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1. Organisational Context and Overview

1.1 Background & History

AstraZeneca is a science-led biopharmaceutical company that globally extends its research, development and commercialisation of prescription medicines. The company was established in 1999 through the merger of Swedish pharmaceutical company Astra AB and the British biopharmaceutical provider Zeneca Group PLC. In 2005, AstraZeneca acquired the UK-based biotech firm KuDOS Pharmaceuticals for \$210 million to bolster its oncology pipeline with inhibitors of advanced DNA repair enzymes (Chemical & Engineering News, 2006). During the COVID-19 pandemic, the company had a historic alliance with the University of Oxford to develop, manufacture and distribute the ChAdOx1 nCoV-19 vaccine globally (AstraZeneca, 2026a). In 2025, the company announced to invest \$50 billion in medicines manufacturing and R&D in the United States by 2030, make more medicines and open a major factory in Virginia to fight against chronic diseases (AstraZeneca, 2026a).



Figure 1: Strategic Focus Areas of AstraZeneca

(Source: AstraZeneca, 2026e)

The purpose of AstraZeneca is to use advanced science to deliver life-changing medicines to save or improve human lives (AstraZeneca, 2026e). The company operates a science-based and innovation-driven biopharmaceutical business model. Its core revenue engine focuses on turning its own science discoveries into real products for biopharmaceuticals, cancer and rare illnesses. As per the 2025 annual report, the company generated \$58.7 billion in total revenue, a 9% growth from the previous year (AstraZeneca, 2026e).

1.2 Industry Overview

AstraZeneca operates in the UK pharmaceutical and biotechnology industry, developing biological drugs and medical research. Within the UK, the pharmaceutical industry has become a critical factor. In 2024, the wholesale medicine business made £70 billion, growing significantly since 2014 (Statista, 2026a). Additionally, nearly 645 enterprises manufactured pharmaceuticals and preparations in 2024 (Statista, 2026c). Innovation plays a vital role in the pharmaceutical and biotechnology industry to fuel the research and development (R&D) department (Chomać-Pierzecka, 2025).

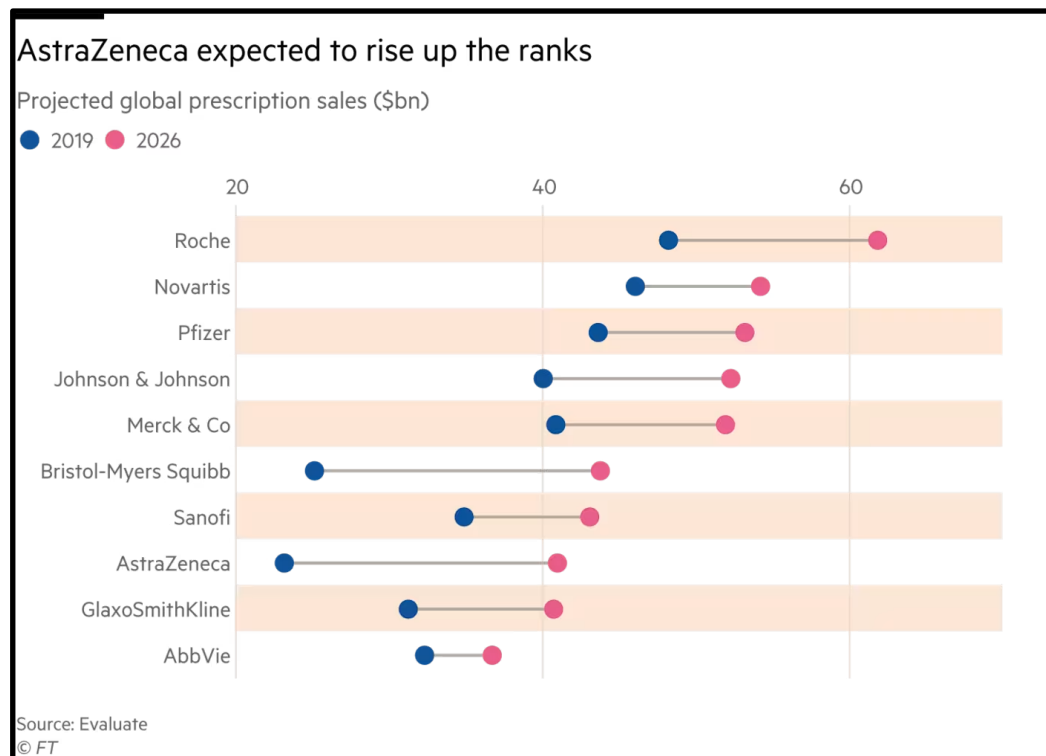


Figure 2: Global Competitors of AstraZeneca

(Source: Hollinger and Neville, 2020)

However, AstraZeneca faces competitive rivalry threats from domestic brands like GlaxoSmithKline (GSK) and global brands like US-based Pfizer, Johnson & Johnson, Swiss-based Roche and Novartis (Hollinger and Neville, 2020). AstraZeneca continued to develop medicines and prescriptions that resulted to be ranked at the top with a market capitalisation of £210 billion, whereas GSK ranked second with nearly £57 billion (Minhas, 2025). Besides that, the recent report by Nova (2026) highlighted that AstraZeneca is planning to merge with one of its competitors, the U.S-based Bristol Myers Squibb, to continue achieving strong financial performance. Therefore, despite the high competition,

AstraZeneca focuses on innovation, heavy investment in R&D and strategic mergers to stay at a competitive edge.

