

TASK 2: INDIVIDUAL ASSIGNMENT(2000 WORDS)

LCMB7003-STRATEGIC MANAGEMENT

STUDENT I'D : 2309352

NAME: MEGHANA PREYAS PANCHAL

Table of contents

Introduction.....	2
Evaluating the strategic management related to planning	2
Assessing the strategic management of designing.....	4
Evaluating the strategic management relative to the leadership approach of e-commerce business	6
Conclusion	7
Reference	9
Appendix.....	12

Introduction

Strategic management for e-commerce businesses is found to be an effective plan or strategic development that helps the business to develop online channels for selling the products through effectively reaching people within the potential market environment. For this instance, the study will focus on planning, designing and leadership aspects of the strategic management for the organisations focusing on serving the e-commerce service to its customers. For this instance, the study will present some of the practical case scenarios along with their pros and cons for developing a critical evaluation of the study.

Evaluating the strategic management related to planning

Strategy and planning play the most fundamental role in business operation for the businesses both of which are operating in online and offline platforms. According to Mohamad *et al.* (2021), the planning and designing of commercial centres is significantly based on information age development. In the aim to develop more convenient and sustainable business activities, e-commerce companies are availing the advantage of electronic activities in the virtual environment of the company. This strategic planning significantly involves the information and communication technologies that are affecting the lifestyle and the changing environment of the company within its potential market environment. The iterative Planning process is an effective planning approach that includes multiple stages including application, design and evaluation. This planning process is found to be effective in considering the change process and suggestions resulting from the follow-up process and is effective for more appropriate planning and designing the decision-making process through a repetitive cycle (Mohamad *et al.* 2021). The primary objective of the strategic planning process is to evaluate the internal and external conditions objectively to help the company anticipate the rapidly changing environment in the external market (Sari *et al.* 2022). For example, Amazon is one of the key players within the e-commerce market which developed its business strategic plan based on four distinctive pillars, which include innovation, corporate agility, customer centricity, and optimisation. Amazon is a company that has built its business over three key perspectives such as innovation, long-term thinking and customer-centricity (Rodrigues, 2020). On the other hand, the key aim of the strategic planning approach of eBay is to provide or develop an online platform that maximises selling and buying activities. These business activities

are found to be effective for enhancing the effectiveness of the strategic planning approach for enhancing the business competitive advantage. SWOT analysis is found to be an effective tool for developing a strategic plan for the business. This SWOT analytical tool helps a company to understand its position in the market and helps to develop a strategy accordingly (Benzaghta *et al.* 2021). SWOT analysis has four distinctive components such as strengths, weaknesses, threats and opportunities.



Figure 1: SWOT analysis of Amazon

(Source: Baboolal-Frank, 2021)

Figure 1 is the SWOT analysis on Amazon that helps to identify some of the key strengths and weaknesses along with the market opportunities and threats that the company should understand for developing the strategic plan for its business. By getting an effective insight into the internal resources of the company the organisation can effectively develop a plan for its business strategy to avail the existing market opportunity. E-commerce businesses are the key emerging economy across the world helping countries to enhance their financial performance within their potential market environment. For instance, Amazon values its customers which effectively has created its business strategic approach to be custom-centric which has led to building a key strength within its potential market environment (Baboolal-Frank, 2021).

Despite these significant advantages for planning a business strategic approach that directs the company towards a specific goal, there are several challenges a company might face while developing its strategic plan for its current business operation. According to Burt and Nair, (2020), strategic foresight within a business can only be implemented the time the team manager is

transformed by several challenges such as recognition of rigidity, unlearning factors and managerial assumptions. While formulating a strategic plan within its business environment, an organisation might face significant levels of challenges such as rigidity, time-consuming factors, lower rate of successful implementation. For this instance, this can be stated that the organisations trying to develop a strategic plan might develop a strategic plan that is rigid in nature and ignores the dynamics of the market. In the recent era, e-commerce companies are going through an extensive level of challenges due to the change in the behaviour of the customers. This customer behaviour change needs significant consideration for the e-commerce business platforms to sustain their business operational environment and competitive advantage within its potential market.

