

Strategic Management

HANGOVER LONDON

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Introduction:

The 21st century has witnessed a rapid growth of industry due to emerging technologies and innovations across the globe. The competitions among the different types of organizations within same industry have been increased due to globalization of digital technologies and tools. The interactions with the customers and suppliers have become easier with the help of a number of ICT tools and techniques. The increasing globalization of digital technologies also has brought a number of advantages for the global business organizations. In the current digital age, most of the global organizations want to set up their online presence in order to frequently interact with the customers. Through the help of online media, the organizations also can reach to a number of customers for sharing latest information about the products or services. The digital technologies also help the organization to develop value driven services for the customers (Yoon and Lam, 2013). Besides such advantages, the organizations also have faced a number of challenges posed by the digital age which has affected the growth and success of the firm. For example, the needs for specialist human resources have reduced due to strength of the technology and tools. The security and privacy risk another most important strategic challenges faced by the most of the organizations in current digital age. The organizations should mitigate such challenges in order to achieve long term sustainability and growth in the competitive market. This particular report mainly focuses upon the strategic challenges faced by the organization due to emergence of digital technology. This report also focuses upon the mitigating strategies of such challenges through which the organization can enhance customer value proposition and achieve future competitive position. For successfully analyzing the overall fact, the UK based Alcohol Company Hangover London has been chosen.

Hangover London is one of the leading premium alcohol service provider based in London which also offers its services in Middlesex, Kent and Essex & Surrey. The prime objective of the company is to provide superior services and value for the customers. The company mainly specializes in offering same day delivery services within an hour. The products and services offered by the company are snacks, alcoholic beverages, soft drinks and cigarettes. The company

also offers a number of stuffs for its premium customers across the London in UK. For the smoking lovers, the organization offers reliable and fast delivery services of a wide variety of cigarettes like Mayfair, Camel, Benson and Hedges and Marlboro. The company offers its services in 24*7 hours within the delivery coverage areas. The customers can place their order through their website which is also linked with a number of social media such as Facebook, Twitter and Instagram for connecting with a range of customers across the London. This overall report will discuss about the impacts of strategic challenges posed by the digital age on the Hangover London and how it helps in mitigating such challenges to develop long term customer satisfaction.

Main findings:

This particular section of the report will emphasize upon findings from the analysis strategic challenges faced by the Hangover London in digital age using a range of external and internal analysis tools and techniques. This particular section also will demonstrate the strategic options to mitigate such challenges faced by the Hangover London in UK market.

Analyzing the current situational growth of alcohol and beverage industry in UK:

Alcohol and beverage industry has been positioned in one of top selling products categories in UK. The globalizations in the lifestyles have largely affected the growth of alcohol and beverage industry market. The market growth of UK also states that alcohol industry has influenced in developing economic growth of the county. According to the market analysis by Miller and Harkins It is observed that in 2017 the alcohol industry has achieved worth £ 16 billion in value sales which is also expected to cross the double digit figure within next few years in Western Europe and UK. The various findings from the current growth of the alcohol industry analysis in UK are as explained below;

- In UK, the growth of alcohol industry has been influenced in the innovations in both soft and hard drinks. The amount of trade promotions also have been reduced with the help of innovations in the alcohol industry.

- It has also been observed from the industry analysis that the alcohol values have been raised by 2.6% to € 62 billion in six different European countries such as UK, Germany, Italy, France, Netherlands and Spain.
- From the overall analysis of alcohol industry in UK it is observed that the growth of industry has experienced growth of more than 2.3% in every year to € 46 m (Savell, Fooks and Gilmore, 2016).
- In terms of categories of the alcohol it is observed that in last year the value of the spirits have been increased by 5.7% and gin has witnessed more than 24% growth in the UK market. Therefore, it can be said that the alcohol industry in UK are increasing day by day.
- From the overall industry analysis it has been also observed that spirits have achieved higher growth in France which is more than 2.7% and in Spain it has achieved growth by more than 4.1% and in Netherlands it has experienced more than 2.7% growth. France also has experienced a significant growth by 18% in rum.
- On the other hand, Western Europe has experienced a rapid growth in Gin by more than 39% in Germany and more than 17% in France.

