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Section 1: Globalised Business Environment

1. Organisational Classification and Global Strategy

1.1 Strategic Categorisation

According to the Model by Bartlett and Ghoshal (1989), ALDI fits the classification best, as a company with a global approach, with high global integration and low local responsiveness (Fonseca and Kogut, 2026). The firm has developed a solid competitive edge based on a highly centralised form of operations, which standardize procurement, merchandising, store design and supply chain management systems across global markets. Over 90% of the product range of ALDI is its own-label products, and the average store contains only 1,500 to 1850 core stocks (Food & Wine, 2025). Although it works globally and is standardised, ALDI uses selective localisation. The retailer modified a range of fresh foods, sourcing selected goods on the basis of location and country-based food laws at the same time as the retail maintained its low cost model of operation (Petropoulos *et al.* 2025).

More importantly, ALDI reached around 13,500 outlets in 18 countries by 2026, with ALDI SOUTH Group alone (ALDI, 2026). Alone in 2025, about 225 new stores opened by the brand worldwide with USD 9 billion investment (Aldi, 2025). But, this same high level of standardisation might limit the market responsiveness in India, which has disjointed retail chain structures, categorized regional tastes in food, and a diffuse nature of consumer behaviour that may need more localisation. Thus, opening in India would entail ALDI maintaining globalised cost leadership and augmenting the scope in sourcing, assorting, and supplier collaborations.



Figure 1: Aldi to Open More Than 225 Stores in 2025

(Source: Aldi, 2025)

1.2 Global Configuration

The global structure of ALDI indicates a very integrated global retailing network which underpins its cost leadership strategy. As of 2026, Aldi has over 43,000 employees and over 1080 stores alone in Britain (Aldi, 2025). It covers Germany, the United Kingdom, Ireland, the United States, Australia, China, Italy, Austria, Switzerland, Hungary, and Slovenia, supplemented by the activities of ALDI Nord in eight countries of Europe (Aldi South Group, 2026). The geographic structure provides competitive advantage to the company, by means of globally coordinated procurement, regional distribution centres, and highly standardised store operations. With a low number of 1,500 -1,850 core products and more than 90% of offerings being the ALDI label, the company can enjoy huge economies of scale, enhance supplier bargaining power, reduce the cost of logistically serving, and turnover of inventory (ALDI, 2025). This competitiveness in the global strategy is further reflected by recent growth.

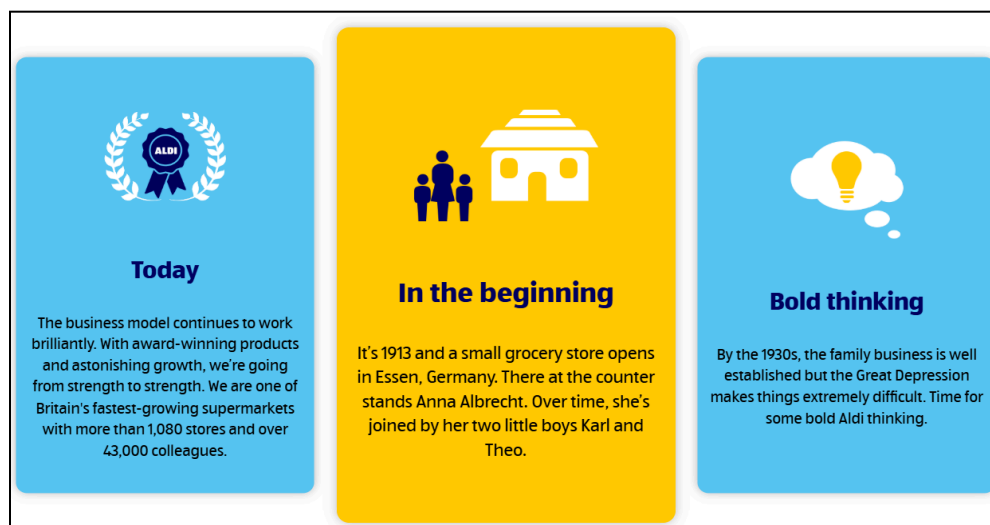


Figure 2: Aldi Throughout Journey

(Source: ALDI, 2025)

ALDI in 2026 declared an investment of USD 9 billion to develop its operation in the US and boost its distribution network by establishing over 180 new outlets and enhancing distribution channels (ISMagazine, 2026). This emphasises that it still favours the scalable, standardised expansion into huge consumer areas. However, India is not present on the list of ALDI operations even though it is among the rapidly expanding grocery markets worldwide. Indian

presence would spread geographic risk out of the developed Western markets and would generate revenue growth in the long run (Allianz, 2026). Nevertheless, the variations in the retail structure, infrastructure, regulation, and consumer preferences imply that ALDI would require supplementing its globally integrated structure with a more localised sourcing, supplier cooperation, and tailoring to regions to maintain its competitive advantage.

2. Macro-Environmental Appraisal and Market Attractiveness

2.1 Host Country Analysis

2.1.1 Political

The political environment in India offers a lot of opportunities to the proposed market entry of the ALDI because it has a fairly stable democratic governance and the trend towards the focus on attracting foreign investment is increasing. India has been politically stable as compared to the many emerging economies, and this has facilitated long-term retail investment decisions (World Bank Group, 2025). By 2030, the government aims to achieve USD 100 billion of annual Foreign Direct Investment (FDI) and overall foreign FDI inflows were about USD 88 billion in 2025-26, which shows continued investor trust (PIB, 2025).

