



International Marketing Management LCMB7006

MBA – Masters in Business Administration

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Table of Contents

Introduction	3
Background Information on Marks and Spencer	3
PESTEL Analysis for Mark & Spencer's	4
Hofstede's Social Factor.....	6
Hofstede's cultural dimensions	7
Similarities and Differences based On PESTEL Analysis in the UK and US.....	8
Advantages and disadvantages of the Hofstede model	8
Porter's 5 Forces Model.....	9
Similarities and Differences in Porter's 5 Forces in the US and UK.....	12
Comparative SWOT Analysis for UK and US Markets.....	12
Similarities and Differences in SWOT Analysis for UK and US.....	14
Segmentation, Targeting, and Positioning for M&S in the UK and the US	14
Perceptual Map.....	16
Market entry methods impact and advantages and disadvantages of one of the market entry methods	17
Marketing Mix of M&S in the UK and the US market.....	18
Advantages and Disadvantages of Joint Ventures for Marketing.....	23
Directional Development Strategy.....	24
Concept of Ansoff matrix.....	24
Application of the Ansoff Matrix	25
Recommendations Based on SWOT and TOWS Matrix.....	26
Conclusion	27
References	28

Introduction

Marks and Spencer is a globally famous UK-headquartered clothing brand. This report focuses on the company's base of operations in the context of international marketing in the two pivotal markets of the UK and the US. Singh (2011) opines that the UK's ageing demographics have a depleted demand for non-essential products such as luxurious clothing items when relatively compared to a younger population. The social media scenes have led to dynamic ramifications in the consumer profile related to fashion tastes, and M&S needs to shift gears quickly to stay relevant in the psyche of the GenZ generation. Strategic adaptation is required by M&S as it charts its course in the dynamic waters of international retail, securing the hearts of consumers.



Fig 1: Brand Logo of Marks and Spencer

Source (Marks and Spencer Inc, 2023)

Background Information on Marks and Spencer

Marks and Spencer has a robust legacy in the UK and is known for its relentless commitment towards ensuring consumer satisfaction through quality product offerings. According to Saxena (2020), the company is known for its *St. Michael* clothing line and *penny bazaars* which have made it a household name in the UK. M&S is in partnership with Nordstrom to maintain its retail operation in the UK.

PESTEL Analysis for Mark & Spencer's

Political

UK

Carbon emissions are a crucial politically sensitive area that has attracted the attention of eco-conscious politicians in the UK. The business strategies of Mark and Spencer's have to be regulated in such a way as to align their internal operational procedures with the core tenets of the government initiatives. The sustainable practices related to the supply chain activities of Marks and Spencer have come under the scanner due to increased lobbying and advocacy of environmental organizations (Harrison et al., 2019). Favorable

US

Esoimeme (2020) opines that M&S has a beneficial political environment in the US due to the stability component and the consistency of their raw material suppliers to the US market. Consumer confidence in the political establishment translates to increase spending on non-essential items, leading to continuity in profitable operations of the retail clothing industry, which is not observed in the UK markets.favorable



Fig: PESTEL Framework

Source (Akman, 2020)

Economic

UK

The GDP growth is a huge determinant of the economic success of Marks and Spencer's in a regionally diversified country like the UK where sub-regional variations in purchasing power parity and information towards retail consumption exist (Jobber and Chadwick, 2019). However, increased urbanization mainly in the suburbs and the growth in incomes, have led to the emergence of an affluent class who can easily afford premium products. Favourable

US

Asiamah and Ghulam (2020) argue that the bleak growth in the employment rate is also inducing downward pressures on the requirement for luxurious clothing materials, thereby achieving parity with the global markets. The cost of imports is in the red zone due to inconsistent currency rate fluctuations, with the enhanced unemployment rate having the consequence of decreased spending on clothing items. Unfavorable

Social

UK

The UK's societal makeup is inclined towards increased levels of individuals that show similarity with the USA, thereby leading to a shift of emphasis on personalization and freedom of expression in the M&S marketing strategies (Dhaundiyal, Chakaravarty and Joshi, 2020). The dynamics of societal trends can determine the fortunes of M&S, given its huge dependency on the sale of fashion apparel. Consumer preferences have recently diverted towards organic food given the media published of the COVID pandemic. Favorable

US

With the emergence of social media, a majority of UK retail customers are looking towards their social media feeds for advertisements and marketing of new products (Harvey, 2019). Marks and Spencer need to understand this shift in societal trends and immediately revamp their digital strategy to attract various demographics. Favorable

Technological

UK

The rise of digital technology and data analytics has revolutionized the retail space in the UK. With the e-commerce sector steadily chipping away profits from Marks and Spencer by drawing away customers from the physical locations, the company needs to undergo a transformational digital phase and enhance its investments to stay competitive. Data analytics should be used in every operational process of the company. Favorable

US

By following the appropriate customer privacy policies, the information should be analyzed using data analytics and artificial intelligence to understand the emerging trends in supply chain management and the enhancement of digital customer experience. Unfavorable

