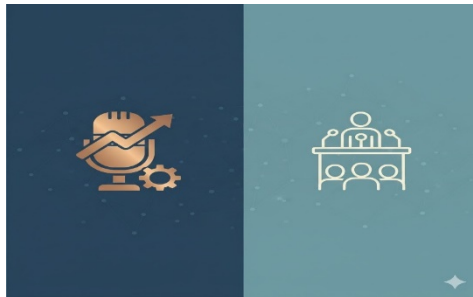




University of Wales
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Master of Business Administration International Business pathway



Contemporary employability skills

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AI use acknowledgement

I confirm that this assignment was completed entirely without the use of any artificial intelligence (AI) tools during the research, preparation, writing, or editing stages. All ideas, analysis, and written content are my own original work, produced independently and in full compliance with the principles of academic integrity.

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Task 1: Marketing Environment Analysis

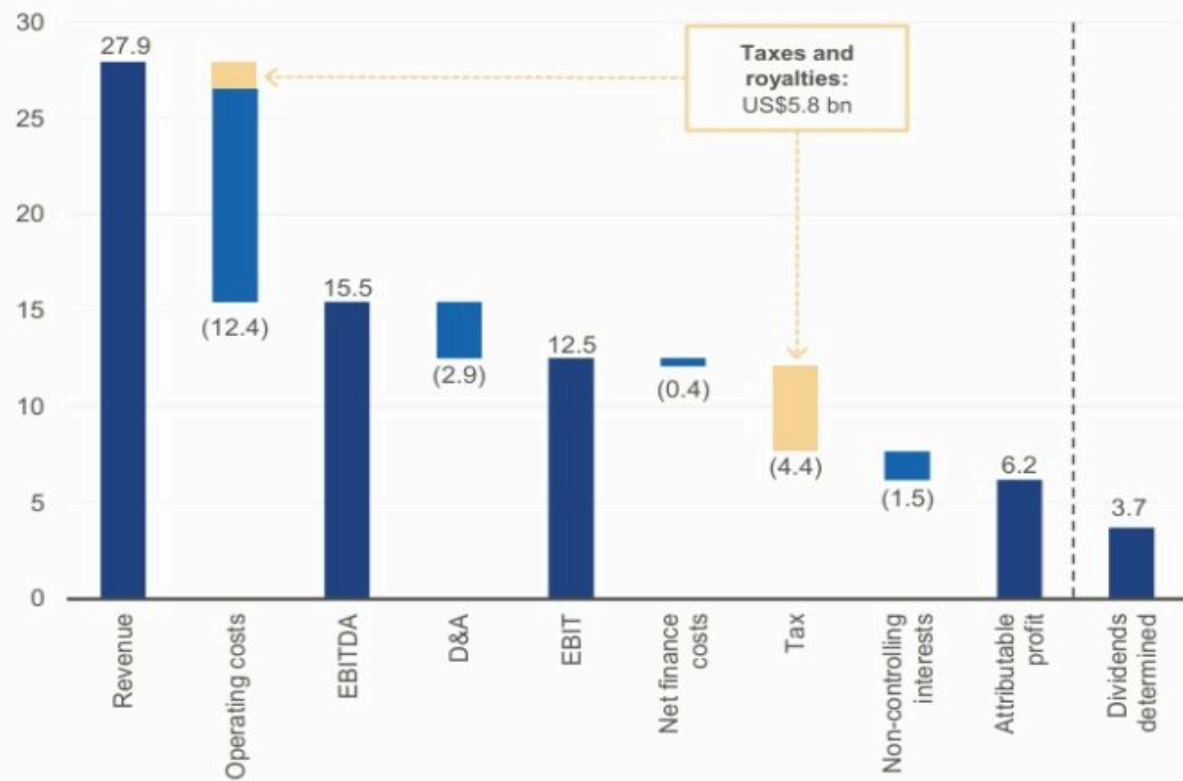
Natural Environment

The Natural Environment is the most important external marketing environment actor that will affect the way BHP will respond to the trend towards lower carbon products and sustainable mining operations. World has been more aware about climate change, GHG emissions, biodiversity and the resource depletion and changed the stakeholders' expectations in the mining sector (Sharma et al., 2024). Customers, investors, governments and local communities are increasingly placing an environmental demand on the mining industry: They want a reduction in the environmental footprint of mining operations and they want the mining industry to work on the global transition towards a low carbon economy. BHP is one of the world's biggest diversified mining companies and is being pressured to include sustainability in its business model to be competitive and relevant in the future (Gasimov, Williams and Krishanan, 2025).

