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Student Name: Divyesh Desai

Student ID: 2510655

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1. Organisation Context and Overview

Jaguar Land Rover (JLR) is a British multinational automotive producer that focuses on luxury and high-end cars. The company was established in 2008 when Tata Motors purchased the Jaguar and Land Rover brands of Ford Motor Company (JLR, 2026). Since then, JLR has been known to be a popular automotive company worldwide with manufacturing sites in the United Kingdom, China and other foreign markets. Its iconic brands such as Range Rover, Defender, Discovery and Jaguar are the highlight of the organisation which focuses on performance, luxury and advanced engineering. The vision of JLR is Reimagine which means to make the business a sustainable, modern luxury car company. The company aims to achieve net-zero carbon emissions across its supply chain, products and operations by 2039 (JLR, 2026). This mission focuses on innovation, electrification and outstanding customer experiences with high-end technologies and design. Its business model is differentiation-based in which JLR provides high-value, technologically advanced automobiles at a premium price to increase customers in global markets.



Figure 1: Jaguar Land Rover's future of modern luxury by design

(Source: JLR, 2026)

JLR operates in a very competitive automotive industry that is changing drastically. The major trends are the accelerated transition to electric vehicles (EVs), more strict environmental policies and the growing technological advancement including

autonomous driving and connected car systems. Furthermore, with these developments the competitive dynamics are evolving and traditional manufacturers are being forced to evolve rapidly. JLR is in the luxury automobile industry where brand image, innovation and quality are important success factors. JLR competes with well-established premium car producers such as BMW, Mercedes-Benz and Audi along with new market entrants such as Tesla which has disrupted the market with its electric mobility solution (Wang, et al., 2025). JLR is competitive within the market despite these competitive forces, especially in the luxury SUV segment where its Range Rover and Defender models have considerable brand equity and world demand. However, the company continues to face challenges related to profitability, supply chain disruptions and the high costs associated with switching to electrification.

2. External and Internal Environment Analysis

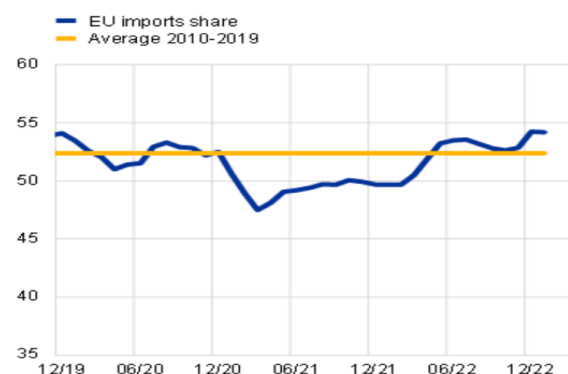
External Environment through PESTEL Analysis.

A PESTEL analysis is used to evaluate the external macro-environmental factors influencing Jaguar Land Rover's (JLR) strategic decisions. These forces provide opportunities and threats that are required to change the firm's strategies.

Political Factors: The JLR operations are greatly impacted by political activities such as trade policies, Brexit and government incentives. The UK's exit from the European Union has led to trade restrictions, tariffs and customs delays which have increased complexity and cost to the company's operations as it depends on global suppliers and exports most of its vehicles to overseas markets (European Central Bank, 2023). Moreover, government policies that facilitate electric vehicles (EVs) such as subsidies and infrastructure investments provide opportunities to automotive manufacturers. These political conditions impact JLR which has had to reorganise its supply chain and coordinate production with regional trade agreements. JLR has strategically responded through localised production and enhancing partnerships in major markets to decrease reliance on disruptions in cross-border trade. Moreover, the company is aligning its long-term plan with government sustainability agendas through its Reimagine plan of accelerating electrification.

c) Share of imports from the EU in total UK imports

(percentages, three-month moving averages)



d) Share of exports to the EU in total UK exports

(percentages, three-month moving averages)

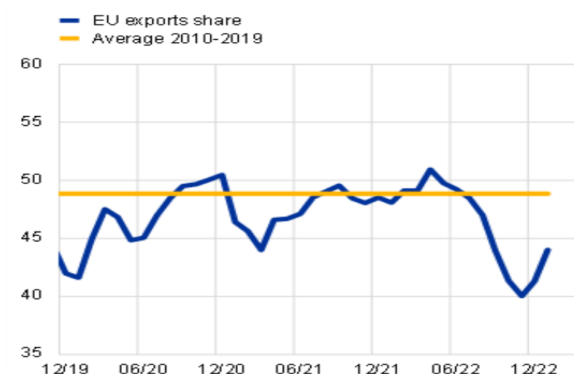


Figure 2: Share of imports and exports to the EU

(Source: European Central Bank, 2023)

Economic Factors: Demand for luxury vehicles is directly influenced by economic factors such as inflation, interest rates and economic uncertainty in the world. JLR being a high-end automotive brand is vulnerable to economic cycles as consumers minimise optional spending during economic instability. Inflation and increased interest rates have escalated the cost of production and consumer buying power which has impacted sales volumes (Dekimpe and van Heerde, 2023). These aspects affect JLR economically as it limits profitability and raise operational costs. In response, JLR has adopted strategic measures such as cost optimisation, efficiency improvements and focusing on high-margin luxury segments (JLR, 2025). The company also focuses on emerging markets where premium vehicles are in increasing demand hence expanding its revenue base and reducing risks linked to economic changes in the mature markets.

