



**Prifysgol Cymru**  
Y Drindod Dewi Sant  
**University of Wales**  
Trinity Saint David

# **Master of Business Administration**

**Title :** Advantages of Pioneer and follower and product life cycle strategies used by them.

**Student Name:** Asha Polabhai Modhwadiya

**Student Number:** 2424758

**Course Name:** Marketing Management (LCMB7024)

**Lecturer Name:** Haoran Liu

**Term:** Febuary 2025

**Word count:** 3330 words

**Submission deadline:** 28<sup>st</sup> March 2025

## Table of Contents

|                                                                                 |    |
|---------------------------------------------------------------------------------|----|
| Introduction.....                                                               | 2  |
| Discussion .....                                                                | 2  |
| The advantages of being a pioneer company .....                                 | 2  |
| The advantages of being a follower company: .....                               | 3  |
| Examples.....                                                                   | 4  |
| PLC Strategies in the Growth and Maturity Stages: (for pioneer companies) ..... | 5  |
| PLC Strategies in the Growth and Maturity Stages: (for follower companies)..... | 7  |
| Conclusion .....                                                                | 9  |
| References.....                                                                 | 11 |

## Introduction

Firms adopt different strategies based on their role in an industry, which is influenced by their market entry timing. First movers are the pioneers who introduce a new product or service and enter the market early (Ruiz-Ortega et al., 2024). These companies focus on research, differentiating their products, and expanding into new markets to secure their position. In contrast, followers enter the market after observing the first mover, benefiting from the innovation and development costs already incurred by the pioneer. To gain a competitive edge, followers focus on efficiency, branding, and forming strategic partnerships (Xie et al., 2021). The strategies tied to the product life cycle differ for both pioneers and followers as they work to sustain growth and competition. This situation exposes them to high risks that include fluctuating demand from the consumer, high costs of research and development and the additional costs of having to educate the market. On the other hand, followers assist in averting overemphasizing the development of certain products while observing the market and customers' reaction (Cirik and Makadok, 2023). Thus, entering at this stage, they are able to avoid certain risks connected with previous pioneers and concentrate on such factors as scaling and sustainability. Finally, it is essential to note how both the pioneers and the followers apply a different approach in meeting the market needs thus creating a long-time market dominance and competitive advantage in their respective industries.

## Discussion

### The advantages of being a pioneer company

A pioneering or first-mover company enjoys several strategic benefits that can help it become an industry leader (Maslach et al., 2024). One major advantage is the ability to influence customer preferences and establish industry benchmarks before competitors arrive. By entering the market early, a first mover can build a strong brand and customer loyalty, making it difficult for followers to disrupt their position. Moreover, first movers are more likely to acquire valuable resources such as patents, distribution agreements, and supply contracts, giving them an early advantage in gaining a competitive edge (Kamp and Ruiz de Apodaca, 2023). Another key benefit is the opportunity for ongoing learning and refinement. Industry leaders can continually enhance their products and processes, making improvements and adjustments ahead of their competitors. In addition, pioneer firms also enjoy economies of scale since they

are able to establish production and supply networks ahead of time at a lower cost in the long run. They can also enjoy price leadership where they are able to set high prices first before competitive forces are completely unleashed with broader margins of profit (Gómez *et al.* 2022). Additionally, the first-mover firms have the ability to set the terms of people's attitudes and behaviour, and their brand becomes associated with the product category forever, and this can result in long-term market dominance.

