

STRATEGIC ANALYSIS: BRITISH AMERICAN TOBACCO



Figure 1: BAT logo
(Source: Bat.com, 2023)

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Introduction

This article contains an analysis over a British multinational organization named British American Tobacco to form recommendations over strategies which should be adopted by the firm, for which different tools, models and theories are used in this report such as PESTEL analysis, SWOT as well as Porter's five force analysis. This articles also highlights different challenges for the organization such as regulatory and legal challenges as Tobacco companies faced stringent regulations number of times. Also, other different challenges such as decline in the smoking rate, emergence of E-cigarettes and vapes etc. So, this report revolves around issues faced by firm, different internal and external factors affecting firm and current strategies of the firm.

British American Tobacco is a British multinational organisation that manufactures and sells tobacco, cigarette and other nicotine products. These organisations were established in 1902 in headquarter of London. As per the statistics, British American tobacco generated approximately 34.6 billion US dollars in 2022 as Global revenue (BAT Annual Report, 2023).



Figure 1: BAT logo

(Source: Bat.com, 2023)

In recent times this organisation had declined 0.4% to 25.684 million compared to 2020. The revenue from new categories was up to 42.4% in 2021 and 40.9% in 2022 (BAT Annual report, 2022). There is remain strong with a price mixing standard 2020. The geography has losses in high revenue generation due to the covid-19 situation.

British American Tobacco has fully acquired Reynolds American Inc. and each has been manufactured and marketed by RJ Reynolds Tobacco Company (BAT News release, 2017). It has included some nations that sell cigarettes and brands at Newport. It is a London-based organisation that has generated a high revenue excess of 15 billion US dollars in 2022. It has a single largest consumer market then 45% of revenue is shared by this region. The new business strategy the Glo is a simple design and long battery life that has helped the Japanese smoker over IQOS heated tobacco products. The smokers need to carry the charging equipment and the device has the design at the bottom of the chart of heating and it has vibrated to let the smoker on when the smoke is ready (BAT brands and innovation, 2023). Due to its simple features, it is unique and it has helped to improve the selling range of nicotine products of BAT.

Background

This organisation was founded in 1902 and as per the statistics BAT has covered 12.2% of the total cigarette market (Tobacco Tactics, 2023). BAT has operated in 180 countries such as Kent, Dunhill, Pall Mall, Lucky Strike and Rothmans (BAT About us, 2023). Revenue share in British American Tobacco is 45.7 % of the company's revenue in the present year. 4300 employees are connected in the USA with these organisations and the revenue generation has increased over time.

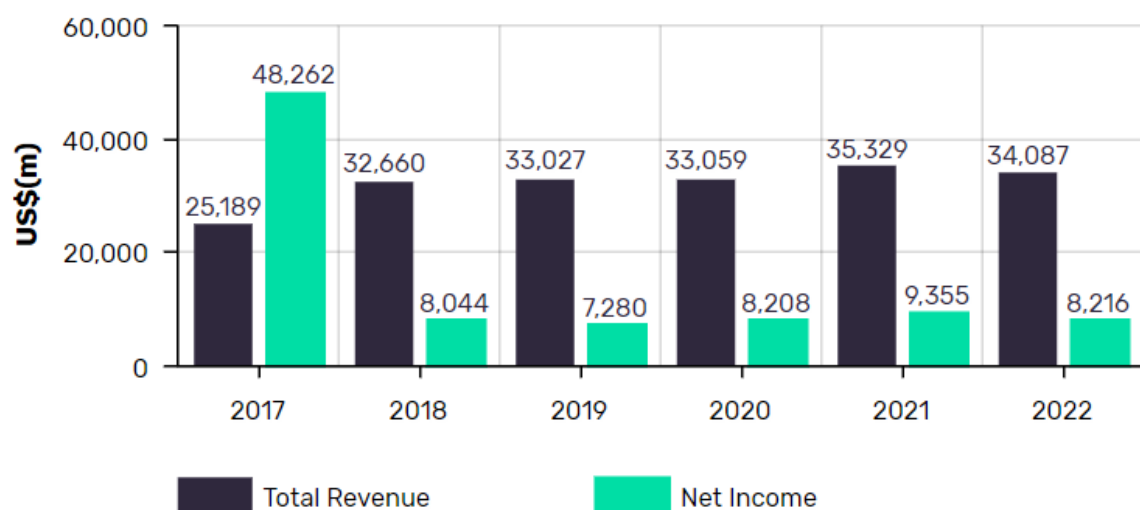


Figure 2: Total revenue and Net income of BAT p.l.c

Source: (Marketline, 2023a)