Social Factors: Trends such as evolving consumer tastes and growing environmental awareness are also significant to the JLR strategy. Consumers are seeking more sustainable, technologically modernised and environmentally friendly cars (Padhy and Hussain, 2021). Premium experiences preferences are also becoming increasingly popular, especially among younger consumers which is beyond just ownership. These changes affect JLR because they necessitate the company to redefine its value proposition. The firm has strategically repositioned itself as a modern luxury brand integrating sustainability and performance with design. Electrification and digital innovation are responses to the changing consumer requirements which will help the company to remain competitive in the market.

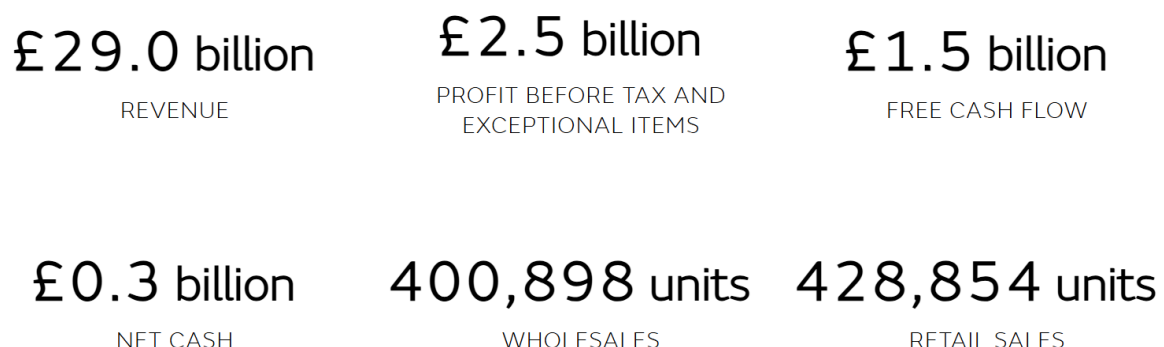


Figure 3: Fiscal Year at a Glance

(Source: JLR, 2025)

Technological Factors: Technological advancements such as electric vehicle development, artificial intelligence and autonomous driving are transforming the automotive industry. Rapid innovation has intensified competition as China reaches more than 350 million in 2024 in the EV sector along with companies such as Tesla that specialise in EV technology (Borden, et al., 2025). The implications for JLR are that the firm will require a significant investment in research and development as well as it may face technological obsolescence. To address this, JLR has prioritised innovation by investing in EV platforms, software development and strategic partnerships. The changing nature of the company to fully electric models by 2030 shows that it is ready to use technology as a competitive edge.

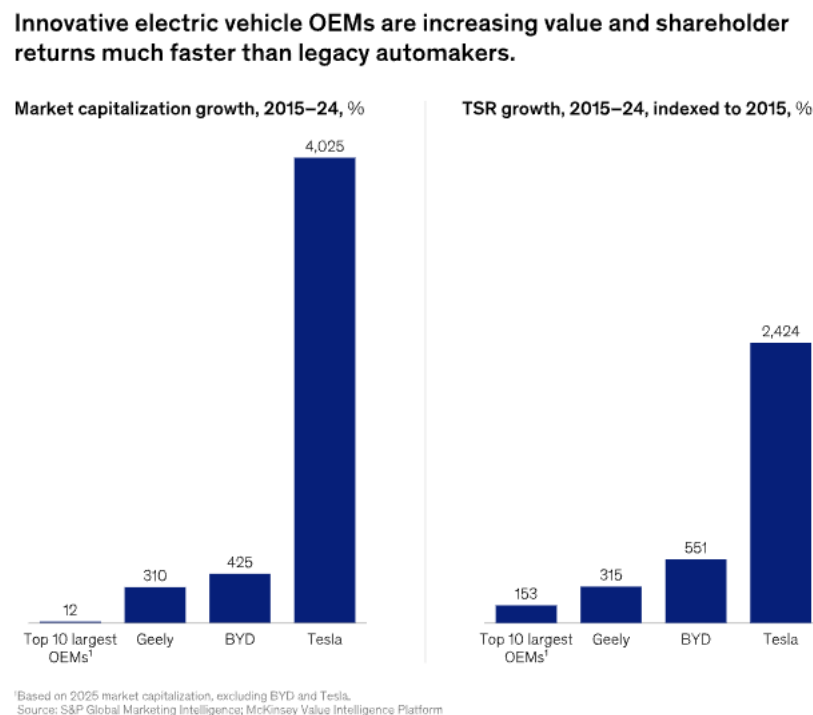


Figure 4: Based on 2025 Market Capitalisation

(Source: Borden, et al., 2025)

Environmental Factors: Key forces behind the automotive industry transformation are environmental issues especially climate change and carbon emissions. Stakeholders and governments are increasingly seeking lower emissions and sustainable practices. This creates pressure on automotive companies to adopt

greener technologies and reduce their environmental footprint (Hanauer, 2025). For JLR, the impact is significant as traditional internal combustion engine vehicles contribute to environmental degradation. Strategically, JLR is determined to reach net zero carbon emissions by 2039 and is moving to electrify vehicles (JLR, 2026). This environmental emphasis not only provides regulatory compliance but also improves the brand image of the company and matches the expectations of the stakeholders.