### **The advantages of being a follower company:**

While pioneering has several advantages, the subsequent-market **follower companies** also possess some strategic benefits by which they can compete (Dreiling and Bican, 2022). The biggest benefit of being a follower is that it gets to learn from pioneers' mistakes without having to take the expensive mistakes in product development, marketing campaigns, and processes on its shoulders. With the failures of first-movers, the followers can then adapt and improve their strategy and offer improved versions of the products that already exist, cheaper, probably. This offers a strategic ground for them to be in the place of having either something cheaper or better than what the pioneer developed (Cirik and Makadok, 2023). Apart from this, the follower firms also enjoy reduced research and development expenses as they don't have to incur the pioneer cost of product experimentation and informing the market. They can, instead, ride on the learning and consumer recognition that have been created by the pioneer firm and thus reduce risk and uncertainty in penetrating a new market. Furthermore, follower companies can directly concentrate on market differentiation and segmentation, catering to certain customer needs that might have been neglected by the pioneer (Chavez and Chen, 2022). That way, they can build niche markets or value-added features that stimulate customer demand even further. Another important benefit of being a follower is the capacity to take advantage of technology advances and production efficiencies that follow in the footsteps of the pioneer's entry into the market. By embracing newer technologies, the follower businesses can make processes efficient and save costs and make products competitive (Silver *et al.* 2021). Besides, followers can learn from various business models' successes and failures and align their strategy with that, which will augment entry into markets. Strategic advantages dictate competitive forces among pioneers and followers, and each strategy has its reward and risk. While leaders have market leadership and brand awareness, they also invest more in innovation and educating the market (Elche *et al.* 2021). Followers have marketplace knowledge in hand and can make their strategy more concise but also have to contend with established brands and

loyalty. Both strategies rely on execution, flexibility, and a clear value proposition that speaks to customers.

## Examples

**Dyson** is Britain's first company and an innovating company which changed the industry of vacuum cleaners with its breakthrough (dyson.com, 2025). James Dyson founded Dyson in the late 1980s and launched the first bagless vacuum cleaner that incorporates cyclonic separation technology to provide more suction power and performance. Vacuum cleaners prior to Dyson used disposable bags that quickly became clogged and lost effectiveness. By removing the bag usage, Dyson produced a revolutionary device that not only opened up the possibility of more cleaning strength but also saved consumers money in the long run (businesstoday.in, 2025). It was not an easy thing to achieve success, as the company was rejected by major manufacturers before they could realize that they had to carry on alone. When Dyson vacuum cleaner entered markets, it took them over overnight and shook the marketplace. The company had established itself as the brand for vacuum technology among the upper class, and success had led it to diversify into other goods like air purifiers, hand dryers, and hair care (dyson.com, 2025). Having set the pace, Dyson had gained valuable intellectual property benefits in the form of patents, under which others were not positioned to replicate its technology. The research and development focus of the company is also spearheading its growth and placing it at the forefront as a market leader in the home appliance sector.

The alternative is that **Innocent Drinks** is the most notable example of a successful UK follower company (innocentdrinks.co.uk, 2025). The business was initiated by three friends who were also university mates in 1999. The company entered the business of fruit smoothies after they came to discover there was future demand for health drinks. In contrast to its market-leading competitors, Innocent Drinks did not invent the smoothie but made and refined it through a brand placed on natural ingredients, sustainability, and sourcing (theguardian.com, 2013). The two founders first tested their smoothies at a music festival and measured demand before launching the business live. Innocent turned into a health-conscious, premium health product in the soft drinks market by focusing on branding, storytelling, and sustainability. The company looked up to learning from previous market entrants and taking responsibility for its own mistakes so that it could learn and benefit from its marketing assets and products (investors.coca-colacompany.com, 2024). Innocent Drinks also took advantage of consumer trends like the increase in ethical consumption and the trend towards natural ingredients to leverage a strong brand name. The firm's quirky and unorthodox character of brand and its

adamant refusal to do anything but utilize 100% natural fruit assisted in making it stand out. Innocent, as a brand, was able to enter the market at the right moment and take advantage of the heightened health-consciousness trend without scaring off customers to switch to the smoothie idea (marketingdive.com, 2024). Its popularity raised eyebrows for corporate America, and The Coca-Cola Company bought Innocent Drinks in massive quantities in 2013. Though it is company-owned, the brand continues to stick to its corporate social responsibility and sustainable values, thus emerging as a good and responsible corporate citizen in the food and beverages industry (marketingweek.com, 2014). By strategic positioning and successful branding, Innocent Drinks shows how the follower firm can successfully enter a pre-existing competitive market, establish itself as distinct from others, and be successful in the long term.

## **PLC Strategies in the Growth and Maturity Stages: (for pioneer companies)**

### **Introduction**

**Successful pioneer firms** apply a lot of **product life cycle strategies in preparation for achieving growth and competitiveness** (Park, 2022). During the introduction stage, they try to establish awareness in the market and inform consumers about their new product. Heavy R&D spending, brand creation, and advertising in preparation for making a great first impression upon launch are needed. By acquiring patents and intellectual property rights, entrepreneurs prevent others from imitating their ideas with ease and therefore render them market exclusives. They adopt penetration prices or premium prices according to market positions (Tseng *et al.* 2023). Penetration pricing helps them achieve early adoption in which they target rapid adoption, whereas premium prices construct perceived quality and innovative image.

