

Strategic Management

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Executive Summary

SPAR (UK) Ltd.'s long-term growth strategy is comprehensive. PESTLE and Porter's Five Forces were used to assess the external environment and develop a growth strategy. SWOT analysis was used again to evaluate the company. The company faces tough competition from ASDA and Tesco. It can grow with the right strategies. SPAR should expand globally, use responsible sourcing, use market-based methods, and improve its technology. After assessing resources, worker education, team organisation, technology and data use and progress measurement, these methods should be implemented. On the other hand, it should avoid strategies like mergers and acquisitions, franchising and research and development because they are involving, expensive and may not guarantee success. If SPAR implemented these ideas, they could improve their customer service, product quality, pricing and brand abroad to increase market share and profitability. If it can implement its approach, SPAR could become a global icon retailer in the near future.

Introduction

This article analyses SPAR (UK) Ltd. ("SPAR") financially and strategically. In the UK, SPAR sells a variety of meals. SPAR Food Distributors Limited owns SPAR (SPAR, n.d.). It sells frozen, dairy, fruits and vegetables, meat and fish, beverages (alcoholic and non-alcoholic), chilled foods, bakery items, pet supplies, household goods, baby goods, health and beauty products and more. SPAR sells lottery tickets, car washes, gas stations, package pickup and delivery, post offices, and in-store bakeries. SPAR UK Convenience Stores, a UK-based convenience store chain, employs thousands.

SPAR's annual revenue is \$250 million and employs over 84 people. Its headquarters are in Middlesex, UK, and commenced operations in 1959 (George, 2022). SPAR has won many retailing awards. The company won the 2014 retail industry Symbol Group of the Year award.

This strategic analysis will assess SPAR's plan and discover the company's SWOT. PESTLE and Porter's Five Forces analysis will be repeated to assess environmental scanning and better understand the company's external influences. The research will also cover the company's competitive edge, strategic planning, and long-term strategic goals. Financial facts, industry trends and market intelligence will be used to evaluate SPAR.

SPAR'S long-term strategy is designed to achieve its aims. It involves planning, choosing a path, and allocating resources to achieve goals (SPAR, 2019). A strategy is a plan that outlines an organisation's general direction and the steps it will take to achieve its goals.

Business planning begins with strategy. It relates to long-term business plans and decisions. Strategy is the process of defining an organisation's goals and actions to achieve them (George et al., 2019, p.810). It describes how an organisation coordinates its resources and abilities to achieve its goals.

SPAR (UK) Ltd. Strategic Analysis - Growth Strategy



Strategy Levels

Strategy ranges from corporate to individual to micro levels. Moulding the senior management team, creating an organisational framework, coordinating employees and policies and dispersing resources are company-wide problems (Openstax, 2019). The micro level decides daily tasks, jobs and long-term goals.

Corporate, company and functional levels can formulate strategy. Corporate strategies study the entire firm to find competitive advantages. The business-level strategy covers how an organisation competes and gains an industry edge (Openstax, 2019). Functional-level strategy, on the other hand, coordinates resources and operations to generate value and make prior decisions easier.

Strategic Management

This is how companies create strategies. To succeed, they need goals, plans, and action. This process involves assessing the organisation's current state, setting goals, creating strategies to achieve them, and monitoring their effectiveness (Fuentes et al., 2020, p.27). This becomes the process by which firms develop and implement strategies for competitive advantage.

Strategic Competitive Advantage

Providing clients with a higher-value product or service gives a company an edge over its competitors. Uniqueness, innovation, and cost reduction often achieve it (Lee and Falahat, 2019, p.32). Some use all three. A strategic competitive advantage helps organisations stand out in a crowded market and acquire customers.

Any firm or organisation wants a sustained competitive edge. A company with more value-added ingredients than its competitors have a competitive advantage (Zhao et al., 2019, p.2). It is a company's competitive edge. It could be technological, organisational, personal, economic or financial.