2. External and Internal Analysis

2.1 PESTEL Analysis

Factors	Brief Outline	Opportunity/Threat
Political	- Brexit has altered the regulatory landscape for pharmaceuticals, as the UK is no longer under the European Medicines Agency. - Since then, the UK has developed the Medicines and Healthcare products Regulatory Agency (MHRA), introducing challenges for companies operating in both regions (Giridharan Ivr and Srinivasan, 2025).	Threat: Post-Brexit regulatory changes created operational divergence, supply chain friction and caused dual submission burdens for companies operating in both the EU and the UK. As per Campbell (2025), drug shortages in the UK have risen to their worst level for four years. Nuffield Trust reported 1,938 supply disruptions in 2024 (Campbell, 2025). Pharmacies struggled to source vital medications for severe conditions such as cystic fibrosis and epilepsy.
Economic	- According to Clark (2026), the inflation rate in the UK was 2.6% in June 2026, reduced slightly from 2.8% in May 2026. - High inflation is the main factor behind the ongoing cost of living crisis in the UK. Even though the inflation rate	Threat: Inflationary pressures on R&D costs and manufacturing utility costs. As per ABPI (2025), the high inflation resulted in the UK pharmaceutical R&D investment declining slowly against the global average since 2018. By 2023, the UK pharmaceutical industry's R&D

	declined in 2024, many UK households struggled with rising living costs in 2026 (Clark, 2026). Nearly 67% of UK households found increased cost of living by March 2026 (Clark, 2026).	investment dropped by £100 million (ABPI, 2025).
Social	- As per Minhas (2021), Britons aged 75 and above spent nearly £5.70 per week on weekly medicine. Whereas those less than 30 years old spent £2.40 per week on weekly medicine. It suggests that there is a high demand for pharmaceuticals in the UK among various age groups (<i>refer to Appendix 1</i>). - In addition, nearly 70% of UK internet users use mobile apps and websites to access healthcare facilities (Tila, 2025). Nearly 78% of British people aged between 35 and 44 years are viewed as the age group most likely to access healthcare services using the Internet (<i>refer to</i>	Opportunity: As the UK population is growing, subsequently, the demand for best healthcare services, including medicines and vaccinations, will also grow (McKee <i>et al.</i>, 2021). It is a critical opportunity for AstraZeneca to continuously improve biological drugs.

	Appendix 2).	
Technological	The UK Government invested £82.6 million in funding to support research on artificial intelligence for faster drug development (Philpott, 2025). It aims to help AI companies to develop new medicines faster, improve healthcare and reinforce the pharmaceutical and life science sector in the UK.	Opportunity: The implementation of AI and its subsets helps to accelerate drug discovery and identification and streamline clinical trial design. According to Tang <i>et al.</i> (2026), biological drugs comprise nucleic acids and proteins as critical therapeutic modalities. However, improving and discovering these biological drugs is challenging because of their complex structures. In this regard, deep learning is crucial to transform biologic drug development with faster data-driven approaches (Tang <i>et al.</i>, 2026).
Environmental	- The UK Government sets out the environmental risk assessments (ERAs) for medical products in the UK (GOV.UK, 2026a). - It evaluates whether a medicine could harm the environment by viewing how the chemical properties of the medicine behave in the environment during its use	Opportunity: It guides UK pharma companies to develop medicines with lower environmental impacts and adopt greener manufacturing processes. As per Mishra <i>et al.</i> (2021), there are twelve principles of green chemistry, including using catalysts and stoichiometric non-reagents to prevent pollution. Or design

	(GOV.UK, 2026a).	chemicals which minimise harmful substances after their use (Mishra <i>et al.</i> , 2021).
Legal	- The UK drug rollouts are strictly managed by the MHRA through strict testing, constant monitoring and mandatory safety reporting (GOV.UK, 2026b). - In this regard, the UK Government invested £600 million to create the UK Health Data Research Service (HDRS) to enhance health data access, strengthen medicine regulation, and support medical research (GOV.UK, 2026b).	Opportunity: It provides better access to high-quality real-world health data, facilitating UK pharmaceutical companies like AstraZeneca to identify medicine safety concerns earlier.

Table 1: PESTEL Analysis

Explanation: The PESTEL Analysis implies that political factors such as the post-Brexit scenario made it difficult for UK-based companies that operated in both the UK and the EU. It resulted in a dual submission burden and also limited the supply chain, limiting vital medications. Besides that, the high inflation rates increase the R&D expenditures that often force the UK pharmaceutical industry to cut costs. The other factors, such as social, technological, legal and environmental, are an opportunity for AstraZeneca.

2.2 VRIO Analysis

Resources/ Capabilities	Valuable ?	Rare?	Inimitable ?	Organised?	Competitive Implications
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Extensive R&D Capabilities	✓	✓	✓	✓	Sustained Competitive Advantage
Key Patented Drugs	✓	✓	✓	✓	Sustained Competitive Advantage
Global Distribution Network	✓	x			Competitive Parity
Strategic Regional Partnerships	✓	✓	x		Temporary Competitive Advantage

Table 2: VRIO Analysis

Explanation: Based on the VRIO analysis, the extensive R&D capabilities and key patented drugs are the sustained competitive advantage of AstraZeneca.

R&D capabilities: AstraZeneca has various R&D focus areas, including oncology, biopharmaceuticals, respiratory & immunology, neuroscience and Alexion rare disease (AstraZeneca, 2026d). The company uses advanced technologies including AI, genomic research, and data science to transform scientific discovery into medicines. Huge amounts of health and scientific data are available by using AI. In 2026, AstraZeneca's Centre for Genomics Research plans to examine two million genomes using cloud computing, AI and machine learning to process large amounts of biological and genetic data more accurately and quickly (AstraZeneca, 2026c). The company has five strategic R&D centres in the US, UK, China and Sweden, alongside a dynamic R&D presence in more than 50 countries worldwide (AstraZeneca, 2026d). This resource is valuable, rare, inimitable and is considered a sustained competitive advantage.