BHP has a number of climate change market opportunities. Demand for minerals like copper, nickel, and various other substances needed for electric batteries, wind turbines, and solar energy and power transmission systems has greatly risen with the global shift to renewable energy, electric vehicles, and clean infrastructure (bhp.com, 2026). This rising demand enables BHP to reorient its portfolio towards more commodities that can contribute to decarbonisation and away from carbon-intensive activities. Provide minerals that enable clean energy technologies adds to BHP's market value proposition and provides the company with improved customer relationships with its industrial customers selecting environmentally responsible supply chains.

Income statement¹⁶

(US\$ bn, Underlying)



11

BHP

Figure 1: Market profit data of BHP

(Source: carboncredits.com, 2026)

Environmental sustainability also is a key source of competitive difference. The environmental performance and carbon footprint today becomes a new quality and price criterion for industrial buyers. They are looking for suppliers that can offer data demonstrating that they can decrease their GHG emissions throughout the value chain and support companies and the top steel producers with their net zero goals (bhp.com, 2026). Therefore, renewable electricity, electrification of mining equipment and energy efficiency and energy focused partnerships are being realized at BHP, for the development of lower carbon steel making technologies. These programmes enable the firm to enhance its environmental legitimacy, to establish a trust relationship with customers and to strengthen its medium- and long-term market position.

However, the Natural Environment poses a great challenge in operating the business. The mining operations, transport systems and operating continuity of BHP are also being impacted by extreme weather events, among which the rising temperatures and droughts and floods (Rodríguez, Razo and Lázaro, 2023). The scarcity of water is especially important because during the mining procedure, a huge quantity of water is consumed during the extraction and mineral processing. The impact of these environmental changes are greater operating expenses, lower production efficiency and potential impact on meeting customer demand. Other issues pertaining to resource depletion involve working towards efficiency of resource extraction and developing a program for recycling resources and responsible extraction of resources.

Political and Legal Environment

The Political and Legal Environment is another important external marketing environment actor that will affect BHP's shift towards lower carbon products. Environmental laws are being more strictly enforced and environmental policies are being strengthened by the respective governments, which aim to cut down GHGs and set national sustainable development goals (bhp.com, 2026). The regulatory changes

have a major impact on the strategic planning, investment and marketing operations of the global mining industry. Environmental laws have become a must-have for BHP to be successful in accessing markets, build corporate reputation and get operational licences.

BHP is under pressure to cut its emissions and impact on the environment due to carbon pricing, increasing environmental reporting requirements and tightening of regulations on mining. High levels of investment in renewable energy systems, cleaner production technology, electrified mining fleets and energy efficient processes need to be done to achieve compliance (Pouresmaieli et al., 2023). The investments might raise the short term operating expenses of the company but enhance its ability to meet forthcoming regulation requirements and/or enhance the long term competitiveness. By meeting international environmental standards, BHP can become a responsible supplier to meet environmental requirements of its customers as well as its own.

