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Executive Summary

This report will be based on the Development and the Implementation for Small Medium-sized Enterprises and in four sections:

Section 1. Strategic Analysis (SWOT)

2. Strategic Growth choices, Options and Action points.
3. Strategic Implementation.
4. Stakeholders.

Chosen company will be Pharmacy2U Limited, a Medium-Sized Enterprise dealing in online pharmaceuticals.

Models such as Porter's Value Chain, Balanced Score Card and the 9M Models including some strategic and analytical tools underpin in this report.

Overall conclusion of theories, models been used and recommendation for Pharmacy2U Limited and finally a list of references on information sources.

Introduction

This report will be considering the challenges Small and Medium-sized Enterprises encounter and how to implement strategic direction and also provide key strategic recommendations for the organisation for their future developments and how they are to be implemented.

Models such as the 9 M, Porter's Value Chain, Balanced Scorecard, Porter's Five Forces, Ansoff Matrix and BCG Matrix will be use including analysis tools and strategies, namely PESTLE and SWOT they look at the internal and external environment of the firm.

Company and Background

Suggested company is Pharmacy2U Limited and justification for such being a relative of the reporter is actively working in pharmaceutical industry and lots of ideas in medicines has been gained. The above firm was founded by a pharmacist Daniel Lee in 1999 regional and headquarters is situated in Leeds, the United Kingdom, and in the year 2000 it was subsequently launched to the general public, employed 200 workers, a medium sized pharmaceutical enterprises which operates in trading an online pharmacy has been involved in piloting the electronic transfer of prescriptions in the United Kingdom and made a profit as at 2022 was £5.4 million. (Financial report, 2022).

Main Body

Strategic statement of Pharmacy2U Limited.

Their strategic management objectives are to manage NHS (National Health Services) repeat prescriptions on behalf of patients, allowing prescriptions and medicines that are to be delivered directly to patients doorstep, giving expert advice to patients, investment into new technology and innovative services such as repeated prescription reminding to make sure that patients are ordering and taking their medicine in appropriate way or order.

Pharmacy2U's brand mission is, continuing putting their customers at the centre of everything they execute and also aiming to provide health assessment, information, and treatment at affordable prices in allowing patient's at any choice of convenient to the NHS.

The Board of Pharmacy2U is also committed in developing their social and governance strategy, environmental and performance in reducing its contribution to Greenhouse Gas emissions and climate change, increasing the Group's resilience in the medium and long term to identify any risks and opportunities relating to issues about environmental, social and

governance strategies. In addition, to increase its ability in monitoring and managing progress a way that is more structured.

Strategy Management is mainly about achieving success and a long-term direction of an organisation as already mentioned above, a set of related actions that managers take to increase their company's performance and involves the managing of people, relationships and resources. about how to gain competitive advantages in reality a good strategic management actually generates such advantages.

Strategic management statements have three main fundamental goals and they are: Mission, Vision, Values and Objectives on an organisation.

- A. Mission statement is the providing to employees and stakeholders clarity about what the organisation is intended to do.
- B. Vision is concerned what the organisation seeks to create in the future
- C. Corporate values this communicate the enduring and underlying principles to the core or in dept the guide which an organisation's strategy and the way they should operate.
- D. Objectives are the specific outcomes which the organisation must be able to achieved.

As this is a medium-sized company they implement a Focus Strategy (sometimes called niche strategy) in targeting a narrow domain or segment of activity, example, serving their patients and tailored their services to the needs of them and to the exclusion of others. Such focus strategies achieves competitive advantage by dedicating itself in serving its targeted segments better, order than others that are trying to cover a wider range of segments. Focus strategies comes in two variants, according to the underlying sources of competitive advantage in contributing to reducing costs or to increasing differentiation.

Strategic Development Processes

This is the process whereby the researching and identifying strategic options and then select the most appropriate or promising and deciding how to allocate resources across the company to achieve their objectives. There are three processes: (a) strategic analysis (b) growth (c) implementation, (CMI, 2020).

Section--1

Strategic Analysis-- (SWOT)

Strategic Analysis simply a process which involves the researching by the management of the company's business environment in analysing within which they operates by the employment of (SWOT) which Pharmacy2U Limited has used. The SWOT tool analyses and identified the **S**trengths, **W**eaknesses, **O**pportunities and **T**hreats in Its framework for matching the company's goals, capabilities and programmes to the environment in which they operates. (MindTool, 2022).