Therefore, from the overall industry findings of the industry analysis it can be said that the growth of alcohol industry is increasing in every year. Both the UK and European countries have experienced a substantial growth which largely influences the economy as well as GDP growth of the overall country. Therefore, from the industry perspective it can be said that it can achieve a higher strategic growth in the UK market.

Strategic challenges faced by the Hangover London in various aspects of the firm:

According to the company website it has been observed that the prime focus of the company is to offer superior customer services with tremendous value and customer experiences. Therefore, in order to achieve long term sustainability and strategic growth in the UK market the marketing consultant of the organization should identify the current strategic challenges faced by the organization in the various areas of organization such as ethical issues, environmental challenges, technology and innovations, leader and organizational culture and corporate social

responsibility. The strategic challenges faced by the company in different areas of the firm are as explained below;

Technology and innovations:

Technology and innovations are very important for every type of organization in order to achieve strong growth in the competitive market. The globalization of technology has brought a number of opportunities and options for the organization to maintain long term relationships with the customers. Hangover London is facing a number of challenges regarding promotion of their products and services for the customers through online (Miller and Harkins, 2010). In the current growth of digital technology, most of the organization wants to take opportunities of that for achieving competitions in the competitive market. The organization has its own website to sell different types of alcohol, spirits, snacks and other soft drinks from where the customers can place order. The company also has 24*7 delivery channel to deliver the products in respective customers but due lack of technology and innovations the company cannot promote its products through online channels. The legal restrictions of promotion on alcohol brands also have affected the company to develop appropriate strategy to ensure value for the customers across the UK. In order to eradicate the technology challenges, the organization should invest more on technology and innovations to mitigate the strategic challenges faced by the organization.

Leadership approach:

Leadership plays an important role in achieving strategic growth and objectives of the organization. The issues in the leadership approach may create strong negative impact on operational growth of the firm. A good leader should responsible in managing various leadership activities to enhance employee motivation. The good leader always should have some basic qualities and skills such as management skills, motivation skills, administration skills and empathy which influence the employee productivity and profitability of the overall firm (Hawkins, Holden and McCambridge, 2012). Currently the Hangover London is facing leadership issues regarding taking appropriate decision for developing strategies of the organization. In order to mitigate such challenges the transformational leadership approach

should be incorporated by the management of Hangover London which could help to motivate and encourage the employees to achieve long term strategic growth of the firm in the UK market.

Resource and capabilities:

Resource and capabilities are another core part for developing effective strategies of the organization. With the help of strong resources and capabilities, the organization can achieve long term sustainability in the competitive market. Both the human resource and non human resources are important for developing strong growth in the competitive market. Currently, the company is facing challenges regarding high rate of turnover due to immense work pressure and lack of motivations. The skilled and efficient workforces are important for improving customer service and long term relationship with the customers. In order to mitigate such problems for retaining customers on the long term basis, the organization should more focus upon employee motivations and other benefits for the employees. The motivated employees can increase overall performance and productivity of the firm.

Corporate social responsibility:

Corporate social responsibility or CSR also plays a pivotal role in achieving sustainable growth of the organization. The CSR initiative taken by the company helps to improve lifestyle and sustainability of environment as well as society (Savell and Gilmore, 2016). The alcohol based organization like Hangover London mainly develops their CSR activities through various initiatives and programs such as restriction of liquor sells for the under age customers, promotion marketing codes or practice and providing necessary information for safety and security of the customers. Currently, the Hangover London is facing challenges to maintain corporate social responsibility which has affected the strategic growth of the firm. In order to mitigate such problems the Hangover London should join a number of programs regarding increasing awareness of safety through not to drink and drive awareness and other health awareness.

