

UNIVERSITY OF WALES TRINITY SAINT DAVID

MODULE: Strategic Management for SMEs

STRATEGIC DEVELOPMENT AND IMPLEMENTATION FOR SMEs

REPORT

Name: Elena Furnadzhieva

Student ID: 2113997

Module code: BMSW6104

Lecturer: Ejiro Esowode

Table of Contents

1. Cover page	1
2. Table of contents	2
3. Introduction	3
4. An overview of Robinsons Caravans Limited	3
5. Current strategic direction of Company	3
6. PESTLE Analysis	5
7. SWOT Analysis	7
8. VRIN Analysis	7
9. Porter's Generic Strategies	9
10. Ansoff Matrix model	11
11. A Stakeholder Analysis	13
12. Strategic recommendation	16
13. Conclusion	17
14. References	19

Introduction

The landscape of small and medium-sized enterprises is characterized by adaptability, dynamism, as well as a unique set of challenges. To discuss this assignment in detail this study goes deeper into the strategic management considerations for Robinson Caravans Limited which is one of the companies specializing in retail and repair of caravans. As the study deals with leadership and management skills for the workplace the focus of the study is on creating a course for the future development and implementation of strategic initiatives.

An overview of Robinsons Caravans Limited.

Robinsons Caravans Limited is a big name in the caravan business, and it has made a name for itself in both selling and repair services. Because the company cares about quality and making sure customers are happy, it has become a well-known brand in the market. (Robinsoncaravans, 2023) Not only do Robinsons Caravans' goods make up the core of the company, but so does the wide range of services it provides. Robinsons Caravans has done a great job of creating a unique market position in a field where personalized service is very important. The company's stores sell a wide range of trailers to meet the needs and wants of all kinds of customers. At the same time, its repair services make sure that customers get expert help, which builds long-term relationships and brand trust. There are several types of challenges faced by small and medium-sized enterprises in the caravan industry. Robinsons Caravans does very well, but it still faces the problems that all small businesses do, especially those that deal with selling and fixing caravans. Problems keep coming up because of things like limited resources, competition, and the need to make quick decisions. Additionally, to stay ahead in the market, a strategic approach is needed because customer tastes and technological advances are always changing.

Current strategic direction of the company

The current strategic direction of Robinsons Caravans Limited is a guide that directs the journey in the dynamic landscape of Caravan retail and repair. This strategic statement, encompassing the vision, mission, values, goals, and objectives of Robinsons Caravans Limited is closely examined here to reveal the key perspective into the present situation.

Vision

The company's long-term goals and ambitions are spelt out in its vision. Robinsons Caravans wants to be the best caravan company in the world, known for quality, creativity, and happy customers. This vision shows that they are dedicated to quality and want to set the standard for

their business. (Zhao and Balagué, 2015) Robinsons Caravans' strategic plan also shows that the company has a deep understanding of how it stands in the market. To make a name for itself in the market, the company may use things like unique products, great customer service, or pricing methods. A close study of these competitive factors can help to realize how well the current plan is working to stand out from other companies in the same field.

Mission

By reading the goal statement, one can find out what Robinsons Caravans is really trying to do. The business is committed to giving caravan fans a complete and straightforward experience. This means not only providing a wide range of high-quality caravans but also providing excellent repair services so that customers can enjoy their camping trips without any problems. Robinsons Caravans' strategic direction recognizes the value of being flexible and coming up with new ideas in the caravan business, which is always changing. (Morrish and Jones, 2020) The company may show flexibility in how it responds to changes in the market, in technology, and in what customers want. Innovation can show up in both making products and providing services, keeping businesses relevant and competitive. Robinsons Caravans has set strategic goals that are in line with its vision and mission. These goals form the basis of its present strategic direction. Some of these goals could be to reach more customers, give better products and services, and keep customers coming back. Focusing on both selling and repair services shows a complete method for keeping customers happy and the business going.