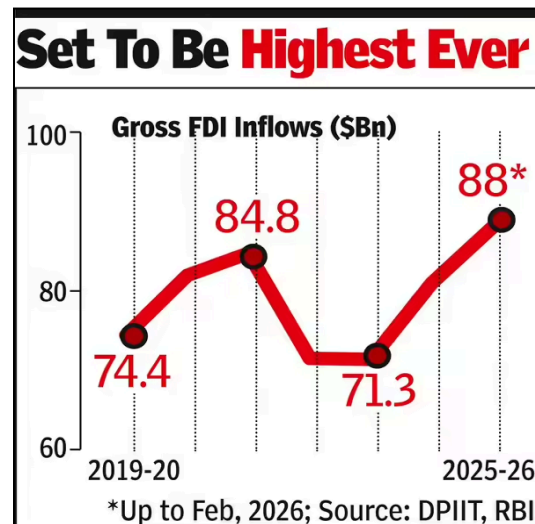


Figure 3: Foreign Direct Investment: FDI inflows likely to have crossed \$90 billion in FY26

(Source: Times of India, 2026)

Government policy is also favouring organised retail with such initiatives like Digital India, PM Gati Shakti, and the National Logistics Policy which is aimed to cut the cost of logistics which are about 13 -14% of the GDP down to less than 8% in 2030 (GOV IN 2025). These infrastructural developments have a direct positive impact on the low-cost policy of ALDI, which relies on effective distribution channels as well as prompt inventory restocking. Additionally, the road network in India has risen to over 6.7 million kilometres and over 1,600

infrastructure projects are currently being managed by PM Gati Shakti that enhances connectivity between the suppliers, distribution centres and retail outlets (PIB, 2026). The structure of federalism in India presents administrative complexity, with 28 states and 8 Union Territories which have different regulations on retailers (ILS, 2025).

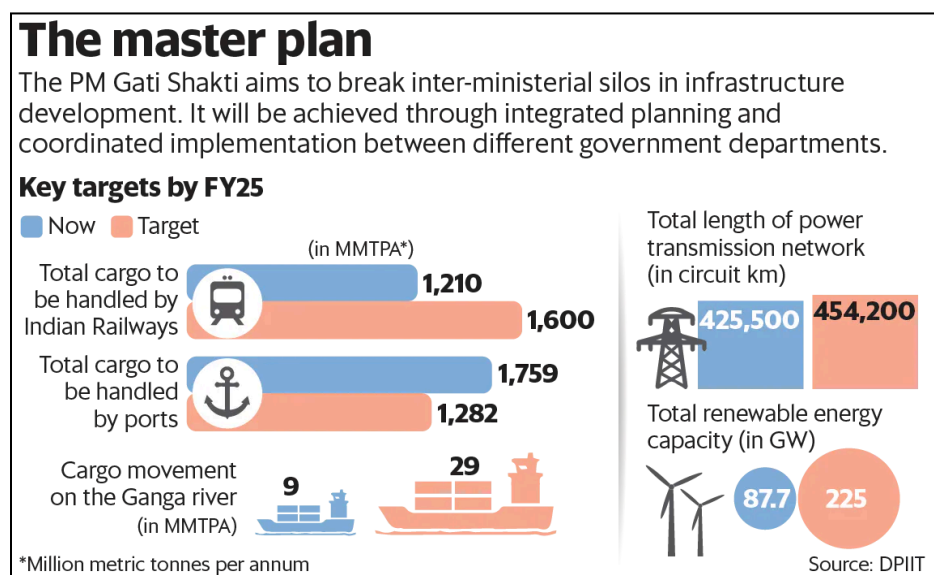


Figure 4: Gati Shakti, the dawn of a new age in infrastructure development

(Source: Ranjan Mishra, 2026)

Additionally, foreign retailers with multi-brand policies of retailing remain weighed by state-based equivalence procedure and local politics in line with regards to the small retailers. Government's financing of the traditional kirana shops so that providing discount deals could not harm kirana shops also create opposition to the giant foreign goods (Times of India, 2025). More importantly, the political climate in India is generally favourable towards ALDI due to infrastructure investment and reforms towards pro-business. However, the retailer needs to consider phases of expansion through the development of partnerships with state governments and the state suppliers in order to reduce regulatory complexity.

2.1.2 Economic

India is one of the most appealing consumer markets in the world to ALDI due to high economic growth, growing middle-income consumer market, and the rapidly developing retail market. In 2025, the growth of the India GDP was about 6.4% (Acharya and Ohri, 2025).

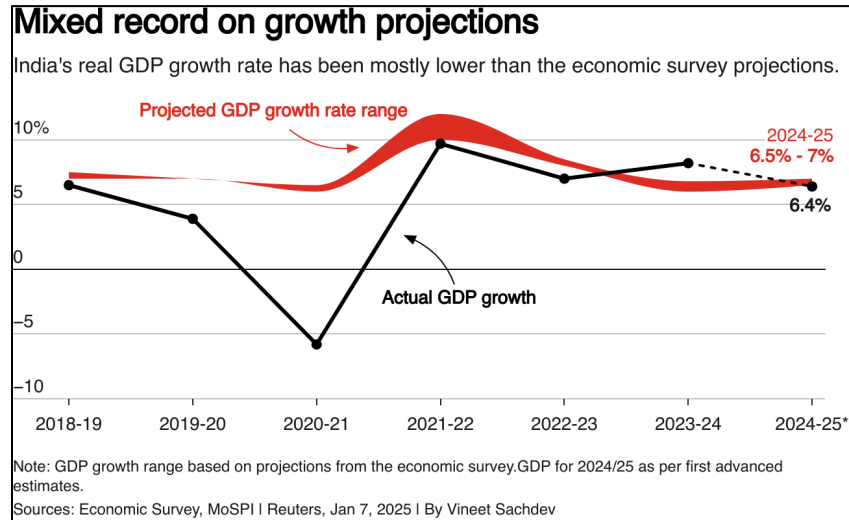


Figure 5: India forecasts 2024/25 economic growth of 6.4%

(Source: Acharya and Ohri, 2025)

In 2025, India had the fourth-largest nominal GDP of at least USD 4.3 trillion, making it the fourth-largest economy in the world and offering a large consumer market in the context of the growth of organised retail (PIB, 2025).