Diagram below explains:

STRENGTHS	WEAKENESSES
1. Able to deliver quality retail pharmaceutical products and services to its customers. 2. Partnerships. 3. Compounding pharmaceutical services. 4. Availability of service delivery. 5. Location very visible. 6. Rapid prescription service time for customers.	1. Company limited resources on: Inventory. Multiple facilities. Employees. Business operation. 2. Limited awareness of the Pharmacy2U brand. 3. Limited global presence.
OPPORTUNITIES	THREATS
1. Pharmaceutical supplemental demand for services is expected when considering the enactment of the Patient Protection and Affordable Care Act of 2010. 2. The establishment of strategic partnerships. 3. Increase is expected in demand for healthcare services especially in pharmaceuticals as the growth of demographic elderly population. 4. As many customers are now developing the use of online marketing structure thus will contribute for the company's operations. because the online market chain may help the company in the developing and expanding their growth.	1. Competitive increase in the market. 2. Government tax policies and additional government regulations. 3. Customers unpredictable behaviour. 4. Pricing pressures by both online and international pharmacies.

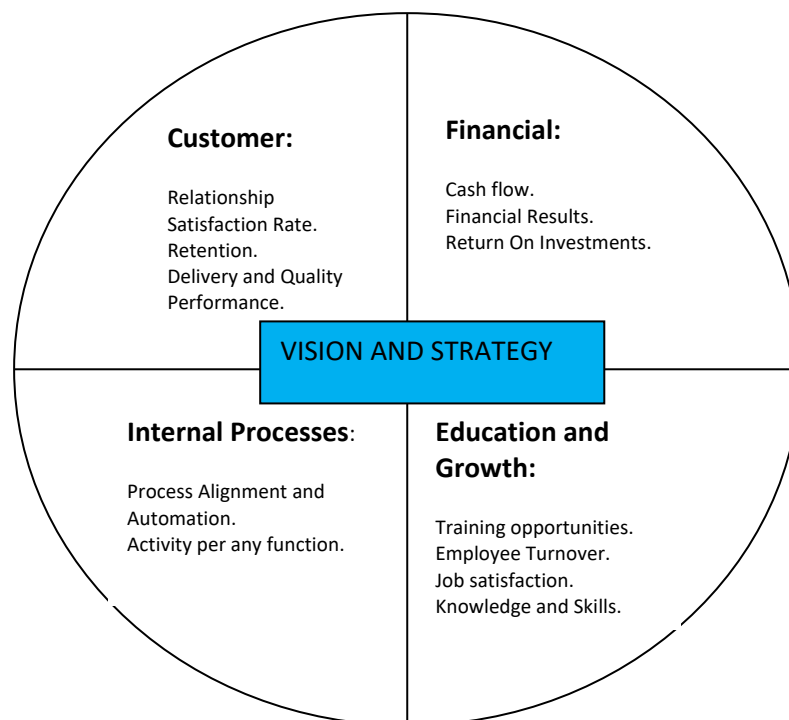
(Self Diagram, 2023)

Internal Analysis

In conducting internal analysis for Strategic Growth of Pharmacy2U Limited, models such as: Porter's Value Chain and Balanced Scorecard will be used.

The Balanced Scorecard Model has been used thus is a planning and performance management tool which was created by Kaplan and Norton early in the 1990's to help firms in measuring their business performance by using both financial and non financial data and how to see their businesses well and being run on whether their company's objectives are being met, by the execution of planned activities and monitoring of business performance against the set strategic goals and also to improve internal and external communication. Kaplan and Norton devised such framework thus based on four perspectives such as customer, financial, internal and learning and growth. Diagram explained below.

The Balanced Scorecard



Self Design Diagram, 2023

Customer

Customers' satisfaction rate very crucial for Pharmacy2U Limited and is now at the forefront of every businesses including customer relationship, retention, delivery performance and quality performance and therefore mindfulness must be pivotal, therefore the business

should know that poor performance in these areas will lead customers switching over to alternative suppliers and if they are not addressed a decline in future could happen.