The report on disorganisation has illustrated the number of employees of British American Tobacco worldwide from 2013 to 2022. As per the organisation report the employee number of the organisation is 50,397 persons in year 2021 (Marketline, 2023a) The London-based tobacco organisation has generated approximately 34.6 billion US dollars in 2022 as the Global revenue and the currency exchange rate has been changed between these years.

Mission and Objectives

The mission of these organisations is to anticipate and be satisfied with a world involving consumers. It has provided pleasure, increased choice and simulated the sales of adult consumers and reduced risk for consumers worldwide. The purpose of these organisations is to build a better tomorrow by mitigating the health impact of our business by offering a great choice and enjoyable list of risky smoking experiences (BAT About us, 2023). The key drive of this organisation is an innovation of guiding principles and developing the behaviour of the entire group. The original revenue in GBP was higher in 2022 rather than in 2021.

Macro-Environment Analysis

Tobacco duty has risen in line with inflation and the impact of high taxation in the UK cigarette market. It is the high price and late to reduce the annual industry volume which is Greater compensation and trading down by consumers at low-price cigarette brands.

PESTEL Analysis

PESTEL analysis is a strategic tool which is generally used by different organizations for assessing and understanding the external macro-environmental factors that can impact their business (Richard, et al., 2020). It helps to identify the opportunities and threats associated with political, economic, social, technological, environmental, and legal aspects of a given market or industry (Johnson, et al., 2009). Each element of the PESTEL framework plays a crucial role in shaping business strategies and decision-making (Bensoussan, 2017)

Political	• Tax interest is high, 223.9 million (Clark, 2023a) • Political situation is unstable for the Brexit issue
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Economic	• GDP growth rate is 7.5% (Clark, 2023b) • Consumer spending is 25.1 billion US dollars (Trenda, 2023)
Social	• Consumer confidence index rate is 93.2% (Clark.c., 2023) • Employees involved in BAT is 78000 persons worldwide.
Technological	• Technological investment 10.97 million (Statistica.a., n.d.)
Legal	• Employment Rights Act, 1998 (Human Rights act, 1998)
Environmental	• Concerned about climate change is 80% • Air pollution increases 9.6%

Table 1: PESTLE

(Source: Created by author)

Analysis

From the above table it has been recognized that the political factor is unstable although the business growth rate is high due to the huge demand of consumers. A large number of people have engaged with this organisation in the UK and the organisational market of his organisation has separated with time.

It has been depicted that the political condition of the country is reflecting the unstable condition of BAT Company. Due to the unstable condition of politics as well as for Brexit issue, there is a high tax interest about 223.9 million (Clark, 2023a). It is also seen that due to high economic stability, the BAT Company is flourishing rapidly in the country. It is also seen that due to the GDP growth of 7.5 %, it is seen that it has a stable condition in the economy (Clark, 2023b). It is seen that consumers are the most important factor which is helping in the development of the BAT Company and consumer spending is 25.1 billion which is unexpectedly good in condition for the BAT Company. It is also seen that there are huge employees around 78000 working in the BAT Company which is reflecting the good condition of the company (Statista, 2023a). It is also seen that BAT is using highly advanced technology, which is the most important criterion for the innovation and high manufacturing of the products, and its investment is 10.97 million. The company is also maintaining the Employment Rights Act 1998 and is also concerned about air pollution and climate change.