### **Growth Stage**

Since the product is on the **growth phase**, leader companies increase coverage with social media promotion, product-line extension, and product improvement due to customer response. For initial promotion, they can create Instagram reels, YouTube promotional videos with unique product features. Apart from that, WOM can be useful to product-line extension. The organisation can create Facebook page for the respective product and share real-time photos, videos on the product in that page (Ellitan *et al.* 2022). However, the page should be responsive and advertisement must be created in such a way that it can easily catch the attention of Facebook users. As a result, the number of viewer's will be increased effectively and will improve brand trust among them. Next, they need to seek some of the advices from the

customers (Al Adwan and Altrjman, 2023). So, they can create interesting posts where the customers can avail opportunities to share their thoughts and the best ideas for further improvement of this service. They undertake extension of production in order to attain economies of scale while holding low costs in check without surrendering high-margin returns (Levi-Bliech and Dahan, 2024). Extension of market share relies heavily on strategic partnerships as well as distribution extension, locating the product in most desired among customers. Brand loyalty schemes and ongoing innovation also confer competitive edge by causing customer retention and rendering poaching customers by competitors meaningless.

### **Maturity Phase**

Leaders during the **maturity stage** emphasize diversification and differentiation. They may launch additional features such as better designs and ensuring robust quality of products; sustainable packaging along with more life-span of the product can be the way of maintaining consumer attention and avoiding market saturation (De la Gala *et al.* 2023). In that case, free sample distributions among the target audience will be a good idea to attract more potential customers. Then, cost reduction through enhancing the supply chain efficiency and reducing the cost of production brings profitability to the company. Aside from that, marketing nowadays is all about creating brand commitment with interesting clients and personalized experience. Even certain of the front-runners from the beginning emigrate overseas for the pursuit of new markets to prolong the life cycle further (Castillo-Abdul *et al.* 2022). Through non-stop innovation, good brand equity, and sound positioning, high-performance leaders acquire long-term viability with extended lifespan even under tougher situations.

### **Decline Phase**

Whereas, in the decline stage, the organizations fail to sell its products, and the sales rate is limited due to market trends and ultimately the markets become over-saturated. Market leaders at this stage keep working on cutting costs and regulating the degree of profitability of the product (Levi-Bliech and Dahan, 2024). There may cut down their advertising and market to new segments or derivatives of the product in order to make it longer. Depending on the remaining production value, some of these companies decide to discontinue the particular product or sell it to another firm. Some products can be managed on the concept of the milking capital where by little is invested into them yet the product continues to make returns for as long possible. Otherwise, the firms can try to restore interest through revamping the product through the change in packaging, quality, or marketing strategies. Other related strategic

actions, which might be called for in certain situations include divestiture or product repositioning (Park, 2022). Consequently, the strong brands are likely to retain clientele while the small or subpar players in the industry pull out of the market. Portfolio and resource management is another factor whereby the firms used should ensure proper management of the portfolio to ensure maximum returns during this phase.

**Tesco** is a quintessential UK innovator company, revolutionizing the grocery retailing industry by introducing self-service shops and subsequent innovations in the form of reward schemes like the Tesco Clubcard (secure.tesco.com, 2025). Store outlet expansion and enlargement with branding was prioritized in the introduction stage, economies of scale, rapid expansion, and retention of growth, diversification into convenience stores, e-buys, and bank services during maturity to survive in the long run. One more of Britain's pathbreakers is **Rolls-Royce** that initiated the aerospace industry through the high-performing jet engine business (rolls-roycemotorcars.com, 2025). Through hefty research and development outlays, patent guarding, and lengthy services agreements, Rolls-Royce secured monopolistic status in the marketplaces. It varied lines of products and applied predictive repair technology as more demand developed and rendered it even more effective. During the maturity phase, the organization diversified into defence and power systems and went global and continued innovating (Park, 2022). Hence, it managed to remain in front of others and extend the product life cycle.