Organisations should work hard to gain and sustain a competitive advantage to succeed in the market. Successful companies have a strategic competitive advantage over their competitors (Na et al., 2019, p.2). Businesses use "strategic competitive advantage" to create value and maintain market position. Market-facing resources and capabilities help companies stay ahead of competitors.

Strategic Planning

Strategic planning involves creating an organisation's long-term and daily strategies. The process entails setting goals, studying the external environment, designing strategies to reach those goals, and monitoring and evaluating progress (Bibri, 2022, p.3). It also requires a detailed strategy to achieve the goals over several years. The technique helps companies create effective strategic and operational plans.

SPAR's strategic planning encompasses market study, goal setting and strategy development. Benchmarking and SWOT analysis are also used to assess the company's position and create a growth strategy (SPAR, 2019). SPAR also conducts quarterly assessments to evaluate success and change strategy.

Sustainable Competitive Advantage

This advantage is the key to outperforming competitors. Long-term plans keep companies competitive. Cost, quality, customer experience, and innovation can give you a durable edge over competitors (Lee and Falahat, 2019, p.32). Technology, product design, customer service, marketing or other means can also achieve this. A good business plan requires a corporation to maintain profitability and obtain a competitive edge.

Obtaining a sustainable market advantage requires creating value that customers will perceive and pay for. SPAR is more convenient than its competitors due to its location, services, and product selection (SPAR, 2016, p.37). It has a large chain of convenience stores in the UK that offer post offices, petrol stations, car washes, and bakeries.

Growth Strategy for SPAR (UK) Ltd

SPAR is a famous UK food and convenience business. Environmental scanning is used in this research to find external factors that could impact the firm (SPAR International, 2017). PESTLE and Porter's Five Forces analysis will be used to assess SPAR's external environment and provide a growth strategy.

PESTLE Analysis

Brexit is political uncertainty that offers the UK opportunity and risks (Chang, 2018, p.2350). The weak pound might boost SPAR's earnings, market share and cost savings. Brexit has increased volatility and disruption; therefore, market analysis and a business plan are crucial to success. Consider the long-term effects of SPAR's operational improvements on the UK market. Business plans must be agile and responsive to Brexit developments to ensure long-term stability and financial success (Chang, 2018, p.2354).

UK growth is slowing. In a harsh economy, SPAR will struggle to boost revenues. UK unemployment is high, which reduces spending and sales (MarketLine, 2019). However, historically low-interest rates allow SPAR to acquire external finance at better rates than the market average.

Socially, more people want to eat healthier. SPAR can capitalise on this trend to stay relevant and increase earnings (SPAR International, 2017). However, the rise of convenience stores may threaten SPAR's market share. Convenience outlets could cut SPAR's market share. Therefore, SPAR must stay current and leverage this trend to compete.

SPAR's future performance will depend on its ability to integrate new technology into its operational model (MarketLine, 2019). This requires a strong e-commerce strategy and quick adoption of innovative technologies to stay competitive in retail. Amazon Go has revolutionised retail by letting customers check out and pay for in-store items without a clerk or scanner. SPAR must deploy innovative technology like these in the store to stay ahead of its competitors and give customers the best shopping experience (Briggs, 2018). To grow sustainably, the company must continually be on the lookout for new technology and eagerly accept it.

New policies and regulations in the UK are governed by EU law and present both risks and rewards. The new Modern Slavery Act requires retailers to manage their supply networks ethically and transparently (Pinnington et al., 2023, p.623). This law encourages firms to check their product sources and ensure that their suppliers and subcontractors follow workplace norms. This act also urges enterprises to comply. Every firm must ensure its supply chain is free of exploitation and forced labour. Legal and ethical business practises can benefit society.