Assessing the strategic management of designing

Designing an e-commerce platform needs significant support from the strategic management of a business. For developing an e-commerce platform and designing an effective website for business purposes the company needs to consider several factors for successfully designing the whole business strategic approaches. For this instance, the role of the human resource of the company is unavoidable. There are several factors that affect the designing activity within the business strategic approach of an organisation within its potential market environment. On the other hand for an e-commerce business, there are several factors such as design, service quality, information, security or privacy, and customer support that affect the development of the website for its key business activities.

In designing a website to comply with the undisrupted business activities within the potential market environment the company needs to consider factors such as attractiveness, easy navigation, speed, content and mobile-friendliness. These factors significantly affect the design of the website the root of an e-commerce business. For the B2C e-commerce business, organisations should develop an effective website that will attract customers to sustain their purchase intention (Li and Sun, 2020). Furthermore, while developing a website the company should consider the content of the website that will be beneficial and informative to customers that will help them to do their buying activities in this website of the company. In addition to this Rosário and Raimundo (2021), have stated that while an organisation is designing a website for its business the organisation needs to consider cultural factors. Multinational companies such as Amazon, Flipkart and other e-commerce platforms should consider the cultural dimensions associated with the customers within

their target market environment. Symbols, colours, languages, and navigation styles differ depending on different cultures based on their beliefs and values. Hence, while designing an e-commerce platform, especially a website the organisation should keep its focus on these significant factors for avoiding conflicts within its business operation.

Cultural Dimension (vs. opposite pole[s])	Common interpretation of the Cultural Dimension (or its high value)
Individualism (vs. Collectivism)	A preference for a loosely-knit social framework in which individuals are expected to take care of themselves and their immediate families only
Power distance (high vs. low)	The degree to which less powerful members of a society accept and expect that power is distributed unequally.
Masculinity (vs. Femininity)	A preference in society for achievement, heroism, assertiveness, and material rewards for success
Uncertainty avoidance (high vs. low)	The degree to which the members of a society feel uncomfortable with uncertain and ambiguous situations
Long-term orientation (vs. short-term orientation)	The degree to which members of the society are encouraged to thrift and take efforts in modern education as a way to prepare for the future
Indulgence (vs. self-restraint)	The degree to which members of the society are allowed free gratification of basic and natural human drives related to enjoying life and having fun

Figure 2: Hofstede cultural dimension theory

(Source: Gerlach and Eriksson, 2021)

The Hofstede cultural dimension theory depicts six consecutive dimensions that differ based on the different countries and the behavioural aspects of the citizens. For example, one dimension stating a higher power distance index posits preferences towards the hierarchical position of the people within the society creating a significant gap within the cultural approach of the company. Hence, while designing an e-commerce platform specifically a website for the e-commerce business organisation the company should put a strong emphasis on the cultural dimensions of the target people to avoid a conflicting situation. Arger (2024), has reported in a news article that has stated that Amazon has been alleged to face legal consequences for inappropriate advertising content claiming to be unlawful and deceptive on its Prime Video platform. Hence, the company is found to be lacking in appropriately designing its marketing strategic content leading to serious consequences leading to a business competitive disadvantage. Designing not only includes the websites for the company but also includes designing the marketing, operational strategy and other business aspects. Another example of such inappropriate marketing strategic design is Bohoo an e-commerce platform. The company had been alleged to objectify the women by showing their pictures in bikinis stating sexually aggressive images for commercialising and promoting their product (Sweney, 2022). This approach has resulted in a serious level of consequences for the company that might be a result of designing culturally inappropriate content for its target audience.

However, an appropriate design strategy might also bring a competitive advantage for the company that positively influences the strategic advantage of the company within its potential market environment. The design of the e-commerce platform significantly differs from other traditional brick-and-mortar shopping channels based on their service aspect and service design (Wagner *et al.* 2020).