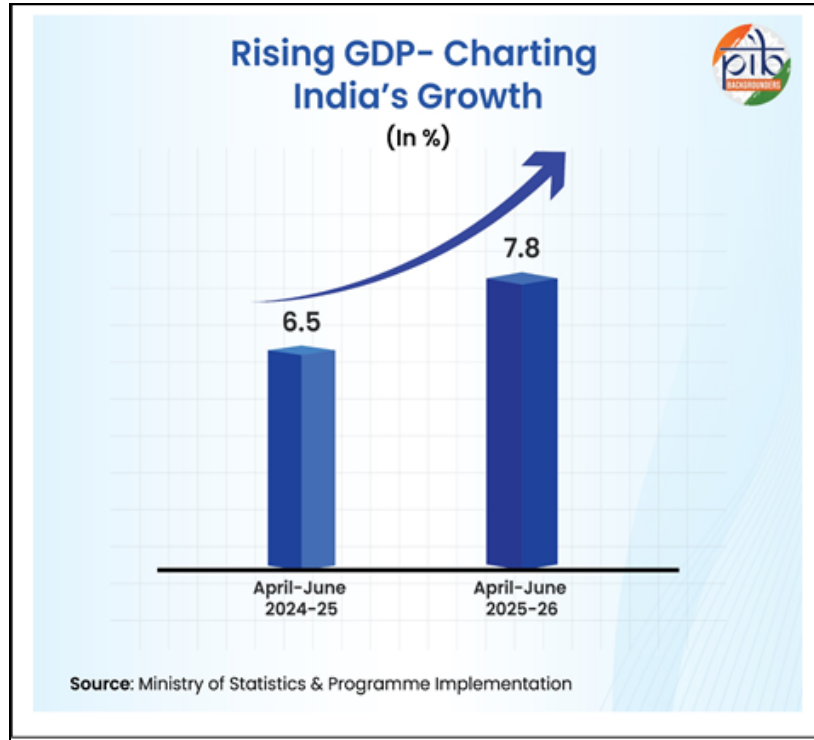


Figure 6: India's GDP Surge: Driving the Growth Story

(Source: PIB, 2025)

In 2025, the food and grocery market sector of India is estimated to be worth about US 950 billion (almost 65% of total retail) with only a low penetration of less than 15% of organised retail so there is an open field to the modern discount retailing players (IBEF, 2024).

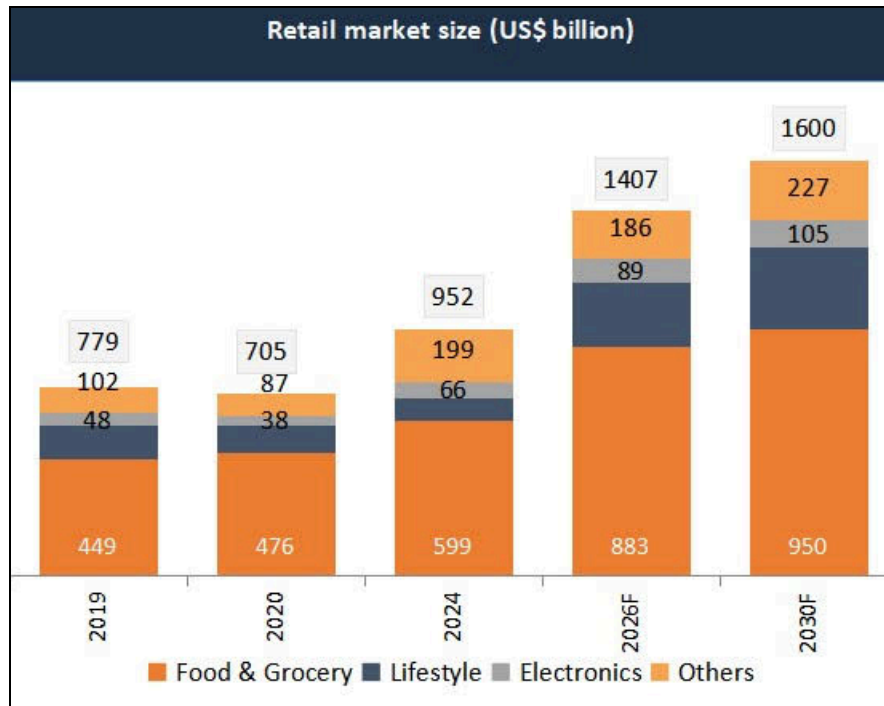


Figure 7: Retail Industry in India

(Source: IBEF, 2026)

Moreover, the total middle-class population of India is expected to hit more than 715 million by 2030 (Gupta, 2026). More of them will choose to purchase affordable and high quality products in their own label that aligns with the value services offered by ALDI. The attractiveness of the market is enhanced by digital transformation as well. In 2025, India had already over 970 million people using the internet, and omnichannel retail processes were assisted by the UPI to 21.6 billion transactions in December 2025 (Sharma, 2026).

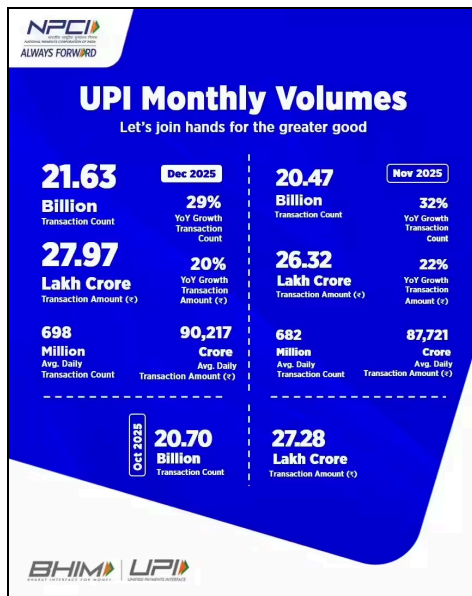


Figure 8: UPI Transactions December 2025: UPI Sets Record with 21.6 Billion Transactions in December 2025

(Source: Sharma, 2026)

Moreover, inflation was pushed to a more manageable level of about 4.2% early in 2026, which enhanced the purchasing power of households and boosted the tendency of consumers to spend (Acharya and Singh, 2026).