Values

Robinsons Caravans Limited's principles guide its strategic direction in a moral way. By looking at these values, like honesty, quality, and putting the customer first, one can see what the company stands for. These values shape the strategic path with a foundation of trust and excellence as they affect the way decisions are made, how employees act, and the general culture of the organization. (Heywood, 2017)

Goals and objectives

By looking at Robinsons Caravans' specific goals and objectives one can get a good idea of its present strategic direction. These goals can include things like growing the market, keeping customers, making operations more efficient, or coming up with new products. By looking closely at these goals, it becomes easy to figure out what the company's current aims are and what results it wants to achieve every day. In a critical appraisal, the company's goals and purpose statement are compared to see how well they match up. The mission of Robinsons Caravans possibly includes making customers happy by giving a wide range of caravans and trustworthy repair services. (Lokier, 2021) The current strategic direction should be judged by how well it turns

this mission into goals that can be reached and are in line with the organization's strengths and weaknesses.

Customer-centric approach

Robinsons Caravans' strategic plan is probably based on the idea that the customer comes first. This means going above and beyond what the customer expects, not just meeting their wants. Focusing on customer happiness as a key strategic driver helps the company make sure its goals and objectives are in line with giving caravan fans great value. A good strategic plan has clear signs of what will work and what will not. The goals and aims should be measurable whether they are to get a bigger share of the market, make sure customers are happy, or make internal processes run more smoothly. This lets the business keep track of its success and change its strategy as needed based on accurate information. (Caldicott, 2022) It is important that in this changing landscape the company must be able to adopt flexibility and adaptability. The necessary adoption of changes must be accepted by the company because it will enable them to make their products and services more acceptable to people.

PESTLE Analysis

Political	Robinsons Caravans works in a political environment that is shaped by rules and laws. Opportunities can come from government programs that help the leisure and travel business, but threats can come from changes in rules about safety or the environment (Robinson, 2023).
Social	A big part is played by economic forces. A healthy economy can make people spend more on fun things, which is good for Robinsons Caravans. But when the economy is bad, people may not be able to afford to spend extra money, which can be a problem. It is important that the company think of some effective strategy that can help them generate profit and revenue even during times of economic crisis (Acemoglu and Robinson, 2019)
Economical	Sociocultural trends including a rise in interest in eco-friendly travel and outdoor activities, can be good for Robinsons Caravans. To

	make sure that goods and services meet market needs, it is important to understand how consumer tastes change over time. By understanding the changing reference of people, the company will be able to understand what the aspects are they need to improve in their services so that they can enhance the customer base by drawing the attention of new customers (Alonso-Vazquez and Ballico, 2021).
Technological	At present in every country and in every industry, technology has a significant impact as the advancement in technology is impacting both product innovation as well as operational efficiency. Adopting digital platforms for marketing and improving Caravan features can be taken as a strength but rapid changes in technology necessitate continuous adaptation (Pereira and Romero, 2017).
Legal	Legal issues include following rules for the business and laws that protect consumers. Robinsons Caravans must make sure that safety rules are followed and stay up to date on changes to the law to reduce risks (Juma, 2016).
Environmental	As sustainability becomes more important, Robinsons Caravans must think about how their actions affect the world. One opportunity is to offer eco-friendly caravan choices. One threat is that people will be looking closely at their carbon footprint and how they treat the environment. At present, almost all organizations are taking the initiative towards zero carbon footprint. Robinsons Caravans can also take such initiatives for sustainability (Mert-Cakal and Miele, 2022).

Table 1: PESTLE Analysis, (Source: Self-designed)

This critical analysis of Robinson Caravans Limited's external environment by using PESTLE profiles and an effective view regarding the current situation and the challenges they can face considering all the six factors. This critical analysis of the external environment can enable the company to critically thinking about it and make informed and effective decisions.

SWOT Analysis

Strengths

Robinsons has a great reputation for selling trailers of good quality and fixing them quickly and correctly. The business has a lot of different services so that it can meet the needs and wants of all its customers. Robinsons Caravans is known for its skilled and reliable repair services, which build trust in its after-sales support. (Gilbert, 2021)

Weaknesses

The business may not be as visible online, which could limit its ability to reach customers in the digital market. Over-dependence on certain sources causes problems in the supply chain and leaves the company open to problems. One area that might need more attention for increased agility is quickly adapting to changing buyer tastes. It is important that they enhance their presence on online platforms so that they can gain more customers and be able to gain the loyalty of the customer. (Robinsonscaravans, 2023)

Opportunities

People are becoming more interested in outdoor activities, which gives Robinsons Caravans a chance to reach a larger audience. Accepting and using new technologies can improve product benefits and get customers more involved. There are chances to make money by following sustainability trends and providing eco-friendly caravan choices. (Schmidt, 2016)

