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Introduction:

Strategic management refers to continuous planning, monitoring, analyzing, and assessment requires to meet the organizational goals and objectives. To avoid the impact of drastic change in the marketing environment and defence the attack of the direct and indirect competitors, the marketers require to monitor the market continuously and plan flexibly. The UK economy has 5.7 million small and medium enterprises that comprise 99% of the private sector organization of the country creating employment for 60% of the total population of the country. However, like other industries, the tourism industry is also dominated by SMEs that are more than 200,000 organizations (Fsb.org.uk, 2019). This organization has to face fierce competition from the giant competitors as well as the strategic group and therefore, its strategic movement must be careful and comprehensive.

Verdant Leisure is a Scottish holiday park company that has won an award for their brilliant success in providing self-catering holidays and holiday homeownership. The organization operates across Scotland, Northumberland, and Durham. The organization has been founded in 1990 and from 2010, it is enjoying a lucrative growth rate assuring outstanding on-site facilities, excellence in customer service and superb range of holiday accommodation. The organization offers holiday destinations in the country's most picturesque with a wide range of holiday options for the guests of all budgets from cosy caravan to luxury caravan. However, the way Verdant Leisure has managed to be the UK's one of the fastest-growing medium enterprises with 31 million pound turnover in 2018 with a 0.8% complaint rate is going to be assessed in the following section using the strategic management process (Verdant Leisure, 2019).

Mission, vision, and values:

The mission of Verdant Leisure is to give the families a flexible and free environment to spend holiday time as they prefer. The vision of the organization is to provide the best surrounding with on-site facilities and welcoming communities creating more environmentally aware holiday experience promoting green tourism. The value of the organization is to promote sustainable tourism protecting and enhancing the natural environment providing the target market freedom to relax, fun inside and outside, and an easy trouble-free escape. The community of Verdant Leisure is highly committed to serving the families come here with the best possible care and attention providing them the family entertainment according to their requirements. Because of

the excellence in customer service, the organization has already recognized as the leading provider as a medium enterprise in the UK and its competency in providing the market offering as per the customization of the guests is creating a strong competitive position for the brand in the customer's mind (Verdant Leisure, 2019).

STP:

Segmentation:

It is not possible for the organization to serve the total market with the same market offerings especially in the service industry as here the provider has to match the requirement of the consumers as well as the capability of the employees. However, Verdant Leisure has also divided the market according to the homogeneity of eth choices and preferences of the consumers and designs the service offering accordingly to serve the target market as per their accord.

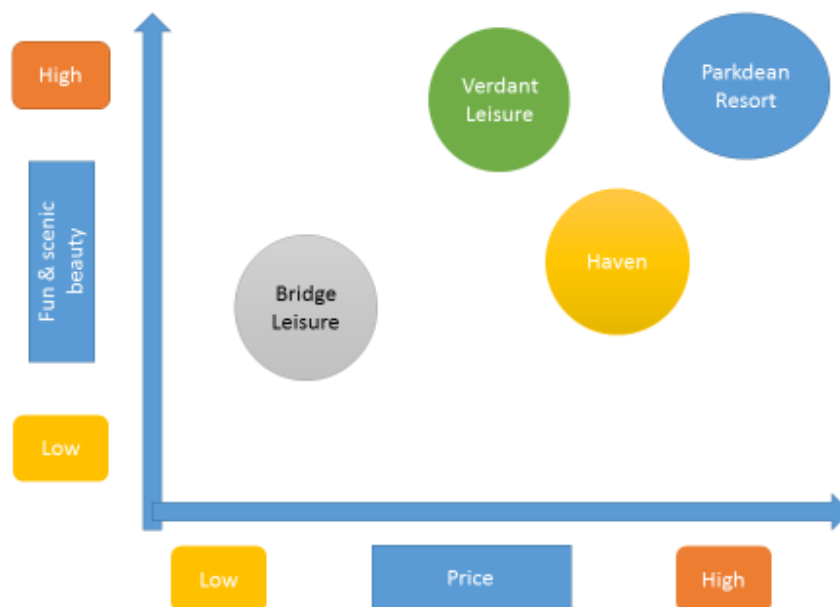
Segmentation base	Variable	Attractiveness
Demographic segmentation	Age: 5 to 64 years	80% of the total population of the UK (Statista, 2019)
	Income: low to high	79.4% of the total population
	Marital status: Family with or without children	19.1 million families live in the UK
Geographical segmentation	Country: the UK	The UK is the 6 th biggest tourist destination and over 40 million tourists visited in 2018 (VisitBritain, 2019)
Psychographic segmentation	Lifestyle: adventurous and good planners Values: open-minded	50% of the travelers from generation z are the adventurer and like to explore new things being closer to nature whereas, 70% of the families with children in the UK prefer a well-planned tour (Travel.state.gov, 2019).