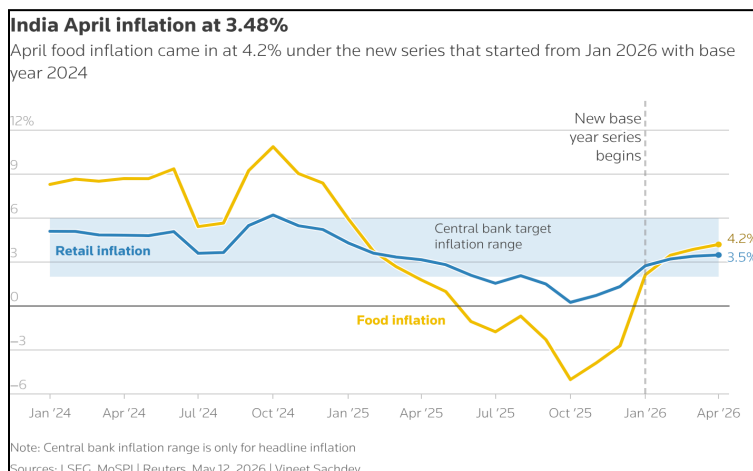
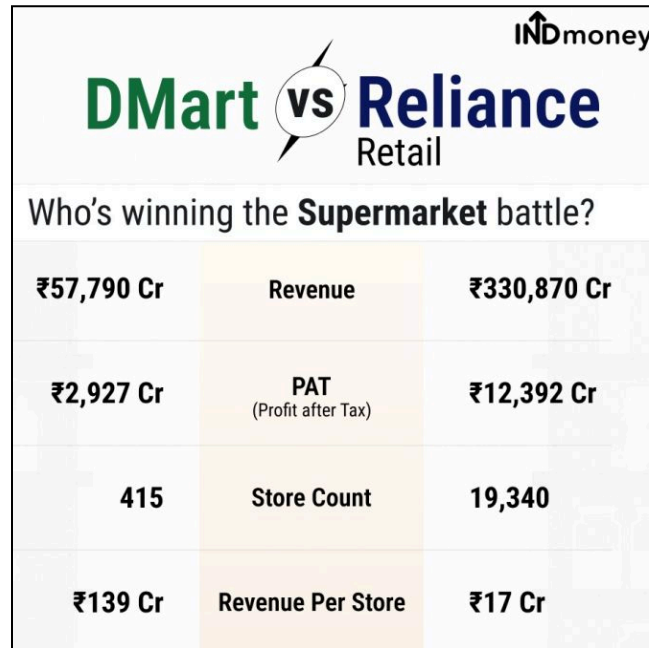


Figure 9: India inflation remains modest in April at 3.48%

(Source: Acharya and Singh, 2026)

Price sensitivity is extremely high, especially in places not located in the metropolitan cities, and the success of domestic retailers like Reliance Retail, the successors of DMart and Big Bazaar raise further price competition.



Who's winning the Supermarket battle?		
₹57,790 Cr	Revenue	₹330,870 Cr
₹2,927 Cr	PAT (Profit after Tax)	₹12,392 Cr
415	Store Count	19,340
₹139 Cr	Revenue Per Store	₹17 Cr

Figure 10: DMart vs Reliance Retail

(Source: INDMoney, 2026)

On the whole, the macroeconomic situation in India is very favourable towards the growth of ALDI as there is sustained growth of GDP, increase in disposable income and growth in organised retail which can provide good demand conditions. However, cost leadership will be required to compete successfully with existing domestic retailers, but adjusting the pricing and sourcing scheme will be needed.

2.1.3 Legal

The legal climate of India provides some opportunities as well as challenges in the legal environment to the market accessing of ALDI. The biggest factor is the policy of India with regard to foreign investment in retail. In the prevailing laws, 100% FDI is allowed in single brand retail and up to 51% foreign ownership in the multiple brand retail with government authorization, which can have a huge impact on the preferred market entry mode adopted by

ALDI (PIB, 2025). This might lead to the adoption of other forms of structures like joint ventures and franchises in the establishment of wholly owned discount supermarkets. Another essential requirement is that of adhering to food safety laws. Food Authority of India equally regulates more than 5 million licensed food establishments, which demands retailers to adhere to stringent standards on the quality of products, labelling, storage and traceability (FSSAI, 2026). India has been making efforts to modernise its labour laws by introducing four amalgamated Labour Codes (GOV IN, 2025).

Although these reforms are intended to make things easier in terms of compliance, it varies among the states and this presents human resources to be very careful. Besides that, the Digital Personal Data Protection Act 2023 enhances consumer privacy requirements, which are increasingly vital with organised retailers adopting digital loyalty programmes and customer analytics (GOV IN, 2023). On the whole, the legal conditions in India have become even better favouring foreign investment by a simplification in regulations and taxation. Nevertheless, limitations of multi-brand retail ownership are the major legal obstacle to ALDI. The entry into India will be mostly dependent on how well these regulations can be successfully passed by way of an opposite entry mode.

2.1.4 Cultural

The cultural setting in India is one of the greatest factors that would predict the success of the ALDI since the consumer buying habits in India are very different as compared to its current markets in the West. The population of India is trusted in the year 2026 to be more than 1.46 billion with remarkable linguistic, religious and dietary diversity (Metro Vaartha, 2025).

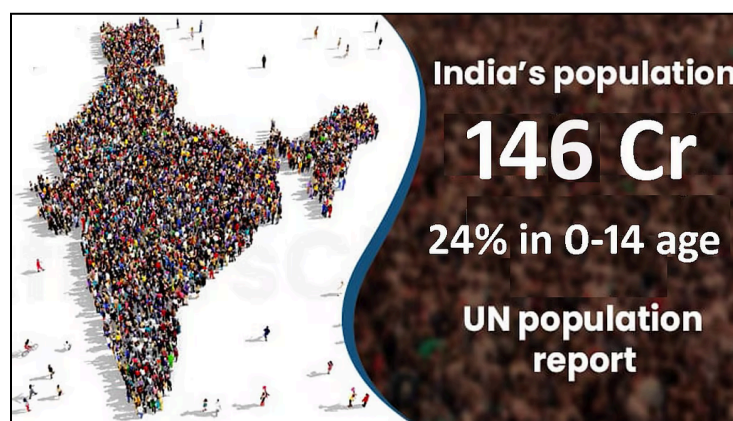


Figure 11: India's population touches 1.46 billion, fertility drops below replacement rate

(Source: Metro Vaartha, 2025)

The product packaging and advertising and customer communications use hundreds of regional dialects and more than 22 official languages (Dentsu, 2025). About 30-40% of the Indians are vegetarians, one of the greatest rates in the whole world, and religious food consumption styles related to Hinduism, Islamic, Jainism and Sikhism generate very diverse consumption forms (HT, 2026).