Threats

Considering the threats, the very first thing that can be observed here is the economic uncertainties that can impact discretionary spending on leisure activities that are affecting demand. Along with this, the strict regulations also affect the leisure and travel Industry which can also create compliance for the organization. As the company takes the help of technology, and the technology is continuously changing, so the company is facing challenges in quickly adopting the continuous changes in technology. (Croce, 2018)

VRIN Analysis

Valuable	Robinsons Caravans is operating in an industry where quality service and diverse products are offering valuable assets. It is important to understand customer needs and preferences in order to maintain the value.
-----------------	--

	The reputation established by the company is significantly contributing to its perceived value in the market (Robinson, 2020).
Rare	If analyzed in detail it can be observed that there are certain aspects in the operation of the company that are rare in the industry. The aspects may include unique features in its caravan design, specialized repair services, and different customer service practices that help set it apart from its competitors.
Inimitable	Robinsons Caravans' competitive edge comes from the fact that its strengths cannot be copied by other companies. It can be hard for competitors to copy a business if it has unique features like exclusive supplier relationships, secret technology for fixing caravans, or a unique company culture (Dumaine, 2020)
Non-substitutable	Some aspects of the offerings offered by Robinsons Caravans can be non-substitutable, making it difficult for customers to find comparable alternatives.

Table 2: VRIN Analysis, (Source: Self-designed)

Opportunities, threats, strengths, and weaknesses related to this:

Opportunities

The increasing interest in outdoor activities presents an opportunity for the company to tap into a growing market. Embracing and integrating Technological advancement can also help in enhancing product features and customer engagement. Opportunities for the company are associated with sustainability trends and eco-friendly Caravan options. (Crittenden, 2019)

Threats

The economic uncertainties can impact discretionary spending on laser activities while the stagnant regulations can affect the laser and travel industry which can pose challenges for the company.

Strengths

The strong reputation of Robinsons Caravans Limited contributes to customer trust and loyalty. The variety of products available in the company helps in creating a broad customer base. The expertise of the company in repairs also helps in establishing credibility in after-sales services (Salmon, 2022).

Weaknesses

There is a limited online presence observed in the context of this company. The company can enhance its presence on the digital platform as it can enhance its digital reach and customer engagement. By diversifying suppliers, the company can mitigate risks associated with dependence on specific partners. This VRIN study gives a detailed picture of Robinsons Caravans' inside and outside surroundings, focusing on the special and valuable features that make it stand out in the caravan business. (Sahebalzamani, 2023) For strategic planning and long-term success, it is important to know what strengths to build on, threats to reduce, chances to take advantage of, and weaknesses to fix.

Porter's Generic Strategies

Broad	Cost leadership: Becoming the low-cost provider in the market	Differentiation: Offering unique products and services
Narrow	Focus: Concentrating on a niche market segment	Differentiation focus: Differentiate the services by gaining knowledge about customer trends.
Low cost		Differentiation

Table 3: Porter's Generic Strategies, (Source: Self-designed)

Strategy for the company

Differentiation using innovation: Robinsons Caravans can strategically place itself by coming up with new goods that make them stand out. The company can make a unique selling point in the market by constantly improving trailer features, coming up with eco-friendly designs, and adding

smart technologies. Robinsons Caravans can stand out in a crowded business with this strategy that fits with Porter's Differentiation approach. (Steenkamp, 2020)

Market appeal

At present, in this world of digitalization, there is a huge demand observed among people for innovation and that innovation can attract the attention of people quickly and easily. By offering cutting-edge features and environmentally conscious designs the company can capture the attention of Caravan enthusiasts who are seeking modern and sustainable options. (Edgell Sr, 2019)

Brand loyalty

Brand loyalty can be created by making the product or services different from others by following the differentiation strategy. It has been observed that customers are willing to invest in innovative and distinct theme products that are able to develop a strong connection with the brand by enhancing repeat business. Brand loyalty is something that customers are searching for in their preferred organizations and something the organizations are trying to create in the market (Alzoubi, 2022).

Competitive advantage

Sustainable competitive advantage, established by continuous innovation, as competitors are struggling to match the unique features, the company maintains distinctive edges in the market.

Adaptability

Adaptability is necessary in every organization, because the world is continuously changing and along with time there is a change observed in technology and market trends also. Innovation will allow Robinson Caravans Limited to adapt to the changing market by staying ahead in technological advancement and responding to the ever-evolving consumer preferences.