Targeting:

Verdant Leisure is using differentiated target marketing strategy designing services differently for each segment they are choosing. For the low-income consumers, the accommodation facilities are economic whereas, for the posh consumers, it has arranged luxury caravan with bar facilities, spa and gym too. In case of serving with the core product of arrangement of the holiday park, the organization maintains standardization and so while customer service (Verdant Leisure, 2019). The differentiated targeting strategy is establishing the view of service and price relationship and expressing additional features for high-charged consumers. In some special cases, the organization arranges customization at a limited level to maintain a concentrated marketing strategy for the business class consumers (Kotler and Keler, 2016).

Positioning strategy:

The organization has stuck in the middle of differentiation and cost leadership introducing it as the value concentrated providers (Kotabe, et al. 2017). In order to position the brand in the market, it is using a price-quality strategy with a value pricing strategy and competitor approach introducing differentiated products for each segment in order to serve the whole market with different SKUs. The current position of Verdant Leisure among other holiday parks is going to be shown in the following positioning map.



Positioning map of Verdant leisure

source: (Verdant Leisure, 2019)

PESTLE:

Pestle:

Political factors:

Verdant Leisure is a Scottish holiday park operator serving in three areas of the UK is one of the successful medium enterprises of the country providing great sources of entertainment for the inbound tourist mainly targeting the 19 million families lived in the UK. Because of Brexit, the competition from the non-UK brands is now less strong in the UK and local adaption of Verdant Leisure using the local raw materials and labors, the brand is avoiding the effect of hard Brexit but it is affected by the reduction of the foreign tourists mostly come from the EU countries. However, the Brexit issue cannot drastically affect the organization negatively rather it as facilitated the organization to enjoy a turning point. Another issue has arisen with Brexit that is the falling value of sterling that facilitates the organization indirectly as the people here become price-sensitive and willing to pay as they get (VisitBritain, 2019). Verdant Leisure is using value-based pricing to create trust among the prospect that the brand is charging a reasonable cost only.

Economic factors:

Verdant is a leading brand among the holiday park operators in the UK and it is trying to serve the total population of the UK with reasonable entertainment being close to nature. The GDP growth of the country in 2018 was 1.4% and economists are hoping to have a slight increase in the upcoming year. The customer price index has been fallen in early 2018 by 2% and at the end of the year, the growth rate was only 1.9% that reflects the further cautiousness of the population in consideration to pricing of the shopping goods. The unemployment rate of the UK in 2018 was 4.3% and inflation rate is 2.7% and all these downturns are lucrative to gain market share in the short run but if it continues for the long term, the organization is going to suffer as the marginal revenue growth will be slower (Heritage.org, 2019). The migration of labor from the UK as a result of Brexit is creating skill-shortage around the country but holiday parks are

operated by the local labors mostly that facilitating the organization from the effect of labor migration.

Social factors:

Only 6% of the British population belongs to an elite class whom Verdant Leisure cannot serve successfully because of their mission of stimulating the customers with value pricing and the rest 96% of the total population can be served by the organization. The UK has the 8th largest population of the world and Verdant is targeting 94% of the total population irrespective of their age and life cycle with the value products. Moreover, 84% of the total population of the UK lives in the cities that will facilitate holiday park operators to create an outstanding serene environment in the rural area of the UK. According to the social progress index, the country has been ranked as the 13th best country to live in with 22nd position in assuring basic human rights that shows that the people are enough affluent to be concerned about their refreshment (Heritage.org, 2019).

Technological factors:

90% of the population with access to internet has an existence in social media that has made this platform as one of the most lucrative podia to meet and inform the target market. The continuous improvement in the technological environment of the UK is contributing to bring major changes in the business activities of Verdant Leisure (Ons.gov.uk, 2019). The social media marketing is contributing to accelerate the word of mouth marketing of the holiday park with an honest review of the travelers. The online portal and alliance with the online tour operator have simplified the booking and customer support process further with 24/7-hour availability.