Concerns about the environment are driving firms to become carbon-neutral and sustainable (Valenciano-Salazar et al., 2022, p.2030). This involves using more ecologically friendly vendor procurement practises to reduce environmental damage. Responsible sourcing is

becoming more important as energy efficiency and hazardous material reduction efforts increase. Natural resource sourcing is similar. SPAR must follow environmental requirements to maintain its market dominance (Briggs, 2018). The company must embrace these practises to stay competitive and ahead of its competition.

Porter's Five Forces

Competition from established rivals is huge. The UK's "big three"—Tesco, Sainsbury's, and Asda—control 59% of the market and are fierce competitors (Bentham, 2018, p.11). SPAR's intense competition with convenience stores threatens its bottom line and product quality. SPAR risks losing market share as the big three grow.

Retail giants like SPAR set prices, lowering prices. Retail suppliers' bargaining strength is low. SPAR may buy things at affordable costs (Bentham, 2018, p.11). If SPAR can negotiate better supplier pricing, they can save costs and boost earnings. This makes the retail market competitive and offers suppliers minimal power to set pricing. SPAR's suppliers compete, lowering prices for customers. Despite this, suppliers are always looking for innovative ways to stand out from the competition. This preserves industrial negotiating power.

Retail customers have significant bargaining power. Customers are price-conscious and may easily compare the prices of products provided by other retailers, giving them several options while shopping (SPAR International, 2017). SPAR must maximise customer value to preserve its market leadership. This might mean lower prices, more discounts and better items. SPAR must also consider customer preferences to meet their needs. Customers may pay more for convenience or quality. Customers can also buy elsewhere, giving them even more control over their purchases. This puts SPAR under pressure to meet customer needs to stay competitive (SPAR International, 2023).

When analysing the UK convenience store market, substitutes are a major threat. Customers can move to other products or services if they no longer meet their needs. Discount merchants, online shopping, and food delivery services may attract price-conscious shoppers (Leader, 2023). SPAR may struggle to compete with these services on price and convenience, which could affect its success. SPAR must continuously ⁴⁵improve its services and products to meet customer needs and maintain its market share. This could mean adding online ordering and delivery or new product categories. SPAR can retain customers and gain a competitive edge by differentiating its offering and meeting customer needs (The SPAR Group, 2016, p.37).

Finally, new entrants are unlikely to succeed because there are already well-established convenience store businesses. Due to market competition and limited resources, new

companies struggle to establish themselves (SPAR International, 2023). Established convenience store chains have operational advantages and economies of scale over newer competitors. This disadvantages new convenience store competitors and reduces their chances of success. Thus, large new convenience store competitors are unlikely in the near future.

SWOT Analysis

Strengths

- Innovative product selection: SPAR has more quick-buy items than other convenience stores. These innovative items set the company apart from competitors (Courtez, 2021). Frozen foods, dairy products, fruits and vegetables, meat and fish, beverages, chilled dinners, bakery goods, pet supplies, household items, baby goods, health and beauty products and more.
- High-quality products: SPAR is known for providing high-quality products to its customers. The company conducts regular quality checks to ensure its products meet set standards.
- Strategic partnerships with Deliveroo and A.F. Blakemore & Son Ltd, providing more convenient and accessible shopping experiences for customers (Wood, 2022).
- A commitment to sustainability, demonstrated by partnering with One Tree Planted to allow customers to plant trees and win prizes (Bayford, 2023).

Weaknesses

- Lack of huge online presence: SPAR does not have a strong online presence. They are missing out on potential customers who prefer to do their shopping online (Yau, 2021).
- Small geographical reach: SPAR is only present in England, Scotland and Wales. Expansion into other countries can increase their customer base and broaden their market reach.
- Low Brand awareness: SPAR's brand awareness is low compared to its competitors in the UK market (Kunst, 2023). This limits the company's ability to capture new customers.
- Limited marketing budget: SPAR's marketing budget is small, limiting its ability to effectively market its services and products (Yau, 2021).