## **PLC Strategies in the Growth and Maturity Stages: (for follower companies)**

### **Introduction**

**Successful follower companies** use **product life cycle strategy to maintain growth and have a superior competitive advantage** (Sharma and Sharma, 2021). Followers enter the market more knowledgeable about what the customers require, competitors' weaknesses, and how to occupy the business niches than the industry leaders. With production at introduction, they practice quality discrimination against incumbent products with lower costs or more features. By reverse engineering and acquisition of failure by the leaders, they save R&D expenses and introduce products to market that capture innovation space (Arora *et al.* 2023). These advantages are adequately covered by aggressive promotions and the company is a better option to consumers.

### **Growth Phase**

With the completion of the **growth stage**, a follower company aggressively expands its market base by acquisition of customer bases that the leaders have established. They locate their products slightly lower in price than the industry leader, generally below-innovators with an effort to come along and pick up price-sensitive consumers (Lepori, 2022). Strategic partnerships, effective marketing channels, and strong supply chain programs allow them to grow inexpensively and quickly. The most successful imitators concentrate heavily on building brands and buyer relationships with an aim to create loyalty and marketplace stability over time.

### **Maturity phase**

In the **Maturity phase**, by offering value-added services, assurances, or reward schemes, they trigger loyalty among their customers and drive their differentiation to new heights. Follow-up companies, having established themselves, choose cost leadership as well as ongoing innovation with a feeling of keeping up with the times (Gauttier *et al.* 2024). They streamline production processes, rationalise supply chains, and choose economies of scale with an eye to maximizing profitability. New market entry rivalry is mitigated by diversification into new product classes or markets, where they can continue to expand. Followers are involved in digitalization, customer experience, and sustainability in responding to engage consumer trends (Wang *et al.* 2024). In responding and transforming with flexibility to new trends in the market, follower companies place products on the competitive and wanted map, setting the stage even for very saturated markets.

### **Decline Stage**

In the decline stage, the follower companies are doomed to face such circumstances as the market saturation or the shift of the market trend. Therefore, in a bid to achieve the set goals and objectives, they are keen on minimizing the various costs associated with marketing and product production (Al Adwan and Altrjman, 2023). These firms may look for other segments or enter this segment by going down the scale in a bid to meet this demand. And this is the moment many followers search for a new direction and try to find new product lines to expand successfully in a new field. It may also decide to milk the product by incurring little overhead cost while trying to get what could be left out of it. Some companies, such as Primark, stick to cost leadership, claiming that they aim at providing only affordable merchandise cutting their own operating expenses. They can also successfully introduce new variations or alterations to the original product that seeks to rejuvenate what the product offers in the market (Silver *et al.*

2021). They can thus use partnerships and alliances counteract the problem of low sales besides venturing into other related business fields.

One great example of a successful UK follower firm is **Primark**, which entered the business of fashion apparel retailing many years after industry giants like Marks & Spencer and Next (theguardian.com, 2019). Instead of being a market leader in the fashion apparel retailing business, Primark used cost leadership, offering fashionable clothes at much lower prices. By discovering its competition, it made its supply chain as effective as possible and kept overhead to the lowest, thereby preventing it from having to rely on costly advertising and already having a gigantic base of consumers to start with (modernretail.co, 2021). Primark grew very quickly by growing into areas of high population and marketing towards price-sensitive consumers. Its competitors allocated the bulk of their capital to developing e-commerce strategies, but Primark invested more on more in-store shopping experience, low operational costs but quick follow-through of fashion trends (modernretail.co, 2021). This has been able to help it survive even in a digitally native shopping environment. **Virgin Atlantic** is another case in point which rocked British Airways with its foray into the airline sector. Instead of leading the way with air travel for business, it chose to enhance customer service, in-flight amenities, and entertainment at reasonable rates (theguardian.com, 2019). Strategic alliances, for example, with Delta Airlines helped Virgin Atlantic expand globally. Innovation and creation of services, sustainability, and digital revolution, it has retained market share as an aviation giant.