Premium pricing

Differentiation is often a good reason to charge more. Innovative and high-quality goods command higher prices from customers, which helps the company make more money. By coming up with new ideas to set itself apart, Robinsons Caravans not only meets the needs of the current market but also prepares for changes in the future. That way, the company will have steady growth, loyal customers, and a strong place in the market for a long time (Nagle and Müller, 2017).

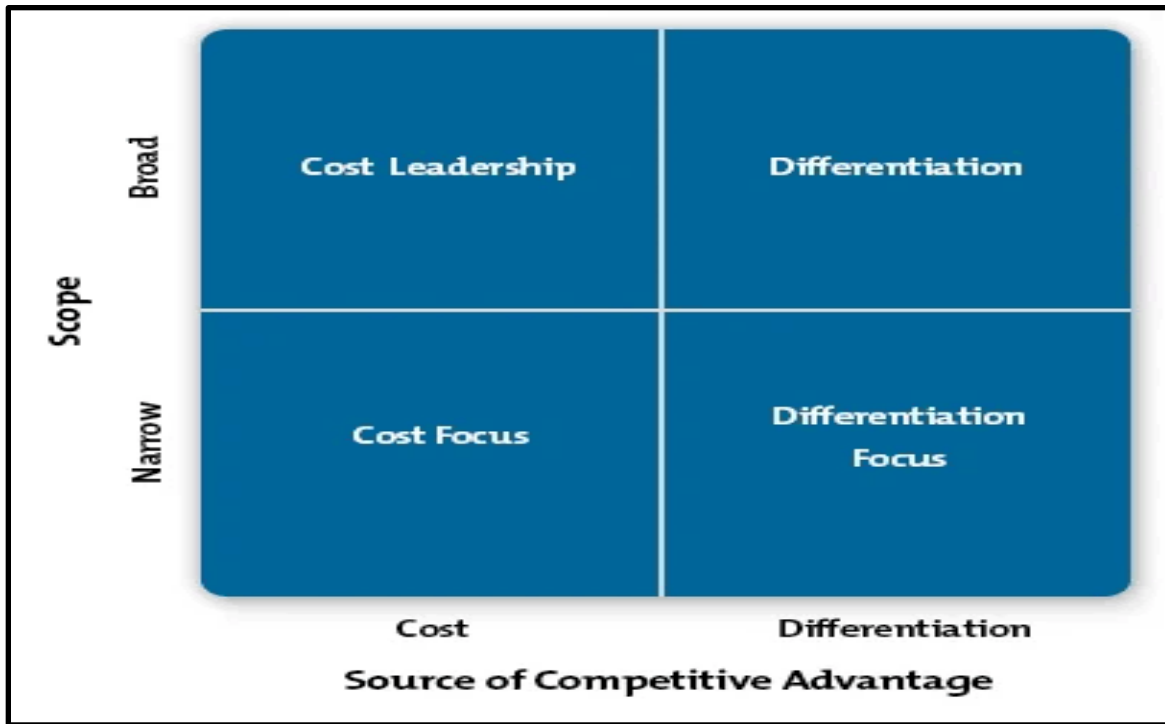


Figure 1: Porter's Generic Strategies, (Source: Alzoubi, 2022).

Ansoff Matrix model

Market Penetration Selling existing products in the existing market	Product development Launching new products in the existing market
Market development Introducing existing products to New Market	Diversification Venturing into entirely new products and market

Table 4: Ansoff Matrix model, (Source: Self-designed)

Proposed strategy for the company

Market development through geographic expansion: Robinsons Caravans can try to grow its business by reaching out to more places. To do this, it needs to bring its current selection of trailers and services to new areas or countries. This approach is in relation to reaching groups of customers that have not been reached before and growing market share (Lawes, 2023).

New customer base

Market development helps in enhancing a customer base. By expanding into areas where caravanning is becoming more popular, they can reach a new group of people.

Risk diversification

The geographic expansion of the company helps reduce the dependence on a specific market and by diversifying their business into different geographical areas the company will be able to mitigate the risks associated with regional economic fluctuation or regulatory changes. As a result, whenever the company faces any problem related to the economy in any of the countries, the loss of the company in that country can be compensated by any other country (Li and Fleury, 2020).

Using expertise

As a result of using existing product expertise and service capabilities, the company will be able to enter new markets with proven and reliable offerings.