Evaluating the strategic management relative to the leadership approach of e-commerce business

Leadership can be defined as a process that is mediated by significant influence for achieving an organisational goal (Contreras *et al.* 2020). The leadership approach is found to be effective for companies to gain a significant level of competitive advantage for the company while developing its strategic management approach within its business operational environment. Goleman has developed six different leadership styles that are effective for sustaining the business operational environment through the mediation of emotional intelligence. These six leadership styles include Pacesetter, Directive, Affiliative, Visionary, Participative, and Coaching (Contreras *et al.* 2020). Emotional intelligence is an effective capability of a person that helps that individual to avail, perceive and process the emotional constraints for shaping their behavioural attitude while communicating with others. Among these six leadership styles, the visionary leadership style is found to be the most effective one among the others for driving the effectiveness of the strategic management approach of the company within different areas of the business operational environment. There are different strategic management areas such as marketing, team development, operation and customer service within the business operational approach of the company.

The visionary leader helps in assessing the goal, identifying the trends and problems, and setting different key aims that will be effective for achieving the business goal along with which the leader shows a key competence in showing their dedication towards the vision of the organisation (Karwan *et al.* 2021). For this instance, developing an effective leadership style within the leadership bodies of the organisation is found to be necessary for the company to deliver key performance. For managing the talent within the organisation, the company needs to effectively strategise the hiring process and human resource management process. Hiring and retaining the human resources of the company is found to be necessary for the company to sustain organisational

productivity. Democratic leadership style is found to be effective for the strategic management of the human resources of the company. The democratic leadership style is found to be effective for availing the advantage of everyone who is at their lead (Nopitasari *et al.* 2024). The democratic leaders encourage every employee to participate in the decision-making process which is found to be helpful for the company to enhance the innovation and creativity aspect within the decision-making process. This approach is also helpful for organisations to make every employee feel valued and not forced while implementing the strategic decision within the organisation. For the e-commerce business organisation, the companies need to manage their human resources within a diverse cultural environment. Being an online business platform the company has to mostly manage its remote workforce for which instance, an effective leadership style is needed. For example, South West Airlines is an e-commerce platform that adopted a democratic leadership style for managing its strategic business environment. An effective communication approach is another key component for the leadership bodies within the organisation for better delivering the strategic management approach and making the brand image more enhanced within its business operational environment. Through an effective communication approach mediated by emotional and cultural intelligence, the leadership bodies within the organisation will be able to make the employees feel valued and heard within their workplace environment which will motivate or encourage them to do better with their work. This will enhance the employee engagement aspect thus influencing work productivity and better servicing its customers. The transformational leadership approach has been adopted by Amazon (Adigwe, 2024). This transformational leadership style is found to be effective for driving the change environment within the organisational environment. This transformational leadership approach will sustain the competitive advantage by making the employees agile and adaptive towards change within the changed market environment.

Conclusion

The study has evaluated the strategic management approach in different areas such as planning, designing and leading the business within its organisational environment. For this instance, the study has shown that culture is one of the key factors that every e-commerce business should put a significant into while developing a strategic management aspect within its business operation. Furthermore, for managing the strategic approach of the company within its human resource, team

development and customer service the companies need to consider several leadership capabilities and factors for sustaining its competitive advantage.