Environmental

UK

Energy efficiency in all its operational processes has to be followed strictly according to the international climate paths due to the strict environmental regulations set by the British parliament. There has to be increased awareness regarding sustainable sourcing and packaging (Halder, 2019). Favorable

US

Similar environmental macro patterns can be observed in the US base of operations for M&S, with the universality of climate change and weather patterns across the western hemisphere (Matovic, 2020). Parity is observed among the eco-consciousness of US and UK consumers related to their propensity towards seeking sustainable practices in the clothing brands they are associated with. Favorable

Legal

UK

The brand protection efforts of Marks and Spencer are heavily contingent upon its capability to protect its trademarks. With the emergence of inexpensive manufacturing companies from distributors and discount retailers, Marks and Spencer is seeing a considerable depletion in its consumer base which is diverting to cheap knockoff organizations. Unfavorable

US

Marks and Spencer need to carry out a distinct recalibration of its privacy laws so that there is a zero margin tolerance towards any deviations from the compliance frameworks related to the data protection of consumers (Harrison et al., 2019). Unfavorable

Hofstede's Social Factor

The Hofstede Social Impact Factor analyses the cultural aspects which have an impact on business. These dimensions are considered by Marks and Spencer's UK, which is a major retailer (Kantaram and Mba, 2020). The focus of Marks & Spencer on the diversity of customers' preferences and personalised shopping experiences is supported by a strong sense of individuality in the UK culture. The transparent communication and collaborative work

environment of the company show a low power distance. Cultural disparities between the United Kingdom and the US are highlighted by Hofstede's social factors. To promote a flatter organisational structure and open communication in the UK business environment, the UK shows a low power distance index of 35 compared to 40 in the US. Both nations lean heavily toward Individualism (UK: 89, US: 91), emphasizing autonomy and diverse viewpoints. Masculinity in the UK (66) and the US (62) underscores achievement-oriented societies, though the UK slightly leans towards care and quality (Filimonau and Perez, 2018). The US's higher Uncertainty Avoidance Index (48) versus the UK (35) signifies a greater willingness to embrace the unknown, driving innovation and risk-taking in American business. The United States is demonstrating a longer-term orientation of 51 versus 26 in the UK but also stresses sustainability and planning for further development. Comparable consumer behaviour is shown by the small differences in Indulgence UK: 69 and US: 68.

Hofstede's cultural dimensions

As mentioned by Mahmud, Bretag and Foltýnek (2018), Hofstede's cultural ranges serve as a valuable foundation to analyze the Comparative International Marketing approaches of Mark and Spencer's (M&S) in the UK and US markets. In agreement with Power Distance Index (PDI), the UK's relatively depressed score (35) distinguished from the US (40) plans that M&S would assert a complement organizational form and participative administration in two together markets, joining accompanying local preferences for balanced and inclusivity. The extreme Individualism (UK: 89, US: 91) in both nations strengthen M&S's devoted effort to something tailor-made buying occurrences and individual client preferences. However, enlightening shadings ability demands nice customization to guarantee benefit in each market. The Masculinity measure (UK: 66, US: 62) signifies both markets plan out success, but the UK's kind of greater score implies a more settled financial approach. M&S's ability climax kind and care in the UK and stress realization and depiction in the US, joining with societal principles. The Uncertainty Avoidance Index (UAI) difference (UK: 35, US: 48) implies M&S may be more agile in the UK, grasping change and innovation, while in the US, blueprints ability includes organized preparation to address taller changeableness aversion. In Long-Term Orientation (UK: 26, US: 51), the US's better devoted effort to something future preparation keeps leading M&S to stress tenable practices and enduring value propositions. Lastly, the minor distinctness in Indulgence (UK: 69, US: 68) displays comparable service practice patterns, admitting M&S to claim consistent marketing approaches in both markets (Filimonau and Perez, 2018). Hofstede's ranges illuminate critical educational

shadings for M&S's Comparative International Marketing. By joining strategies accompanying these ranges, M&S can efficiently adjust their marketing approaches to each advertising while maintaining a coherent brand similarity and core principles across the UK and US.