Key patented drugs: AstraZeneca has patent-protected medications across oncology, immunology, and cardiovascular diseases such as Tagrisso (oncology), Brilinta (cardiovascular), Truqap (oncology), Lynparza (oncology), Saphnelo (immunology) and others (AstraZeneca, 2026f). These products generate billions of dollars in revenue and

are safeguarded by patents for several years. For instance, Lynparza is used to treat various types of cancer such as breast, prostate, pancreatic, endometrial, and ovarian cancer (AstraZeneca, 2026f). By the end of 2025, this medicine generated \$1.43 billion in sales in the U.S. alone and \$1.85 billion from other countries (AstraZeneca, 2026f). The exclusive intellectual property rights make it rare in the UK pharmaceutical industry and make it difficult for market players to imitate, giving AstraZeneca a unique advantage.

Strategic Regional Partnerships: The UK-based AstraZeneca and the Chinese pharmaceutical group, CSPC, work closely to discover and make new oral medicines for immune and chronic diseases using AI technology (AstraZeneca, 2025). Besides that, the company partnered with Sun Pharma in India to make the high-potassium treatment by making Sodium Zirconium Cyclosilicate (SZC). It aims to increase access to innovative treatment so that more patients across India can receive better treatment (AstraZeneca India, 2025). These resources/capabilities are valuable as they accelerate market penetration and co-development ventures. However, these capabilities are partially inimitable; that is to infer that competitors may be able to form collaborations in future as market conditions, business decisions or government policies change. Hence, it is a temporary competitive advantage.

Global Distribution Network: The company operates a global network of 27 hubs across Asia, the Americas, Africa, Europe, Oceania and three above-market hubs (AstraZeneca, 2026b). It supports research, supply chain, manufacturing and commercial operations that facilitate serving patients efficiently across the world. It is a valuable resource to ensure reliable product delivery across foreign markets. However, it is not rare, as other major pharmaceutical companies also have large international operational and global distribution networks. Hence, it is competitive parity.

2.3 SWOT Analysis

Strengths	Weaknesses
● Oncology Leadership: According to Johnson (2026), the cancer drug sales of AstraZeneca increased 15%, bringing nearly \$14.12 billion.	● Regulatory & Legal Compliance: AstraZeneca faced allegations in China over suspected medical insurance fraud and the import of

Cancer medicines generate nearly 50% of the company's total sales. The patented cancer drugs such as Imfinzi and Tagrisso experienced strong demand; most of the sales came from the U.S. (Johnson, 2026). ● Strong Financial Performance: As of the first quarter of 2026, AstraZeneca experienced an 8% increase in its total revenue of \$15,2888 million, driven by higher sales in cancer treatments and rare disease medicines (AstraZeneca PLC, 2026a).	cancer medicines from Hong Kong to mainland China (Reuters, 2025). It fell by up to 17% on the stock market (Reuters, 2025). ● Rising Debt: According to AstraZeneca (2026g), net debt increased from \$23.4 billion at the end of 2025 to \$25.9 billion by the end of the first quarter of 2026 due to dividends, investments and business payments.
Opportunities	Threats
● Obesity Market Entry: As cited by Collins <i>et al.</i> (2024), the anti-obesity medication market provides significant opportunities for pharmaceutical companies, with the global prevalence of obesity projected to reach 1.9 billion by 2035. ● Likewise, Grand View Research (2024) noted that there is growing awareness of obesity as a long-term medical condition that requires proper medical interventions. It	● Global Supply Chain Disruptions: It can result in medicine shortages. Since the pharmaceutical supply chain is global, any vulnerabilities such as transport delays, factory closures or unexpected events interrupt production and lead to medicine shortages (UK Parliament, 2025). ● In this regard, Candlin (2026) reported that the UK NHS faced major medicine shortages due to global supply chain vulnerabilities.

increases the risk of type 2 diabetes, certain cancers and cardiovascular disease. Therefore, it is an opportunity for AstraZeneca to improve medication for obesity.	This resulted in more than 1,500 medicine shortages in England between 2024 and 2025 (Candlin, 2026).
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Table 3: SWOT Analysis

Explanation: The SWOT analysis implies that AstraZeneca is market dominant in cancer drugs, where most of its revenue is generated. The patented medicines help the company to generate high profit margins, reduce generic competition and secure funding for future research. It allows entering the obesity market with improved medication. However, the global supply chain disruption is a threat to AstraZeneca, hindering the distribution of medicines to healthcare institutions and pharmacies.

3. Comprehensive and Holistic View of the Organisation

3.1 Current CSR Strategy

Social responsibility: AstraZeneca works closely with non-profit organisations across the world to enhance health by helping to prevent disease, advancing health and science education and offering support during health emergencies. The company invested \$90.2 million in community programmes across 58 countries in 2025 (AstraZeneca PLC, 2026c). In addition, the company funded \$10.7 million in disaster relief and public health emergencies. It enhances corporate reputation and earns customer trust by addressing important societal needs (Chu and Chu, 2024).

Environmental initiatives: AstraZeneca aims to reduce carbon emissions across its business, cutting GHG emissions from the R&D, manufacturing and delivery of its medicines (AstraZeneca PLC, 2026b). The company aims to minimise its direct emissions (Scope 1 and 2) by 98% in 2026 against a 2015 baseline. In addition, the company aims to reduce Scope 3 (value chain emissions) emissions by 35% by 2030 against a 2019 baseline (AstraZeneca PLC, 2026b). In this regard, Geng, Sarkis and Zhu (2024) noticed that sustainable operations management focuses on extending the internal manufacturing process for sustainability by including greener suppliers, eco-design and reverse logistics.

Ethical Practices: The researchers Caldeira and Infante-Moro (2025) noted that in modern organisations, ethical leadership is a key driver of sustainability that shapes both long-term organisational performance and employee behaviour. Organisational ethics is the shared moral code of a company that influences how employees behave, collaborate and make decisions. In this regard, AstraZeneca follows strong bioethical principles and encourages employees to work accordingly to ensure that its research is carried out responsibly, safely and with respect for animals, people and the environment (AstraZeneca PLC, 2025b).

Economic: AstraZeneca balances financial gain with positive societal impact.