Legal Factors: In the context of legal considerations such as emission requirements, safety standards and data protection laws have difficult conditions on auto producers. Other laws such as the UK and EU emission standards demand that companies substantially lower vehicle emissions, risk fines and the General Safety Regulation which includes enhanced compliance cost driver assistance systems (European Commission, 2024). These legal standards raise the costs of compliance and affect the product development decisions. The strategic response of JLR is to invest in cleaner technologies, comply with the regulations and incorporate sustainability into its products. Taking the initiative to meet legal needs, JLR minimises the threat of fines and enhances its competitive advantage in the controlled markets.

Critical Success Factors and Strategic Challenges

Critical success factors (CSFs) are the key factors that define performance and competitiveness in the automotive industry. In the case of Jaguar Land Rover (JLR), strong brand positioning within the luxury segment is one of the most crucial CSFs. The company can charge high prices and earn customer loyalty on the basis of its history, especially the Land Rover and Jaguar brands. Another key factor is technological innovation in electric vehicles (EVs), digital systems and autonomous driving as the industry increasingly shifts towards advanced mobility solutions (Kelkar, et al., 2024). Moreover, the efficiency of the supply chain is important because the lack of semiconductors and battery supplies can greatly impact manufacturing. A significant success factor is also sustainability compliance because regulatory and societal pressures urge firms to minimise emissions and practice environmentally responsible practices.

Despite these success factors, JLR faces several strategic challenges. A significant challenge is that electrification is expensive and would need a lot of research, development and infrastructure (Mojumder, et al., 2025). This strains profitability, especially in the short run. Moreover, the market is highly competitive due to the presence of established premium brands such as BMW and Mercedes-Benz and EV-oriented companies for example Tesla. These supply chain disruptions especially in semiconductors and raw materials also pose operational uncertainties. Furthermore, JLR has the difficulty of managing its conventional internal combustion engine (ICE) portfolio and transition to EVs which necessitates organisational change and strategic alignment (Jessen, 2026). These difficulties underscore the struggle in sustaining competitiveness in a fast-changing automotive landscape.

Internal Environment Analysis by Resource-Based View Theory

Resource-Based View (RBV) indicates that the internal resources and capabilities of an organisation are major factors that determine a sustained competitive advantage (D'Oria, et al., 2021). The internal environment in the case of Jaguar Land Rover (JLR) can be examined in terms of its tangible and intangible resources and its organisational capabilities which collectively comprise its core competencies. JLR has some valuable tangible resources such as are high-level manufacturing plants in the United Kingdom, international markets and also high investment in the research and development infrastructure (UK Parliament, 2025). Moreover, the support of Tata Motors offers JLR access to funds allowing it to invest heavily in electrification and innovation. These physical resources assist in the efficiency of operation and technological advancement.

The intangible resources are especially important to the competitive position of JLR. The company has good brand equity particularly its Range Rover and Jaguar brands which are linked to luxury, performance and heritage (JLR, 2021). Its market position is further enhanced by intellectual property such as exclusive vehicle designs and engineering knowledge. Brand reputation and customer loyalty also play a role in maintaining demand in the high-end automotive market. On capabilities, JLR has good engineering and design skills that have seen it manufacture high-performance and technologically advanced cars. The company also possesses the ability to incorporate luxury features with innovation especially in the design of vehicles and

user experience (MRS, 2024). Moreover, its global supply chain management and capability of functioning in various markets contribute to its competitiveness.



Figure 5: JLR Goals

(Source: MRS, 2024)

All these resources and capabilities make up the core competencies of JLR especially in the design of luxury vehicles and in the production of premium SUVs. This unique capability enables the company to create a unique identity and remain strong in the international automotive market. However, the effectiveness of these resources increasingly depends on JLR's ability to adapt them to the evolving demands of electrification and sustainability.

VRIO Framework

The VRIO framework is applied to determine whether the resources and capabilities of Jaguar Land Rover (JLR) offer sustained competitive advantage by analysing their value, rarity, imitability and organisational support. This analysis assists in establishing which of the resources are most useful in the strategic position of the firm.

Resource / Capability	Value	Rarity	Imitability	Organisation	Competitive advantage
Brand reputation	Yes	Yes	Yes	Yes	Sustained competitive advantage
Engineering capability	Yes	Yes	No	Yes	Temporary competitive advantage
EV technology capability	Yes	No	No	Yes	Competitive parity
Tata Motors financial support	Yes	Yes	No	Yes	Competitive advantage

One of the most important resources of JLR is its brand reputation (JLR, 2026). Its strength lies in the fact that it allows setting premium prices and consumer loyalty in the luxury car market. It is also rare because only few brands in the world have such heritage and prestige (JLR, 2021). Moreover, it is hard to replicate because of its extensive history and market recognition. JLR is well structured to capitalise on this resource through its marketing and positioning of its products. Hence, brand reputation is a long-lasting competitive advantage. Engineering and design capability is another key resource. It is rare and valuable because it enables JLR to make high-performance luxury cars. Although, it can be imitated to a moderate extent because other companies such as BMW and Mercedes-Benz also have good engineering capabilities. Although JLR is structured in a manner that it can effectively bind this capability, it only provides short-term competitive advantage.