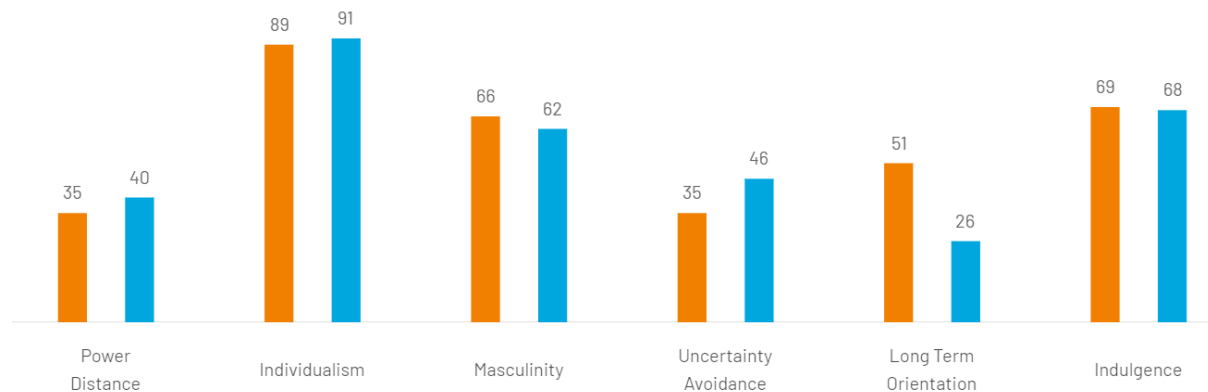


Fig 2: Hofstede's Cultural Dimensions Comparison of the UK and the US

Source (Gierusz et al., 2022)

Similarities and Differences based On PESTEL Analysis in the UK and US

Similarities

UK and US have similarly placed enhanced masculinity scores, reflecting an increased presence of ambition and assertiveness in the social culture. M&S can find profitable outcomes by prioritizing the brand reputation and superior performance of its products in both markets.

Differences

Unlike the UK markets, the USA e-commerce sector has achieved high maturity due to the presence of influential companies and has led to the development of a strong strategic approach to M&S in the US. Alhor, Singh and Kim (2010) opine that the US consumer laws have different sets of application procedures compared to the UK and can be considered favourable to M&S.

Advantages and disadvantages of the Hofstede model

For Mark and Spencer's (M&S) in the UK, the Hofstede model offers advantages by aiding in comprehending local cultural nuances. It will assist in providing tailored messages for marketing and the delivery of services, to enhance customer engagement. The model's Individualism dimension (89) aligns with M&S's customer-centric approach and allows

personalized shopping experiences(Yun, Oh and Myung, 2021). However, the model's limitations can affect M&S. The focus on Individualism might overlook the UK's collectivist pockets. The model does not consider a rapid change in consumer preferences or the emergence of new cultural dynamics that could lead to obsolete strategies. In addition, the model will overdramatize a diverse population in the United Kingdom, and fail to take into account subcultures or generational changes. To achieve a more comprehensive and precise understanding of the UK market, however, M&S should use Hofstede's model as a starting point but complement it with real-time market research while staying attuned to evolving cultural and consumer trends.

Porter's 5 Forces Model



Fig 3: Porter's 5 Forces framework

Source (Anastasiu, Garvis and Maier, 2020)

Porter's Five Forces Analysis of Marks and Spencer

Component of Porter's Five Forces	UK	US	Intensity of Force
Threat of New Entrants	Marks and Spencer operate in a sector that has low entry barriers and has resulted in the optimization of	The competitive advantage of Marks and Spencer has been built over the decades with quality products, and now	US- Medium to Low UK- Medium to Low

	supply chains of inexpensive companies. This has led to a dilution of the brand identity of Marks and Spencer and has further deviated from its ability to build economies of scale.	with the entry of new entrants, the distribution networks of the retail space are getting burdened.	
Bargaining Power of Suppliers	The negotiation power of Mark and Spencer needs to be considerably increased over its suppliers in the retail space. With one or two highly capitalized companies that can compete with Marks and Spencer, the upper management has to negotiate better terms so that there is no deviation from the revenue streams(Hooley, Piercy and Nicoulaus, 2008).	This will ensure that currency exchange rates are reined in and any potential supply disruptions can be immediately nullified. The scale of the company can adjust its supply chain bargaining methodologies in favour of smaller sourcing companies so that competitive terms can be achieved, and there will be no disruptions in product availability. The cost structure of the company can be effectively managed.	US: Low to Medium UK: Low to Medium

Bargaining Power of Buyers	Consumers have a medium level of influence over the bargaining capacities of the retail industry in which Marks and Spencer operates. Due to the emergence of new brands and retailers, customers now can switch their allegiances to inexpensive companies	This force can prove to be a challenge to the business sustainability of Marks and Spencer (Hollensen, 2020). With a renewed base of product offerings, the company needs to entice its customer base, reminding them of the unique quality that the company can convey to them.	US: Medium UK: Medium
Competitive Rivalry	There is a high degree of intensity in the aspects of market products of clothing and food. The traditional physical retail shops are giving robust competition to Marks and Spencer's, particularly in the e-commerce category.	With the depleting market share, Marks and Spencer need to recalibrate its marketing strategy to introduce discounts for loyal consumer bases and ensure that its brand reputation is increased with an emphasis on continual innovation.	US: High UK: High
Threat of Substitutes	Mark and Spencer face a consumer base that is increasingly switching to cheap alternatives. The introduction of high-	Mark and Spencer need to increase its market share through the introduction of competitive pricing and accentuate its	US: Medium UK: Medium

	street fashion brands has further diluted the need for fashion products in retail outlets, and this has depleted the revenue basis of the company.	ability to differentiate the retail product offerings based on quality and consumer experience.	
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Similarities and Differences in Porter's 5 Forces in the US and UK

Similarities

A high degree of competition exists in the retail markets of the US and UK in the aspects of customer loyalty and market share. The company is facing robust competition from luxury brands and discount retailers (Janell, 2019). Consumers in both countries have comprehensive bargaining capacities due to the exuberance of companies that have high-quality product offerings and exceptional consumer service. They exist competitive pricing for the company in both markets, and this is leading to decreased profit margins for the company.