## Conclusion

Based on the analysis, the pioneer and follower companies selected differing approaches to development and competitive advantage gain. It is therefore important for firms such as Dyson, Tesco and Rolls-Royce who pioneered into the market to invest in research, acquire patents and develop initial standards. To support these advantages, they mainly used economies of scale, brand recognition, and product diversification as ways of sustaining their success in the long run. However, new follower firms such as Innocent Drinks, Primark and Virgin Atlantic had formulated better strategies than the pioneering firms impacting with better or cheaper products upon their followers. They exploited opportunities, integrated logistics and supply networks and also bantered deeply with their customers. Both strategies involved caring and constant evolution and the need for creating new perceptions in the market to remain relevant and competitive in the market.

It is through first-mover advantage, industry standard, and molding the consumers' preferences that entrepreneurial management thrives on. It is often associated high-tech credentials, the adoption of leading-edge technologies and a focused market attack. But flexibility, operating cost advantage, and improved business models as a competitive weapon to pioneer's improvement of existing product offerings and innovation of improved and cheaper strategies of pricing. Some strategies are concerned with the scope, customer base, and easily adjustable supply networks to capture market share. This interaction between the pioneers and the followers keeps the two sharp, ensuring that they always try to meet the new challenges as posed by the consumers. Indeed, long-term superior market position can be viewed from the perspective of strategic flexibility, ongoing enhancements, and defending the customer base through value proposal superiority.

## References

- Al Adwan, A. and Altrjman, G., 2023. The role of social media marketing and marketing management promoting and developing brand sustainability strategy. *Available at SSRN* 4436265. <https://papers.ssrn.com/sol3/Delivery.cfm?abstractid=4436265>
- Arora, A., Belenzon, S. and Dionisi, B., 2023. First-mover advantage and the private value of public science. *Research Policy*, 52(9), p.104867. [https://www.nber.org/system/files/working\\_papers/w28533/w28533.pdf](https://www.nber.org/system/files/working_papers/w28533/w28533.pdf)
- businesstoday.in, 2025 [Online] Accessed from <https://www.businesstoday.in/technology/reviews/story/dyson-big-ball-vacuum-cleaner-review-the-vacuum-that-picks-itself-up-467155-2025-03-07> [Accessed on March 08, 2025]
- Castillo-Abdul, B., Pérez-Escoda, A. and Núñez-Barriopedro, E., 2022. Promoting social media engagement via branded content communication: A fashion brands study on Instagram. <https://burjcdigital.urjc.es/bitstreams/07c5eadf-6be3-4a9c-b352-81db7b98139f/download>
- Chavez, D.E. and Chen, H., 2022. First-mover advantages and innovation success: A contingency approach. *Journal of Business & Industrial Marketing*, 37(6), pp.1169-1181. <https://www.emerald.com/insight/content/doi/10.1108/JBIM-03-2021-0165/full/html>
- Cirik, K. and Makadok, R., 2023. First-mover advantages versus first-mover benefits: What's the difference and why does it matter?. *Academy of Management Review*, 48(3), pp.409-431. <https://journals.aom.org/doi/abs/10.5465/amr.2017.0499>
- De la Gala, B.R.D., Hurtado-Palomino, A. and Zirena, E.M.C., 2023. Organizational flexibility and pioneering behavior: the indirect effect of market dynamism in tourism firms. *International Journal of Tourism Cities*, 9(1), pp.35-50. <https://www.emerald.com/insight/content/doi/10.1108/ijtc-01-2022-0003/full/pdf>
- Dreiling, A. and Bican, P.M., 2022. Pioneer or follower: Which strategy to choose?. In *The Routledge companion to technology management* (pp. 100-115). Routledge. <https://www.taylorfrancis.com/chapters/edit/10.4324/9781003046899-10/pioneer-follower-aleksej-dreiling-peter-bican>
- dyson.com, 2025 [Online] Accessed from <https://www.dyson.com/en> [Accessed on March 08, 2025]

Elche, D., Martínez-Pérez, Á. and García-Villaverde, P.M., 2021. Pioneering orientation and the threat of imitation in tourism and hospitality firms: the role of knowledge strategy. *Journal of Hospitality Marketing & Management*, 30(8), pp.1005-1034. [https://www.researchgate.net/profile/Dioni-](https://www.researchgate.net/profile/Dioni-Elche/publication/353348462_Pioneering_orientation_and_the_threat_of_imitation_in_tourism_and_hospitality_firms_the_role_of_knowledge_strategy/links/628df290345118162aa5e721/Pioneering-orientation-and-the-threat-of-imitation-in-tourism-and-hospitality-firms-the-role-of-knowledge-strategy.pdf)