Financial

Financial metrics are very important which is the backbone of the business thus the manager should be able to know and see exactly how profitable is the business and also judging the financial performance of the business in getting returns on investments, flow of cash by checking of final financial results as shown an increased in profit on the company's financial report 2022. However, any company that are using their resources and capabilities well can able to exploit any opportunities or even in the position to neutralises threats thus will eventually increase their net revenues or their net costs will decrease or the two together compared to the situation in which they were not using these resources and capabilities to exploit opportunities or neutralize threats. On the other hand, when they are not used the value of these capabilities and resources will thus show itself with either higher revenues or lower costs or the two if they are being used to exploit opportunities or neutralises threats.

Internal Process

Managers must carefully designed metrics needed to monitor and see how well the business is performing this area on whether products and services are meeting their customers need as the company is being performing and their activities per function is aligned with the operation of the business.

Learning and Growth

This involves the learning and training of staff simply to improve their knowledge and skills resource in order to achieve such, managers must be able to clearly identify areas where they should be investing their funds for personnel development and improving communication amongst staff not just through training but also through mentor capabilities. However, since it is a micro business the manager should be able to create job satisfaction thus will reduce employee's turnover.

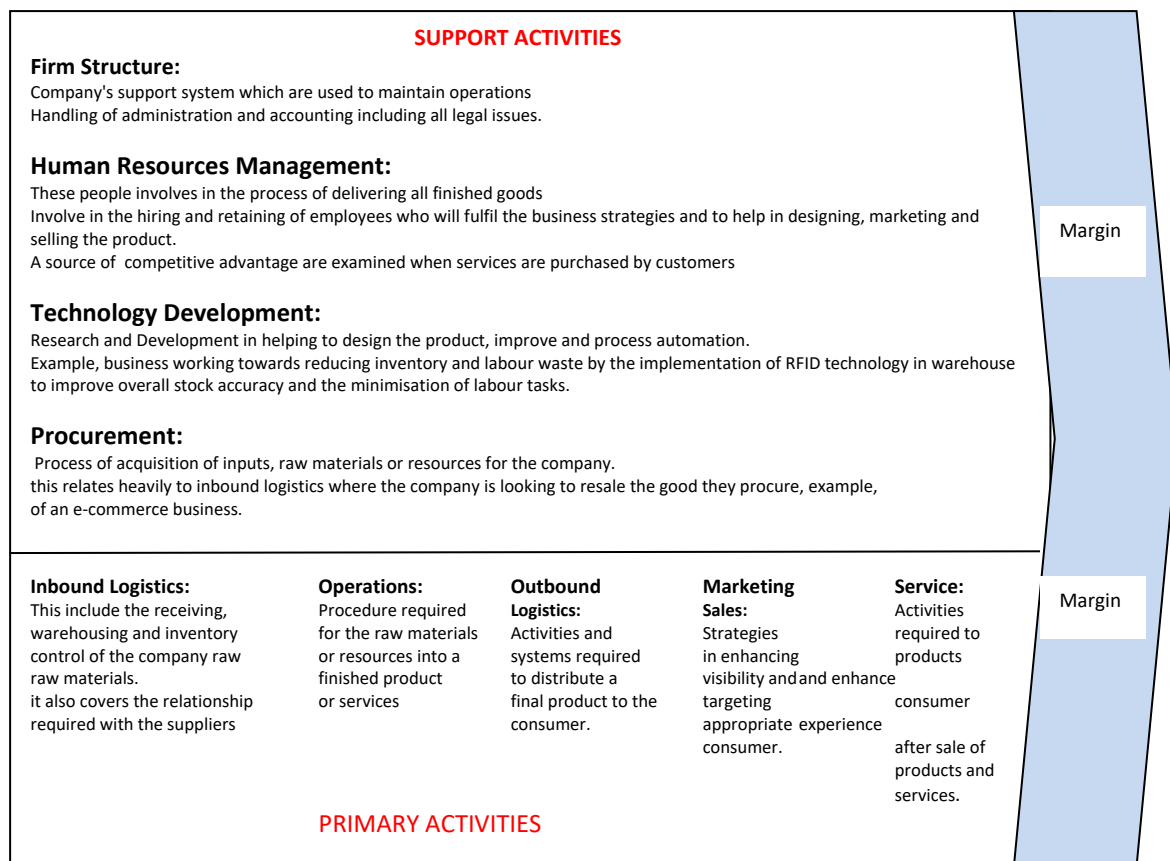
Porter's Value Chain

It is such a useful strategic management tool, it helps management by breaking down the company's activities into relevant strategic pieces allowing Pharmay2U to see a fuller picture

of the cost drivers and differentiation of sources and making them do appropriate changes where necessary in order to deliver a valuable product to the market.(**Porter**, 1985).