Differences

Mark and Spencer are faced with a bigger market in the US, thereby leading to an increase in its operational resources to align with consumer purchasing power. Given the existence of branded and well-established retailers in the UK, Mark & Spencer needs to achieve a higher degree of economies of scale so that its competitive landscape is not altered, given its smaller capacity in terms of labour laws and trade policies. The US and UK present distinct pictures that bring out the need for Mark & Spencer to adopt different policies in both countries in the aspects of product sourcing and retail operations.

Comparative SWOT Analysis for UK and US Markets

Strengths	
UK	US
According to Elmghaamez and Parajuli(2022), M&S has a well-entrenched brand presence in both the UK and US	The company has branched out to a myriad range of casual wear and accessories, thereby generating demand from both budget-

markets, with its name being synonymous with apex quality, reliability, and the unmistakable tradition of British heritage dating back to 1884, giving it an enormous competitive advantage.	conscious and premium segments of customers in both countries. The e-commerce sales of M&S have seen a 54 per cent increase in the UK markets, showing the fruition of its online sales strategy.
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Weaknesses	
UK	US
Challenges persist for the company in understanding the purchasing psyche of the GenZ population, leading to a fall in sales volumes. As evidenced in Soegoto (2021), both the US and UK markets of M&S have been severely impacted by the supply chain disruptions that have been the outcomes of the Covid-19 pandemic,	COVID-19 has exposed structural vulnerabilities and has depleted their profitability. M&S operates in over 50 countries, leading to the dilution of management standards and the business focus on the US and the UK markets, leading to store closures.

Opportunities	
UK	US
Sustainability and eco-friendliness are the twin pillars for unlocking new revenue streams for M&S in both countries. Caldwell and Akintunde (2020) opine that the company policies have the objective of transitioning to 100 per cent sustainable cotton by the end of 2025. The same competitors are following aggressive pricing strategies that are undercutting the demand for M&S's unique brand offerings, leading to a fall in market position.	Eco-consciousness among consumers is leading to the fruition of environmental goals and the netting of eco-conscious consumers in the clothing sectors in both markets. M&S has a huge potential for increased capitalization of online shopping behaviour in both US and UK products, and the company must increase its digital offerings.

Threats	
UK	US

Intense competitive and dynamic consumer behaviour in the retail clothing sector is evident in both US and UK markets, thereby having the potential to hurt M&S's ability to enhance its profitability (Asiamah and Ghulam, 2020).	Consumer mindsets towards clothing have shifted from traditional models to athleisure and casual, and the renewed competition from fast fashion companies such as Zara, is a clear and present danger to M&S in both regions.
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Similarities and Differences in SWOT Analysis for UK and US

Similarities

With the increased technological investments, Mark & Spencer can increase leverage the innovative ecosystems of both the US and the UK, where they can increase their competitiveness by incorporating state-of-the-art technologies in data analytics in their marketing campaigns.

Differences

The US has a comprehensively larger market size and can provide enhanced opportunities for Mark & Spencer to expand its retail operations. The regulatory environment of the UK differs vastly compared to the US.

Segmentation, Targeting, and Positioning for M&S in the UK and the US



Fig 4: STP Framework

Source (Martin and Stephens, 2019)

Segmentation

M&S adopts segmentation factors such as gender, income, values, and brand loyalty in the delineation of consumer bases in both the UK and the US markets. As opted by Alexander

(2006), the diversity in consumer bases is common for M&S in both markets due to the presence of various age and income profiles. Given the intense competition from Zara and H&M, M&S must follow a divergent tailoring of fashion and clothing products to achieve profitability in each segment. However, there is a non-uniformity in the psychographic segmentation between the US and UK markets given the prioritization of traditional and historical culture in the UK society and the incidence of libertarian individualistic traits in the American pop culture.

Geographic Segmentation

UK

The product offerings of Marks and Spencer's can undergo variations, taking into account the urban and rural divergences that exist in the UK market. The demand for high-end products from Mark & Spencer is more in cities and cosmopolitan regions where Marks and Spencer could further conduct a revamp of its product assortment to cater to the myriad requirements of its consumer base.

US

Given the expansive size of the US geography, there are entrenched regional differences, and Mark & Spencer can capitalize on this by offering different product offerings that can meet the needs and preferences of that particular consumer base.

Demographic Segmentation

UK

Due to the variations in age and gender, there exists a steep demographic segmentation in the UK. This will influence the clothing product lines of the company. Furthermore, due to the increased family size and higher education of people living in the UK, the product offerings in organic foods and health items have to be increased so that they are in resonance with each consumer segment.