Micro-Environment Analysis

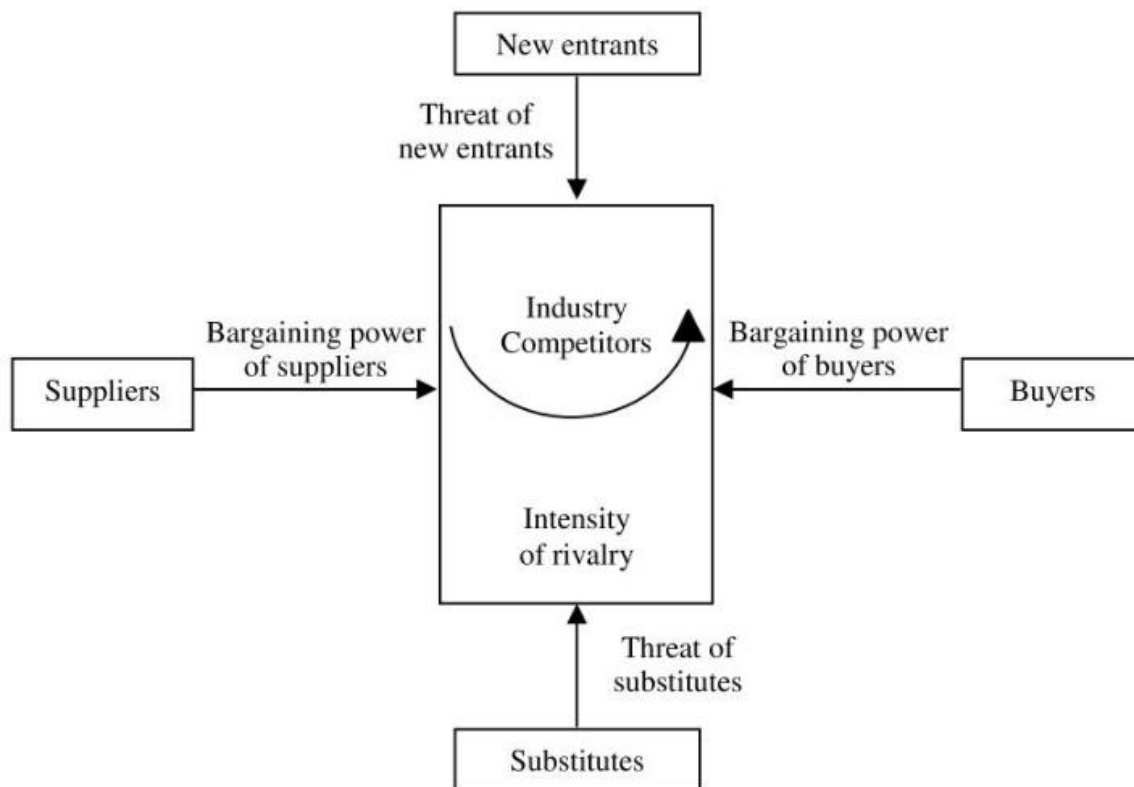
The stakeholder of the organisation has influenced the business and it has evaluated the organisational value. It has been sourced by our own BAT leaf operation and more than **80,000 farmers** are in contract with this organisation. In addition, a third-party supplier has turned into a contract to improve the internal business status of this organisation. As per the fundamental requirements of marketing principles, these organisations have focused only on the **adult consumer**. The competitors of these organisations are Japan Tobacco, Philip Morris International, Altria, Imperial Brands and Scandinavian Tobacco.

Industry Life Cycle

GLO is a tobacco-heating product, which was introduced by British American Tobacco. It has been seen that it comprises battery-powered devices that heat the tobacco sticks at 240 degrees Celsius. The industry life cycle is the evolution of the life cycle through four stages of the business characteristics in each phase (Dewhirst, 2021). Each phase of the industry life cycle includes an introduction, growth, maturity and decline stages. It has also been seen that in the introduction phases innovators create new products by marketing the new products. It has also been seen that in the growth phase the industry of the tobacco established competition within the market through acquisition and internal development. As argued by (Watts, et al., 2019), in the maturity phase, the company focused on market share cash flow, and profitability, which are the primary goals. It is also seen that in the last stage, the tobacco industry has created margin pressure, forcing weaker competitors, which led to a decline.

Porter's Industry Five Forces Analysis

It is the framework for the assessment of competitive force in the industry and it provides an assistance to the organization to gain an understanding of competitive environment. It considers main five key factors (Porter, 2008). Below figure expresses Porter's five force model.



Porter's five force competition Model (Morden, 2007)

Bargaining power of buyers (low)

The bargaining power of buyers has relatively low buying power, which is caused due to the addictive nature of the brand. As stated by (Ali, et al., 2020), it is also seen that consumers have also diffused interests, which cannot reduce concentrated BAT benefits to maintain a good relationship with the buyers. The substitute products have a low switching cost, which is increasing the customer base.