Electric vehicle (EV) technology is valuable due to the industry's transition towards sustainability. However it is not rare as many competitors are investing heavily in EV development. It can also be fairly imitated with time, as there is a rapid diffusion of technology. Consequently, EV capability offers competitive equality and not an advantage. Tata Motors financing is priced and slightly rare, as the company can invest in change and innovation (Tata Motors, 2024). However, it is not difficult to imitate for other large automotive groups with strong financial backing. This resource offers a competitive advantage that is not long-term.

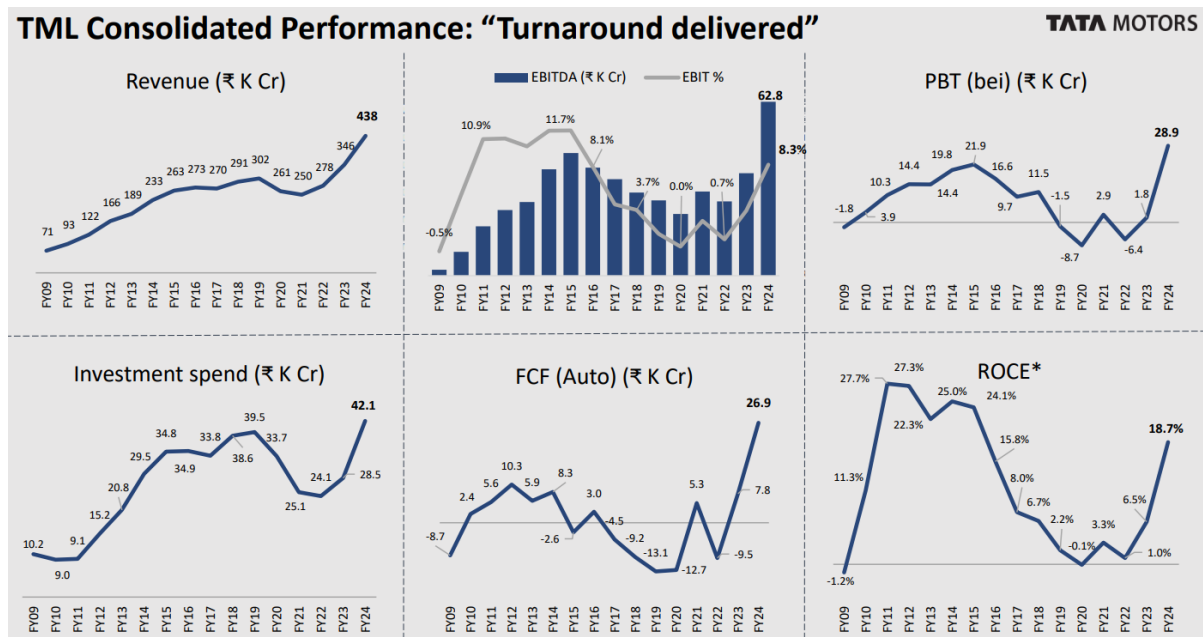


Figure 6: TML Consolidated Performance

(Source: Tata Motors, 2024)

Contribution of Internal Strengths to Competitive Advantage

JLR's internal strengths identified through the Resource-Based View and VRIO analysis play a significant role in shaping its competitive advantage within the luxury automotive industry. Its high brand reputation, especially under Range Rover and Jaguar, is one of the greatest strengths, as it allows the company to charge high prices and retain customers (JLR, 2024). This is consistent with the differentiation strategy where variation is driven by perceived value and exclusivity.

3. CSR and Sustainability objectives

Jaguar Land Rover operates its Reimagine program as a primary business transformation driver through its corporate social responsibility approach, which uses sustainable development, electrification, and ethical value creation as its main strategic components (JLR Corporate Website, 2026). The company has its commitment to achieve net-zero carbon emissions throughout its supply chain, products and operations by 2039. The company intends to provide complete electric vehicle options across all of its vehicle brands (JLR Corporate Website, 2026).

MODERN LUXURY

Where design philosophy meets sustainability, innovation and exceptional client experience to create desirability.

ELECTRIFICATION

Ushering in a new era of sustainable, luxury vehicles, our unwavering commitment lies in the electrification of our house of brands.

SUSTAINABILITY

Sustainability is at the heart of everything we do, driving us to redefine the future of responsible excellence across our footprint.

ENTERPRISE

Our journey to realise a sustainability-driven vision of exceptional brands and products, through transparent and ethical end to end supply base.

Figure 7: Pillars of Reimaging Program

(Source: JLR Corporate Website, 2026)



Figure 8: Commitment of JLR to Net Zero by 2039

(Source: JLR Corporate Website, 2026)

JLR generates brand value by ensuring that it is electrified, thus enabling the company to achieve environmental goals and meet the market demand for vehicles with low carbon emissions. The company is dealing with problems since it requires fast transformation and total implementation of its financial duties that will reduce its profitability in the short-run. JLR Corporate Website, (2026), reports that the company practices responsible sourcing and community development initiatives, but its supply chain transparency remains unclear as the company fails to show how the responsible sourcing principles are applied in its international business activities. The strategy of CSR is applied by the company to assist in its business goals, yet its success relies on the ability to balance the environmental needs with the profit and operational needs.

4. Comprehensive and Holistic View of the Organisation

The Balanced Scorecard is a multidimensional performance measurement framework designed by Kaplan and Norton to measure the performance of organisations in ways other than financial performance (Madsen, 2025).