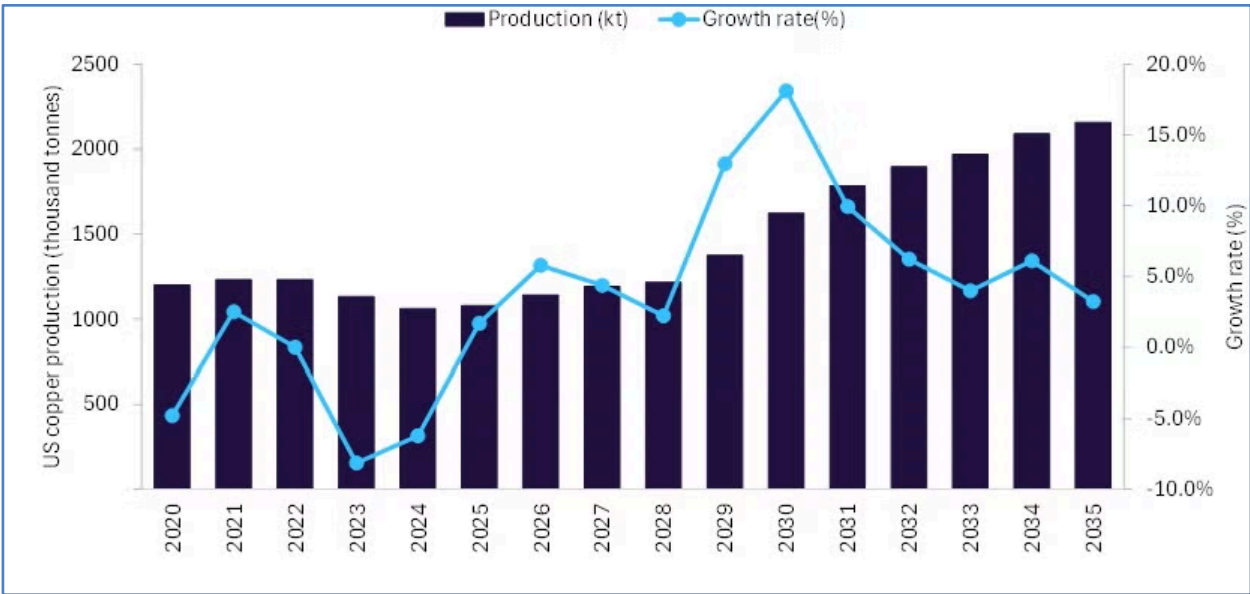


Figure 2: Mining sector growth projections in Australia

(Source: GlobalData, 2025)

At the same time, there has been an increasing number of opportunities for growth through Government policies to encourage the development of renewable energy & green industrial development. The prices of transition minerals (including copper and nickel) have been increasing, resulting in an increase in public investment in renewable electricity, hydrogen technologies, battery production and EV production (Kilinc-Ata, Alshami and Munir, 2023). As governments promote low-carbon economic growth and invest in infrastructure that enables them to be used in clean energy technologies, BHP will benefit from the global growth of the demand for these materials. The positive policy climate allows the company to link up its marketing strategy with general sustainability goals and improve customer relationships throughout the decarbonisation industry.

Political and legal matters also have an impact on stakeholder confidence. The requirements for environmental governance, regulatory compliance, and sustainability reporting are gaining larger importance for institutional investors in measuring companies' performances. By effectively communicating climate risk, emissions reductions and environmental commitments, BHP's corporate integrity, and its links to industrial customers, governments and investors are enhanced (Sun, 2025). Therefore, a robust governance is an essential marketing lever and a brand characteristic impacting the positioning of the company in the international markets. But the ever-present issue is one of political uncertainty. However, it has remained uncertain what role politics has played in these opportunities (Kilinc-Ata, Alshami and Munir, 2023). BHP is a complex of environmental regulations, with multiple regulations in various countries where BHP is operating. The nature of planning and investments in operations may be impacted by changes in Government policies, mining legislation, taxation and international trade legislation. In addition, geopolitical factors could affect supply chain and affect the supply of minerals to the world market. As a result, BHP has to keep an eye on the changing political and legal scenarios and ensure minimal risk of regulation and adapt its sustainability and marketing plans accordingly.

Task 2: Strategic Growth and Competitive Positioning

Application of the Ansoff Matrix

Based on the results of the marketing environment analysis it can be seen that BHP is being challenged by a difficult business environment with expectations of higher environmental performance, tougher environmental legislation and a greater demand for sustainable raw material. Such external factors force companies to engage in a growth strategy, both in their business and in the process of decarbonisation (Ferreira and de Sá, 2024). The most suitable option on the Ansoff Matrix for BHP would be product development as this means the development of new products in the existing market. From the Ansoff Matrix the most appropriate strategy for BHP is product development, which is selling new products in the existing market (Darmawan and Jazuli, 2025). One strategy is to develop new or improved products in a market in which the company already has products. This is because this option enables the company to maintain its position and satisfy changing customer demands and sustainability requirements.