Bargaining power of suppliers (high)

The bargaining power of suppliers has high negotiation power, which is the most important criterion of BAT Company. It is also seen that the suppliers are switching the fast-moving company from BAT.

Threats of the new entrants (low)

Threats of new entrants are low which creates an advantageous position for the BAT. As suggested by (Evans-Reeves, et al., 2022) it is also seen that the competition is also high within the company and barriers to the company at the national level are low. It is also difficult to achieve the economies scale of BAT for a new company as it is

costly to compete because of restrictions on the advertisement and marketing campaigns.

Threats of substitute products (moderate)

Threats of substitute products of British American Tobacco are moderate due to the normal production of cigarettes by manufacturers. It is also seen that it is difficult for the producers to compete with the price, which is set up by the economies of scale so that attractive products will be that product which is avoiding the use of tobacco.

Rivalry of existing customers (high)

The industry of tobacco and nicotine is highly competitive hence BAT deals with fierce competition. As commented by (Coraiola & Derry, 2020), it has an aim of merging with the objective of improving the products of the business. It is also seen that there are competitors who are competing with BAT such as China Tobacco and Japan Tobacco for business improvement.

Internal Analysis

The main objective of the internal analysis is to define the strength and weaknesses of the company BAT. As opined by (Gilmore, et al., 2019), it helps management in decision-making for the development of the corporate strategy. It has also been focused on the internal factors, which are controllable in the BAT Company.

BAT's Strategic Resources and Capabilities

It has been seen that BAT has expanded the GIO market internationally it has some unique tobacco-related expansion in the Western Ghats. It is also seen that the global business of the BAT Company is challenging and complex in nature (BAT About us, 2023). It is also seen that it acquires strategic capabilities, which offer competitive advantages over its rivals. It is also seen that ***resource sharing, investing in R&D, and innovative technologies processes*** are some strategic resources and capabilities which are applied in the BAT company for expansion of the market internationally (BAT About us, 2023). The main aim is to produce less risky products, which are helping in delivering long-term multi-stakeholder value. It aims to produce the non-combustible products, which are the strategic resource and capabilities of the company for a better future (BAT About us, 2023). It is also focusing on reducing the health impact, which is helping in transforming the business.

Value Chain Analysis

Primary activities	Secondary activities
Inbound logistics Develop a strong relationship with suppliers	Infrastructure Quality management, legal matter handling, financing, planning, strategic management
Operation It is ready to process the raw material to end products	Human resources Recruiting, selecting, training, and rewarding for performance management
Outbound logistics Material handling, warehousing scheduling, order processing, transporting	Technology Production, distribution, marketing, and human resource activities
Marketing Sales It highlights the benefits and differentiation of products points from the affected product	Procurement Equipment, machinery, and raw material supplies which involve the purchasing of inputs
Services Developing the customer loyalty	

Table 2: Value chain analysis

(Source: Created by author)

From the above table, it has been seen that there are a couple of primary and secondary products, which are helping in the delivery of the business internationally. As stated by (Wright, 2020), it has been seen that the marketing sales are highlighting the benefits and differentiation of products, which are essential for improving the business of BAT Company. On the other hand, it is seen that technology, machinery equipment, production, and distribution are involved in the secondary activities, which are helping in the expansion of the market internationally.

In the primary activities, it is seen that suppliers are playing the most important role which is helping in the development of the company. As opined by (Matthes, et al., 2021), it is focusing on the internal environment of the company, which is focusing on the operation of transforming the raw materials into end products. It is also seen that transporting and material handling is the most important criteria which are helping in the manufacturing of products. Financing is the most important part of the company, which are helping in controlling the internal factors of the company.

Primary Activities

The primary activities involve inbound logistics, which are helping in creating a strong relationship with the suppliers. As suggested by (Gornall, 2019), on the other hand, it is seen that it is operating the raw material to products, which are processed for manufacturing. It is also seen that outbound logistics refers to material handling, warehousing scheduling, order processing, and transporting. As argued by (Kim & Xu, 2019) the marketing sales highlight the different criteria from the benefits and differentiation of products from the offered regions. The customer is the most important criterion, which is helping in building up the business, which is helping to expand internationally.