Legal factors:

Recently, the UK has degraded its performance in anti-corruption countries and become the 11th country that shows the poor performance of the legal structure hindering ethical business. The consumer right act and the employment act in shaping the standard of the products and the human resource practices of the organization. It is to note that the organization is highly careful about their ethical business practice as it regards it as the strongest competitive advantage in the long run.

Environmental factors:

The concern on the environmental footprint of the clothing industries is grabbing the attention of the environmentalists. Verdant Leisure is committed to creating environmentally aware holiday experience for their marketing promoting sustainable tourism deducting the negative effect of their business practices on the environment. The green tourism scheme of Verdant provides evidence and the brand has been recognized with the Bronze Award recently. The brand includes its guests in their philanthropic activities and in 2018 it has raised 37,000 pounds for Teenage Cancer Trust (Verdant Leisure, 2019).

Five forces analysis:

To understand the competitive environment in the leisure and entertainment industry for the medium enterprise in the UK for Verdant Leisure, Porter's five forces analysis should be conducted considering the bargaining power of the buyers and suppliers, threats from substitutes and new entrants and competitive rivalry in the industry.

Threats from new entrants: high

As the cost of establishment and legal obligation are very low penetrating competition in the market, Verdant has to be careful about the new entrant who is supposed to threaten the organization with disruptive ideas to entertain the guests with innovative, adventurous, and thrilling experience (Downward and Lumsdon, 2014). Therefore, the threats from new entrants are quite high for Verdant and to protect such a guerrilla attack, the organization monitors every little change in the market and tries to remain close to the guest even after visiting the park.

Threats from substitutes: moderate

All the digital entertainment, sports clubs, bars, tourist spots are the indirect competitors of Verdant and they are sharing the same penny of the guests. Therefore, substitute entertainment is creating a fiercely competitive market (Jaffrey and Xie, 2014). To make the competition irrelevant, the brand is trying to create a blue ocean in this market providing extraordinary experience being close to nature and offering the highest value of the time and money spent here.

Bargaining power of consumers: low

As the organization is using a value pricing strategy to assure the higher quality of services at a reasonable cost, the bargaining power of the consumers is moderate in spite of having too many

options to spend leisure. The ethical practices of Verdant and in sustainability program on Green Tourism have contributed to the trustworthiness of the brand towards the prospects (Prentice and Witt, 2014).

Bargaining power of suppliers: low

Verdant Leisure is using a decentralized procurement process using local suppliers to collect raw materials and supporting equipment (Richard and Friend, 2015). Using the local resources and human capital, it is contributing to the local economy as well as increasing the standard of living of the localities therein Dumfriesshire, Ayrshire, Berwickshire, Dunbar, Northumberland, and County Durham.

Competitive rivalry:

9.3 billion pounds has been generated from holiday parks in the UK contributing 8% of the tourism sector of the UK and there 6,423-holiday parks that under controlled under four organizations such as NCC, the Camping and Caravanning Club, the Caravan and Motorhome Club, British Holiday and Home Park Association in collaboration with UKCC. Park Holiday UK is the market leader operating more than 30 parks and it has won the “Best UK Holiday Operator” in 2019 winning 154.8 million pounds in 2018 (Parkholidays.com, 2019). Parkdean Resort is the strongest holiday park operator in the UK owning 67 parks with their 4 years’ experience only after being merged with Park Holiday (Parkdeanresorts.co.uk, 2019). Bridge Leisure is next to the operating 30 parks and competing for head to head with Verdant Leisure with their 10 years’ experience.

Strategic group:

The strategic denotes the competitors who are dealing with the organization with the same product at the same market with similar marketing strategies. However, the major players in the strategic group of Park Holiday, Parkdean Resort, and Bridge Leisure. The following discussion is going to compare these major players with the emerging giant Verdant Leisure to understand the competitive position and strength of Verdant using a number of parks, number of employees, annual

KPI	Parkdean Resort	Bridge Leisure	Verdant
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Establishment	2015 (Parkdean was established in 1999)	2008	1990
Number of employees	6,000	600	200 employees
Number of cites	67 parks across England, Scotland, Wales	10 parks	9 parks
Annual revenue	402.4 million pounds (Parkdeanresorts.co.uk, 2019)	5 million dollar	8.119 million
Growth rate	20%	18.3%	48.9% (holiday hire revenue) (Verdant Leisure, 2019)

The strategic group analysis has shown that Verdant Leisure is a promising brand as a holiday operator whereas Parkdean is the giant in the industry with the highest number of coverage.