If the company creates more value as they are presently, profits may be more likely and when additional value is provided to customers he business builds competitive advantage. The way in which value chain activities are carried out determine costs thus will affects profits, because the value that is created and captured by a company will make the profit margin and it is calculated like this: Value Created and Captured – Cost of Creating that Value = Margin.

PORTER'S VALUE CHAIN MODEL



Self Diagram, 2023

The 9Ms Framework.

Annamarie Hanlon (2019). Manpower, Money, Method, Mother Nature, Measurement, Machines, Materials, Management and Minutes are resource planning as an integral part of

a marketing tactics ensuring they fall into place. The fundamental factors of the 9M's are: they affect the quality of products and services of the organisation and is use to scan the internal environment of Pharmacy2U Ltd.

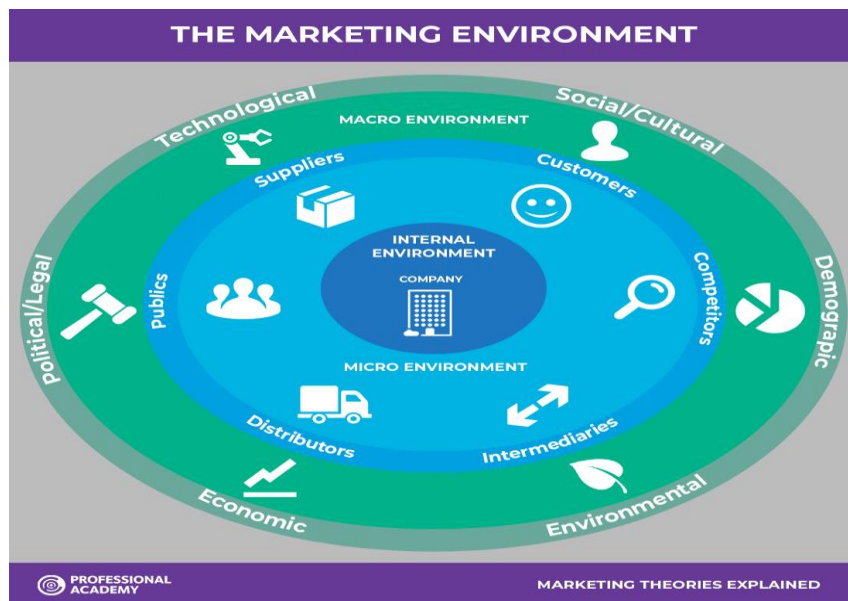
The 9 Ms of Pharmacy2U Ltd. Resource Planning Framework Hanlon, A. (2019)

Money. It should be available to finance the business.	Materials. Raw or part finished and software applications.	Manpower. People needed to do the work.
Management. Sponsors supporting the project administratively.	Method. If out-sourcing is required what approaches to be used.	Machines. Equipment required either heavy or light and computers tablets or mobiles to be used in monitoring social media channels.
Mother nature. Considering environmental factors.	Measurement. Using of metrics or consistent Key Performance Indicators.	Minutes. Timeframe for which work is delivered.

Pharmacy2U internal environmental analysis strategy the firm used to search for resources and capabilities that provide the firm with sustainable competitive advantage

External Analysis

Examining the macro environment of the organisation the PESTLE (Political, Economic, Sociological, Technological, Legal and Environmental) analysis tool will be use to analyse and examines the key external factors that will be influencing Pharmacy2U Ltd. in making a strategic decision. However, organisation must try to gather as much information that are relevant about the organisation's external environment.



(CIPD, 2021)

PESTLE analysis examines the key external factors (Political, Economic, Sociological, Technological, Legal and Environmental) influencing the company. It can be used in different scenarios by the company to make a strategic decision.

Political: Government of the United Kingdom created laws and can be regulated that may affect the way Pharmacy2U operates even though they may disagree with it, but however will have to legally obligated to abide with such.

Government stability or instability, example, by seeing the instability of political problems in the U.K. government changing of three British prime ministers within the first four months in 2022. (The Guardian, 2022).