Opportunities

- E-commerce: SPAR may leverage e-commerce by investing in an online presence (SPAR, 2021b). This will help the company contact more customers.

- Extending into new markets: SPAR can grow by extending into Europe and other regions (SPAR, 2021a). This will boost revenue and consumer base.
- Technology: SPAR can invest in technology to better its products and services (Retail Insight, 2022). Using new technology to be competitive in retail and improve customer service. This gives the company an industry edge.
- Price Competition: SPAR can use price competition to increase its market share (SPAR, 2019). A well-planned pricing strategy can help the company compete more effectively with its competitors.

Leveraging the trend of healthier eating by offering more products that accommodate this.

Threats

- Intense competition: SPAR faces intense competition from other convenience stores. Competition from Tesco, Sainsbury's, and Asda. The corporation must raise pricing and services to compete.
- Supply chain disruptions: SPAR faces supply chain disruptions due to external factors such as economic and political factors (SPAR, 2016, p.46). This reduces the company's ability to efficiently deliver its products and services.
- Tax regulations: SPAR is subject to tax regulations, which increase its costs and reduce its profits (SPAR, 2018, p.25).
- Effectiveness of complying with new policies and regulations such as the Modern Slavery Act.

SPAR should look at different factors that they need to implement for their growth, some of the strategies they should implement are to Consider External Factors, Determine Resources Needed, Allocate Resources, Create a Team of Executives, Educate Employees, Organise Teams, Implement Systems and to Measure and Evaluate.

Sustainable Competitive Strategy

Growing companies must focus on competitive strategies to stay successful. SPAR (UK) Ltd. must differentiate itself from its retail competitors to survive (SPAR, n.d., p.3). A sustainable competitive strategy emphasising customer satisfaction and innovative products and services can give a company a long-term advantage.

Benefits of Sustainable Competitive Advantage

A sustainable competitive advantage gives SPAR a long-term edge over its competition. With such an advantage, SPAR will remain profitable and competitive (Mai et al., 2021, p.100). It also helps the company understand and predict customer needs to serve them better. At the same time, it will allow SPAR to offer superior value-added products and services. This ensures customer loyalty and long-term competitive advantage.

Customers are price-driven and seek better prices to locate the best deals. To retain clients, SPAR must differentiate its products and services from those of its competitors (SPAR. n. d. p.41). SPAR should focus on offering high-value products and services. High-quality products and excellent service make customers back.

SPAR can also utilise marketing endeavours to set itself apart from competitors. The retailer may stand out from its competitors and build a loyal customer base by adopting a unique and captivating marketing plan (Jelonek et al., 2022, p.198).

Recommended Strategies

Expanding Technology

With developing technology and product differentiation, SPAR can gain a competitive edge in the external environment (SPAR International, 2023). SPAR uses petrol stations, car washes, package delivery and post offices to reach more customers. SPAR can leverage its physical stores by selling convenience store items online. This will expand the company's clientele and make the brand more accessible to those who cannot visit the original locations. SPAR may also benefit from differentiating its products from competitors. This involves customising products and services for individual customers. For instance, SPAR could try to offer more fresh food than its competitors. SPAR can beat its competitors by using existing technologies and distinguishing its offerings (Leader, 2023).

With developing technology and product differentiation, SPAR can gain a competitive edge in the external environment. Big data and artificial intelligence (AI) can help firms beat their competitors (De Mauro et al., 2022, p.447). SPAR can improve customer buying with big data. Big data helps companies understand client preferences and market trends. This includes customer habits, interests, and purchase behaviours. SPAR uses analytics to gain consumer insights, change products and services, and help deliver personalised products (Rabah, 2018, p.6). Big data may also be used to analyse client comments and ratings, helping SPAR satisfy customer expectations. Predictive analytics can also help the company anticipate and personalise client needs.