Critical success factors:

Verdant Leisure is operating in the UK aiming at creating a long term memorable experience for their visitors and guests. The organization is already operating as a promising brand in the UK as a holiday park operator with steady improvement. In 2018, average cite fees of the holiday operator have been increased by 11.2%, number of owners has been accelerated with 11.2% growth rate, higher revenue has been enhanced by 48.9%, and spending of the visitors on leisure complexes and shops has been increased by 28.1% (Verdant Leisure, 2019). The key success factor for Verdant is the growth of the number of parks acquired, growth in citer fees, and the number of visitors annually. The organization is expecting to maintain the current growth revenue with an average 10% growth in the rest of the performance indicators.

Swot analysis:

To prepare the planning of further growth, the strategic manager should assess the inter and external environment to understand its strong zone, weaknesses, opportunities, and major threats. However, the following discussion is formulating SWOT analysis for Verdant Leisure.

Strengths:

Verdant is the most promising holiday park operator after Parkdean resorts and now they are operating with 31-million-pound turnover and .8% complaint rate showing their outstanding success in serving the consumers appropriately according to their promise. The growth of verdant on average cite fee by 11.2% is showing their steady success in the industry. It has a strong network in its supply chain maintained by local products. It has a strong competency in assuring customer satisfaction offering caravan for all types of visitors and maintain complaints lower than .8% (Verdant Leisure, 2019).

Weaknesses:

The major weakness of Verdant Leisure is its small area of operation whereas its main competitor Parkdean is ruling the market with 67 parks and Park Holiday is operating with 37 parks. The organization is maintaining its service quality since the dawn of establishment but with the increasing growth of Parkdean and Bridge Leisure, it is expected to have a challenge in maintaining the current growth.

Opportunities:

The strength in managing service quality and consistent growth in average cite fees show their capabilities in market development and the organization can invest in acquiring more natural parks and resorts to increase the consistent growth along with utilizing their resources to the fullest. With the Brexit issue, the holiday park industry has been boosted up as the number of inbound visitors has been increased with the UK visitors who were used to go to EU countries to spend their vacation.

Threats:

The major threat comes from the market leader Parkdean as its alliance with Park Holiday has increased its growth by 50% approximately that has threatened the organization in acquiring more lucrative places. The fall in pound value is reducing the revenue effectiveness for the business but the organization can balance it with its operational efficiency of increasing value for an additional penny.

TWOS matrix:

TWOS matrix shows the way, the organization can solve their weakness and minimize the threats with its competency and opportunities in the market as well as showing the way the strong zone of the organization can be boosted up grabbing market opportunities.

	Strengths: The most promising holiday park operator in the UK with more than 40% growth in revenue (Verdant Leisure, 2019) 0.8% complaint rate and \$34 million annual turnover Success in Green Tourism Scheme	Weaknesses Inadequate coverage with only 9 destinations In spite of operating green tourism, the natural environment is damaged by the tourists
Opportunities: Verdant can expand their operation in cities beside London Improving operational efficiency being more responsible to the environment	SO: With the continuous growth as a result of a strong community, the organization can maintain consistency by market expansion in suburban areas of London The success in the Green Tourism scheme will contribute to reducing the carbon footprint	WO: Market expansion will reduce the risk of small coverage and improve visitor's experience Zero damage can be achievable with the application of environment-friendly and new Green Tourism Scheme in collaboration in the visitors
Threats Parkdean Resort is threatening Verdant with their excellence in offering more entertainment opportunity in more location The rising concern of the environmentalist can increase the cost of operation.	ST: The stiff growth of Verdant and its expertise in assuring minimum error rate will help to improve the market position decreasing threats from Parkdean Upcoming scheme of green tourism will help to comply with the claims of environmentalists	TW: Verdant will stumble for growth opportunity because of the market expansion rate of Parkdean The rising environmental concern will increase the operational cost of Verdant that ultimately will affect the operating income of Verdant and reduce the turnover rate.