Secondary Activities

Secondary activities are the most important criteria, which are helping in the expansion of the business internationally. As commented by (O'Leary & Polosa, 2020), it is also seen that infrastructure consists of quality management, legal matter handling, financing, planning, and strategic management, which are helping to motivate the expansion of BAT Company internally. The human resource consists of recruiting, selecting, training, and rewarding for performance management, which are helping the employee to get motivated within the company. As argued by (Sun, et al., 2015), technology is the most important criterion, which is helping in the development of the BAT Company within the markets. It involves production, distribution, marketing, and human resource activities which are helping in the development of the business within the markets. Procurement involves equipment, machinery, and raw material supplies, which handles the purchasing of inputs within the company.

VRIO Analysis of Distinctive Resources and Capabilities

It is the strategical framework for the evaluation of competitive advantage of the resource and capabilities of company as it assists business organization to evaluate that whether the available resources are valuable, rare, inimitable and organized or not (Richard, 2020). With this analysis organization can strengthen its marketing position (Barney & Hesterly, 2018)

Resources	Valuable	Rare	Inimitable	Organization	Competitive advantages
Brand image	Yes	No	No	Yes	Sustainable competitive advantages
International presence	Yes	Yes	No	Yes	Sustainable
Quality product offering	Yes	Yes	Yes	Yes	Sustainable
Financial strength	Yes	No	No	Yes	Sustainable

Table 3: VRIO analysis

(Source: Created by author)

From the table, it can be depicted that the VRIO framework defines the internal position of the company BAT. As opined by (Znyk, et al., 2021), it is also seen that brand image is the most important criteria, which are helping in the resource and capabilities of the BAT Company. It is a valuable, organisation which is helping in the development of sustainable competitive advantages in the company. It is also seen that an international presence is valuable, has rarity and organisation which are helping in developing sustainable competitive advantages. As argued by (Mendelsohn, et al.,

2022), the quality product offerings are valuable, rare, inimitable, and organizational, which are helping in developing sustainable competitive advantages. Financial strength is valuable and organizational which are helping in sustainable competitive advantages.

BAT is a renowned brand which is creating the most important place in the world. It is also helping in their economy which is helping to expand their business internationally. As stated by (Arraiano & Hategan, 2019), it is also seen that brand image is the most valuable which is helping in the profit maximization of the company. On the other hand, it is seen that due to international presence, there occurs high responsibility within the company. BAT is also concerned with the product offering which is helping to flourish the products internationally that gives the company a high-profit margin.

SWOT Analysis

This analysis can assist organization to summarise four key elements so that overall picture of the strategic position can be included (Johnson, et al., 2009)

Strength	Weakness
● Operational strength in terms of presence across US, Asia specific and Middle east (Marketline, 2023b) ● Firm has robust technological capabilities towards new product development (Marketline, 2023b) ● Producing cigarettes per year is 193 billion (Trenda.b., 2023) ● The global market share of BAT is 51.4% (Trenda.c., 2023)	● A sharp decline in the firm's liquidity position which reduces its ability to find day to day operations (Marketline, 2023b) ● The falling revenue of cigarettes is 7938. 83 million US dollars (Trenda, 2023)

Opportunities	Threat
• Global tobacco market is expected to reach US\$687750.4 million by year 2022 (Marketline, 2023b) • Market potential in China is 76% (Buchhlozz, 2020) • Growth in personal income and disposable income as well as personal consumption expenditure in US (Marketline, 2023b) • It also produces light cigarettes	• Increasing health concerns • Issue of counterfeit products (Marketline, 2023b) • Continuous fluctuation of raw materials cost (Marketline, 2023b) • Competitors are also playing the most important role Philip Morrison, China tobacco, Japan Tobacco

Table 4: SWOT analysis

In the above table, it has been seen that BAT is producing 193 billion cigarettes per year, which is the major strength of the company BAT. At the same time, BAT operates huge 42 cigarette producing companies spread across 40 countries, so it has a global presence and at the same time, company spent £ 304 m over R&D activities. So it has ability to provide different products (Marketline, 2023b). It is also seen that the global market share of BAT is 51.4% but lower current ratio of 0.8 is a weakness of firm (Marketline, 2023b). It is also seen that China is the leading country, which is producing 76% of tobacco. On the other side 0.6% rise in personal income, 0.7% rise in disposable income of US shows an opportunity (Marketline, 2023b). It has also been seen that it has produced the light cigarette, which is a major opportunity for the BAT Company. The major threats are that tobacco production increases the health issue, which is creating health issue among the people.