Brand recognition

If the company can expand its business successfully then it will be able to enhance its brand recognition in the areas where it is operating its business. As the company establishes a presence in new regions, it builds a broader and more influential brand image.

Long-term growth

As the company develops in other markets it will contribute to sustaining long-term growth. By stepping into a new market strategically the company will be able to ensure a continuous improvement in customer satisfaction and revenue streams. Market development using geographic expansion offers Robinsons Caravans Limited sustainable growth strategy (Gatignon and Capron, 2023). As a result, it will not only be able to improve the existing strength of the company, but also provide a pathway for long-term success by assessing new markets and diversifying its customer base.

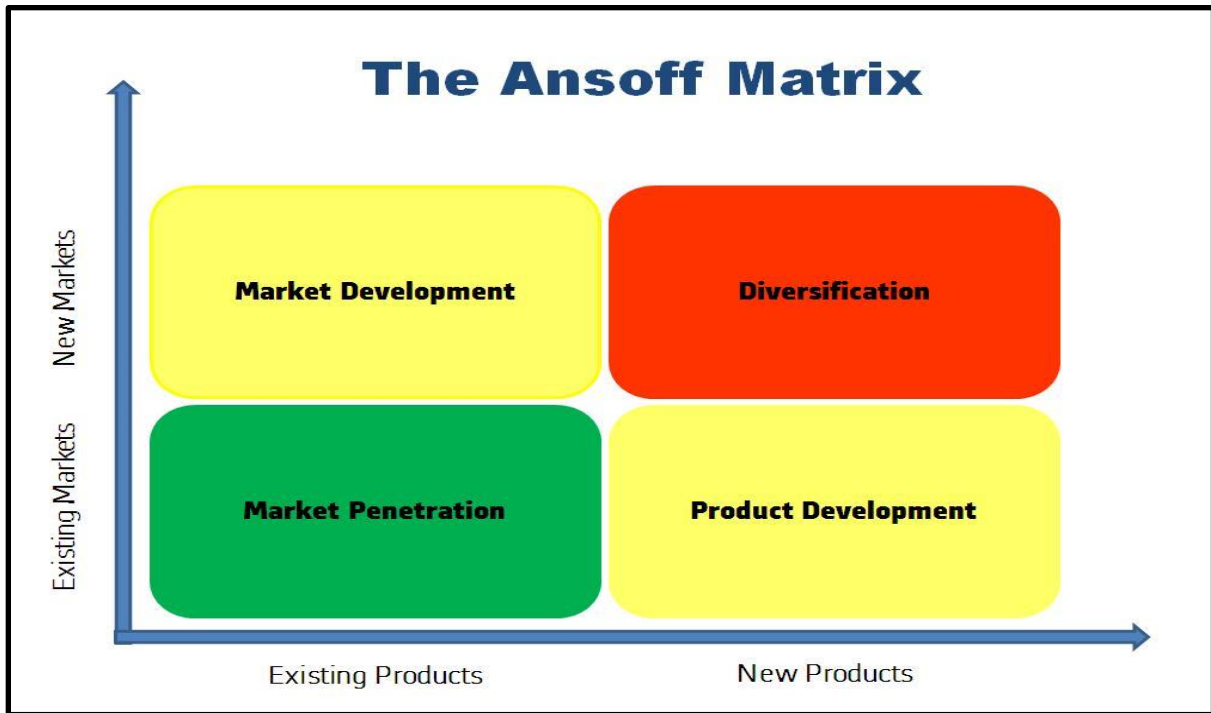


Figure 2: Ansoff Matrix model, (Source: Gatignon and Capron, 2023).

A stakeholder analysis

Stakeholders	Interest	Influence	Importance
Customer	Quality products, reliable repairs, and good customer service	Moderate	High
Employee	Job satisfaction, fair salary, health and welfare, and equal opportunity	High	High
Supplier	Timely payment and long-term partnership	Moderate	Moderate

Investor	Return on investment, company growth	High	High
Local community	Environmental responsibility and job creation	Moderate	Moderate
Regulatory authority	Compliance with industry regulations	High	High
Competitor	Industry collaboration and fair competition	Low	Low to Moderate
Environmental group	Sustainable practices and eco-friendly products	Low	Moderate
Industrial association	Collaboration, adherence to industry standards	Moderate	Moderate

Table 5: Stakeholder Analysis, (Source: Self-designed)

Customers

Focusing on the customers who are targeted, the company is seeking high-quality Caravan, reliable repair services, as well as an overall positive experience. The customers expect and desire innovation, safety, and value for their investment. Now the relative power is noticed because their purchasing decisions are directly impacting the revenue and reputation of the company (Osterwalder, 2015). This is relevant because the revenue and reputation of a company depend on their potential customers. When the customers find it reliable and acceptable, then the company can achieve its goal and success otherwise the business at its beginning will not be able to attract the attention and trust of its customers to purchase their product.