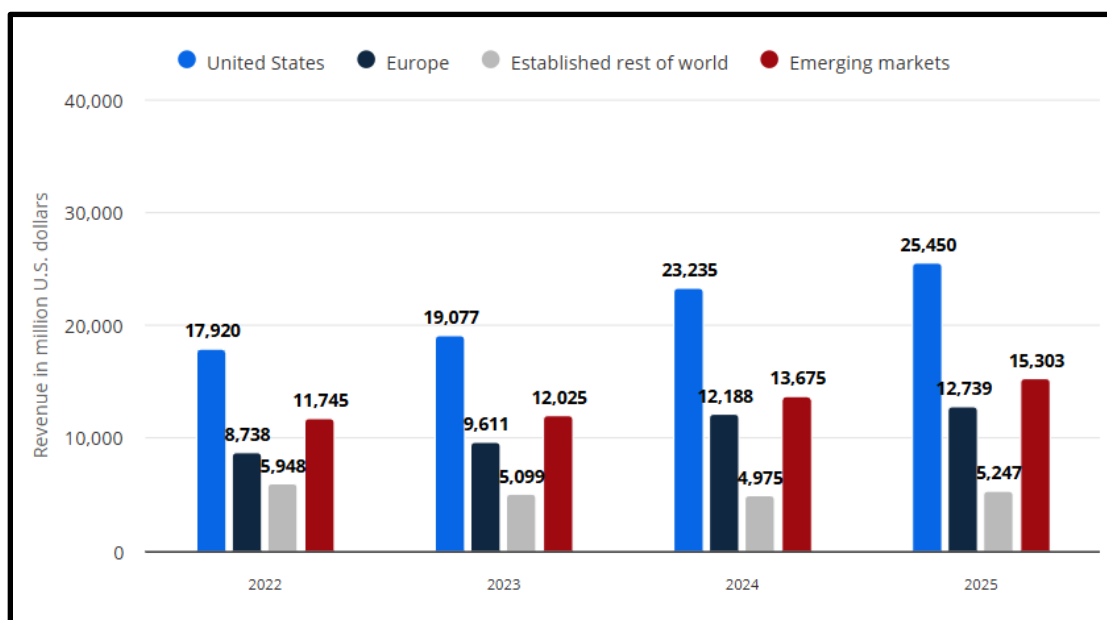


Figure 3: Revenue of AstraZeneca by Region

(Source: Statista, 2026d)

As a result, recently, AstraZeneca positioned at the dominant position among global pharmaceutical companies by the number of originated drugs (166 originated drugs) as per 2026 data (**refer to Appendix 3**). Whereas Pfizer ranked second, generating 163 new drugs in the same period (Statista, 2026b). In addition, the revenue of AstraZeneca is significantly increasing; by 2025, it generated nearly \$25 billion from its most important market, the U.S. (Statista, 2026d).

3.2 Balanced Scorecard

As cited by Madsen (2025), the balanced scorecard is a strategic management framework developed by the authors Kaplan and Norton in 1992 to measure business performance.

It combines financial measures with non-financial indicators across four key areas, such as customer satisfaction, internal business processes, financial performance and learning & growth. The study by Madsen (2025) found that a balanced scorecard transformed into a complete strategic management system used across industries worldwide.

Perspectives	Strategic Objectives	KPIs	Targets	Strategic Initiative
Financial	Reduce debt	Debt-to-Equity Ratio	Reduce ratio below 0.85 within 24 months.	Improve capital allocation and boost cash flow conversion from core drug portfolios such as cancer and rare illness.
	Control operating costs	Operating Expense Ratio (OER)	Reduce ratio by at least 4% annually.	Eliminate administrative redundancies and implement digital supply chain solutions.
Customer	Improve customer satisfaction	Net Promoter Score	Customer satisfaction above 55 within a year.	Improve digital engagement, respond to customers quickly.
	Increase Customer Retention	Churn Rate	Retain at least 92% of major customers annually.	Improve partnership with healthcare institutions.

Internal Business Process	Improve product value & safety	Auditing Score	Improve product value & safety to 100%.	Maintain a quality management system aligned with global laws and international good practice standards.
	Improve operational efficiency	Out-Time & In-Time Delivery.	Improve overall facility to increase product volume by at least 10%.	Leverage smart production systems and manufacturing technologies to produce medicines faster.
Learning & Growth	Increase employee engagement	Annual employee engagement index score.	Gain at least 80% positive feedback from global employees.	Create an inclusive workplace and transparent executive communication channels.
	Enhance employee capability	Percentage of employees attending training programmes.	Ensure employees complete 40 hours of training each	Introduce specialised training programmes conducted by

			year.	global experts.
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Table 4: Balanced Scorecard

Critical Discussion:

The net debt of AstraZeneca increased from \$23.4 billion in 2025 to \$25.9 billion by the end of the first quarter of 2026 (AstraZeneca, 2026g). In this regard, reducing debt is crucial for the company to lower financial risks, improve borrowing capacity and increase cash flow (Zhao *et al.*, 2025). The above *Table 4* suggests reducing the debt ratio below 0.85 within two years by improving capital allocation. Besides that, the company measures customer satisfaction and retention by net promoter score and retention by churn rate. It will help the company to highlight the areas where customers are dissatisfied and leaving. In this regard, the digital network needs to be adopted by the company to analyse customer satisfaction and dissatisfaction by tracking online behaviour, real-time feedback and using sentiment analysis on social media (Davoodi *et al.*, 2025).

In internal business processes, the company needs to ensure product value & safety 100% to strengthen its brand reputation across the world. In China, the National Medical Products Administration (NMPA) needs to be adhered to by AstraZeneca for clinical trial reviews and drug approvals (Zhao *et al.*, 2025). The improved medicine value & safety will help to expand brand trust across China. Besides that, the company needs to cultivate a continuous learning environment (Ahsan, 2024); it is suggested to train 99% of its employees in 40 hours of training annually.