Reference

- Adigwe, C.S., 2024. Transformational Leadership: A Comparative Exploration of the Leadership Prowess of Jeff Bezos and Steve Jobs. *Asian Journal of Economics, Business and Accounting*, 24(3), pp.68-89.
- Arger, A. (2024). Amazon sued for deceiving subscribers with ads on Prime Video. [online] WMAR 2 News Baltimore. Available at: <https://www.wmar2news.com/amazon-sued-for-deceiving-subscribers-with-ads-on-prime-video> [Accessed 12 March 2024].
- Baboolal-Frank, R., 2021. Analysis of Amazon: Customer centric approach.
- Benzaghta, M.A., Elwalda, A., Mousa, M.M., Erkan, I. and Rahman, M., 2021. SWOT analysis applications: An integrative literature review. *Journal of Global Business Insights*, 6(1), pp.54-72.
- Burt, G. and Nair, A.K., 2020. Rigidities of imagination in scenario planning: Strategic foresight through 'Unlearning'. *Technological Forecasting and Social Change*, 153, p.119927.
- Contreras, F., Baykal, E. and Abid, G., 2020. E-leadership and teleworking in times of COVID-19 and beyond: What we know and where do we go. *Frontiers in psychology*, 11, p.590271.
- Gerlach, P. and Eriksson, K., 2021. Measuring cultural dimensions: external validity and internal consistency of Hofstede's VSM 2013 Scales. *Frontiers in Psychology*, 12, p.662604.
- Karwan, D.H., Hariri, H. and Ridwan, R., 2021. Visionary leadership: what, why, and how. European Union Digital Library.
- Li, R. and Sun, T., 2020. Assessing factors for designing a successful B2C E-Commerce website using fuzzy AHP and TOPSIS-Grey methodology. *Symmetry*, 12(3), p.363.
- Mohamad, A.H., Hassan, G.F. and Elrahman, A.S.A. 2021. Impacts of e-commerce on planning and designing commercial activities centers: A developed approach. *Ain Shams Engineering Journal*, 13(4), p.101634.
- Nopitasari, E., Krisnandi, H. and Digdowiseiso, K., 2024. The Influence of Democratic Leadership Style, Intrinsic Motivation and Work Discipline on Employees' Performance at PT. Pangansari Utama Food Industry, East Jakarta. *Journal of Social Science*, 5(3), pp.831-843.
- Rodrigues, M.M.M.L.A., 2020. Competitive advantage in the age of digital platforms: the case of Amazon. com (Doctoral dissertation).

Rosário, A. and Raimundo, R., 2021. Consumer marketing strategy and E-commerce in the last decade: a literature review. *Journal of theoretical and applied electronic commerce research*, 16(7), pp.3003-3024.

Sari, P., Kasman, P. and Ali, H. 2022. LITERATURE REVIEW FACTORS AFFECTING DECISION MAKING AND CAREER PLANNING: ENVIRONMENT, EXPERIENCE AND SKILL. 3(2).

Sweney, M. 2022. *Boohoo forced to drop 'sexually suggestive' images by watchdog*. [online] the Guardian. Available at: <https://www.theguardian.com/business/2022/feb/16/boohoo-forced-to-drop-sexually-suggestive-images-by-watchdog>. [Accessed 12 March 2024].

Wagner, G., Schramm-Klein, H. and Steinmann, S., 2020. Online retailing across e-channels and e-channel touchpoints: Empirical studies of consumer behavior in the multichannel e-commerce environment. *Journal of Business Research*, 107, pp.256-270.

TASK - 1

SUMMARY OF CHOSEN PAPER

E-COMMERCE (1000 WORDS)

LCMB7003-STRATEGIC MANAGEMENT

Appendix

Summarising the selected paper

Introduction

The research paper highly emphasised broadening the understanding of online retailing while adhering to the customer perspectives. The significance of e-channel touch points such as applications for mobile shopping, e-channels such as mobile devices with the integration of multichannel retailing as well as theoretical implications has been discussed in a vivid manner.

Summary

The article emphasises the theory of reasoned action, the technological acceptance model, the economics of information theory, the uses and gratification theory, the time allocation theory, the task-technology fit theory, and the contingency theory. These theories have been illustrated within the article while conforming to both the elements of e-commerce online shopping and the role of retailers with the motive to make online shopping more convenient. The article mentioned by filling the theories that beliefs revolving around the benefits of e-channel or its touchpoint attributes are directly entitled to have an effect on the perception of customers alongside evaluating the e-channel in regards to advantages of online shopping. Simultaneously, the article emphasised the research questions based on utilising the devices by customers to shop online. Alongside this, the evaluation of customers to shop online across diverse e-channels and the impact of situational factors on their decisions. However, the article could have emphasised more sustainable strategies implemented by e-commerce companies with the motive to attract more customers since more companies are engaged to showcase their CSR strategies on their online shopping websites. Alternately, the findings of the article depict that retailers have the potential to enhance the shopping experience of customers while inclining to provide alternative e-channel touchpoints. This in turn is inclusive of specific digital formats of shopping responsible for contributing towards the online journey of customers in a different manner.