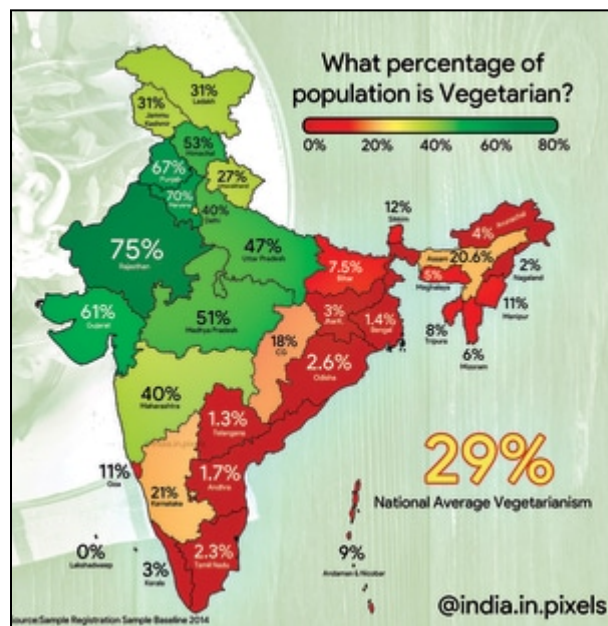


Figure 12: Indian Vegetarian Population

(Source: HT, 2026)

Therefore, the standardised European product range that ALDI has would have to be considerably localised to meet local needs. Approximately 88-90% of grocery buying is still being done via the kirana stores in neighbourhoods because consumers highly value convenience, personalised service, and personal relationship with the community (Superk, 2026).

Meanwhile, India, in the year 2025, its urban population was over 530 million citizens and this demanded an increasing demand of organised supermarkets especially among the younger demographics who desire value and convenience (Statista, 2026).

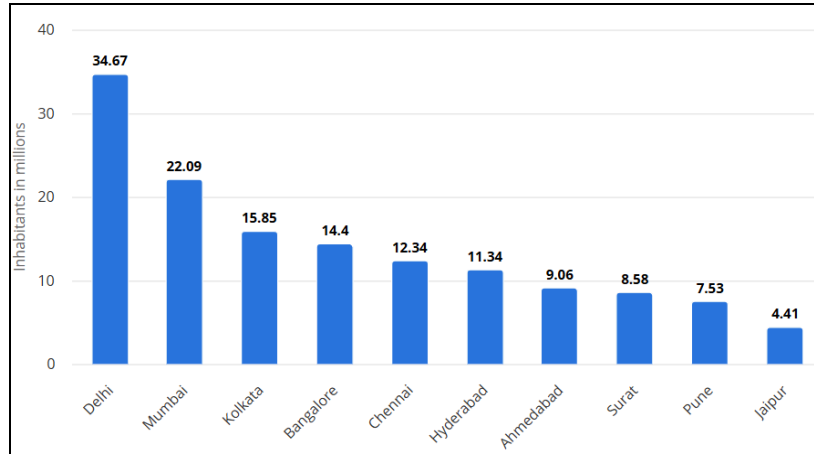


Figure 13: India: the ten largest cities in 2025

(Source: Statista, 2026)

Consumer behaviour is another thing that is changed by digital adoption. There are more than 900 million smartphone users in India and digital payment platforms, including UPI have become the transaction of choice in organised retail (Statista, 2025).

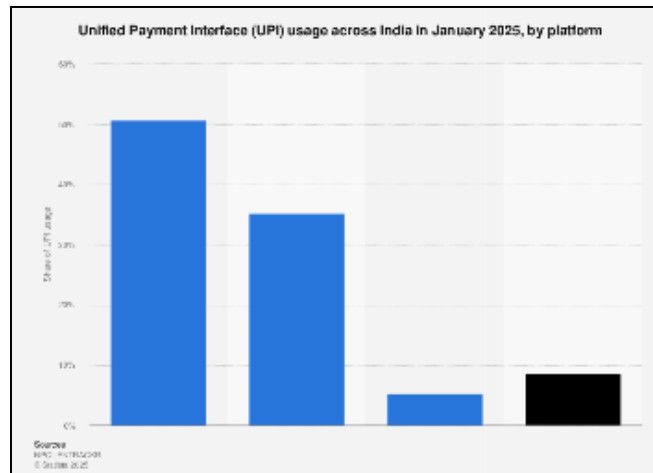


Figure 14: India: UPI usage by platform 2025

(Source: Statista, 2025)

Online price-testing by younger consumers is growing in popularity and buying of own-label products is becoming more willing, which helps ADL position itself based on the price. Importantly, cultural diversity of India is an opportunity and a challenge. Although rapid

urbanisation and rising price sensitivity is quite consistent with the value offerings of the ALDI, success will be based on changing product offers, store format and marketing communication according to regional consumer preferences than bringing its highly standardised European retailing model with the same into the US without any alteration.

2.1.5 Critical Analysis

The host country analysis shows that there is a positive but complicated business environment for ALDI's expansion internationally. India is politically and economically an attractive country to invest in due to its stability, good investments in infrastructure, GDP growth, and the rapidly growing market of consumers. All these features correspond to ALDI's cost leadership strategy and plans for growth. Nevertheless, legal limitations of investments in foreign multi-brand retailing, differences in regulation of various states, and other issues make the entry into the market more complicated. Moreover, cultural diversity, different consumption habits, and domination of traditional kirana shops mean that the standardised approach to retail will not bring immediate success to ALDI. Thus, simple adaptation of ALDI's strategy for international expansion will not be sufficient.

2.2 Market Entry: OLI Framework

2.2.1 Ownership

The concept of ownership advantages is represented by Dunning in his Eclectic Paradigm as the firm-specific assets that can give a competitive edge in overseas markets. ALDI has significant ownership-specific benefits which can be leveraged to expand into India. The cost leadership strategy that is internationally recognised as its main strength is well supported by a very efficient supply chain and an operating model with focus on private-label products. This streamlined product range saves a lot of procurement, warehousing and inventory expenses. The purchasing network ALDI has on the global scale also generates a significant bargaining power.