Employees

Employees have lots of expectations from the organization where they are working and these expectations can include a fair salary, a safe working environment, job satisfaction, as well as career development opportunities. At present, it has been observed that employees are not only working for salary but there are lots of expectations they have, and they will work only in those companies where they will be able to get all these expectations met (Arora and Kshatriya, 2017). Focusing on the above discussion it has been observed that the relative power of employees is significant as the motivated and engaged employees can contribute to the overall success of Robinsons Caravans Limited.

Suppliers

Suppliers are expecting timely payment, clear communication, and long-term partnership from Robinsons Caravans. Along with this, they are also expecting fair negotiation practice from a company. It has been observed that the relative power of suppliers is moderate as they provide essential inputs, but the availability of alternative suppliers can influence their power.

Investors

Investors want a good return on their money, clear financial records, and plans for the company to grow in a way that lasts. Their cash support is very important for the business's operations and growth plans, so their relative power is high.

Local community

People in communities can expect businesses to create jobs, follow environmental rules, and help the area grow. A business is responsible for growing the expectation of employment as well as growing the economic health of an area (Mahmud, 2021). Relative Power can change, based on how influential the community is and how involved the company is in community projects.

Regulatory authority

Regulatory authorities expect businesses to follow the rules and laws that apply to their field. It is because of regulatory authority that the company can run its business now in a legal way by avoiding all the challenges associated with laws and regulations. The relative power of regulatory authority is high as non-compliance can lead to legal repercussions and negatively impact the operation of the company (Hale, 2015).

Competitors

Competitors may expect open competition, following the rules of the industry, and chances to work together when it is good for both sides. Their impact is indirect, so their relative power is low. However, the way the industry works means that everyone needs to be aware of it and work together.

Environmental groups

It is with the help of environmental groups that Robinsons Caravans Limited can adopt sustainable practices that can contribute to reducing the carbon footprint and offer eco-friendly products and services. It is closely associated with legal compliance also because at present the Governments of each country are putting pressure on business organizations to adopt sustainable practices to protect the environment. However, the relative power is moderate as public perception and societal trends can influence the reputation of the company. (Austin, 2019)

Suitable strategic options

Customer-centric innovation and Employee development programs

Because customers have a lot of power and expect high-quality goods and new ideas, Robinsons Caravans could put money into coming up with new products all the time. This fits with the company's strong suit of offering a wide range of high-quality trailers that meet customers' needs for new ideas. Having strong employee development programs can make people happier at work and improve the general skills of the workforce. (Whitter, 2022) This is because employees have a lot of power and expect to be paid fairly and advance in their careers.

Sustainable practices

Robinsons Caravans can meet the needs of both environmental groups and local communities by using sustainable methods, such as providing eco-friendly caravan choices and getting involved in environmental projects. As global responsibility grows, this fits in with it.

Investor communication strategy

By recognizing the high power of investors, it is important to maintain transparent and open communication within the organization about their financial performance, return on investment, as well as growth strategies. As a result of that the investors will be able to gain confidence to invest their capital in the business. Robinsons Caravans can create a comprehensive and long-lasting plan that meets the needs of all its key stakeholders by matching strategic choices with their expectations and levels of power. (Niklas, 2022) This not only builds good relationships but also helps the company stay in business and be successful in the competitive caravan industry over the long run.

Strategic recommendation

Digital transformation for market reach and supply chain management

Using digital tools for sales, marketing, and keeping customers interested. Building a strong online presence to reach more people, show off their goods, and make it easier for customers to interact with them. This solves the problem that many small businesses have but they cannot be seen.

Diversify suppliers and build strong ties with them to make the supply chain more resilient (Sá, 2020). This approach lowers the risks that come with being dependent on suppliers and having problems. Using an agile supply chain makes it easy to respond quickly to changes in the market and keeps the flow of goods steady.

