for enterprise clients to utilise supply chain integration with clients. Apart from designing products, Dell maintains a majority stake in other businesses and also integrated cloud services. Segments like virtue stream an infrastructure for service providers and a cloud-based service that connects an on-premise application with cloud-based services. Moreover, Dell's expertise the enterprise-scale networking and its long-serving feature of on-premise IT business promote supply chain integration followed by advanced IT offerings to clients. Furthermore, these strategies enable Dell to sustain its competitive advantage in the highly competitive industry.

Recommendation

For improving strategic management at Dell Technologies:

- ❖ Implement robust strategic planning: Dell Technologies should initiate strategic planning that involves all the stakeholders aligned with the mission of the company. In addition, the process should include regular updates and reviews to ensure the plan is on track with the assigned objective (Ahmad and Ahmad, 2019).

- ❖ Foster collaboration and communication: In order to ensure operational alignment and innovation promotion, it is important that Dell should foster collaboration and communication at all levels of organisational functioning. Further, the company needs to promote open communication channels, regular team-building activities and cross-functional teams (Fischer et al., 2020).
- ❖ Focus on innovation and customer experience: Dell should prioritise innovation as a key component for growth. In addition, investment in research and development explores new technologies and thus provides efficient and personalised services to customers. Implementing regular feedback mechanisms and advanced technological assistance enhances customer engagement with the brand.
- ❖ Initiating sustainable practices: Dell Technologies should prioritise sustainability as the prime aspect of strategic management. Additionally, the company should implement products that are included in sustainable practices. Further, technologies must promote social responsibility and support local communities to position the company's long-term success (Westerman et al., 2020).

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