Ethical challenges:

Ethics in business is very important for managing long term relationship with the customers. Ethical issues faced by the company may hamper the reputation and trust among the customers.

Effective business ethics also helps in achieving future growth of the organization. In order to maintain various business ethics of alcohol industry, the Hangover London should strictly follow the rules and regulation imposed by the UK government regarding licensing and selling of alcohol (Hawkins and Holden, 2013). The company also should follow the code of conducts of the business ethics to gain trust and long term sustainability in the competitive market.

Analyzing current strategic options to sustain future competitive positions using external and internal environmental analysis:

This particular section of the report mainly emphasizes upon the various strategic options available for achieving competitive advantages and sustainable growth in the competitive market for Hangover London, UK. In order to analyze the strategic options this section focuses upon the PESTLE framework, SWOT analysis, competitive force analysis, value chain analysis, strategic canvas and Ansoff matrix.

Current situational analysis:

This particular section of the report focuses upon the external factors using PESTLE framework and internal environmental factors using SWOT for identifying the current situations of Hangover London, UK. By considering the current situations, the organization can easily develop strategic growth for the organization in UK market.

Analysis of the external factors and its impacts on strategic growth of Hangover London in the UK market:

The various kinds of external factor creates large on developing strategic growth of the organization. The findings from the PESTLE analysis for Hangover London in the UK market are as explained below;

It is evident from the analysis of political market of UK for alcohol industry is that the UK is politically stable for developing emerging growth of the alcohol based organizations in the UK market. On the other hand, the business regulations, laws, code of conducts for doing business in the UK market also may create positive impact on Hangover London for achieving strategic growth in the competitive market. The referendum of Brexit in 2016 in has implemented and

revised some of the accessing policies with the EU countries which may have negative impact on the growth of the organization in UK market. The immigration policies also have been revised which may affect the hiring policies of the organization for the people of EU countries.

In relation to the economical factors, it is evident that the stable economy of UK may have large impact on growth and sustainability of the Hangover London in the UK market. The recent Brexit vote in UK has created a large negative impact on supply and demands of the products within market. This has also affected the spending power of the customers which may affect the sales growth of alcohol products offered by Hangover London in the UK market (O'brien, Martens and Webber, 2011). The overall GDP growth has been declined after Brexit which may affect the rate of employment in Hangover London. The uncertainty of the economic conditions also have affected the investors to take right decisions for the company which also may affect the growth and future sustainability of Hangover London in the UK market.

From the analysis of socio-cultural factors, it has been observed that the increasing lifestyles, entrainment habit and diversified cultural people in UK has created positive impact on developing growth of the Hangover London in UK market. On the other hand, age restrictions, increasing awareness regarding excessive drinking habits, health impacts and long term health effects due to excessive drink also may create negative impact on Hangover London for achieving growth in the competitive market. The social awareness created by the health and social care workers regarding not to drink and drive also may affect the production of alcoholic beverages in Hangover London. The Brexit in 2016 also has affected spending power of the customers for entertainment and leisure which may create negative impact on growth and operations of Hangover London in the UK market.

From the findings from technology and innovation factors, it has been observed the globalization of technology and innovations have brought a number of technologies and tools for interacting with the customers which may create positive growth of the firm. The company also is connected with a number of social media and online channels such as websites, facebook, twitter and instagram for frequently interacting with the customers which helps in creating value for the

customers. The customers can place order through website also can get delivery of products on time.

From the findings of the legal factor analysis, it has been observed that the UK government has introduced various taxation policies, tariffs and important export policies after Brexit which may affect the business growth and sustainability in the UK market. The increasing interest and restrictions for accessing with the EU countries also may affect the sustainability and growth of operations of the organization in the UK market (Cohen and Roussel, 2013). On the other hand, the legislations and policies regarding selling of liquor to the underage people is strictly prohibited which also may affect the business growth and operations of the Hangover London.