4. Strategic Choices and Implementation

4.1 Strategic Options

The author Michael E. Porter developed a strategic management tool called Porter's generic management strategies framework, defining three major ways to outperform rivals, including cost leadership, focus and differentiation (Islami, Mustafa and Latkovikj, 2020).

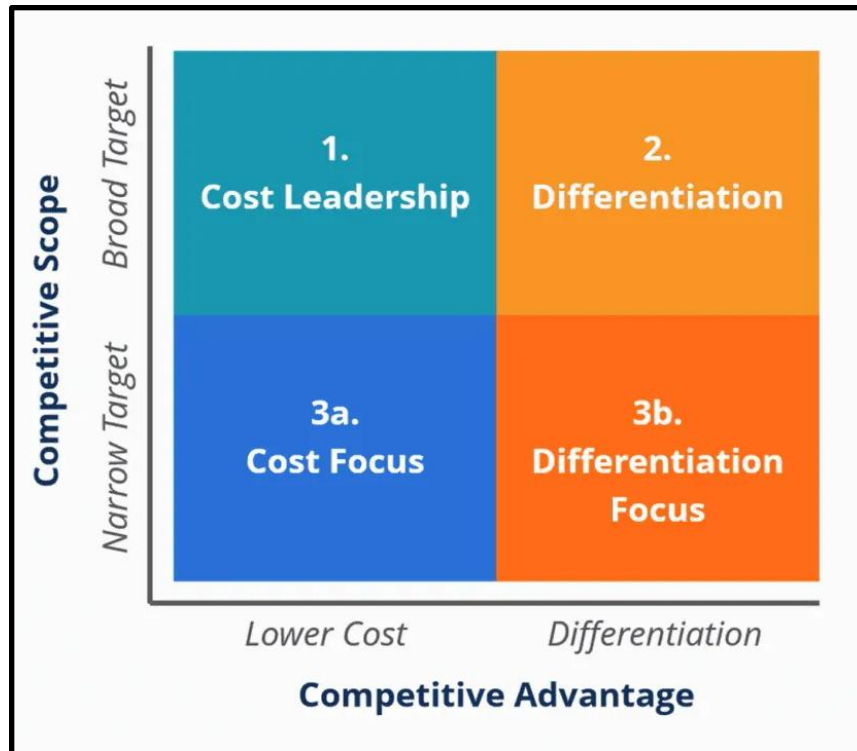


Figure 4: Porter's Generic Competitive Strategies

(Source: Islami, Mustafa and Latkovikj, 2020)

In line with Porter's generic competitive strategies, AstraZeneca integrated into the federal TrumpRx.gov platform to improve drug affordability for eligible U.S. patients through discounts (80%) on some medicines (AstraZeneca PLC, 2025a). This cost leadership strategy has the advantage of high market share, barriers to entry for new competitors and strong resilience during economic slowdown. However, cheap pricing may be sceptical for buyers about the product quality (Niu *et al.*, 2024).

Besides that, AstraZeneca competes through innovation and sustainability through its Green Labs programme, with over 4500 scientists to conserve energy, recycle materials and reduce chemical use (AstraZeneca PLC, 2025c). This differentiation strategy helps to build brand loyalty (Islami, Mustafa and Latkovikj, 2020). Buyers become attracted to distinct product traits, reducing their desire to switch to other brands. Therefore, differentiation is more appropriate than cost leadership as it is tougher for competitors to imitate.

4.2 Evaluation Using Strategic Frameworks

Porter's Five Forces is a widely used business strategy framework for critically evaluating an industry's competitiveness, profit potential, and overall market attractiveness (Baird, Nuhu and Jiao, 2024). This framework comprises five key forces, including new entrant threat, substitute threats, buyer power, supplier power and competitive rivalry. This framework helps to identify the likelihood of these forces on an organisation from that industry.

Whereas the Ansoff matrix is a business planning tool that allows an organisation to decide to grow by evaluating four strategic quadrants, including market development, market penetration, diversification, and product development (Wei and Lin, 2024). Based on the SWOT analysis, the global anti-obesity drugs market is growing (Collins *et al.*, 2024). As AstraZeneca has not yet entered the medication for obesity diagnosis market. It is an opportunity for AstraZeneca to expand its product/service focus areas with sustainable innovation and the Green Labs programme, and reflect on its differentiation strategy.

In view of the Ansoff matrix, creating new products in the existing markets is called product development. From the findings from the PESTEL analysis, the UK government invested nearly £82.6 million in technology for advanced, faster drug development through using AI (Philpott, 2025). The technological factors are an opportunity for AstraZeneca to explore harmless chemicals to produce medicines. In addition, the UK government legal rules, including the MHRA, ensure strict testing, constant monitoring and mandatory safety reporting (GOV.UK, 2026b). It will help to launch the product with adherence to safety protocols.

Compared to the Ansoff Matrix, Scaled Agile Framework (SAFe) is an organised set of principles, workflows and practices, most suitable to apply Agile, Lean and DevOps methods across multiple teams (Theobald and Schmitt, 2020). This framework helps to coordinate many groups to work together on large projects. As the internal and external business environmental analysis has not identified teamwork issues. SAFe is not suitable for the strategic evaluation. Ansoff Matrix is more suitable for the strategic evaluation and product development for AstraZeneca.

4.3 Recommended Strategy

Establish Dual-Compliance Hubs: AstraZeneca needs to set dedicated regulatory teams to manage the dual UK-EU submission burden and ensure continuous medicine distribution. It will help the company to manage the overlapping rules across various legal systems, including international standards and local data laws. It harmonises conflicting rules between two or more distinct regional authorities (Pannonhalmi *et al.*, 2025).

Develop Green Chemistry: According to Amoneit *et al.* (2024), green chemistry is perceived as a framework to advance products and processes that reduce hazardous substances and address climate change, resource depletion and pollution. In this regard, AstraZeneca can leverage AI and its subsets to find harmless chemicals for medicine production and reduce environmental impacts.