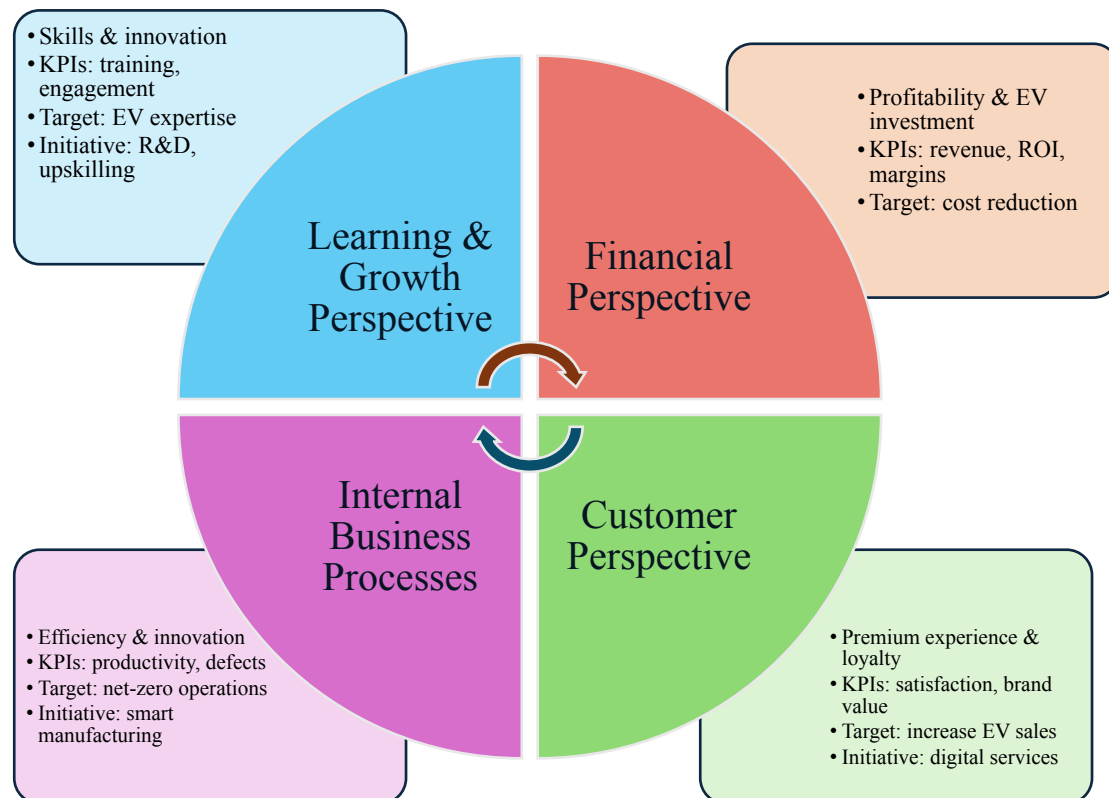


Figure 9: Balance Scorecard for JLR

(Source: By Author)

Financial Perspective- JLR intends to increase its profitability while funding its electric vehicle (EV) development project. The main performance indicators (KPIs) are revenue growth, operating margins, and the return on investment (ROI). The goals of the project include enhancing cash flow while reducing production costs through platform consolidation. Cash flow refers to the process which tracks all monetary transactions that enter and leave a company, project, or individual bank account during a defined time frame (British Business Bank, 2026). The organisation needs to achieve two objectives, which direct its strategic actions through investment in electric vehicle technology and implementation of cost optimisation programs. The process of electrification creates substantial financial demands, which the organisation must work to balance through efficient operations.

Customer Perspective- The company delivers high-quality luxury services while it develops sustainable solutions. The company aims to develop brand loyalty, which will lead to increased customer satisfaction. The company measures its performance

through customer satisfaction scores, brand perception scores, and electric vehicle adoption rates. It aims to increase electric vehicle sales while establishing JLR as a premium automotive brand. The organisation uses digital customer interactions together with customised services and eco-friendly products to reach its business objectives (Jaguar Media Centre, 2024). It is now implementing a new approach to attract environmentally conscious luxury customers.

Internal Business Processes- JLR seeks to boost operational efficiency and operational innovation through its internal business processes framework. The manufacturing process needs to become more flexible, while its carbon emissions must decrease, and the product development cycle needs to be completed more quickly. The KPIs include production efficiency levels, product defects and carbon emissions for each vehicle manufactured. The two main objectives for the organisation include achieving net-zero emissions from its manufacturing operations and enhancing the security of its supply chain. The company uses digital manufacturing technologies and builds strategic partnerships with suppliers, and implements lean production systems to achieve its business targets (JLR Corporate Website, 2023)

Learning and Growth- The learning and growth perspective needs to develop organisational capabilities which support the long-term transformation process. The targets aim to improve three areas, which include innovation, employee training, and sustainability practices (JLR Corporate Website, 2026). The key performance indicators measure two aspects, which include employee engagement, training duration, and innovation results through patents and new technologies. The organisation needs to achieve two objectives, which include mastering electric vehicle systems and digital systems. The perspective relies on three activities, which include research and development funding, employee training and technological partnerships.