AI can automate customer care, boost sales and marketing, and streamline operations. AI-powered chatbots can improve customer satisfaction by providing faster, more efficient service. AI can increase marketing strategies by targeting clients with relevant products and creating personalised ads (Rabah, 2018, p.6). AI can also optimise supply chains. AI-powered supply chain solutions can detect and address inefficiencies in real-time, lowering costs and increasing revenue. Finally, big data and AI could help SPAR (UK) grow and sustain its market leadership. By analysing consumer behaviour, optimising service offerings, automating customer support, and improving security, SPAR may use these emerging technologies to gain a competitive edge.

Market-based strategy

SPAR can expand its market-based strategy by emphasising customer service and quality. To ensure customer service standards are met, the company should set targets and train employees (SPAR International, 2023). This training should focus on making shopping and communicating with customers enjoyable and secure. To retain customers, you need excellent customer service. To promote its competitive advantages, SPAR should launch a massive marketing effort. This marketing may target clients who want high-quality, affordable products (King, 2021). SPAR could also ask customers for input to enhance and boost customer loyalty.

SPAR should also prioritise product and service excellence. Selection, availability, and freshness are included. To meet consumer expectations, SPAR should closely monitor customer comments and reviews (King, 2021). To boost product quality, SPAR should provide thorough product information and relevant recommendations to customers and offer loyalty prizes for returning buyers.

Finally, SPAR must match competitors' pricing. This includes regularly comparing their costs to comparable stores and offering discounts and promotions to attract customers (Leader, 2023). SPAR should also prioritise innovative items to stand out from its competitors. SPAR uses a market-based strategy to separate from the competition and attract and retain customers by focusing on customer service, quality and competitive price (King, 2021).

International expansion

SPAR should contemplate international expansion as it grows. This would expose the brand to new customers and provide it access to a much larger client base than in the UK (King, 2021). SPAR may seek foreign strategic partners to explore international expansion. The corporation can employ its retail branding and product offering in these new markets. This

could involve market research, opening storefronts in a foreign country, and using local ties to build the company's brand.

SPAR should also leverage its retail skills by creating new store networks in those countries or joining existing ones. This may enable future collaboration and provide the brand with more customer access (The SPAR Group, 2016, p.47). In addition, hiring personnel from the local area could assist the company in better understanding the requirements and preferences of its customers in the target countries, in addition to assisting in establishing and maintaining the company's presence.

If a company decides to expand worldwide, one of the first things it might do is amp up its marketing efforts to create brand awareness in new countries (The SPAR Group, 2016, p.47). In order to effectively communicate with a wide number of people, SPAR should study both traditional kinds of advertising and the prospect of making financial investments in digital marketing. These campaigns have the potential to raise awareness of the brand in a new culture while also teaching customers more completely about the superiority of the products offered by SPAR.

Reasons other Strategies are not suitable

Mergers and acquisitions are also not suitable for SPAR. To get more markets and resources, this would need to merge with or buy a competitor. It would also allow the company to find new methods to differentiate its products from competitors (Beverly et al., 2019, p.29). This idea is too risky for SPAR because it would require a lot of debt. The company's reputation could suffer if the merger or acquisition fails.

Research and development are also not suitable for SPAR as this is an expensive process with no guaranteed results. It would involve exploring different product and service concepts, investing in prototypes, and testing with customers (Bender et al., 2021, p.612). This would need a large upfront financial investment, with the risk of no discernible returns. SPAR would also face competition from industry entrepreneurs.

Franchising is a strategy often used by companies to expand quickly into new markets. However, this strategy is unsuitable for SPAR as it would require a large upfront financial investment and increased risk (Zeyen, 2021, p.123). In addition, SPAR would need to relinquish some control of its brand, as the franchisor would have the power to prevent any significant innovations or changes.

Product extension is another strategy that involves introducing new products to the current lineup in order to attract more customers. For SPAR, this may include introducing a new product line, such as hotel and healthcare services (Lim, 2023, p.6). Although this may be an

interesting option for SPAR, the process of developing and testing new products can be time-consuming and expensive. Furthermore, the strategy's success relies on factors outside of SPAR's control, such as consumer uptake and tastes.