US

In the US, there is a pronounced emphasis on demographic diversity in the retail sector. Mark and Spencer can initiate specific targeted interventions to attract the attention of demographic groups based on multicultural ethnicity.

Targeting

M&S caters to the needs of a premium-seeking consumer base in the US that inclines to buy classic British-oriented clothing products. However, Joshi, Gabhane and Somasekhar (2022)

opine that the company has a budget-conscious consumer base that results in the highest profitability in the UK market due to the significance of sales volumes in generating profitability. The US market of M&S is inclined towards timeless fashion that is pivoted on a high aesthetic sense, and the UK market shifts to the durability and economical nature of the clothing. This synergy and unique position of the company in both markets can lead to the generation of loyal consumer bases.

Positioning

According to Agarwal (2023), M&S has entrenched positioning components for style, eco-sustainability, and value creation. Competitor differentiation is being achieved through similar positioning strategic approaches based on sustainability, due to the presence of a majority of educated and environmentally conscious younger generation in both the US and the UK markets (Martin and Stephens, 2019). The positioning of the company in terms of ethicality, quality of product, and clothing durability resonates along congruent lines in the behavioural psyches of both customer bases in the US and the UK. However, the positioning strategy can undergo divergence in terms of significance attached to heritage and legacy, where the US is more inclined towards international appeal.

Perceptual Map

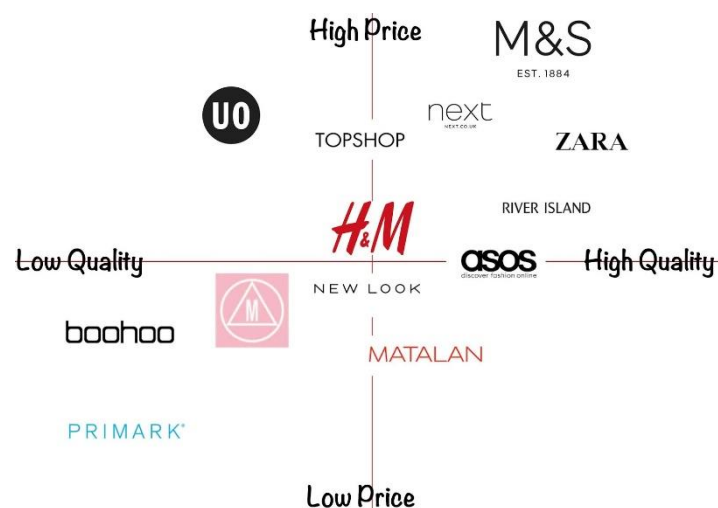


Figure 1 Perceptual Map of M & S

Source: (Sheen, Aman Key Yekani and Jordan, 2018)

A perceptual map for M&S in the UK and the US portrays its standing established feature and affordability. In the UK, M&S is seen as a reliable and established brand, joining accompanying its emphasis on premium quality and British tradition. Positioned tighter to "Quality" on the map, it caters to discriminating customers seeking authenticity. Conversely,

in the US, M&S strategically positions itself 'tween "Quality" and "Affordability" to attract a broader audience. While upholding its reputation for status, it takes up a more cost-conscious approach, pointing or directing at a goal of price-impressionable American consumers (Voss et al., 2019). Both markets enjoy M&S's commitment to sustainability and morality, mirrored in its arranging lightly closer to "Social Responsibility." While claiming centre principles, M&S capably regulates its putting on the perceptual sketch to cater to varying consumer ideas and priorities in the UK and the US.

Market entry methods impact and advantages and disadvantages of one of the market entry methods

Factors that influence market entry methods are, for example, the characteristics of the target market, competition landscape, cultural considerations and resource availability. In the UK and the US, retailer Marks & Spencer has chosen to franchise as a means of entry into the market (Qi et al., 2020). **Advantages** of franchising for M&S include rapid market entrance due to leveraging local franchisees' information and possessions. Franchisees bear primary contribution costs and operational risks, admitting M&S to extend with decreased financial strain. Franchising also enables local adaptation, tailoring amounts and duties to suit regional advantages and embellishing customer appeal. This arrangement aids in navigating educational shadings, benefiting from franchisees' understanding of local services behaviour. However, franchising suggests **disadvantages** (Watson et al., 2018). Maintaining consistent quality and brand image can be challenging, as M&S must depend on franchisees' adherence to standards. Sharing profits accompanying franchisees impacts overall appropriateness, and potential conflicts might arise on account of differences in trade preference. Moreover, M&S's control over operations could be limited, affecting crucial decisions and innovation. Franchising aligns accompanying M&S's expansion strategy by tapping into local knowledge and resources. While it offers display introduction advantages like expeditious progress and cultural adjustment, careful management is inherent in mitigating challenges related to quality control, profit giving, and maintaining brand integrity across diverse markets like the UK and the US.