5. Strategic Choices and Implementation

Business Level Strategic Option for JLR

The competitive international automotive market requires JLR to establish its business through clear strategic market positioning. JLR mainly uses a business-

level differentiation strategy, which relies on its premium products, high-performance capabilities, and its established brand identity. A differentiation strategy allows companies to create distinct products which customers value through their unique high-value features that enable the company to charge higher prices than competitors (Davi, 2023). JLR maintains its focus on delivering superior quality, advanced technology and distinctive product design through its Jaguar and Land Rover brand offerings, which differentiate it from its cost leadership competitors. The company demonstrates its commitment to electric luxury vehicles through the Reimagine plan, which serves as its unique selling proposition (JLR Corporate Website, 2026). The strategic approach strengthens brand recognition while generating substantial profits, but it requires continuous product development and substantial funding to compete with companies like BMW and Tesla.

Cost Offering products or services at a lower price than competitors.	Differentiation Providing unique and distinct products or services in the market.
Cost Focus Concentrating on cost leadership within a specific target market.	Differentiation Focus Focusing on delivering differentiated products or services to a specific market segment.

Figure 10: Porter's Generic Competitive Strategies

(Source: Davi, 2023)

Corporate Level Strategic Option for JLR

JLR is implementing a concentrated international expansion plan that will serve as its primary corporate strategy. The company is also focusing on electrification and

sustainability in the automotive industry instead of diversifying to other unrelated sectors (JLR Corporate Website, 2026). The company plans to transform Jaguar into an all-electric brand while developing multiple electric Land Rover vehicles (JLR Corporate Website, 2026). JLR continues its operations across the globe, which includes markets in China, Europe, and North America. The company develops its corporate strategy through establishing strategic partnerships and supply chain restructuring to improve risk management and competitive performance.

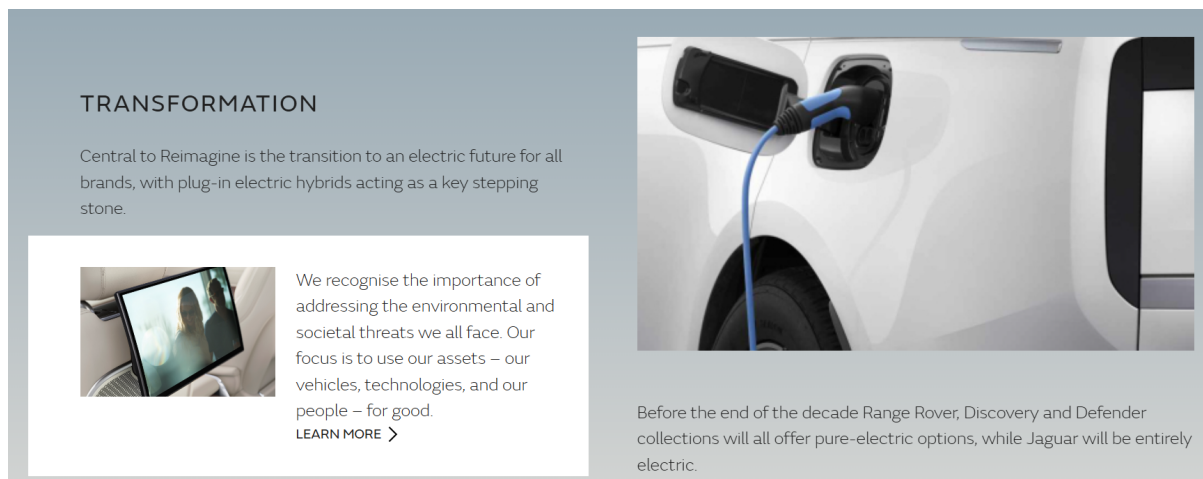


Figure 11: Plan of JLR to transform itself into an all-electric brand

(Source: JLR Corporate Website, 2026)

Recommended Strategic Choice

JLR can continue to enhance its differentiation strategy through faster development of electric and autonomous vehicle technology. The establishment of strategic partnerships with technology firms will help the company achieve its corporate objectives through reduced research expenses and speed product delivery. Through a strategic partnership, two or more separate organisations establish a formal agreement that lasts for an extended period and brings mutual advantages to both parties while they work together to achieve shared objectives through resource sharing, knowledge exchange and capability development (Rose, 2023). The selected decisions demonstrate market alignment, which matches JLR's fundamental operational strengths.

Critical Assessment of Change Management at JLR

JLR has implemented a major organisational transformation through its change management system to support its electric vehicle development needs. The transition to electric vehicles will require a complete operational change, which includes workforce training and supply chain adjustments. As of the JLR Corporate Website, (2026), the Reimagine strategy provides a comprehensive future vision, but its execution has encountered difficulties due to financial limitations, semiconductor shortages and market uncertainty. JLR has achieved operational savings and brand development through its innovative approach. The organisation achieves moderate performance with its change management process, while its strategic approach remains effective, yet implementation procedures face execution hazards. JLR must manage these difficulties while maintaining control over product implementation and preserving both product quality and brand reputation. JLR makes correct strategic decisions, but their long-term effectiveness depends on successful execution and ongoing adaptations to their plans.

6. Strategic Evaluation and Recommendations

Strategic Evaluation using SWOT Analysis

The SWOT analysis is the analysis of the existing strategy of Jaguar Land Rover, especially in the context of its own transformation of the strategy towards electrification and sustainability called Reimaging.