Core competencies:

In spite of having a smaller number of parks in acquisition in comparison to other holiday park operators, Verdant is enjoying more than 40% growth in income with the emerging trend of spending vacation in holiday parks (Verdant Leisure, 2019). However, the organization is successfully providing its guests what they expect from the organization as per the promise and it has resulted in their success in generating a minimum error in service.

Core competencies of Verdant Leisure:

Offering spectacular location for everyone:

Verdant is targeting the visitors of all ages with their service mix choosing picturesque locations, self-catering lodge, caravan holidays and holiday homeownership.

Picturesque location in coast and country:

The organization is offering an outstanding natural environment in the coast and country area of the UK assuring the security of the guests and a private time being closer to nature.

Freedom to relax:

Verdant is offering a serene place to relax in spectacular locations across Scotland and Northern England in order to provide an appropriate rural treat. The visitor can remove all the stresses of regular life enjoying the scenic beauty of nature of the holiday park.

Time and space to try out new things and explore:

The organization is offering visitors to explore the regions where the park is located, trying new activities and spending family time in the leisure parks.

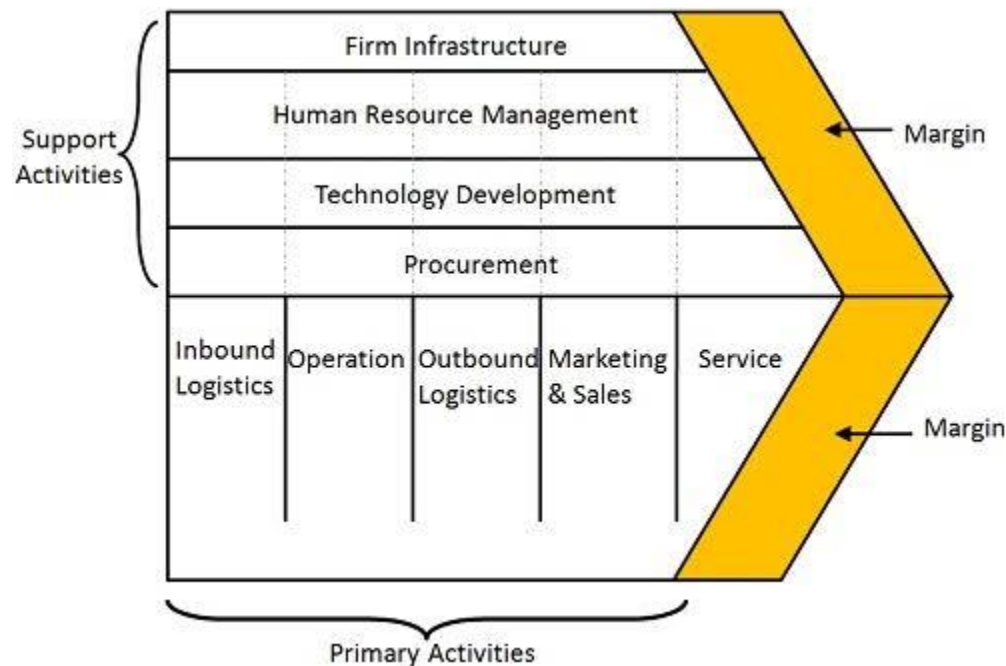
Fun inside and outside:

The organization has managed all the necessary facilities to explore the area with bar, spa, gym, swimming pool, caravan, and others. The visitors can spend days filled with fun and humor with new people along with enjoying great entertainment at night with available food and drink on-park bars and restaurants.

Value chain analysis:

The value chain can be defined as the process that the organization maintains in order to add value and provide the end-user as per the promise. The value chain activities are stratified into two sections, such as, primary activities including the steps to be followed to provide the

consumers the marketing offers as per promised and secondary activities including the background components that are needed to maintain the service quality.



Value chain analysis

source: (Gereffi and Fernandez, 2011)

Primary activities of Verdant Leisure:

Verdant collect raw materials for kitchen, gym, spa, bar, and room service from the local retailers and products from global brands. Using vendor management inventory system, the organization tries to minimize the inventory cost as well as the availability of adequate stock on time. Verdant is a service provider and because its inseparable nature the products can hardly be served before interacting with the customers; therefore, in operation stage, the organization just renovates the lodge amending the damages caused by the previous guests. In the outbound logistics stage, the visitors are offered pick-up facilities to bring them to the spot obviously after assuring online or offline booking. The marketing and sales team contributes to communicating the service offering and handling the customer's complaints efficiently to improve the visitor's experience in the lodge. The organization is aiming at providing a memorable holiday for the guests with outstanding beauty and outdoor entertainment and after enjoying the service of the lodge, the customer support center takes feedback and the loyalty program offers the guests with

loyalty packages to improve customer relationships (Verdant Leisure, 2019) Often it includes the customer in designing service asking their suggestions and direct participation in the decision making process.