A major strength of the company is that it produces a high amount of cigarettes in the factory which is creating high profits for the company. It is also seen that due to climate change and air pollution, it is concerned with the healthy issue, which are the major threats to the company. It is also seen that there are high competitors in the market, which is making the competition difficult for the company.

Strategies to Sustain Competitive Advantage

Glo is extremely successful in Japan and started the flagship stores, which are available internationally and nationally. As stated by (Kypri, et al., 2019), it is also seen that Glo has a significant impact on sales, which is helping in the delivery of the products. It is also seen that with the aim of a better tomorrow it has been seen that BAT has adopted the sustainable strategies which are helping in the competitive advantages. It aims to **reduce the health impact on the people, which** is helpful in the business. On the other hand, it is seen that it put an emphasis on the **climate change, which** is helping in excellent management of the environment. It is also delivering the robust corporate governance, which is helping in sustaining competitive advantages.

Porter's generic strategy

Porter's generic strategy is applied to any size of business which is helping the customer to command high prices. It is seen that BAT is offering the products in the wide offering which is the most important criterion of the market penetration.

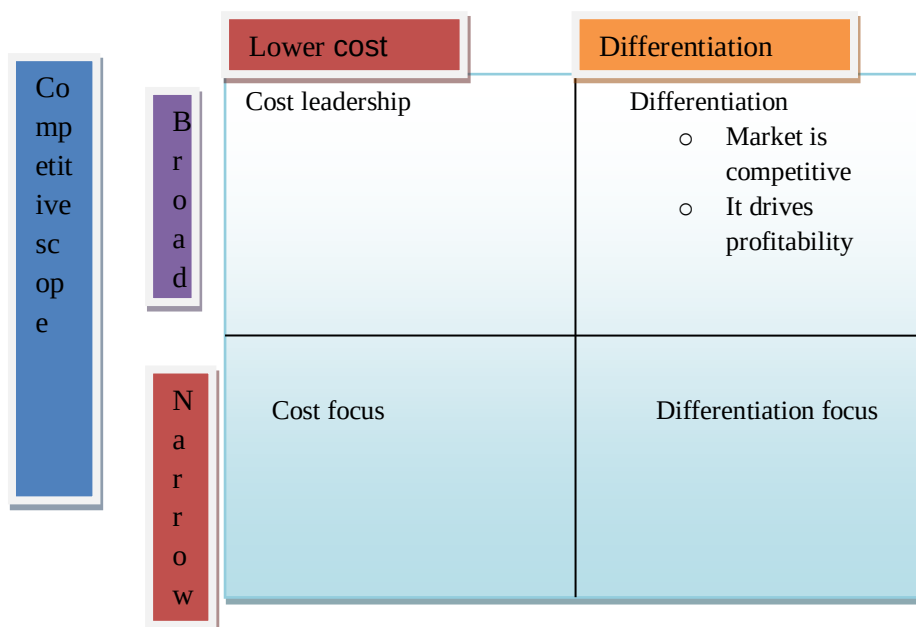


Figure 3: Porter's generic strategy

(Source: Created by author)

From the above figure, it can be depicted that the way the company has chosen the market scope for pursuing competitive advantages. As opined by (Lo, 2019), it is also seen that it involves the customer which is the main pillar of the company. It is seen

that it is the interaction of the cost-minimizing strategies which are helping in product differentiation in the markets. The firms have the tendency to focus on the high market share which is highly profitable and high accessible. It is also seen that the company is focusing on the positive impact of the market strategy which is helping in the high profit margins in the company. It is also focusing on the cost leadership strategy which is help in sustainable competitive advantages. As argued by (Porter, 1990), it is also seen that cost strategy is the most important criterion which is helping in winning of market share that is achieving high asset utilization. It is also seen that with the help of lower prices, it can achieve a high return on investment. It is also seen that a higher level of output requires high returns on investment which are helping in the development of markets.