Implementation of Growth Strategy

SPAR, a UK-based convenience store chain, has positioned itself to successfully expand. Its current strategy has been to focus on areas of customer service, quality products and pricing that are sustainable and competitive (SPAR. 2022). This is the strategic management process's action stage and organisations must have a comprehensive plan before execution. SPAR, a UK-based convenience store chain, can maximise its growth by following its strategic plan and implementing it.

Consider External Factors

SPAR must consider external factors to achieve long-term success. Political, legal, social, technological, and environmental climates could affect the company (Van Hong and Nguyen, 2020, p.214). The company should regularly assess the environment for current and prospective changes that may affect operations. For example, SPAR should keep up with technological changes and take full advantage of current trends. This may involve developing an e-commerce platform and online presence for quicker customer service and increased marketability.

SPAR must also review applicable laws and comply with them to stay competitive. This involves ensuring that the company's providers follow ethical standards (Hanaysha et al., 2022, p.69). Finally, SPAR should research alternative energy sources like solar and wind power to reduce their environmental effect.

Determine Resources Needed

The first step for SPAR in strategy implementation is to determine the resources that are needed for successful execution. To enable realistic resource allocation and plan execution, the plan should begin with resource establishment (Kabeyi, 2019, p.28). Establishing resources allows this. This includes hiring, training and establishing systems. SPAR must first train and encourage its employees. Current talent helps the organisation grow sustainably and gain experience. SPAR should also review and change its pay scheme. Pay strategies help the organisation attract and retain top talent. The company should buy specialised hardware and software next. Updating or replacing retail computer processors may be essential. The company should streamline its operations to reduce costs due to supply chain efficiency.

Allocate Resources

SPAR must ensure it has the necessary resources in order to effectively implement its growth strategy. Resources make long-term success and operational efficiency easier (Xie et al., 2023, p.2). In the same way, the company must always be mindful of external issues that could affect its success. SPAR must assess how the above resources and circumstances will affect its growth during implementation. This entails reallocating resources from operational areas that do not offer the requisite return on investment to areas where gaps have been recognised.

Create a Team of Executives

SPAR needs business model-savvy CEOs to execute strategy. (Kamariotou and Kitsios, 2020, p.2) say a well-rounded executive team can assess resource needs, allocate resources and analyse progress. The team should try several approaches to succeed. An executive team should combine department and stakeholder feedback to quickly develop a strategy.

Educate Employees

SPAR must educate all employees to successfully implement the strategy. The staff must know the goals and how to execute the plan (Kamariotou and Kitsios, 2020, p.4). Employees need training and orientation to execute their duties. Thus, employees will find plan-related tasks easier, increasing productivity.

Organise Teams

SPAR must form teams to execute its strategy. (Muz-La Rivera et al. 2019, p.12), suggest organizing these teams by marketing, operations, and finance. Evaluating and recreating teams as needed is the greatest way to ensure all tasks and responsibilities are completed. All teams should be held accountable for their tasks and performance to maintain the plan's progress and increase efficiency.

Implement Systems

Procure and implement technologies like Big Data and AI. This includes engaging vendors to implement and train employees to use these technologies (Haleem et al., 2022, p.122). The vendors should also train employees on how Big Data helps companies understand client preferences, interests, and market trends. They should also be taught how AI can automate customer care, boost sales and marketing, and improve operations.

Regarding market-based strategy, SPAR should train employees how to creatively and effectively launch market campaigns that improve brand reputation and increase sales (Kalaighnam et al., 2021, p.42). A timeline on how the market campaigns is delivered is followed to ensure that the execution is efficient. Customer acquisition and retention strategies, like superior customer services, loyalty programs, coupons and discounts, are also launched to encourage customers to shop with the retailer.