Additional factors needed to be examined are: Corruption level, Environmental regulations, Bureaucracy, Freedom of press, Tax policy (rates and incentives), Tariffs, Trade restrictions control and reform, Regulation/de-regulation and Import restrictions (quality and quantity).

Economic: Changes in the economy can directly affect the company thus they must have strategies that will enable them to adjust for survival, especially the high competition in the market of commodities pricing is another factor of financial decisions the firm make on a regular basis because if there is a crash in the market or recession, it will impact on sales of the business.

However, there are other areas to be considered such as: Cost of living, Working hours, Trade flows and patterns, Stage of business cycle, Credit availability, Growth or decline

rates, Exchange and Interest rates, Unemployment trends, local and national, Inflation and wages rates, Labour, minimum wage costs and Level of consumers' disposable income.

Sociological: Society and expected opinion from the public are large external factors that can force companies to re-evaluate the way they operate especially in dealing with health consciousness, attitudes towards leisure, saving and investing, product quality and customer service, career and retirement, work, imported goods and services and ecological or "green" products and also lifestyles and population growth rates, health and safety, cultural norms and age distribution, educational level, buying habits and religion and beliefs.

Technological: The emerging of new technologies continuously and the rate of changing itself is increasing daily thus will affect the company's products or services, example, the robotics machines and artificial intelligence. Technology today has formed part of the workforce and has changed the way firms do business over the years and continue making waves such as: communication infrastructure, technology regarding legislation, Internet infrastructure and penetration and Spending on research & development.

Legal: Changes to legislation can impact on employment, access to materials, quotas, resources, imports and exports, taxation, environment, consumer protection and e-commerce, data protection, discrimination, patents, copyright or Intellectual property law, health and safety and education.

Environmental: Due to the increased in global warming the need to switch to sustainable resources keep increasing including ethical sourcing both locally and nationally and also the creation of ways to address and monitoring of wastages to be reduced along the value chain, (CIPD, 2021). Considering other areas like, Air and water pollution, endangered species, climate change, weather, recycling and supporting attitudes towards renewable energy.

However, by analysing those factors, Pharmacy2U Ltd can assess any specific risks to their business, and make précised decisions and also highlight the potential for prompt costs addition, and further research plans into future.

Industrial Analysis

Porters Five Forces

Porter's Model (1979) analysis brings in an understanding of Pharmac2U Ltd. competitive position within the medical industry which provides them with a framework that is clear for

assessing the effect of the external environment on the company's ability in sustaining a competitive advantage. A detailed description of the various factors summarised and are:

Threats of New Entrants

New entrants in Drugs can generic brings innovation in some new ways of doing business, thus putting pressure on Pharmacy2U Ltd. through price lowering strategy, costs reduction, and to provide new value propositions to the customers. The company has to definitely manage all these challenges and then build very effective barriers in safeguarding its competitive edge.

Bargaining Power of Suppliers

Most of the companies in the drugs selling industry buys their drugs from numerous suppliers. Suppliers are in dominant position whereby they can decrease the margins of Pharmacy2U that they can earn in the market. Suppliers are powerful in Healthcare sector and can use their negotiating power to get higher prices from the drugs firms. The impact of higher supplier bargaining power is that, it can lower the profitability of the company. However this can be addressed by building effective and efficient supply chain with many suppliers and also develop relationship with suppliers whose trading business are dedicated upon the company.

Bargaining Power of Buyers

Buyers always demands lot and often want to buy the best offers that are available by paying the minimum price if possible. This can ultimately piled pressure on Pharmacy2U Ltd. profitability in the long run when taken into consideration because the smaller and powerful the customer to the company, the higher the bargaining power of the customers and higher their ability to seek more higher offers and discounts. This can be overcome if the company build a large customers' base thus will help to reduce the bargaining power of the buyers and also will provide the opportunity to the company in streamlining their sales.

Threats of Substitute Products or Services

When new services or products meets the same customer needs in different ways, then obviously the company's profitability will pay the penalty or suffer. Example services like Cloud storage and Google Drive are substitute to storing on computer hardware drives. This kind of threat of a substitute product or service is often high because it has already offers a value proposition with a unique different present offers of the company. this can dealt with

by the understanding of the customer's important requirement rather than that which the customer is really buying.

Rivalry among the Existing Competitors

Rivalry among players normally exist in an industry of this nature but if does it is intense then it will definitely bring prices down and ultimately decrease the overall profitability of the industry. Pharmacy2U Ltd. operates in a very competitive drugs industry. Such competition does affect the long term profitability of the company. It can be tackled by building some sort of substantial differentiation.