[Elche/publication/353348462\\_Pioneering\\_orientation\\_and\\_the\\_threat\\_of\\_imitation\\_in\\_tourism\\_and\\_hospitality\\_firms\\_the\\_role\\_of\\_knowledge\\_strategy/links/628df290345118162aa5e721/Pioneering-orientation-and-the-threat-of-imitation-in-tourism-and-hospitality-firms-the-role-of-knowledge-strategy.pdf](https://www.researchgate.net/profile/Dioni-Elche/publication/353348462_Pioneering_orientation_and_the_threat_of_imitation_in_tourism_and_hospitality_firms_the_role_of_knowledge_strategy/links/628df290345118162aa5e721/Pioneering-orientation-and-the-threat-of-imitation-in-tourism-and-hospitality-firms-the-role-of-knowledge-strategy.pdf)

Ellitan, L., Harvina, L.G.D. and Lukito, R.S.H., 2022. The effect of social media marketing on brand image, brand trust, and purchase intention of something skincare products in surabaya. *Journal of Entrepreneurship and Business*, 3(2), pp.104-114. <https://journal.ubaya.ac.id/index.php/jerb/article/download/4801/3681>

Gauttier, S., Simouri, W. and Milliat, A., 2024. When to enter the metaverse: business leaders offer perspectives. *Journal of Business Strategy*, 45(1), pp.2-9. <https://www.emerald.com/insight/content/doi/10.1108/jbs-08-2022-0149/full/html>

Gómez, J., Perez-Aradros, B. and Salazar, I., 2022. How to beat early movers: The role of competitive strategy and industry dynamism on followers' performance in the telecommunications industry. *Long Range Planning*, 55(5), p.102244. <https://www.sciencedirect.com/science/article/pii/S0024630122000632>

innocentdrinks.co.uk, 2025 [Online] Accessed from <https://www.innocentdrinks.co.uk/our-owner> [Accessed on March 08, 2025]

investors.coca-colacompany.com, 2024 [Online] Accessed from <https://investors.coca-colacompany.com/news-events/press-releases/detail/1122/the-coca-cola-company-announces-new-reporting-lines-for> [Accessed on March 08, 2025]

Kamp, B. and Ruiz de Apodaca, I., 2023. Leveraging (in) formal early-mover and diligent-follower advantage mechanisms to attain international niche market leadership: insights from Basque “hidden champions”. *Competitiveness Review: An International Business Journal*, 33(6), pp.1013-1045. <https://www.emerald.com/insight/content/doi/10.1108/CR-10-2022-0158/full/pdf>

Lepori, D., 2022. Location competitiveness in specific pioneering theories: a condensed overview. *Competitiveness Review: An International Business Journal*, 32(1), pp.142-154. <https://www.emerald.com/insight/content/doi/10.1108/CR-11-2020-0138/full/html>

Levi-Bliech, M. and Dahan, G., 2024. Marketing pioneering orientation as a mediator between operation management capability and firm's innovation performance. *International Journal of Organizational Analysis*. <https://www.emerald.com/insight/content/doi/10.1108/ijoa-02-2024-4291/full/html>

marketingdive.com, 2024 [Online] Accessed from <https://www.marketingdive.com/news/coca-cola-innocent-drinks-first-party-data-qr-code-ad/715542/> [Accessed on March 08, 2025]

marketingweek.com, 2014 [Online] Accessed from <https://www.marketingweek.com/how-innocent-and-coke-have-influenced-each-other/> [Accessed on March 08, 2025]

Maslach, D., Rousseau, H. and Lamont, B., 2024. Pioneer Learning From Failure: How Competitor Entry and Consumer Reports Improve Learning From Failure Repositories. *Journal of Management*, p.01492063241303059. <https://journals.sagepub.com/doi/abs/10.1177/01492063241303059>

modernretail.co, 2021 [Online] Accessed from <https://www.modernretail.co/retailers/why-bargain-clothing-retailer-primark-is-finally-investing-in-digital/> [Accessed on March 08, 2025]