Moreover, ALDI has established high levels of competency in terms of logistics, inventory control and efficiency of its operations so that it turns its stocks over at a staggering rate and operates at lower costs than most of its competitors. Local retailers can find imitating these

ownership advantages hard due to the decades of years of managerial experience, supplier relations and economies of scale (Do, 2026). Nevertheless, the benefits of ownership might not enable success in India. The private-label offerings of the company and very standardised retail format, which are largely European in nature, need to change to suit regional food cultures, cultural diversities and purchasing behaviour in India. Thus, the capability to integrate its global operation and locally responsive sourcing and merchandising will become the source of the competitive power of ALDI.

2.2.2 Location

The location advantages are the reason why this or that host country presents good conditions to foreign investment. India also offers good location specific advantages to ALDI due to its high consumer base, high economic growth and the growing organised retail sector. IMF (2026) predicts over 6% growth in the GDP of India, and the nominal GDP is more than USD 4.3 trillion in India, indicating that it would be among the largest consumer markets globally. By 2026, the number of people in the country has reached a population of about 1.46 billion which has provided a very huge long-term pressure in regards to cheap grocery products (Statista, 2025). This is a low penetration which means that there is a huge market potential as compared to the mature retail markets where ALDI has already penetrated.

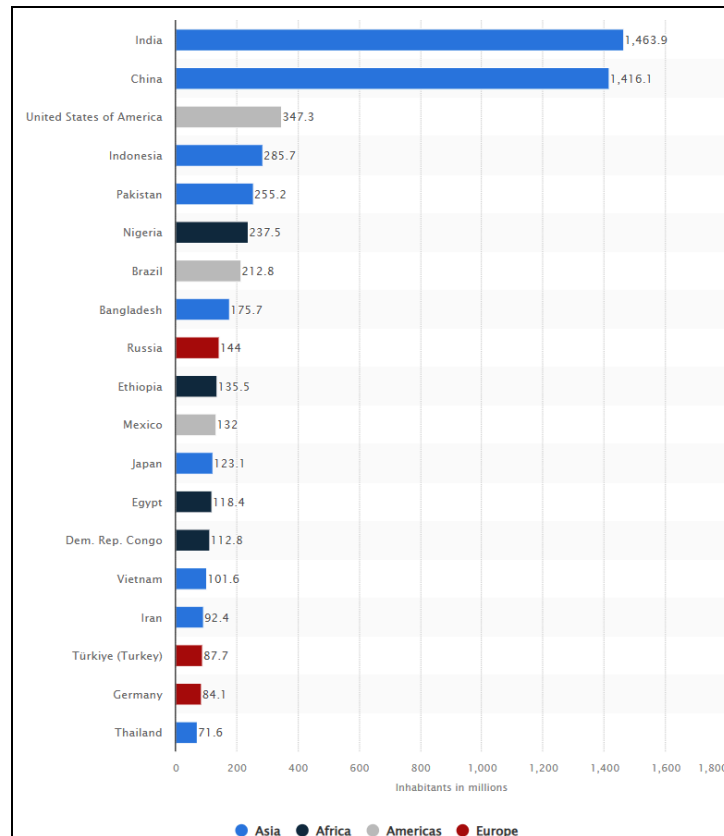


Figure 15: Twenty countries with the largest population in 2025

(Source: Statista, 2025)

Also, the population in the middle-class is projected to surpass 580 million thereby putting pressure on modern discount supermarkets (Gohel, 2026). Improvement of infrastructure is another way of making India more attractive. The government is targeting to cut logistics to less than 8% of GDP, which is now at about 13-14%, through discipline investment initiatives, backed by the National Logistics Policy and PM Gati Shakti (ITS, 2025). The digital transformation was observed by internet users, and 24,162 crore UPI transactions were made during 2026, which promoted omnichannel retailing and cashless payments (PIB, 2025). However, also in India, there are location challenges such as fragmented supply chains, regional regulatory variations and stiff competition with Reliance retail, DMart and thousands of neighbourhoods kirana stores. The market characteristics in India therefore favour the long term expansion of ALDI highly but entry into the market will only be successful with a lot of localisations to its cost leadership model internationally.

2.2.3 Internalisation

Reasons why companies opt to retain ownership and control of foreign operations as opposed to licensing or franchising their business model are explained by internalisation advantages. Internalisation demands special attention as the development of the competitive advantage relies on the ability to ensure tight control of operations in the aspects of procurement, pricing, quality control and supply chain efficiency (Ferrández *et al.* 2026). The business model of the retailer is based on centralised buying, standardisation of store business and a massive development of the own-label and the protection of the knowledge is the necessity. As of 2026, ALDI had over 13000 stores around the world with over 90% of the items being sold under own-label brands (Capital One Shopping, 2025). The direct operational control helps in maintaining uniform product quality, compliance and brand name on the part of the suppliers across all the international markets (de Faria Leite *et al.* 2026). Internalisation helps defend proprietary procurement systems, inventory management methods and price formulae which form the brunt of the low-cost strategy of ALDI. ALDI has the financial capabilities to internalise its foreign operations.

Also allowing economies of scale with direct ownership allows the integration of Indian sourcing into the global sourcing network at ALDI. Nevertheless, the full internalisation might be limited by the regulatory framework of India, especially the limits of foreign multiband retail (Pandya, 2025). Therefore, it can be assumed that ALDI needs a blend of entry modes at the beginning, such as strategic partnerships, local sourcing deals or joint ventures, preserving operational control of purchasing, roots and territories and development of personal labels. More importantly, internalisation is still the strategy of choice at ALDI as the key to maintaining the competitive edge is to secure its proprietary operating model. However, striking the right balance between direct control and local cooperation will be crucial to surmount regulatory obstacles and achieve faster market adoption in India.

2.2.4 Critical Analysis

According to Dunning's OLI paradigm, ALDI is endowed with strong ownership advantages whereas India offers a huge consumer base and favourable economic conditions as well as a location advantage to expand operations. Nevertheless, through the OLI model, it has been

shown that there is a lack of adequacy in ownership and location advantages alone for successfully entering into the Indian market due to legal constraints with regard to multi-brand foreign retail trade, diversity of cultures and complexity of operation. It thus follows that, even as Dunning's OLI framework suggests the attractiveness of India as an investment destination, ALDI must effectively combine its strengths with those of the local environment.