It is also creating barriers to competitors which are helpful in raising profit maximization. As suggested by (Apaydin, et al., 2021), it is also seen that customization and personalization are the most important factor which is helping in the delivery of the products. It is focused on the low prices and product features which are helping in the competition with the other markets. It is seen that BAT Company has focused on the **differentiation strategy** which is helping in targeting the customer segment which is not price sensitive. As argued by (Zhou, et al., 2009), it is also seen that the market is competitive and customers are highly specific in their needs which are helping in the development of unique resources and capabilities. It is also seen that it drives profitability which is helping in the increment of revenue of the products. It is also seen that it focuses on brand loyalty which are helping in the delivery of products.

Growth Strategies

BAT follows the four growth strategies, which involve the product, price, place, and promotion. It follows the **competition pricing strategy**, which are helping in the development of the international business. As suggested by (Brose, et al., 2021), on the other hand, it is seen that BAT focused on the **customer** as the product strategy which are helping in the expansion of the business internationally. It focuses on the **online place strategy** which are helping in the delivery the goods within the nations as well as abroad. BAT focused on **advertisements, which** are helping in the selling of goods through online modes of communication.

Ansoff matrix

There are four parts in the Ansoff matrix such as new markets, product development, market development, and differentiation. It is also seen that with the help of product development, it has been seen that it is also improving the new products with the existing products which is helping in the development of the new market in the company. Differentiation helps in business development by introducing new products in the existing markets. With market development strategies BAT has increased their growth by introducing existing products into the new markets.

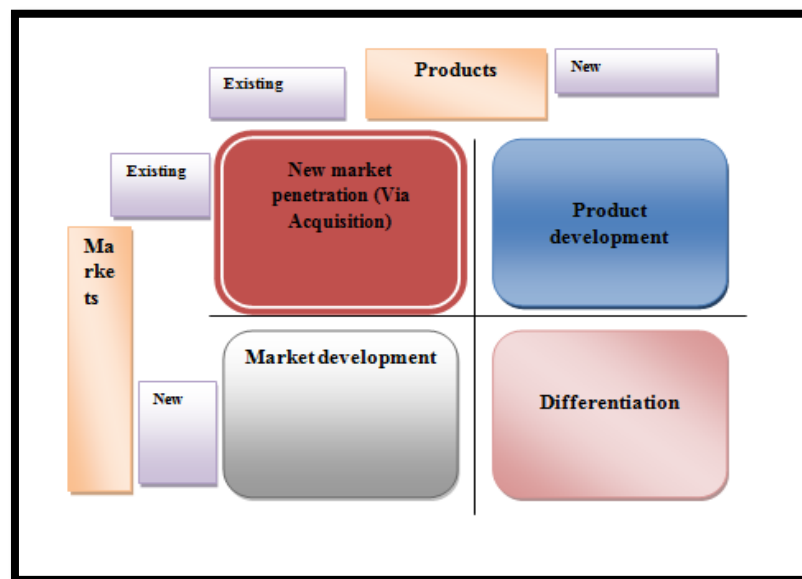


Figure 4: Ansoff matrix

(Source: Created by author)

From the above figure, it can be seen that BAT Company is applying the Ansoff matrix for understanding the different strategies for growth. With the help of **market penetration**, it is seen that there are increased product capacities which are helping to reach customers in the same markets as the BAT Company. As suggested by (Gilmore, et al., 2019), it is also seen that increased production leads to more efficiency and effectiveness which are helping in higher market penetration. It is also seen that increasing the market investment which is helping in the new penetration of markets. It also enhanced the distribution which is helpful in the new channels of distribution of the company. As argued by (Monciardini, et al., 2021), it is also seen that market development focuses on research development, regional expansion, and international

expansion. Wider customer segment is helping in the development of new markets for the company.

International strategies

There are four international strategies which are helping the company to participate in the global economic competition. Among global strategy, international strategies, transnational strategies and multi-domestic strategy, BAT has used ***international strategies*** which are helping in the adaptation of the local cultural condition. As commented by (Xu, et al., 2020), the company is attempting to sell their products internationally at low prices which are helping in the high-profit levels. It is also seen that customers are also playing the most important criterion which helps in the development of BAT products. It is also seen that by selling the products at a low price it is seen that the competition is high and product segmentation also becomes high. As argued by (Adu-Gyamfi & Chipwere, K., 2020), the company can sell different products in different markets which are helping in the development of high-profit margins for the company. It is also seen that customers are playing the most important role which is helping in the adoption of international strategies by the company.