In accordance with the analysis of the environmental factors in UK, it has been observed that the Hangover London should follow the environmental protection acts by reducing carbon emission due to production of the alcoholic beverages. The organization also should reduce the harmful affect on environment and society as well to achieve sustainable growth in the competitive market.

Analysis of the internal factors and its impacts on strategic growth of Hangover London in the UK market:

In order to identify the strategic options for mitigating strategic challenges faced by the Hangover London in the UK market the internal factors and its impacts on developing sustainability have been analyzed in this section. The SWOT analysis is derived below

SWOT Analysis

From the analysis of the company strengths it has been observed that the company offers a variety of alcoholic beverage products and services for the customers. The company also has achieved a strong value in the alcoholic industry of UK. The other strengths of the company such as offers 24*7 services for the customers, online presence and strong customer base which would help the company to achieve long term sustainability in the UK market.

In relation to the weakness analysis it has been observed that the company also has few stores in London and EU countries (Eden and Ackermann, 2013). The other major weaknesses of the company such as high pricing products and poor technology growth may affect the strategic growth of the firm.

In relation to the opportunities of the Hangover London in UK market, it can be said that the company has opportunities to offer its services across the globe. The company also has opportunity to improve technologies for attracting more customers across the globe.

In relation to threats analysis it can be said that the changing policies regarding selling of alcoholic products may affect the business. On the other hand, the increasing tax rate and interest rate also may affect the growth of the firm.

Analysis of the competitive force of Hangover London in UK alcoholic beverage industry for achieving sustainability of the firm:

In order to achieve sustainable position in the competitive market, the organization should identify its competitors. The strategies developed by the other organizations, enables the organization to select appropriate competitive strategy for sustaining in the competitive market. The Hangover London also should analyze the current competitive forces and competitors in the UK market for developing competitive strategy for the organization. The prime competitors of Hangover London in the UK alcohol and beverage market are John E Fells & sons ltd, marussia Beverages, LWC, Halewood, Love drink etc. porter's five force analysis provides a comprehensive analysis about competitive forces and its impacts on the organization. The various competitive forces and its impacts on the Hangover London in the UK alcoholic beverage industry are as summarized below;

Porters Five Forces

Competitive rivalry (High):

From the alcoholic beverage industry analysis in UK it is evident that the UK market is highly competitive with some major leading alcohol companies such as marussia Beverages, LWC, Halewood, Love. The competitors of Hangover London have achieved a strong position in the alcoholic beverage industry of UK (Yoon and Lam, 2013). Therefore, from the industry analysis it is evident that the competitive rivalry is relatively high in the UK market.

Threats of new entrants (Low):

The alcohol industry in UK is highly competitive with a number of leading competitors. The policies, regulations and licensing for opening a new alcohol organization in UK market are not very easy for the new entrants. On the other hand, the existing competitors in UK market have acquired a strong position with strong customer base. In order to enter a new alcohol based company, the organization requires investing a huge amount of capital which may not be possible for the new entrants (Eden and Ackermann 2013). The other challenges such as policies, tough competitions and legal regulations and licensing may affect the new entrants to enter in the competitive UK market. Therefore, from the overall analysis it is evident that the threats of the new entrants are relatively low for Hangover London in the UK market.

Bargaining power of suppliers (Moderate):

Suppliers and vendors are one of the critical parts of any business for achieving strong competitions over the other firms within same industry. The suppliers of the alcoholic beverage industry are various vendor companies of snacks, liquors, cold drinks and companies of cigarette suppliers. There are a range of local suppliers as well as national suppliers and vendors who provides quality of products and services for the Hangover London in the UK market. The Hangover London maintains strong relationships with some supplier companies. On the other hand, alcohol manufacturing suppliers may face various challenges for supplying alcohol due to

changes of the policies which may affect the pricing strategy of the company. Therefore, the bargaining power of the suppliers is moderate for Hangover London in the UK market.