Wagner et al. (2020) found that the shopping intentions of customers are quite low across the touchpoints of mobile e-channel when compared with the shopping intentions across standard websites such as traditional e-channel touchpoints. Simultaneously, one of the major advantages of this article is that it is inclined to discuss the impulse buying behaviour of customers while they

shop online. On the contrary, the role of managers or retailers to find alternative options to sustain customers ethically while also satisfying their needs through their inclination to a specific e-channel touchpoint could have been focused on. However, the article discussed how apart from the technological attributes, situational circumstances are also prevalent for being responsible for influencing store-choice decisions of customers. This in turn facilitated understanding of the social surroundings, temporal perspectives, physical surroundings including geographical locations, antecedent states and also task definition so as to capture the different situational states. Furthermore, one of the major advantages of this article is based on its discussion related to the possibilities of technological limitations. On the contrary, the research article is highly restricted based on its specific focus on mobile e-channels. On the counter-argument, the specific focus on mobile e-channels through the primary data collection method helped to increase the efficacy and accuracy rate of the article. For instance, the article discussed the concept of omnichannel retaining with the integration of innovation and availability in an effective manner. Therefore, the impact of these factors on customer needs and preferences which tend to be changing with the increasing digitisation have been highlighted in an effective manner.

The perspective of online shopping has made progress with the addition of internet-enabled devices including computers, smartphones, tablets, and internet-enabled televisions. This addition has made online shopping more universal but also more complex. Differences across devices such as interactivity and screen size can influence consumer responses to marketing content. Despite large-scale research on brick-and-mortar store formats, there's a lack of recognition of diverse shopping e-channels and their touchpoints in online retailing literature. Thus, the primary objective of this study is to identify and classify the multitude of devices and e-channel touch points used for online purchases. For this purpose, the research has shown that multichannel researchers drew attention to understanding the benefits consumers derive from each retail channel to develop effective strategies. In this study, the focus is on investigating a multichannel e-commerce environment where consumers navigate across various numerous e channels and e-channel touchpoints. Research indicates important shifts in shopping behaviour concerning device usage. A study by GWI in 2017 disclosed that 41% of online shoppers worldwide use PCs/laptops, 51% usage of smartphones, and 9% usage of tablets. Managers need to lay hold of both the device consumers use and the characteristics of e-channels to make informed decisions.

The study makes three key contributions to the literature on Internet retailing and online consumer behaviour. It categorises existing literature into narrow and intensifying standpoints, highlighting the exclusion of diverse e-channels and touchpoints in empirical research.

It develops a framework to illustrate the changed online retailing environment and investigates the consideration and effects of consumers' online shopping across e-channels and touchpoints.

It obtains implications and future research chances for evaluating e-channels, designing e-channel touchpoints, and developing customer-centric multichannel e-commerce systems.

Conclusion

Overall, the study clarifies the evolving nature of online retailing and the notes of considering diverse e-channel options and touchpoints to meet consumer needs effectively, which will help the reader to get an effective insight into this current context of strategic management and challenges related to the e-commerce business.

Reference

Wagner, G., Schramm-Klein, H. and Steinmann, S., 2020. Online retailing across e-channels and e-channel touchpoints: Empirical studies of consumer behavior in the multichannel e-commerce environment. *Journal of Business Research*, 107, pp.256-270.



TASK 1- Presentation slides



Identification of the issue the research paper trying to solve

- The limitations of brick and mortar stores for catering the customer needs.
- There is a significant limitation in identifying the importance of e-commerce platforms.
- Limited knowledge of customer activities through different e-commerce channels and e-channel touchpoints.