It is also seen that international strategies are the focusing on the brand image which are helping in the development of the markets. As opined by (Sutanto, et al., 2019), technologies are playing the most important role which is helping in the delivery of the product within the markets. It is seen that with the help of international strategies the customer takes the opinion of the customer who is helping in the segmentation of the products.

Entry mode strategies

There are four entry-mode strategies such as direct exporting, franchising, licensing, and partnering, joint ventures. It is seen that franchising is the entry mode strategy which is helping in rapid market expansion. As stated by (Hoffman & Preble, 1991), it is easily transferrable into a market which is helping in the development of brand recognition that can be utilised internationally. Licensing is the most important part which is helping in the delivery of the products to other firms. As argued by (da Silva, 2019), it is also seen that licensing is used for purchasing the products of the firms which are helping in the development of marketing and production. It is also seen that

partnering is the most important entry mode strategy which is helping in the entry of foreign markets and other parts of the world.

It is also seen that joint ventures are also the entry mode strategy which is helping in the creation of independent companies within the markets. As opined by (Harrigan, 1988), the companies agree to work within the same geographies which are helping in the profits and growth within the company. The company BAT follows **direct exporting** which are helping the company to sell its products from one country to another country with high profits. As argued by (Ling, et al., 2022), it is also seen that there are agents and distributors who are closely related to each other in the company for earning interest. It is also focusing on government rules and transportation which are helping in marketing within the countries.

Green Strategy and CSR

With the aim of a greener environment, BAT is focused on reducing the climate change risk and opportunities by 2030. It is also helping in the sustainable water stewardship which reduces the amount of water by 35% in the year 2025 (BAT Environment, 2023). It is also focused on afforestation and biodiversity for better future management of the company.

Corporate governance responsibility is the most important criterion, which is helping in the raising standards and leading the industry. It is protecting the human rights, and delivering the integrity, which is helping in the growth of business standards (BAT Governance, 2023) It is also engaging the external stakeholders with transparency, openness, and integrity.

It is seen that tackling climate change and building a climate-resilient business is the main aim of the BAT Company. It is also seen that climate risks are getting more and more complex day by day which is helping potential impacts on crop yield which are helping in the delivering of the concepts of the green strategy (BAT Climate Change, 2023). It is seen that by 2030 it is aimed to focus on climate change which is becoming more resilient. It is also seen that it aims to achieve the net zero value chain emission which is the most important criterion of the BAT Company within 2050. It is also seen that it is focused on the green strategy and renewable energy by 2030. It is also seen that increased use of the sustainable material is the most important criteria which are helping in high-profit margins in the company.

It is also seen that BAT operates honest and transparent channels which are helping in the maintaining of the integrity of everything. It is also seen that BAT is also concerned about ESG and sustainable governance which are helping in the maintaining of climate change and biodiversity loss (BAT Environment, 2023). It is also seen that BAT aims to focus on the better tomorrow which is helping in the delivery of proper integrity within the company. It is also maintaining the ethical consideration which is helping in controlling the breaches in the company. It is also seen that 100 % of the employees are figuring out for training which is involved in formula compliance sign-off procedure (BAT Ethics and Integrity, 2023). It is also seen that every employee is maintaining the rules and regulations which are helping the organization for external and internal growth. It is also maintaining all the important credentials of the employee who are working in the BAT Company.

Conclusion

In conclusion, it can be said that BAT is focused on the corporate governance responsively which are helping in delivering the products with integrity, openness and transparency. It is seen that with the aim of a greener environment, BAT is focused on reducing the climate change risk and opportunities by 2030. **BAT** follows the four growth strategies, which involve the product, price, place, and promotion. Glo is extremely successful in Japan and started flagship stores, which are available internationally and nationally. It aims to reduce the climate change which is the most important criterion in the making the world a better tomorrow.

Recommendations

Need to improve communication with the common people

It can be suggested that communication is the most important strategy, which is helping to build up the organization. As suggested by (Markovic & A, 2018), it will help in the improvement of business strategy, which is helping in the development of the organization. It is also seen that with the help of communication with the common people there increase knowledge of the outer world.

Need to improve the ethical consideration of the company

It can be seen that ethical considerations need to improve which are helping in the creation of transparency within the company. As commented by (Wyk & Venter , 2022), it is also helping in the maintenance of integrity within the organization. Openness and

transparency, with the stakeholders, are mandatory to grow the business within the markets.

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