Marketing Mix of M&S in the UK and the US market

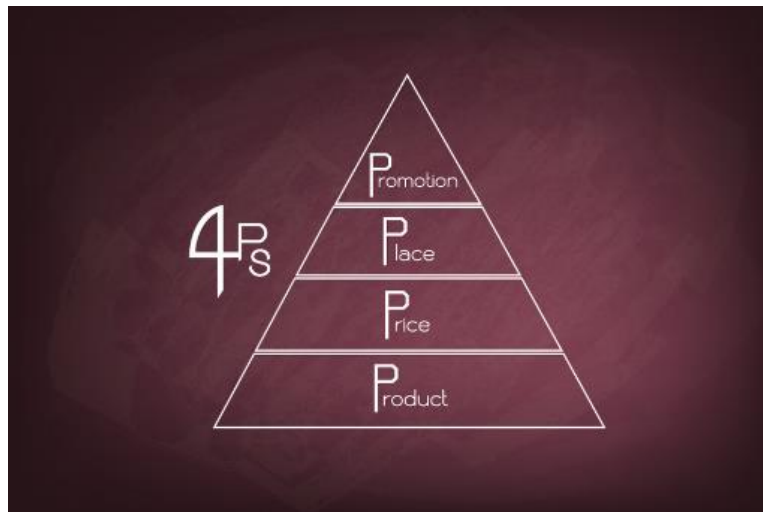


Figure 2 Marketing Mix Diagram

Source: (Czinkota, Ronkainen and Cui, 2022)

Product

M&S provides a myriad product range comprising clothing, groceries, and organic foods. According to Arustamyan, Taj and Nasir (2020), the company has prioritized the offering of quality imbued with style in both the US and the UK markets. Though the consumer segments in the markets differ based on individual social and economic characteristics, the uniform strategy of continuous innovation is followed in all the product offerings to be in alignment with the unfolding tastes and preferences of their consumer bases and stay relevant in what has become a bustling retail landscape.



Figure 1 100% Cotton Product for UK

Source: (Marks & Spencer, n.d.)



Figure 2 Women Cloths in UK

Source: (Marks & Spencer, n.d.)



Figure 3 Product of M & S in US

Source: (www.marksandspencer.com, n.d.)



Figure 4 Example of Branding Strategies in UK and US from top to bottom

Source: (www.marksandspencer.com, n.d.)



Figure 5 US Brand Strategy

Source: (Marks & Spencer, n.d.)

Price

In the US market, in alignment with its relationship with the classic British style, the company follows a premium pricing strategy catering to the needs of those consumer bases that crave high-quality products. The individual perceptible behaviour of consumers and their affection towards British heritage is cashed by the price policies, therefore generating profitable streams for the company (Elmghaameez and Parajuli, 2020). In the UK market, the company follows a mix of mass consumerist and premium models of pricing, due to the presence of a higher quantum of working class that has generated continued revenues for the company by the sheer size of their sales volumes. Several factors influence price changes in the UK and US. The purchasing power is influenced by economic conditions, e.g. inflation rates and currency fluctuations, which call for adjustments (Czinkota, Ronkainen and Cui, 2022). The competitive dynamics, including fierce competition for market share and price wars, have forced the rapid adjustment of prices to maintain competitiveness. The perceived value is affected by the consumer's preferences and perceptions, with an impact on their willingness to pay.

Pricing strategies are directly influenced by legislation and legal frameworks, e.g. tax policies and price controls. Cultural sensitivity is also relevant; there may be a need for different price levels in the United Kingdom's Value Conscious Market, as opposed to US Price Sensitive Consumers (Dawson, Findlay and Sparks, 2020). In addition, price decisions shall be influenced by fluctuations in the costs of manufacture, distribution and input materials. To drive price fluctuations, these various factors are working together to make it difficult for

businesses such as Mark and Spencer to take effective account of the challenges on both sides of the UK and US markets.

Promotion

Due to the similarity placed cultural thinking and ethnic makeup of the US and UK societies, similar promotional strategies are followed to net the new younger consumers by capitalizing on their behavioural traits through the latest digital marketing tactics and deploying data analytics to understand their clothing needs. According to Barney and Hesterly (2018), through a synergy of social media marketing and influencer association, M&S can enhance brand awareness of its product offerings. Marks and Spencer are using a range of promotional strategies tailored to the UK and US markets. In the United Kingdom, to strengthen its position as one of Britain's most trusted brands, M&S pursues heritage and quality through nostalgia advertising. For example, Marks & Spencer might place advertisements to feature classic English recipes that are produced with local ingredients. On the contrary, M&S is adopting a more dynamic and trend-based approach in the United States (Brennan, Canning and McDowell, 2020). The US consumer's fascination with pop culture is reflected in collaboration with American influencers or celebrities. To demonstrate the way M&S products fit in with today's American lifestyle and appeal to a wider audience, they can leverage social media platforms. Cultural nuances are very effectively reflected in the promotional efforts. While M&S seeks to distinguish itself from other UK retailers by highlighting tradition and quality, it also takes advantage of the US market's enthusiasm for innovation and celebrity endorsement. Both markets will benefit from this targeted approach, maximising consumers' engagement and brand relevance.