Evaluation of Porter's Model, Value Chain and SWOT

Porter's five force model was considered by many researchers to have shortcomings because it integrates internal and external factors allowing a firm to identify and sustain its sources of competitive advantage (Pitkethly, 2006) and it is too static to keep pace with influential technological progress that has been exhibited in industries. Whereas other forces have become more significant understand the dynamics of industry, for example, digitalisation, globalisation, de-regulation, partnerships and joint ventures.

The Value Chain system was first described and written in the 18th century by a French economist Francois Quesnay. Many experts since and has been expanded on this source by many experts. However, Michael Porter pioneered and illustrated the value chain analysis pioneered and now remains an indispensable methodology thus has been evolved and adapted over many years by companies and industry specialists thus has successfully continue to implement the analysis. It has now form a vital practice and part of societal global initiatives.

SWOT examines both internal strengths and weaknesses and together the external opportunities and threats forces. However, both tools of strategic planning processes can be used to put in place to further the company's success. analysis and focuses on the strengths, weaknesses, opportunities, and threats of the organisation by analysing its internal potential.

Section--2

Strategic Growth

This involve an initiative development that will help to grow business for long term. Strategic growth could be the development of new products or specific market strategies in targeting new customers in various ways:

Differentiation - It is the uniqueness along some dimension that is sufficiently valued by customers to allow a premium price as long as the products and service attributes are valuable and worthy also including complements and customer relationship

Cost-leadership-To become or be the lowest-cost price company in the healthcare of activity, because the competition is out there and it is a threat.

Business-level-This can be used in different firm's settings to gain a competitive advantage in the marketplace . As Pharmacy2U is in the medical business' settings to supply pharmaceuticals to customers which is one of their strategies and also what their customers' needs and desires thus making the company to try their best to satisfy them.

The Hybrid- Is the combination of different generic strategies which if they are not dealt with properly can lead to failure and very dangerous for SME company like Pharmacy2U for such strategy to be used.

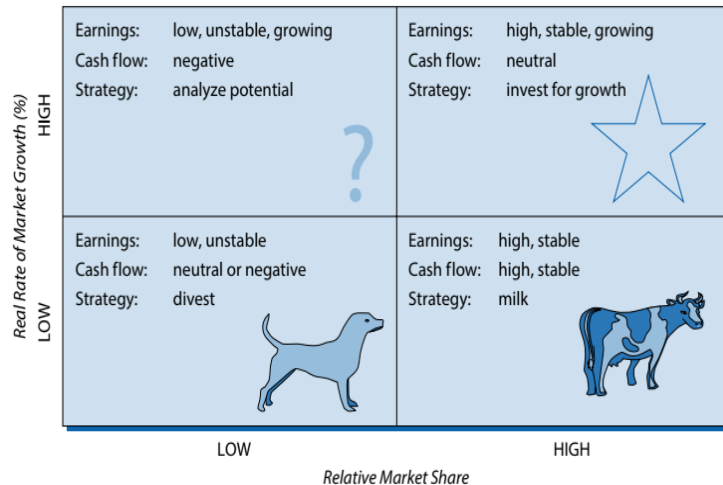
Strategic Option

The best strategy or strategies that will be acceptable to be implemented to stakeholders after finished examining all as explained below:

BCG Matrix Model (1970)

The Boston Consulting Group (BCG) matrix, this has been the most common and longstanding ways of a business portfolio in conceiving a balance of strategies that helps management framework this chosen Model will helps Pharmacy2U Ltd. management to decide how to prioritise their business different ways. The framework is split into four categories and carry its own unique symbol which represents certain degree of profitability, they are: cash cows, stars, question marks, and pets (represented by a dog). Assigning business to each one of these four categories, management could decide where to focus

their capital and resources which brings in the most value to the company and where losses can be cut, as diagram shown below: (Henderson, 1970)



(Kalam, 2023)

Cash Cow is a business unit within the portfolio that has a high market share in a mature market, such as Pharmacy2U. However, because of the low growth, and investment needs are less, while high market share meaning that the business unit within should be profitable at all cost and this should be a cash provider whereby helping in funding investments in question marks.