Launch Obesity Treatments: The researchers Chao *et al.* (2024) asserted that obesity is a global public health concern. Ongoing advancements in interpreting the biological mechanisms governing weight reduction provided new drug targets. Testing and developing new anti-obesity medications broadened the spectrum of treatment options for treatments.

4.4 Implementation Challenges and Solutions

Challenge

Technical scaling: Transitioning to eco-friendly chemistry often raises issues in heat control, equipment clogs and mixing speed. The study by Johnston *et al.* (2026) noted that continuous technological flow has significance in pharmaceuticals to manufacture faster and safer. However, it has dilemmas that pose significant operational challenges in upstream processing. While common medicine-making reactions release solid salts that precipitate within reactor channels and cause blockages (Johnston *et al.*, 2026).

Solutions

Use continuous stirred tank reactors (CSTR): It is a critical method for a chemical reactor featuring ongoing inflow/outflow and product removal through internal blending (Bangert, Browncross and Omar, 2026). It has better solid tolerance, optimised by integration of agitated tubular designs.

5. Conclusion

AstraZeneca is a British pharmaceutical company that earned global brand recognition for oncology and rare illness treatment. However, the company is challenged in regulatory & legal compliance in emerging markets like China. The SWOT analysis has found a product development opportunity for AstraZeneca by entering the anti-obesity drugs market in the existing regions. The company has effective resources/capabilities, including extensive R&D capabilities and key patented drugs that give a sustainable competitive advantage. In addition, considering the key results from Porter's five forces, the company has focused on sustainable innovation with the Green Lab Programme. The existing organisational strategies of AstraZeneca will play a crucial role in launching new obesity medications in the existing markets such as the UK, U.S., India and China. In addition, establishing the dual-compliance hubs plays a pivotal role in seamlessly distributing the product/services across the UK and EU.

Section 2- Reflective Account

Gibbs' Reflective Cycle

1. Description

I have meticulously examined the newspaper articles, academic journals and magazines to find a multinational organisation that performed significantly over the past 2-3 decades. I have used business strategic frameworks to critically evaluate the internal and external business landscape of the company. I have visited the company's website to collect authentic data on the company's practices. The published report by the company helped to extract the latest revenue, net debt, sustainably made by the company. Besides that, I have reviewed many case studies regarding AstraZeneca that helped me to shape my concept about the company through other authors' viewpoints.

2. Feelings

At the beginning, I was nervous and a bit excited to evaluate the company's internal and external business landscape. I felt amazed when I discovered from existing journal articles that the lengthy PESTLE framework can be designed in a tabular format. I enjoyed the process of analysing each factor in PESTLE analysis and highlighted them as opportunities or threats. However, I was a bit anxious about data filtering as I felt that some data could have also been put in the report, but I haven't put them as it would have made the discussion more lengthy.

3. Evaluation

I have accessed authentic, relevant and updated data for the strategic evaluation. I have used various data sources such as peer-reviewed journals, newspapers, industry reports (Statista), company published reports to evaluate as rigorously as possible. I have used the data triangulation method to use these selected sources wisely to increase accuracy and boost credibility. I have used various strategic theoretical concepts such as SWOT, PESTEL, Ansoff Matrix, VRIO, and Porter's generic strategies to support the critical findings.

However, I faced issues in critical analysis; I could have included more journal articles to compare with the general findings from the company's report or newspapers to create more valid conclusions. I faced issues in managing time; I was anxious when I realised that I did not have more time left for the final submission. I panicked and rushed the final

stages of editing, writing and proofreading, which reduced the time available to critically review my arguments.

4. Analysis

The research challenges, such as time management, critical analysis and data filtering, arose due to information overload and the exponential growth of digital data. According to Liu, Ma and Jia (2026), time management strategies are key components of self-learning regulation that influence learning outcomes.

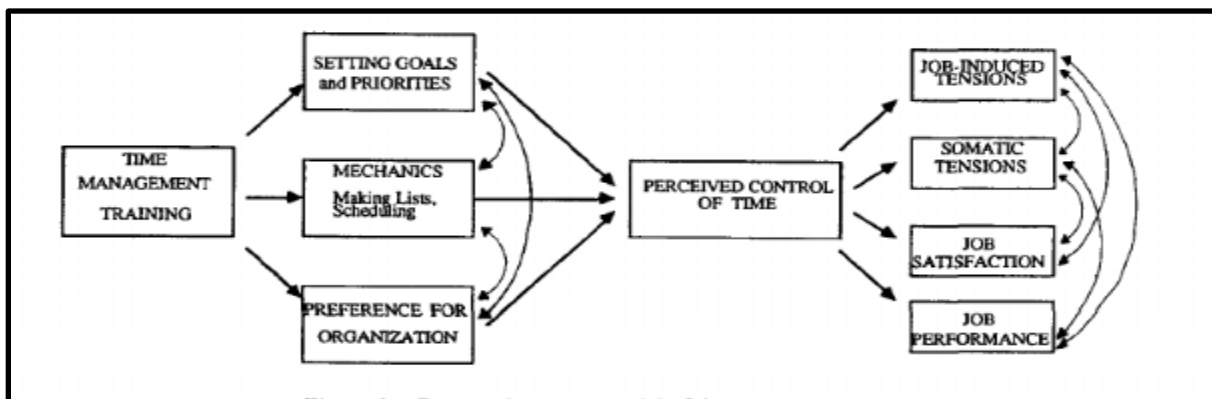


Figure 2.1: Macan's time management model

(Source: Macan, 1994)

Viewing Macan's time management model, my time management can be improved through learning time management skills, setting goals & priorities, scheduling, preference for organisation and perceived time control (Macan, 1994). I need to use time management online tools such as Google Calendar to track hours, plan daily tasks and view my progress against each time-bound goal.

Conversely, in Western universities, critical analysis is recognised as a critical part of academic writing. The four-step process of critical analysis is describing, interpreting, synthesising and evaluating (Hilario *et al.*, 2025). In a similar line, data filtering is a significant part of academic research that reduces the amount of information that is less significant for the particular subject area. Therefore, the mismanagement of the data led to issues in time management.