Fig 5: Marketing Mix Framework

Source (Wichmann et al., 2022)

Place

UK Market Entry

M&S has vast numbers of physical stores spread across the country, and they serve as the prioritized market entry methods to stay in commercial connection with the consumers (Briedis et al., 2020). As the brand is well known in the UK markets, a comprehensive number of brick-and-mortar stores can assume an efficacious market entry mechanism to fulfil the clothing needs of the consumers.

US Market Entry

M&S's market entry in the US has followed an uneven approach, with its initial reluctance to establish a physical retail chain as in the UK (Kalogiannidis, Melfou and Papaevangelou, 2020). Instead, the company entered through association with local companies like Nordstrom to set a roadmap for transitioning into vast distribution networks, thereby decreasing the inherent risks of loss due to enhanced initial capital infusion levels in the physical stores.

As opted by Wichmann et al. (2022), the similarity component in the market entry mode for both markets is the robust e-commerce platforms that build on the strengths of its physical stores offering consumer convenience shopping. This multi-channel strategy has ensured that the company remains on top of the emerging preferences of consumers in their varying approaches towards purchase and product accessibility. A robust network of brick-and-mortar shops and online platforms is efficiently delivering products for M&S in the United Kingdom. A combination of physical outlets, e-commerce and partnerships in the U.S. are helping to expand market reach.

People

In both the UK and the US, Mark and Spencer's (M&S) tailors its marketing mix to resonate with the diverse people of each market (Kasongo et al., 2019). The M&S brand in the UK focuses on its heritage and quality products, taking pride in Britain's sense of tradition and taste. For example, the "Best of British" campaign promotes locally produced products and creates a connection with consumers in the UK who appreciate local goods. In the US, M&S is adapting to America's desire for convenience and variety. They are offering US consumers a wide range of grabbing options, catering to their fast-paced lifestyles. In addition, to enhance the relatability of its marketing efforts, M&S has introduced a localized approach which features US influencers and celebrities.

Process

In the UK and US markets, M & S adapts its business processes according to consumer preferences and expectations. In the UK, M&S pays particular attention to its commitment to quality and tradition through rigorous sourcing which ensures that products meet stringent standards. In addition to providing personalised assistance and maintaining a warm shopping atmosphere, their store's processes aim for the achievement this objective (Jobber and Ellis-Chadwick, 2019). M&S places a high priority on efficiency and convenience in the United States. To cope with the rapid pace of the US lifestyle, Internet shopping and click & collect services were simplified. To allow their products to be accessed by US customers without a great deal of effort, M&S may have an online platform that simplifies usability and offers efficient delivery options. Dekhne et al. (2020) opine that Mark and Spencer adeptly adjusted its marketing mix factors - people, packaging, and process - to resonate with the distinct preferences of consumers in the UK and US. This configuration ensures that in each market M&S is effectively able to draw attention and loyalty from different audiences.

Physical Evidence

US Market: The Store ambience and layout should give a guided experience to consumers and make them convenient through the construction of spacious aisles. Cleanliness should be permeated across the physical location with the aesthetics being top-notch and denoting a high perception of quality and service. The staff should be well trained in the knowledge of products and imbued with new etiquette to make their contributions towards enhancing the quotient of process component of the Marketing Mix

UK Market: The UK markets of M&S should be indicative of the cleanliness of dining regions featuring various food sections. The condition of fitting rooms should be of apex quality with the optimal availability of mirrors and store signage there helping the consumer in the efficacious navigation of store premises. The displays of mannequins that have a high visual element in them should be properly displayed to accentuate the overall shopping ecosystem.

Advantages and Disadvantages of Joint Ventures for Marketing

The **advantages** of JVs for M&S in the UK and US are that they take advantage of local partner knowledge, networks and resources to accelerate their entry into the market. To facilitate more rapid expansion, joint ventures also have a shared risk, cost and regulatory burden. In addition, intercultural understanding and customer insight are enhanced by Local Partners (Burns, 2018). The **disadvantages** are potential conflict of interest in the area of

choice, as well as different business cultures. Joint ventures may require concessions that lead to reduced control and a shared profit. Management and service providers could be faced with difficulties to align their strategy, as well as dealing with different management styles. If no sufficient protection is provided, there is also the risk that technologies and knowledge can be transferred to competitors. These drawbacks need to be mitigated by careful selection of partners and clear agreements.

Directional Development Strategy

According to Asmara and Zewdie (2022), this can be defined as a variant of a corporate-centric strategic approach that transmits a definitive growth direction that a company has to follow to ensure sustainability. This further comprises conditioning strategic decision-making on how the organization will branch out its business model and enter untapped markets to realize its growth aims.