Supporting activities:

The firm has offered caravan from economy class to luxury class and holiday homes also; to assure all amenities on the spot, spa, gym, swimming pool, and restaurant along with caravan and home as firm infrastructure. The human resource management comprises 200 employees with twelve teams maintaining the diverse and inclusive culture and the organization has also rewarded for assuring equal employment opportunity at the organization. The organization has managed zero error with excellent customer service with the help of its positive and enthusiastic human capital offering them adequate training and development opportunities as well as satisfactory employee benefits scheme. The procurement process of Verdant is following a just-in-time inventory system to minimize the cost of inventory management, as well as decentralization of the supplies collected from the local suppliers, which have improved the efficiency of the procurement process reducing the bargaining power of the suppliers. Verdant Leisure is managing online booking and monetary systems as well as a 24/7 hours' customer service along with the availability of all modern amenities at the spot to improve the customer experience (Verdant Leisure, 2019).

Stakeholder analysis:

Stakeholders are the parties that are affected by the business operation directly or indirectly. Verdant Leisure's stakeholders are mainly their guests, employees, investors, government, suppliers, and community and the organization is highly careful about their interest designing separate programs to improve the relationship with them.



Stakeholders of Verdant Leisure

source: (Kotler and Keller, 2016)

With different service offerings designed for different segments, customer loyalty program and excellent customer service, Verdant is expressing its effort to maintain a strong brand community with highest satisfaction. The growth of revenue by 40.2% reflects the success of such effort and the annual turnover of 34 million dollars shows its ability to provide the investor adequate return of investment and last year, it has declared a 7,547,000-pound dividend (Verdant Leisure, 2019). Using decentralized and local suppliers, the organization minimizes the bargaining power of the suppliers and create positive competition among the suppliers to improve the quality of goods. In response to environmentalists, Verdant has successfully completed its “Green Tourism” scheme encouraging staff, employees, and visitors to participate in the program and now it is trying to improve reducing, reusing, and recycling facilities to minimize wastes along with the installation of green energy on the spot. The organization is complying with the government regulation strictly in employee management with fair payment and equal employment opportunity and maintaining consumer right of safe visit and standard service.

Long and short term goals:

For further strategic growth and planning the strategic direction for Verdant Leisure, the short term and long term goals should be set. Short term goals are supposed to attain within a year and the long term goals are defined to be achieved in 5 to 10 years.

Long term goals:

To be the market leader in holiday park operator with 30 more destinations and expansion in the outskirts of London within next 10 years

To attain 23% growth in the current market, share as well as being the market dominators within next 7 years

To improve the theme-based holiday package and targeting the business class too to improve diversity of market offering

To be a member of UKCC as a leading holiday park operator within 3 years with a 30% growth in customer retention rate

Short term goals:

To obtain 25% growth in sales penetrating marketing program with the application of digital marketing strategies within next year

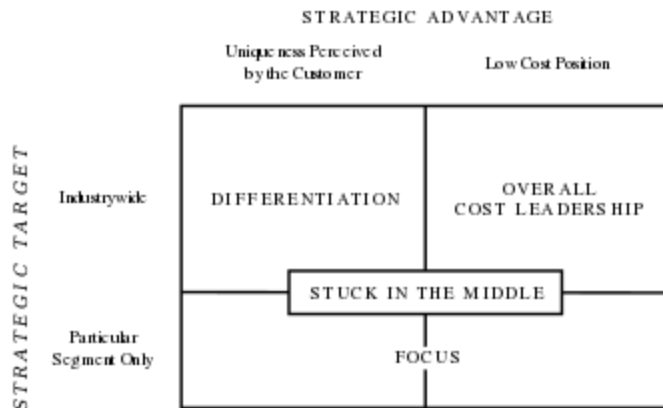
To accelerate the marginal profit growth by 15% maintaining operational efficiency by training and developing employees within 2020

To update the office automation program within the next 8 months by digitalizing the operation and monitoring activities and promptly tracking errors to mitigate before the customers complain

To increase the logistics efficiency with the affiliation of the local logistics providers to assure the availability of the transportation any time as per demand by 2020

Business level strategy:

Porter's generic model offering three comparative advantage strategies to attain sustainable competitive advantage, such as, differentiation strategy, cost leadership, and focusing on any of them for the long term growth.