Customer-centric innovation

The company needs to conduct a survey that will enable them to get information regarding the preferences and expectations of their customers and then prioritize continuous innovation in Caravan design and features to meet the preferences of their customers. They can conduct market research or incorporate customer feedback. This approach is associated with the challenge of staying ahead in the dynamic Market by ensuring that the products provided by them remain appealing and competitive.

Investment in training and development as sustainability integration

Create a thorough training program for the employees to help them improve their skills and encourage a mindset of always learning. If they want their workers to be happier at work and more loyal, then should help them grow professionally. This solves problems with keeping good employees and meeting the need for skilled staff. Add eco-friendly caravan choices and eco-friendly business practices to their operations to make them more sustainable (Vuong, 2021). This meets the needs of communities and environmental groups, and it also meets the growing demand for eco-friendly goods from consumers.

Data-driven decision making

To gather information and insights regarding customer behavior, market trends, and operation efficiency, the company needs to implement Data Analytics. Inform decisions made depending on the data can help in overcoming the challenges associated with uncertainty and enhance the adaptability of Robinsons Caravans.

Conclusion

This report sets out to make strategy suggestions for the company and the goal behind it is to give the organization ideas that can be used to solve the problems that they often face in the form of challenges. Readers will look at leadership and management skills that are important for going through the challenges in the Caravan industry and in the study specific needs of Robinsons Caravans that need to be considered when setting Strategic directions are discussed. The entire initiative of this report is taken to help small and medium-sized enterprises improve their business and operation by overcoming the possible challenges. This strategic path created for Robinsons Caravans Limited includes a holistic approach that covers digital transformation, innovation,

sustainability, and strategic partnership. There are several types of challenges observed throughout the entire report and recognizing these challenges the recommendations provided intended to enhance market visibility, customer satisfaction, and operational efficiency. By investing in employee development and embracing sustainability practices the company will be able to largely navigate the challenges because this will not only help the organization to achieve brand recognition all over the world but will also enable in gaining perspective of its target customers and providing them best experience through their services.

References

- Acemoglu, D. and Robinson, J.A., 2019. *The narrow corridor: How nations struggle for liberty*. Penguin UK.
- Alonso-Vazquez, M. and Ballico, C., 2021. Eco-friendly practices and pro-environmental behaviors: The Australian folk and world music festival perspective. *Arts and the Market*, 11(2), pp.76-91.
- Alzoubi, H., Alshurideh, M., Kurdi, B., Akour, I. and Aziz, R., 2022. Does BLE technology contribute towards improving marketing strategies, customers' satisfaction, and loyalty? The role of open innovation. *International Journal of Data and Network Science*, 6(2), pp.449-460.
- Arora, P. and Kshatriya, K.P., 2017. Millennials: The New Generation with High Employment Expectations. *International Journal*, 5(8), pp.101-109.
- Austin, L., Gaither, B. and Gaither, T.K., 2019. Corporate social advocacy as public interest communications: Exploring perceptions of corporate involvement in controversial social-political issues. *The Journal of Public Interest Communications*, 3(2), pp.3-3.
- Caldicott, R.W., Scherrer, P. and Harris, A., 2022. The RV camping framework for understanding modern camping practices. *Tourism Management Perspectives*, 43, p.100990.
- Crittenden, W.F., Biel, I.K. and Lovely III, W.A., 2019. Embracing digitalization: Student learning and new technologies. *Journal of marketing education*, 41(1), pp.5-14.
- Croce, V., 2018. With growth comes accountability: could a leisure activity turn into a driver for sustainable growth? *Journal of Tourism Futures*, 4(3), pp.218-232.
- Dumaine, B., 2020. *Bezonomics: How Amazon is Changing Our Lives and what the World's Best Companies are Learning from it*. Simon and Schuster.
- Edgell Sr, D.L., 2019. *Managing sustainable tourism: A legacy for the future*. Routledge.
- Gatignon, A. and Capron, L., 2023. The firm as an architect of polycentric governance: Building open institutional infrastructure in emerging markets. *Strategic Management Journal*, 44(1), pp.48-85.
- Gilbert, J.R., 2021. *The Loud Impact of a Quiet Ego: How Positive Psychology Increases Salesperson Performance and Well-Being*. University of Rhode Island.
- Gov. (2023). Stakeholders. Available at: <https://find-and-update.company-information.service.gov.uk/company/00760493/filing-history?page=3> [Accessed 28 December 2023]
- Hale, A., Borys, D. and Adams, M., 2015. Safety regulation: The lessons of workplace safety rule management for managing the regulatory burden. *Safety science*, 71, pp.112-122.
- Heywood, P., Marquette, H., Peiffer, C. and Zúñiga, N., 2017. *Integrity and integrity management in public life*. University of Nottingham.
- Juma, C., 2016. *Innovation and its enemies: Why people resist new technologies*. Oxford University Press.
- Lawes, R., 2023. *Using semiotics in marketing: How to achieve consumer insight for brand growth and profits*. Kogan Page Publishers.
- Li, J. and Fleury, M.T.L., 2020. Overcoming the liability of outsider ship for emerging market MNEs: A capability-building perspective. *Journal of International Business Studies*, 51, pp.23-37.