Bargaining power of the buyers (moderate):

Hangover London offers a wide number of varieties of alcohols such as wine, rum, gin, beer, vodka etc at premium price. On the other hand, the company also offers a number of snacks, cold drinks and cigarettes for the customers at 24*7. The UK alcohol market consists of a number of distributors and service providers which offers the alcoholic beverage products and services for the customers at lower price comparing with the Hangover London. Therefore, from the overall analysis it is evident that the bargaining power of the buyers or customers for the Hangover London in the UK alcohol market is relatively moderate.

Threats of substitutes (High):

The substitute products of alcohol are cigarette, stuffs and hash which may also influence the young generations in UK. The Hangover London offers quality of products and services with premium pricing strategy (O'brien and Webber, 2011). On the other hand, the other substitutes of drinking are lower price than liquor. Therefore, the threats of substitutes are relatively higher for Hangover London in the UK alcoholic beverage industry.

Value chain analysis for achieving future competitive positions of Hangover London:

Every organization performs a number of related and unrelated activities for creating value for the customers. In order to successfully develop effective strategic growth, the organization should analyze the value creation activities for improving its performance. The marketing consultant of Hangover London should analyze the value creating activities for achieving future competitions in the competitive market of UK. The overall value chain analysis process is of two different types such as primary activities and supporting activities. The primary activities are such kind of organizational activities which are required by the organization for creating value for the customers. The primary activities of the organization include inbound logistics, outbound logistics, operations, marketing and sales and services (Cohen and Roussel, 2013). On the other

hand, the supporting activities are such elements which are required to manage the primary activities of the organization. The supporting activities are firm infrastructure, technology, human resources and procurement. The both primary as well as supporting activities of Hangover London for creating value for the customers are as summarized below;

Porters Value Chain

Primary activities:

1. Inbound logistics: The effective inbound logistics helps in creating value for the customers. The inbound logistics of the Hangover London in the UK market are warehousing, raw material storage and storage in the malt plants. These activities are very important for creating value for the customers of UK.
2. Operations: The operational activities are very important for transforming the input into the end product for the customers. The company does not have any plants for manufacturing of the alcoholic beverage products or services. Hangover London directly purchases products from the suppliers and stores in different plants as sells it as per the order made by the customers. With the help of these operational processes, the organization can deliver high end value for the customers.
3. Outbound logistics: Outbound logistics are important for offering finished products to the end customers. The Hangover London has a number of skilled resources who delivers the product for 24*7 to the customers (Eden and Ackermann, 2013). Through the help of these activities, the organization can deliver effective value for the customers.
4. Marketing and sales: The marketing and sales operational activities are the most primary activities through which the organization can attract the customers with products and services using various advertisement channels. The activities of the marketing and sales are associated with the advertisement, promotion and selection of proper channels of promotion. The marketing executives of Hangover London use a number of marketing and promotional channels to promote their alcoholic beverage products for the customers.

5. Services: Services are the activities offered by an organization for creating value of the products for the customers (Rich and Negassa, 2011). The services of an organization includes customer services and after sales services. Hangover London offers a number of services for picking up and delivering of the orders within limited time frame. This will also help to create value for the customers.

Support activities:

1. Procurement: Procurement activities are such which helps in purchasing the raw materials and other inputs for the organization to create value for the customers. Hangover London purchases end products from the vendors or suppliers which are stored in the inventories for supplying it for the customers.
2. Technology development: The various technologies, innovations, automation process and other supporting technologies are also important for creating value for the customers. Hangover London has a strong research and development team and the company also uses a number of technologies and tools which can create value for the customers.
3. Human resource management: The human resource management is the important activities for creating value for the customers. The company recruits a number of skilled personnel for delivering various services for the customers (Soosay and Dent, 2012). The management team also offers benefits and high compensation for the employees working with the company.
4. Firm infrastructure: The management team of the Hangover London consists of various departments such as finance, accounts, management, marketing, legal and quality management who manages their roles and responsibilities for delivering high quality of services for the customers.