Comparative advantage strategy

source: (Kotabe, et al. 2018)

The organization has already obtained a cost-efficiency managing a highly enthusiastic team of employees and decentralized supply chain for the organization maintaining the organizational standard. Now, the organization should focus on the differentiation strategy to attain long term goals. The exclusive service mix of Verdant Leisure can be more lucrative with additional offerings like tracking on hills, exploring adventurous areas, etc. to provide the upcoming adventure lover generation z with the feeling non-technology life. The organization is mainly focusing on 19 million families of the UK to provide secure, safe, and sound leisure in the holiday parks being closer to the nature and this brand image should be reflected by the organization with proper choice of location, one to one customization of the service mix, and addition of new amenities. As the organization has created its position in the mind of the target market as a quality provider, it should be consistently managed with employee relationship management programs as well as the suppliers' policy (Hollensen, 2010).

Corporate level strategy:

Corporate-level strategies are generated due to obtaining the long term goals of the organization and there are four general options available for the business to this purpose, such as, product diversity introducing completely new product that does not match with the current product portfolio for the current market, international diversity by expanding the business operation

across the national border, corporate parenting role by guiding the key decisions of the alliances favourably for the both parties, and portfolio management by trimming the less profitable offerings cannibalizing with lucrative options (Shaw, 2016). However, Verdant Leisure has offered mostly possible entertainment and refreshment opportunities for their guests designing the program targeting the family persons but there is an enthusiastic and lucrative segment in the market that is the new generation backed by technology and like thrilling experience. The organization should take concentrated marketing strategy offering diverse products for this travel lover generation providing them with new opportunities for exploring new things and spaces. As there are huge areas to be explored within the country, the organization cannot adopt the international diversity strategy; the portfolio management strategy cannot be taken recently because of its high growth rate.

Strategic development:

Now to obtain the short term goals of the organization in liaison with the long term goals, the strategic choice should be selected and Verdant Leisure can select any of the three available options, such as internal, acquisition, and alliances with the complementary organizations. The organization has already established internal integration creating partnership with the employees and this success has been reflected in maintaining minimum error in operation with excellence in customer support service. Now, the organization can go for acquisition and alliance strategies. Creating partnership with small holiday park operators, the organization can maximize their coverage and generate new offerings for the target market but it requires a huge formality in accord of both organizations to merge. Because of the lucrative upward shift in the holiday park industry, even the small boutique operators are also enjoying high growth and this success can create hurdles for the acquisition program (Shaw, 2016). However, alliance with the suppliers and distributors is going to be the best option for Verdant to assure the long term growth in sales creating alliance with tour operators and online booking sites.

Conclusion:

The above discussion has shown the strategic management process for Verdant Leisure that is a promising brand in the UK operating holiday parks maintaining the best possible quality using value pricing and segmented pricing. The organization is serving people of all ages with different

packages of service and their major competitive advantage is the picturesque locations and contribution to society with localization. The green marketing strategy of Verdant comprises the collaborative effort of the employees, customers, and partners in Green Tourism Scheme. The organization has a dedicated and enthusiastic team of employees who provided with adequate facilities with a comprehensive employee benefits scheme and equal employment opportunity within the organization maintaining diver and inclusive workforce. However, the following set of recommendations can be helpful to obtain the long term and short term goals of the organization.

Recommendations:

Market expansion: The organization should increase coverage with the acquisition of more tourists spot to improve the customer experience and maintain loyalty with a high customer retention rate.

Managing customized offering for generation Z: The enthusiastic and travel-loving segment of the market should be served in a concentrated way and therefore, adventurous tracking and cruise options should be offered as the product diversity

Increasing operational efficiency with office automation: The further operational efficiency can be assured as a step to minimize the effect of business operation on the environment, the office automation should be updated in order to assure zero-error and solve the customer problem before addressing.

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