<u>Strengths</u>	<u>Weaknesses</u>
JLR maintains strong brand value because its Land Rover brand leads the luxury SUV market. The luxury SUV market reached USD 239.35 billion in 2025 and is forecast to expand at a 5.52% CAGR to USD 313.12 billion by 2030, and Land Rover is one of the brands that controls the major sales, as shown in the graph below (Mordor Intelligence, 2025). The company uses a differentiation approach because its premium products enable it to collect higher profit margins from customers. Tata Motors provides financial backing, which allows the company to make permanent investments in research and development for electric vehicles and sustainability initiatives (JLR Corporate Website, 2025)	JLR operates with various internal problems despite having multiple strengths. The company enters the EV market at a slow pace, which restricts its ability to compete against its rivals. The company suffers financial losses because its operational expenses remain high and it lacks stable profit generation. Supply chains face disruptions because of semiconductor shortages, which expose existing operational weaknesses (Xiong, et al., 2025).

<u>Opportunities</u>	<u>Threats</u>
JLR will benefit from the worldwide transition to electric vehicle technology. The increasing need for environmentally friendly high-end vehicles matches the company's strategic business direction (Vijaya, et al., 2025). The company can achieve revenue increases through its business development in emerging markets such as China and India. The company can use its advanced connectivity and self-driving technology to create unique product features for its products.	JLR operates in a highly competitive market where it faces strong competition from Mercedes, Porsche and BMW (CB Insights, 2026). The company incurs additional costs because it must follow strict environmental regulations, which require immediate implementation of new requirements. The organisation faces two major challenges, which include economic instability and fluctuating customer demand, that will affect its ability to maintain ongoing operations.

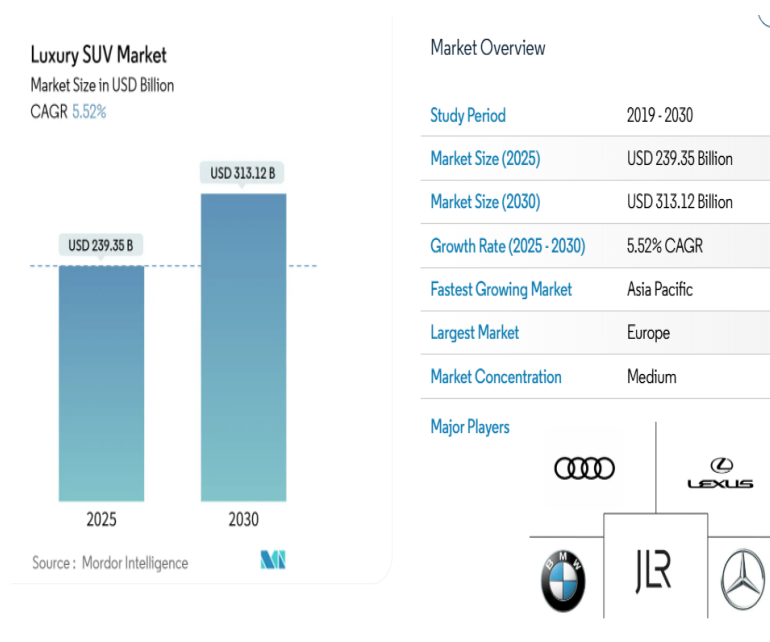


Figure 12: Luxury SUV market size

(Source: Mordor Intelligence, 2025)

Recommendations for Strategic Improvement

The SWOT analysis delivers multiple recommendations which will help JLR to gain better competitive advantages. The company needs to accelerate its electrification process through increased investment in electric vehicle development and faster product delivery. According to EBSCO, (2026), Porter's generic strategies indicate that differentiation needs to be sustained through constant innovation, which means that the quick adoption of electric vehicles will increase their competitive advantage in the luxury automotive market. The company needs to establish strategic partnerships, particularly with technology firms. The partnerships enable better technology access because they provide enhanced access to advanced battery systems and software platforms, which assist in reducing research and development expenses. It aligns with the Resource-based view framework, which focuses on using external capabilities to create competitive advantages (Mailani, et al., 2024).

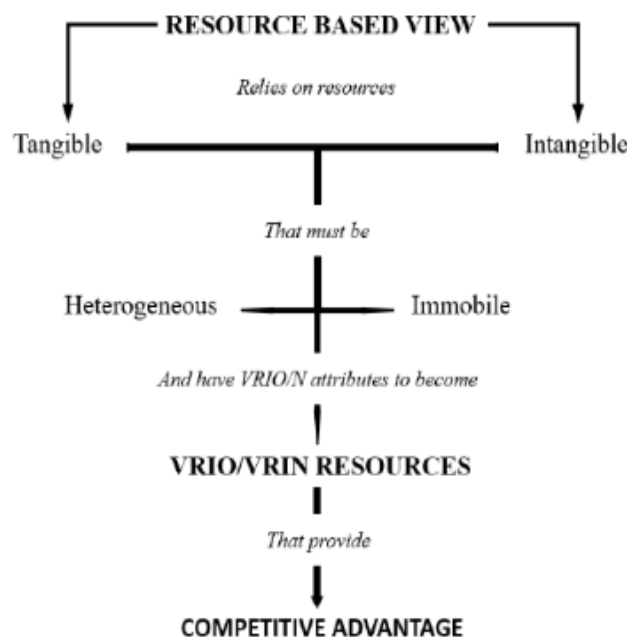


Figure 13: Resource-based View Framework

(Source: Mailani, et al., 2024)

JLR needs to establish stronger supply chain systems by reducing global supply chain dependencies through implementing supplier diversification and local production methods, which will also help to reduce operational disruptions (Song, et

al., 2025). The system will achieve operational efficiency through its automated processes, which will create more dependable operations capabilities. The company requires better digital systems for its customer service operations. The high-end market can benefit from the application of digital technologies, which include connected car capabilities and customised services to improve customer satisfaction and brand loyalty.