Lokier, J., Morris, W. and Thomas, D., 2021. Farm shop diversification: Producer motivations and consumer attitudes. *The International Journal of Entrepreneurship and Innovation*, 22(4), pp.215-228.

Mahmud, A., Ding, D. and Hasan, M.M., 2021. Corporate social responsibility: Business responses to Coronavirus (COVID-19) pandemic. *SAGE open*, 11(1), p.2158244020988710.

Mert-Cakal, T. and Miele, M., 2022. 'Workable utopias' for social change through inclusion and empowerment? Community supported agriculture (CSA) in Wales as social innovation. In *Social Innovation and Sustainability Transition* (pp. 307-326). Cham: Springer Nature Switzerland.

Morrish, S.C. and Jones, R., 2020. Post-disaster business recovery: An entrepreneurial marketing perspective. *Journal of Business Research*, 113, pp.83-92.

Nagle, T.T. and Müller, G., 2017. *The strategy and tactics of pricing: A guide to growing more profitably*. Routledge.

Niklas, S., Alexander, D. and Dwyer, S., 2022. Resilient buildings and distributed energy: A grassroots community response to the climate emergency. *Sustainability*, 14(6), p.3186.

Osterwalder, A., Pigneur, Y., Bernarda, G. and Smith, A., 2015. *Value proposition design: How to create products and services customers want* (Vol. 2). John Wiley & Sons.

Pereira, A.C. and Romero, F., 2017. A review of the meanings and the implications of the Industry 4.0 concept. *Procedia manufacturing*, 13, pp.1206-1214.

Robinsoncaravans. (2023). Robinsons Caravans Limited. Available at. <https://www.robinsonscaravans.co.uk/> [Accessed 28 December 2023]

Robinson, B., 2023. Governance on, with, behind, and beyond the Discord platform: A study of platform practices in an informal learning context. *Learning, Media and Technology*, 48(1), pp.81-94.

Robinson, P., Lück, M. and Smith, S., 2020. *Tourism*. CABI.

Sá, M.M.D., Miguel, P.L.D.S., Brito, R.P.D. and Pereira, S.C.F., 2020. Supply chain resilience: the whole is not the sum of the parts. *International Journal of Operations & Production Management*, 40(1), pp.92-115.

Sahebalzamani, S., 2023. Changing Business models for Sustainability: Role of drivers and dynamic capabilities in Arctic nature tourism.

Salmon, U., 2022. Modern slavery in the criminal family firm: misrecognition and symbolic violence in recruitment and retention practices. *Journal of Family Business Management*, 12(2), pp.280-295.

Schmidt, D.M., Braun, F., Schenkl, S.A. and Mörtl, M., 2016. Interview study: How can Product-Service Systems increase customer acceptance of innovations? *CIRP Journal of Manufacturing Science and Technology*, 15, pp.82-93.

Steenkamp, J.B.E., 2020. Global brand building and management in the digital age. *Journal of International Marketing*, 28(1), pp.13-27.

Vuong, B., Tung, D., Tushar, H., Quan, T. and Giao, H., 2021. Determinates of factors influencing job satisfaction and organizational loyalty. *Management Science Letters*, 11(1), pp.203-212.

Whitter, B., 2022. *Employee experience: develop a happy, productive and supported workforce for exceptional individual and business performance*. Kogan Page Publishers.

Zhao, Z. and Balagué, C., 2015. Designing branded mobile apps: Fundamentals and recommendations. *Business Horizons*, 58(3), pp.305-315.