Park, C., 2022. Different determinants affecting first mover advantage and late mover advantage in a smartphone market: a comparative analysis of Apple iPhone and Samsung Galaxy. *Technology Analysis & Strategic Management*, 34(3), pp.274-289. <https://www.tandfonline.com/doi/abs/10.1080/09537325.2021.1895104>

rolls-roycemotorcars.com, 2025 [Online] Accessed from [https://www.rolls-roycemotorcars.com/en\\_GB/home.html](https://www.rolls-roycemotorcars.com/en_GB/home.html) [Accessed on March 08, 2025]

Ruiz-Ortega, M.J., Rodrigo-Alarcón, J. and Parra-Requena, G., 2024. New directions to create dynamic capabilities: The role of pioneering orientation and interorganizational relationships. *European Management Journal*, 42(3), pp.371-384. <https://www.sciencedirect.com/science/article/pii/S0263237323000051>

secure.tesco.com, 2025 [Online] Accessed from <https://secure.tesco.com/clubcard> [Accessed on March 08, 2025]

Sharma, P. and Sharma, S., 2021. Pioneering business families committed to sustainable development. In *Pioneering Family Firms' Sustainable Development Strategies* (pp. 2-50). Edward Elgar Publishing. <https://scholar.archive.org/work/jn3s6gesfveflge2mvrms3bqfm/access/wayback/https://www.elgaronline.com/downloadpdf/edcoll/9781789904413/9781789904413.00006.pdf>

Silver, I., Kelly, B.A. and Small, D.A., 2021. Selfless first movers and self-interested followers: Order of entry signals purity of motive in pursuit of the greater good. *Journal of Consumer Psychology*, 31(3), pp.501-517. [https://www.researchgate.net/profile/Ike-Silver/publication/349326106\\_Selfless\\_First\\_Movers\\_and\\_Self-Interested\\_Followers\\_Order\\_of\\_Entry\\_Signals\\_Purity\\_of\\_Motive\\_in\\_Pursuit\\_of\\_the\\_Greater\\_Good/links/60803db02fb9097c0cfdc899/Selfless-First-Movers-and-Self-Interested-Followers-Order-of-Entry-Signals-Purity-of-Motive-in-Pursuit-of-the-Greater-Good.pdf](https://www.researchgate.net/profile/Ike-Silver/publication/349326106_Selfless_First_Movers_and_Self-Interested_Followers_Order_of_Entry_Signals_Purity_of_Motive_in_Pursuit_of_the_Greater_Good/links/60803db02fb9097c0cfdc899/Selfless-First-Movers-and-Self-Interested-Followers-Order-of-Entry-Signals-Purity-of-Motive-in-Pursuit-of-the-Greater-Good.pdf)

statista.com, 2024 [Online] Accessed from <https://www.statista.com/forecasts/1252287/primark-fashion-online-shops-brand-profile-in-the-uk> [Accessed on March 08, 2025]

theguardian.com, 2013 [Online] Accessed from <https://www.theguardian.com/business/2013/feb/22/coca-cola-full-control-innocent> [Accessed on March 08, 2025]

theguardian.com, 2019 [Online] Accessed from <https://www.theguardian.com/business/2019/may/28/more-to-primark-success-than-you-thought> [Accessed on March 08, 2025]

Tseng, F.M., Weng, J.Y. and Wang, C.M., 2023. How the Supplier Relationship, Market Position, and Proximity Impact Supplier Involvement and New Product Performance. *Research-Technology Management*, 66(1), pp.53-65. <https://www.tandfonline.com/doi/abs/10.1080/08956308.2022.2141560>

Wang, L., Cao, Z. and Li, P., 2024. Research on the mechanism of leader-follower product sales competition based on market access restrictions and forward contract

considerations. *Heliyon*, 10(11). [https://www.cell.com/heliyon/pdf/S2405-8440\(24\)08403-2.pdf](https://www.cell.com/heliyon/pdf/S2405-8440(24)08403-2.pdf)

Xie, F.T., Donthu, N. and Johnston, W.J., 2021. Beyond first or late mover advantages: timed mover advantage. *Journal of Business & Industrial Marketing*, 36(7), pp.1163-1175. <https://www.emerald.com/insight/content/doi/10.1108/jbim-11-2018-0334/full/html>