Theory and Real-World Support

The strategic management theories and practices in the industry support the above recommendations. The differentiation strategy, as formulated by Porter, requires businesses to introduce innovative products while creating unique value for their customers who choose premium products like JLR (Davi, 2023). The strategy benefits from rapid electric vehicle development because it enables businesses to meet new customer requirements. The resource-based view (RBV) explains that businesses need strategic partnerships to achieve a competitive advantage through their ability to access valuable and rare resources from external sources. Tesla has achieved success because it maintains advanced technological capabilities while continuously developing new electric vehicle technologies (Medium, 2025).

The experience of companies like Toyota, which established elastic supply chain models and developed mechanisms for handling risks, serves as the foundation for building supply chain resiliency (Teshima, et al., 2026). This approach enables companies to maintain operational stability during worldwide disruptive events. JLR has developed an effective strategy, yet its success depends on how well it executes that strategy. JLR can maintain its competitive advantage in the evolving automotive market by accelerating electrification and forming strategic partnerships while developing its supply chain capabilities and enhancing customer satisfaction.

Section 2: Reflective Account (Gibbs Reflective Cycle)

Description

This reflective report reviews the steps followed in conducting research, analysing and creating the strategic management report on Jaguar Land Rover (JLR). The task involved applying key strategic management frameworks such as PESTEL, Resource-Based View (RBV), VRIO, Balanced Scorecard and SWOT analysis to assess the organisation's internal and external environment. The research process included gathering information from academic literature, industry reports and company publications. The aim was to critically analyse the strategic position of JLR, especially as it moves towards electrification and sustainability under the reimagine strategy. It was not only about the theoretical models but also about applying them to a practical organisational setting.

Feelings

My initial impression of the assignment was that I had a good command of the theory of strategic management but was unsure about how to apply it critically to an actual organisation. In the beginning, I struggled to move beyond descriptive writing and start focusing on more critical writing. The automotive industry especially the shift to electric cars was also a challenge in locating relevant and current information (Jeong, et al., 2024). Furthermore, my confidence level increased with time as I started to see how various models are linked with each other such as PESTEL and VRIO. I further understood the importance of strategic decision-making in relation to both internal and external forces.

Evaluation

The overall process has both strengths and limitations. The use of strategic models was also a strength as it assisted in structuring the analysis logically and coherently. As an illustration, the PESTEL framework enabled a systematic analysis of external factors whereas the RBV and VRIO frameworks gave an understanding of the internal strengths and competitive advantage of JLR (Hayden, 2025). Moreover, the applicability of the analysis was enhanced by the usage of real-life examples. The process had certain limitations as well. A key issue was how to maintain a level of

critical analysis across the report. Sometimes, the arguments were descriptive and not analytical. The other limitation was associated with the acquisition of academic references where certain industry data were not detailed and needed to be interpreted carefully. Time limitation was also a problem especially balancing between the necessity of conducting thorough research and the necessity of addressing word count requirements.

Analysis

The experience emphasised the value of strategic thinking in strategic management. According to Gibbs' reflective cycle, analysis involves making sense of the situation by linking theory to practice (Galli and New, 2022). This assignment has helped me to know that models cannot be applied without considering their applicability and constraints. For instance, the VRIO framework helped identify JLR's competitive advantages but it also revealed that some capabilities such as EV technology do not provide long-term advantage due to rapid industry-wide adoption. Moreover, the combination of various models increased the level of analysis. PESTEL and RBV proved useful in showing how the external forces such as environmental regulations directly affect internal strategic choices. The process also enhanced my knowledge of sustainability as a strategic priority and no longer a compliance requirement. The electrification of JLR represents an example of how organisations can reconcile long-term profitability with environmental goals but at a high cost in the short run.

Conclusion

The practice of writing this report has greatly contributed to my knowledge of strategic management. I have also understood that analysis of strategies needs not only theoretical model knowledge but also the skills of critical and situational application. The assignment has enhanced my analytical ability, especially in assessing the response of organisations to complex and fast-occurring environments. Furthermore, I am aware that I can still improve especially in my consistency of critical depth and use of higher-quality academic sources. The experience has also made me realise the need to plan and manage time in order to create a well-structured and comprehensive report.

Action Plan

In future academic work, I intend to enhance my critical writing abilities by emphasising analysis as opposed to description. I will make sure that every point I make is evaluated with a discussion on implications and limitations. Another way I want to improve my research is to make use of more academic peer-reviewed sources and to make sure that I reference them properly. I will also embrace better time management practices by ensuring that I begin assignments earlier and give enough time to complete each of the stages in the writing process such as research, drafting and revision. I will also work on using several strategic models more precisely which will deepen and improve the quality of analysis. Additionally, I will seek regular feedback from tutors and peers to identify weaknesses in my work and continuously improve my academic writing and analytical approach. I will also focus on improving my academic vocabulary and clarity of expression to ensure that my arguments are communicated effectively and a high standard is maintained.

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