Cultural Web

The cultural web is considered as the change management tool which is useful in defining and identifying how the culture of an organization works (Hawkins and Holden 2013). It is composed of the elements which help in signifying the culture inside an organization. So the cultural web of Hangover London is explained below

Rituals: The rituals are the activities which the company performs so that they should be reinforcing the culture. Hangover London has been introducing induction programs for the employees to be able to provide high quality services to the customers.

Stories: Hangover London would like to introduce stories of their failures as well as the successes which help in paving out the culture they adopt.

Symbols: They have the beautiful symbol which reflects the type of culture they have. The organizational structure is very good with the strong online presence now are considered as the symbols for Hangover London.

Power Structures: They have the person oriented culture which is developed and the power mainly vests on the hierarchy. The employees were given the opportunity to provide their decision making in an effective way.

Control Systems: Hangover London has been introducing the reward systems for the employees so that they get motivated to work in this company (Hawkins and Holden 2013). They also have the incentive scheme to be developed which aims at promoting teamwork and employee engagement.

Organizational Structures: They have the hierarchical organizational structure to be followed. They have the three levels of management. The top level management is linked with the middle level management. The top level management is also linked with the lower level management and this encourages team work and proper leadership approach in controlling and directing the employees to achieve their objectives (Eden and Ackermann 2013).

Market Segmentation

The market segmentation is defined as the segmentation of market by which Hangover London could be able to segment their target customers according to the type of market they segment. So the segmentation of the market is explained below

Geographic Segmentation: This is the type of segmentation where the company is segmenting the market in accordance with the geographies. In this segmentation the company will be selling the alcohol to the different regions, cities and places in UK.

Demographic Segmentation: This is the type of segmentation which is useful in segmenting the market in accordance with the demographic variables. The demographic variables should be including the age, income level and the occupation of the people (O'Brien et al. 2011). Hangover London should be providing the products for the people having more than 18 years of age, to the middle level people as well the rich people in the society.

Behavioural Segmentation: In this segmentation the company is segmenting the market in accordance with the behaviour and the attitude of the people. They should be offering alcohol to the people in accordance with their choices and their needs and demands.

Developing strategy using Ansoff matrix:

Ansoff matrix provides an appropriate framework for informing ideas about the appropriate strategy for an organization. In order to enhance the growth of Hangover London in the global market, the marketing consultant should analyze the strategies. According to this framework, the Ansoff matrix is of four different types which are analyzed considering the current situation of Hangover London in the UK market;

Market penetration: The prime purpose of the market penetration is to increase market share of the firm with the help of existing products in the existing market segments (Shabani and Sowlati, 2013). The business organization may achieve growth within this strategy.

Market development: According to this strategy, the organization can achieve growth by targeting the new segments with the existing products and services.

Product development: with the help of this particular strategy, the organization can develop new products in the existing market segments.

Diversification: This is another important strategy where the firm can achieve strategic growth by developing various new products for the new market segmentations.

From the entire analysis, it is evident that Hangover London wants to enhance its operations across the globe. In order to enter into the new market with the existing products and services, the company should be more efficient and experienced. The core competencies of the organization also should be developed to enhance its operational growth (Pekin, Meers, and Rietveld, 2013). The market development strategy would be appropriate for the Hangover London to expand its growth across the new market with the existing products and services.

Value Proposition

The value proposition is considered as the value which is perceived by the individuals in UK for the type of products they offer it to the customers. Hangover London provides high quality alcohol to them which helps in providing high amount of value. They could be able to cherish the product they consume and makes them feel relaxed and provide them that comfort zone (Yoon and Lam 2013). The products of this company also provides value to their emotions and helped them to increase their psychological power they want to achieve. The alcohol they produce have great taste which refreshes the minds of the customers also adds value to them.

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