3. Entry Mode Strategy and Strategic Synthesis

3.1 Historical Pattern Recognition

Today, ALDI has over 13,000 stores in 18 countries with the assistance of a wide range of employees. Throughout its history, ALDI has appreciated greenfield investment and the usage of wholly owned subsidiaries as the most prevalent international entry mode, which enables the company to have full control over its operations, supply chain, pricing strategy and own-label products. ALDI plans to launch more than 180 stores in 2026 and new distribution centres with a goal of operating 3200 locations by the end of 2028 (Bigora, 2026). Instead of franchising or licensing, ALDI has continuously made direct investment on the new store, geographical distribution centres and procurement networks. The firm also closed the buying of Winn-Dixie and Harveys Supermarket firms in the United States to enhance its market knowledge and it has shown its chatelaine to integrate acquisitions with wholly-owned growth (Business Wire , 2026). Likewise, ALDI also entered China but in wholly controlled business by the virtue of which it was able to ensure her stable quality control as well as safeguard her low-cost business principles. This plan is a pointer of how the company focuses on standardisation of its operation and long-term commitment to the market.

3.2 Strategic Fit & Justification

Even though in the past, ALDI has been using wholly owned subsidiaries and greenfield investments, this method might not be the best entry strategy to use in India. Rather, the joint venture (JV) with an already established Indian retail or supply chain would offer a superior strategic fit through the balancing of the control of operations and the local market knowledge and compliance with the regulations. The regulatory environment of India is also an important factor. Multi-brand retail foreign investment can only be through 51, and 100% in single-brand retail (Startup Movers, 2025). All these limitations complicate considerably direct imitation of the traditional model of ownership used by ALDI in Europe or North America. Additionally, India conducts its operations in multiple states and Union Territories which have varying retail regulations, labour laws and licensing processes (Global legal insights, 2026). In a joint venture, the risks involved which are political, financial and operational would be minimised and ALDI

would be able to exploit local experience in supplier management, consumer behaviour and regulatory compliance.

It is especially significant in a grocery market that has an estimated in the traditional kirana stores and the organised retail businesses still being less than 15% of the total business (Redseer, 2026). Domestic collaborators might provide access to relationships with suppliers and enhance domestic acceptance, and assist ALDI in localising its largely-home-labelled product assortment to reflect the local tastes.

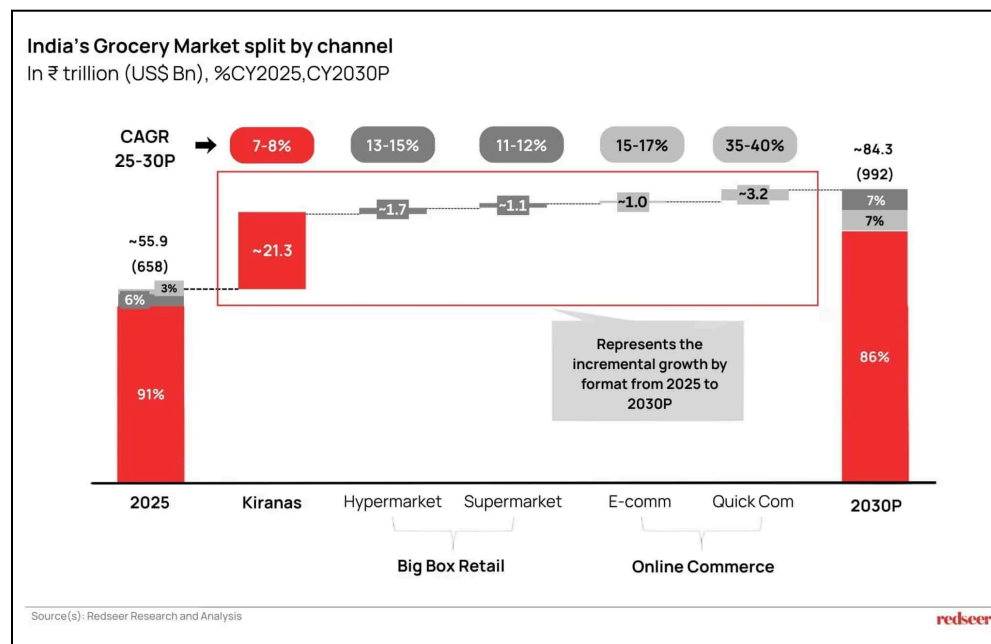


Figure 16: Kirana Stores: Why India's Mass Grocery Still Depends on Them

(Source: Redseer, 2026)

However, a joint venture has its own disadvantages which are delegation of management, possible strategic differences and sharing of profits (Ugartemendia *et al.* 2025). Since the competitive advantage of ALDI is based on the centralised procurement, pricing discipline and supply chain efficiency, the governance instruments must be configured to allow ALDI to maintain control over quality management, procurement systems and development of their own-label. Thus, a gradual entry strategy starting with a joint venture, and then gradual increasing equity is the most appropriate way. This will enable ALDI to reduce entry risk without

compromising on the operational capabilities on which it has built its global cost leadership strategy.

3.3 Conclusion & Recommendations

3.3.1 Conclusion

This general evaluation shows that India is a strategically favourable expansion opportunity to ALDI in spite of the regulatory and operational challenges. The presence of political reforms leading to increased foreign investment of over 5% GDP growth in 2026, population of over 1.40 billion and grocery retail industry of over USD 900 billion, sets out great potential growth in the long term. Moreover, the small share of organised grocery retail (under 15% of total market) means that there are still strong opportunities for international discount retailers. The OLI analysis however reveals that merely implementing the current wholly owned expansion model of ALDI would put the company in negligible regulatory, cultural and operational exposures due to India FDI restrictions and a very fragmented retail environment.

3.3.2 Recommendations

Recommendation 1: Focus on Metro-cities

To this end, it is suggested that ALDI should embark on a stage-based approach of joint venture with an established Indian retail or logistics company in the first stage of market penetration. The alliance must focus on the urban centres like Mumbai, Bengaluru, Delhi NCR and Hyderabad where urbanisation, growth in disposable income and adoption of organised retail is highest (Purushothaman, 2026). At the same time, ALDI must build regional distribution centres, transform local sourcing, and build its own-label offer over several years to consider the interests of the Indian consumers.