Measure and Evaluate

SPAR should monitor and evaluate the strategy throughout its development. Measuring progress lets the company adapt its processes to the situation (Salamah, 2023, p.11). This may involve examining team performance to find weaknesses and remedies. To ensure strategy success and goal achievement, evaluations must be done regularly. The company can adjust and make choices quickly, reducing the likelihood of delays.

SPAR must ensure it has the resources and support to execute the strategy throughout the process. To stay on track and maximise plan potential, routine measures and assessments must be done (Onyegbula, 2023, p.301). With the right resources, executives, and personnel, SPAR may establish an effective implementation process and grow to its maximum potential.

Recommendations

The key to successful and sustainable business growth is a well-established and implemented strategy that is appropriately suited to the company's needs. SPAR (UK) Ltd. has framed a suitable market-focused growth strategy in order to create value and sustain its operations amidst a competitive market (Briggs, 2018). To ensure that the strategy is able to drive superior performance, it is necessary for SPAR to ensure that the necessary resources are available, so that the strategy can be swiftly executed.

Apart from that, SPAR must ensure that its employees are educated about the growth strategy and understand the importance of their role in making sure it succeeds. This includes training relevant personnel in the use of necessary technology as well as the new customer acquisition and retention strategies to ensure maximum profitability (Rodriguez and Walters, 2017, p.207). Finally, the strategy's progress must be monitored to ensure it is perfectly executed and to facilitate adaptations if required.

Leverage Big Data and Artificial Intelligence, Where Appropriate: SPAR should consider leveraging big data and AI to increase efficiency and customer satisfaction (De Mauro et al., 2022, p.447). By understanding the needs and preferences of customers, it can develop more profitable marketing and advertising strategies and assist in improving operations in

order to ensure increased profitability and customer satisfaction. Considering that all SPAR needs is growth and profitability, if it can utilise new technologies like AI and Big Data, it will effectively offer the best to customers through personalised approaches. That way, it can increase sales.

Develop International Presence, Where Appropriate: SPAR should consider expanding its operations to foreign partners in order to achieve new customer access and generate more revenue (Hånell et al., 2020, p.517). Working in partnership with local businesses can help the firm understand these customers' needs and preferences to ensure better servicing.

Utilise Responsible Sourcing: SPAR should utilise responsible sourcing, meaning ethically and transparently managing their supply networks, by checking product sources and providing a safe work environment for their suppliers and subcontractors (Russell et al., 2018, p.8). This will not only benefit the company financially but also society as a whole. It will also improve SPAR's reputation in the market as people need healthy food products grown in the right conditions.

Conclusion

SPAR (UK) Ltd. has a comprehensive strategy and plan in place for long-term growth. PESTLE and Porter's Five Forces analyses have been used to assess the external environment and present a growth strategy. Again, SWOT analysis has explored different facets of the company. The firm faces stiff competition from established firms like ASDA and Tesco. Again, its reputation is low compared to these firms. This calls for investing in market-based strategies to ensure that many customers know its brand. SPAR can manage to grow if it implements the right strategies. Strategies recommended to SPAR include widening its technology, increasing its market-based strategy, extending internationally and utilising responsible sourcing.

All these strategies should be implemented considering the resources needed, employee education, team organisation, technology and data leveraging, and measuring and evaluating progress. Implementing emerging technologies like AI and Big Data will ensure that it can offer customers personalised services. Again, it will use data to analyse the market and customer behaviours for improved customer service delivery. Implementing these strategies could improve SPAR's customer service and the quality of its products, better its pricing, and establish its brand internationally, all to increase the company's market share and profitability. On the contrary, it should shun strategies like franchising and R&D because they can be expensive and might not guarantee success. Similarly, mergers and acquisitions may eventually lead to loss of control and not guarantee success. With

successful strategy implementation, SPAR could become a leading symbol retailer in the UK, and even the world, in the near future.

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