5. Conclusion

The application of strategic theories and multiple data sources has allowed me to make a strong strategic evaluation. I have made realistic recommendations for AstraZeneca which the company has not yet explored in real-time. I have strengthened my access to

the latest data sources and improved my research skills. However, I need more improvement in critical analysis, time management, and data filtering. From the consultancy report, I have learned that while creating a conclusion, data triangulation is important to cross-verify information.

6. Action Plan

Specific	Measurable	Achievable	Relevant	Time-bound
To improve critical thinking	Make unique ideas and resolutions for uncertainties.	Dedicate 15 minutes to solve a logic puzzle or case study daily.	Strengthen my problem-solving and decision-making skills.	1 month
To develop critical analysis	Report writing 500 words to identify flaws and bias.	Find peer-reviewed journals.	Enhance my ability to make a precise conclusion.	3 months
To enhance time management	Complete the tasks based on the set time-bound.	Use Google Calendar.	Reduce last-minute rush and panic.	Ongoing
To improve data filtration	Use authentic and relevant data for the next assignment.	Set a logic including relevance for the subject areas.	Support in better research skills.	4 months.

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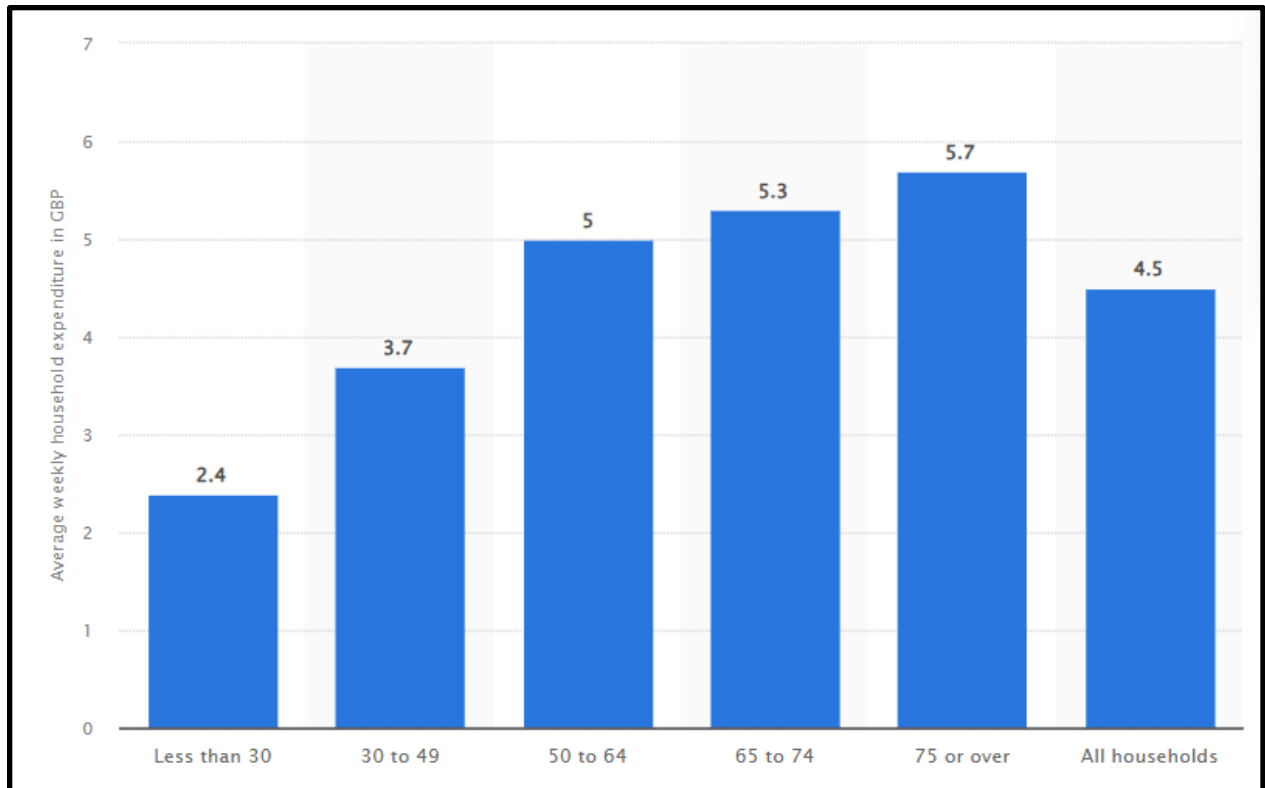
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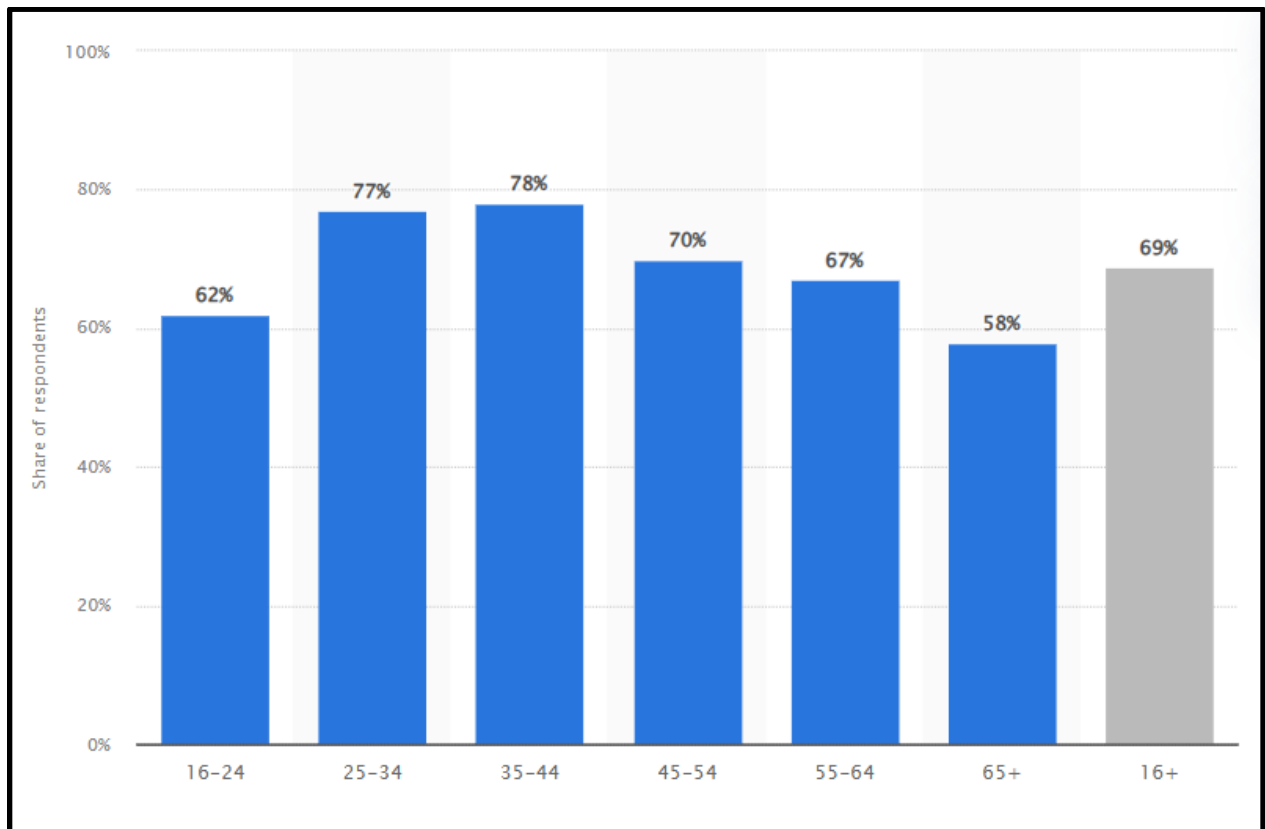
Appendices