Concept of Ansoff matrix

The Ansoff Matrix presents growth strategies for businesses, with M&S utilizing different approaches in the UK and US markets. UK (Market Penetration): M&S focuses on existing produce (clothing, food) in a familiar advertisement, intensifying shopping works to boost demand. Loyalty programs, targeted exhibiting, and store renovations reinforce brand engagement and display share. US (Market Development): M&S diversifies its existing fruit by coming new display pieces, like presenting its fare contributions to appeal to health-intentional US consumers (Tsatsoula, Evangelia, 2018). This method taps into the US market's developing inclinations and broadens M&S's customer base.

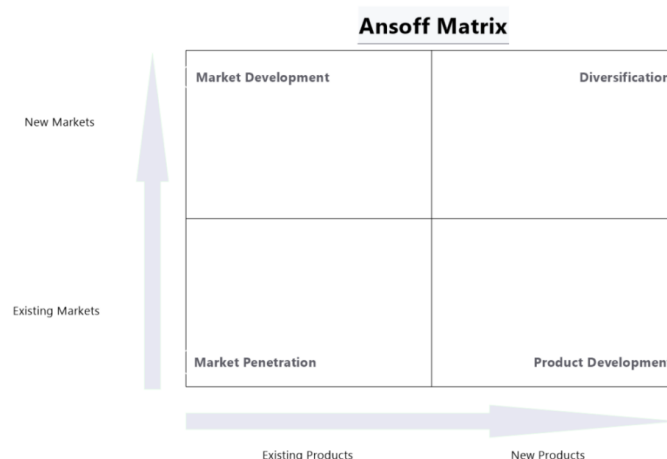


Figure 3 Ansoff Matrix

Source: (Tsatsoula, Evangelia, 2018)

Application of the Ansoff Matrix

Regarding the Market Penetration component, the company can prioritize the sales of current products to existing markets to enhance the market share. In the line of directional development strategy, the company can strengthen its position through the alignment of efforts to enhance consumer loyalty through aggressive marketing techniques (Hanninen, Kwan and Mitronen, 2021). In the market development component, the company can seek to enhance and branch out its reach by introducing current products to new customer bases. In the directional development strategy, the company can have the objective of increasing its consumer base in new markets. The product development component of the Ansoff matrix can see the company shifting to new product development to meet the requirements of the present customers, and by the application of directional development, the consumer demands can be met by the company's operational efforts to increase its product line (Bjorkqvist, 2022). The diversification component of the matrix related to the directional development strategy sees the company expanding to new markets that are divergent from its core competencies to spread the risk and generate profits from new profitable avenues.



Fig 5: Ansoff Matrix Framework

Source (Hanninen, Kwan and Mitronen, 2021)

Recommendations Based on SWOT and TOWS Matrix

SWOT Analysis Recommendations

- Mark and Spencer need to exploit its robust brand reputation so that its degree of authenticity is increased among the existing consumer base and the focus on British heritage is enunciated.
- Mark and Spencer should engage in offering a myriad product range that is suitable for local preferences and ensure that its sustainable practices can attract eco-conscious consumers.
- Mark and Spencer need to resolve the negative perception of its high product range by incorporating product lines that are value-centric and can achieve the objectives of budget-conscious customers.

TOWS Matrix Recommendations

- Strengths to Opportunities (S-O) Strategy: Mark and Spencer need to deploy measures for enhancing its brand recognition so that it can elevate the drivers of online expansion through the incorporation of various localized product ranges by ensuring user-friendly online mechanisms.
- Weakness to Opportunity (W-O) Strategy: Mark and Spencers need to integrate a sustainable product line that is consistent with the growth in the health trends of its consumer base.
- Strengths to Threats (S-T) Strategy: Through its continuous innovation mechanisms, the marketing campaigns of Mark & Spencer's should stress its high degree of eco-friendliness and healthy offerings.
- Weakness to Threats (W-T) Strategy: Decreasing the influence of the dynamic customer behaviour and ensuring macroeconomics are deployed in the diversification of new product ranges that optimally accentuate the strengths and values of M&S in the new emerging markets.

	Strengths (S)	Weaknesses (W)
Opportunities (O)	SO strategies Leverage strengths to maximize opportunities Attacking strategy	WO strategies Counter weaknesses through exploiting opportunities Build strengths for attacking strategy
Threats (T)	ST strategies Leverage strengths to minimize threats Defensive strategy	WT strategies Counter weaknesses and threats Build strengths for defensive strategy

Fig: TOWS Matrix Framework

Source (Dandage, Mantha and Rane, 2019)

Conclusion

Political instability in the top leadership in the UK is not inspiring confidence in the corporate leadership and customer confidence, leading to disjointed spending patterns due to uncertainty in the harmonization of social security payments. The adoption of sophisticated technologies can increase the performance indices of operational management, the realms of AI and Automation. Clothing product demand has seen a slump in the last two years due to the negative effects of the pandemic. Digitalization and social media sectors operate on similar levels in the US and the UK due to the same measures of brand promotion and marketing strategies. The consumer purchasing index is negatively impacted by the recessionary forces induced by the pandemic, leading to a bleak demand for clothing products.

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