Low Growth, High Share. Company such as Pharmacy2U should milk these “cash cows” because there is cash and this can be use to reinvest.

This has high shares in markets that are growing, they may be spending heavily to keep up with growth, however high market share in terms of investment needs should gain sufficient profits to make it more or less self-sufficient.

High Growth, High Share. They can also significantly invest in these “stars” as their potential in future is high.

A Question Mark (other words problem child). It is a growing market within a portfolio growing market, without a high market share. But developing question marks with a high share market, can take investment heavily. At times many developing question marks does fail during this stage, so corporate parents are advised by BCG to nurture many at a time. because It is important in making sure that some question marks should develop into stars, making existing stars finally become cash cows and cash cows may reduced into dogs.

High Growth, Low Share. They can consider investing into this or discard these “question marks,” depending on their chances if they want to become stars.

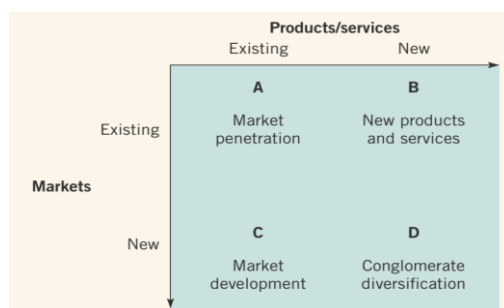
The Dogs, are business units within a portfolio that have low share in static the business units in the portfolio or declining markets thus making it the worst of all combinations and can be a cash drain and use up a disproportionate amount used up of managerial time including company resources. The BCG will usually advised or recommends divestment or total closure of business.

Low Share, Low Growth. Consideration to this will follow divest. liquidate, or reposition these “pets,” (usually dogs).

However it is clear that value of products depends on whether or not a company such as Pharmacy2U will be able to obtain a leading share of its market before the slowdown of growth. Eventually all their products will become either cash pets or cows. Hence pets are not necessary because they shows evidence of failure, hence telling that leadership position can either be obtain or to quit or cutting the losses.

The Ansoff Matrix, (1957)

Product/Market Growth Matrix, this tool in particular will help the company's stakeholders conceptualising the level of risk attached with different growth strategies. It is a simple and intuitive way for the management team to visualise the levers when considering opportunities to grow. The Matrix is a strategic framework that is used to evaluate the attractiveness of growth that leverage the two existing products and markets against the new ones, and at the same time level the risk associated with each of them, and has four basic directions for the company's growth where each box corresponds to specific strategic growth, as diagram shown and explained below:



(Kalam, 2023)

Market Penetration

This is where the company's management seeks to increase the sale of its existing products into the markets by penetration and has least risks. Management may seek larger penetration by amending their pricing in decreasing prices for the attraction of new customers within the market segment.

Market Development

A market development strategy is also least risky because product development does not require significant investment it rather allows management team to leverage their existing products and then take them to a different market, such approaches could include: international expansion, new domestic market entering and targeting demographic or catering for different customer segment.

Product Development

This is the introduction of new products to an existing market by Pharmacy2U Ltd. since they are dealing in medicals, or the creation of a new offering by branding a white-label product that has been produced by a third party and Invest in research and developing on a totally new product including the acquiring of the rights in producing and selling of another company's product.

Diversification

Diversification, is the entering of a new market with totally new products and generally the highest risk even though both product and market development are required it can benefit huge rewards either by achieving totally new revenue opportunities or by the reduction of the company's relying on a single product fitting the market.

Section---3

Strategic Implementation

After examining all strategies above, the (SFA) Suitability, Feasibility and Acceptability framework will be use to check the strategic direction or option to be implemented for Pharmacy 2U Ltd. The best option is "The Boston Consulting Group (BCG) matrix and Value Chain" as a package.

Feasibility, this in practice deals with whether the strategy will work for the company and do they have the capacity to deliver such?. Definitely they have the resources, according to their healthy cash reserves, skilled labourers and resources from the company's financial report and the SWOT analysis.

Suitability, the next concern is assessing the proposed strategies that would address the important opportunities and threats the company would face through an understanding of such position of the company such as the Boston Consulting Group (BCG) and the Ansoff Matrix.