Appendix 1: Average Weekly Household Expenditure on Medicines in the UK By Age Group



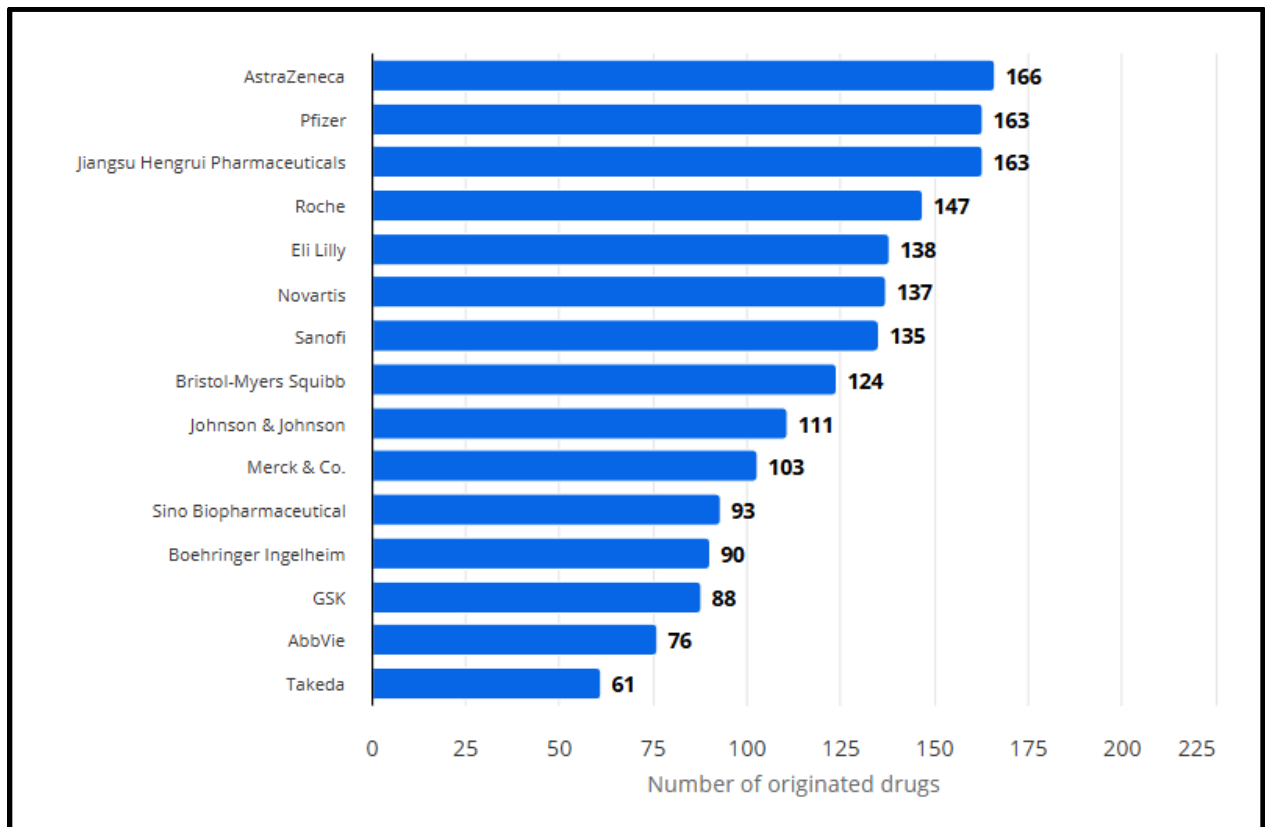
(Source: Minhas, 2021)

Appendix 2: E-commerce Used by the UK Internet Users to Access Healthcare Services



(Source: Tila, 2025)

Appendix 3: Most Leading Pharmaceutical Companies Worldwide by Number of Originated Drugs



(Source: Statista, 2026b)