Relevance of the literature in the context of the current research

- The literature focus underscores the disapproving need to reevaluate traditional proceeds towards online retailing research.
- Categorizing existing literature into narrow and enhanced angles
- It exposes a gap in understanding the role of diverse e-channels and touchpoints in shaping consumer behaviour.
- The development of a framework to analyze these factors provides a roadmap for adapting to the evolving online retail environment.



Literature



amazon

Reference

Wagner, G., Schramm-Klein, H. and Steinmann, S., 2020. Online retailing across e-channels and e-channel touchpoints: Empirical studies of consumer behavior in the multichannel e-commerce environment. *Journal of Business Research*, 107, pp.256-270.



THANK YOU



TASK-1

PRECIS OF SELECTED PAPER (500 WORDS)

LCMB7003-STRATEGIC MANAGEMENT

In their 2018 review, Wagner, Schramm-Klein, and Steinmann dig into the many-sided universe of customer conduct in multichannel web-based business, featuring the meaning of electronic diverts and touchpoints in internet retailing. By consolidating study and exploratory examination, the makers expect to upgrade shopper cognizance of this unique circumstance (Santos and Gonçalves, 2021). They give an interesting perspective on internet business through a multichannel retailing system, upheld by true information. Understanding buyers' perspectives on different Web empowered gadgets for web-based shopping includes utilizing multi-layered scaling (MDS) as the procedure (Afonso, 2021). Individuals are mentioned to assess pairwise likenesses among gadgets so the makers can lay out a proportionality system.

The artical written by Wagner et al. (2020), has evaluated the extension level of knowledge related to e-commerce platforms or e-commerce channels including its advantages and disadvantages. The study has significantly addressed the research issue depicting the gap between the customer service from the brick-and-mortar stores. The literature is invaluable for businesses seeking to enhance their strategic management approaches, offering insights into evaluating e-channels, designing touchpoints and ultimately creating goodwill multichannel e-commerce systems to thrive into fluctuating digital marketplace.

First study aims to identify which Internet-enabled devices consumers utilize for shopping, by its categorization into Traditional E-channel, Mobile E-channel, IETV E-channel and Complementary E-channel and understand consumer evaluations of these e-channels under various situational influences.

Results:

- Traditional and mobile e-channels lead in online shopping quality attributes (e.g., usefulness, ease of use).
- Preference for mobile e-channel in scenarios "on the go" or "when pinched for time," while traditional e-channels are favored for comprehensive shopping tasks predominantly within the comfort of home.

Second Study investigates the impact of different e-channel touch-points (standard website, mobile-optimized website, mobile shopping app) on the mobile e-channel's consumer evaluation.

Results:

- Mobile-optimized website and mobile app outperformed standard website accessed via mobile device in terms of usefulness, ease of use, overall satisfaction.
- Standard website via traditional e-channel (PC) set high benchmark, in perceived usefulness and shopping intention.

The authors' interpretation, which directly addresses the core of the research issue, proposes a nuanced explanation of consumer behaviour in multichannel e-commerce by underlining the complex nature of e-channel usage and touchpoints in influencing customer decisions. Even while they acknowledged the limitations—like possible biases in the data gathering process and problems with generalizability—they may not have addressed the impact of particular demographics on customer behaviour. In keeping with industry trends, their suggested next step entails investigating the developing role of emerging technologies in improving the online

purchasing experience. Future studies may provide priceless insights into how e-commerce tactics should constantly adjust, which is crucial for companies navigating the quickly changing digital landscape. Adopting a multidimensional strategy like this shows a dedication to fully comprehending and optimising customer interactions over e-channels, which in turn promotes increased customer happiness and loyalty in the ever-changing world of multichannel e-commerce.

REFERENCE:

Afonso, V.A.M., 2021. *shopper phenomenon: combinations of channels and touchpoints on the customer journey in Generation Z*

Santos, S. and Gonçalves, H.M., 2021. Touchpoints and channels: Classifications, characteristics, and issues for future research. In *Marketing and Smart Technologies: Proceedings of ICMarTech 2020* (pp. 311-323). Springer Singapore.