Recommendation 2: Enhancement of Operations and Supply Chain Process

A combination of progressive enhancement of the ownership by the organisation under the terms of regulation and further experience of operation should strengthen the procurement, supply chain management, and quality assurance process (Petropoulos *et al.* 2025). This risk aversion

strategy offers optimum mix of risk reduction, local sensitivity and responsiveness at work, thus leading to maximum chances of sustainability, competitive advantage and profitability within the Indian retail market in the long term.

Section 2: Reflective Account - Gibbs reflective cycle

The Reflective Cycle by Gibbs (1988) is a well-known reflective cycle, which enables the intentional learning by experience following six stages which are interrelated: Description, Feelings, Evaluation, Analysis, Conclusion and Action Plan (McLeod, 2025). Evaluating positive and negative themes, examining the causes of results, making significant conclusions and revealing viable steps to improve the situation in the future.



Figure 17 : Gibbs' reflective cycle (Adapted from Gibbs, 1988).

(Source: Dutta *et al.* 2023)

1. Description

This test critically analyses the potential of ALDI to expand into India, by subjecting a strategic decision in real-life situations to international business theory. I used the model created by

Bartlett and Ghoshal to examine Aldi global strategy, provided the analysis of the macro-environment in India by analysing political, economic, legal and cultural, used the OLI framework developed by Dunning to assess market attractiveness, and suggested the appropriate market entry strategy. During the assignment, I used scholarly sources, sector publications and books to make sure that my analysis is fact-based and backed by recent information. It was also a task that demanded the merging of both theoretical and practical business issues. Also, it helped me to pay attention to how multinational companies perceive opportunities and threats before deciding to venture into new foreign markets.

2. Feelings

The first thing about the start of this assignment is that I was confident in knowing the concepts of the international business theories but was unsure of using them in a real organisation. Locating reputable and recent data to support the global activities of ALDI and the specifics of the retail sector in India seemed to be a complicated task to accomplish first, as the market is constantly changing and developing, along with its own rules and policies. The more I advanced, the more confident I became to realise that theoretical frameworks should always be used together to help in strategic decision-making. The standard business model of ALDI in comparison with the culturally diversified and highly fragmented Indian retail market struck me as a particularly interesting idea. This analogy made me be more critical, instead of basing things on a theoretical assumption. Though it was time-consuming to analyse such big amounts of information, the process enhanced my confidence in assessment of the strategy of international expansion.

3. Evaluation

On a larger scale, this assignment was a good learning experience as it has improved my theoretical perspective as well as the critical analytical process. Another key strength was the fact that I was able to combine several international business models instead of viewing each one of them separately. Based on the evidence provided in recent economic indicators, regulatory data and company data enhanced the persuasiveness of my recommendations and acquainted me with the need to make evidence-based decisions (Sharma *et al.* 2025). Nevertheless, I also found

some ways in which I can improve. The fact that large volumes of secondary data needed to be analysed necessitated consideration of source quality to achieve uniformity and dependability and this was not as easy as anticipated. I also realised that it was harder to balance the theory of academics with the reality of business than merely outlining models.

4. Analysis

The reflection on the assignment will show that the decisions on entering an international market presuppose the application of both the strategic theory and the up-to-date business evidence. As a result, I grew to have a better comprehension of critical thinking, strategic assessment and evidence-based decision-making in the environment of international business management. The process of critical thinking entails using objective reasoning in examining information with an aim of making sound judgments (Mensah, 2026). Moreover, the macro-environment analysis also demonstrated that the market attractiveness is determined by political stability, economic growth, legal regulations and cultural diversity. This reflection also brought to the fore the fact that no single framework can give an ultimate solution but rather good strategic decisions can be borne by the integration of complementary theories. I came to understand the importance of adapting strategies to local market terms to have successful international expansion not just on organisational capability.

5. Conclusion

This reflective experience has proven to have a great influence in personal and academic growth during the process of preparing the assignment. I have also developed a better insight on how multinational corporations analyse international expansion opportunities with the help of strategic management theories with empirical findings. The experience also clarified the need to be analytical, conduct trustworthy research and make unbiased decisions in coming up with business recommendations. It further emphasised the importance of evaluating the organisational strengths as well as the environmental external challenges and then suggesting an entry strategy. On the whole, this assignment helped me gain confidence in the application of theoretical concepts to actual business scenarios and my analytical, research and problem-solving skills. The

competencies will be useful in academic studies and in employment in the future, as it deals with international business strategy and analyses of a global market.

6. Action Plan

<i>SMART Element</i>	<i>Development Goal</i>	<i>Specific Actions</i>	<i>Success Measure (KPI)</i>	<i>Timeline</i>
<i>S – Specific</i>	Improve critical analysis of international business strategies.	Read and critically review journal articles on international business theories (e.g., OLI Framework, Bartlett & Ghoshal, Porter's Diamond) and apply them in future coursework.	Complete summaries of 2 academic journal articles per week and apply at least three theoretical frameworks in future assignments.	2 months
<i>M – Measurable</i>	Strengthen academic research and referencing skills.	Increase the use of high-quality peer-reviewed literature and professional reports in assignments.	Use 25–30 recent academic references (2021–2026) with accurate Harvard referencing in future reports.	3 months
<i>A – Achievable</i>	Enhance analytical writing and evidence-based argument development.	Attend academic writing workshops, review lecturer feedback, and revise draft reports before submission.	Achieve 70% or above in future international business assignments and demonstrate improved critical evaluation.	3 months

<i>R – Relevant</i>	Develop professional competencies required for a career in international business management.	Improve knowledge of global market entry strategies, international regulations, and cross-cultural management through continuous learning.	Successfully analyse at least three multinational company case studies using appropriate strategic frameworks.	4 months
<i>T – Time-bound</i>	Build long-term strategic decision-making capability.	Review progress monthly, identify skill gaps, and update a personal development plan based on feedback and performance.	Complete monthly self-reflections and demonstrate continuous improvement across all future coursework by the end of the academic semester.	5 months

Table 2.1: Action Plan

(Source: Self-developed)

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