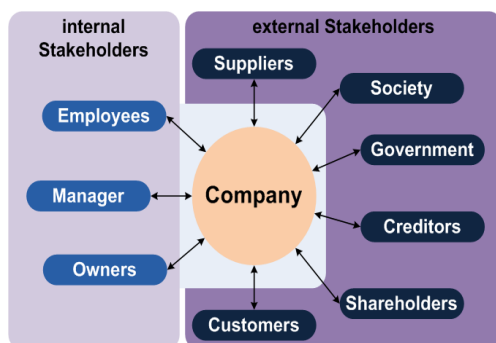
Acceptability, the performance expected outcome of the proposed strategies, will they meet the expectations of stakeholders to be accepted?. The SWOT analysis above has clarified that the chosen option will be accepted, because of the size of the firm, an SME.

Section-----4

Stakeholders

Whether primary or external are individuals or group of people that are legitimately has an interest in a company can affect or be affected by the actions of the business because they have already vested interest but the external stakeholders does not participates in the management but can influence and be influenced by the success or failure of the company.

Example of different stakeholders as per diagram described below:



(Kalam, 2023)

Stakeholder Analysis

This can be in various ways and are:

1. By understanding key stakeholder is to engage and communicate with them.
2. Prioritise and classifying them according to their power over the interest of the business and in it, mainly on a Power or Interest Grid basis.
3. Identify who are the Stakeholders.
- 4 . Brainstorming who are they and map them out.

Understanding stakeholders

There are various consideration questions needed to examine to understands stakeholders such as:

1. What is the most motivation from them?
2. What information do they want from staff, are there a best way of communicating with them and what are they?
3. What are the emotional or financial interest do they vested in the outcome of such work? Is it negative or positive?

Mandelow (1991) Stakeholder Matrix.

The Mendelow stakeholder matrix tool is a very popular for managers and business stakeholders, especially for Pharmacy2U can use to get better understanding of each stakeholder's interest and role in the business, helps them to prioritise work with different stakeholders, identifying those that have greater interest and power over the business compared to those with less influence and effective engagement. Hence after all these, the matrix must be reviewed and updated at various stages as the business progresses, (Indeed.com, 2022). However, this matrix will help the stakeholders to accept the described chosen options.

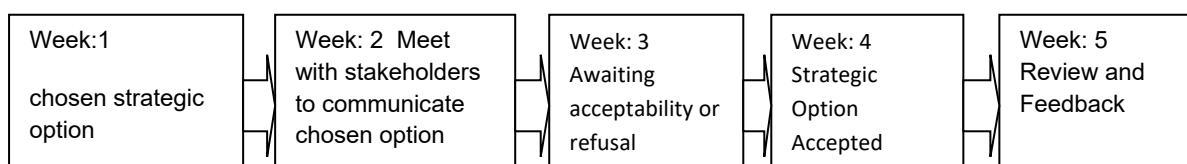
Mandelow Shareholders Matrix



(Kalam, 2023)

Chief executive of Pharmacy2U, Mark Livingstone, quoted: "Pharmacy2U has enjoyed a phenomenal period of high growth and we're delighted to have secured investment from healthcare specialist investor G Square and our existing backers BGF, which will help us continue to innovate and improve our service for our patients, and technology has transformed industries from retail and entertainment to travel and leisure and it is now making a significant and much needed mark on healthcare. We are on a mission to help improve patient outcome in partnership with the NHS (National Health Services) by managing repeat prescriptions from request to delivery. The service relieves both the time and stress put on GPs, represents better value to the NHS and improves patients' medicine adherence." insidemediacom (2018).

Implementation Process Step-By-Step



(Self diagram, 2023)

Conclusion

Having examined the financial report of Pharmacy2U it was observed that the company has healthy business advantages in the drugs distribution industry although they were slightly affected during the Covid-19 crisis seen drop in profits. However, the Post-Covid seen them bounced back. The company's statement analyses the best practices across the whole business and future trends in the context of contemporary based resource and competitive

advantage model of the firm. The firm is a Medium-sized business making it very simple for stakeholders to give prompt decision to accept chosen option. The Boston Consulting Group (BCG) matrix and Value Chain", a package, very helpful and will benefit the business and stakeholders.

Recommendation

The chosen package must be constantly monitored and reviewed at all times making sure it practiced and feedback recorded, including strategic growth for the firm to keep competing with their strong competitors.

Upgrading on technology and training of staff must be regular because the fast movement in this area needs to be leverage with other competitors, on the other hand if they are not followed especially in technology the business might struggle or left out of competition.

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