Product development is also closely tied with the continual reduction of carbon emissions of mining. Lower embedded carbon emissions of raw materials are becoming an increasing expectation for customers, particularly industrial customers like steel, automotive, renewable energy and construction, who are increasingly looking for ways to achieve and support their environmental targets (Chen et al., 2024). BHP has many opportunities to diversify its businesses such as less carbon iron ore, renewable and energy efficient copper, nickel and other minerals mining technologies and more. Capital investments in these green hydrogen, CCS, renewable electricity and electrified mining equipment projects can help reduce emissions along the mining value chain and the environmental benefits of BHP's products (Razak, 2022).

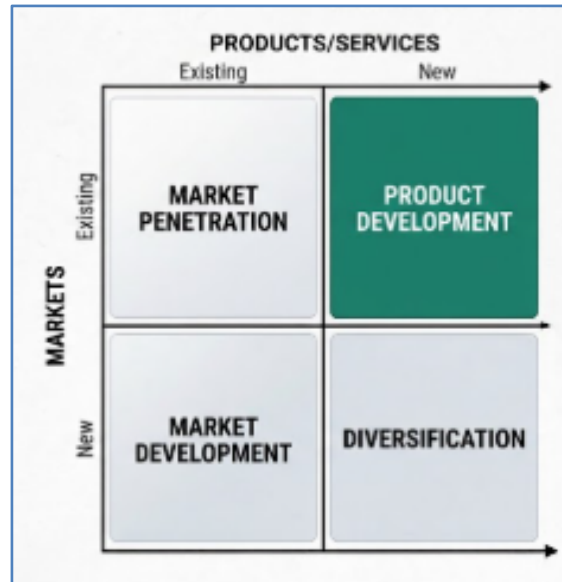


Figure 3: Ansoff's Matrix

(Source: self-developed)

Product development is also contributing to improved relationships between customers and suppliers: Industrial customers are more and more asking for details about suppliers' capacity to offer tangible sustainability benefits (Razak, 2022). Different companies around the world with various manufacturing-based activities have their own targets for becoming a net zero business and are expected to have a responsible supply chain, which must hold them to account with the international regulations that must be adhered to as well as the expectations of stakeholders. BHP can adopt sustainable strategic relationships with customers and develop customer loyalty by providing them with lower carbon products certified and under a clear and open environmental report (Shin, Shin and Shin, 2026). This difference will give the possibility to the company to deliver it with the price value and with value as well, thereby increasing the profits and improving the position of the company in the market. Moreover, new technologies also

evolve in all types of mining operations as the products are produced. Investments in research and development of automation, integration of renewable energy resources, artificial intelligence and digital monitoring systems could enhance operational efficiency and minimize environmental footprint (Sun, 2025).

Achieving Competitive Advantage through a Lower-Carbon Business Model

The product development strategy will also help BHP gain its competitive advantage by providing a value added that competitors may not be able to replicate. Sustainability leadership is a new competitive space that's one of the most important. The reduction in emissions is now more at the forefront of investors' and governments' minds, and it is generally more respected, and therefore more trusted, that companies have a strategy and are committed to reducing emissions (Zheng et al., 2024). BHP's investment in cleaner technology, renewable energy and lower carbon production processes puts a positive spin on the company and the brand's credibility in the global marketplace.

The other key element of the competitive advantage is when it becomes efficient in operations. The use of renewable energy and the introduction of electrified mining machinery and digital technologies will be able to significantly reduce the use of fossil fuels, the cost of operations in the long term and contribute to the electrification of the mining industry (Bui, Houque and Zahir-ul-Hassan, 2022). Transitioning to renewable energy and the use of electrified mining equipment and digital technologies can help to minimize the reliance on fossil fuels, lower long-term operating expenses, as well as electrify the mining sector. While heavy capital expenditure is needed in the implementation phase, an increased energy efficiency, decreased carbon liabilities and lower maintenance spend all help to add to operational resilience. Such efficiencies improve profit and go hand-in-hand with ever stricter environmental laws and policies.

BHP also has strong potential in the area of innovation to be a key factor in competing. The company's application of high-tech mining methods, 'resource recovery' and introduction of environmentally approved products allows it to better meet its customers than its competitors, who are still extracting resources with more traditional mining technology (Chen et al., 2024). BHP's focus on innovation is a key element in continuing

to be a market leader and keeping the company ahead of the curve for future technological and sustainability developments. Furthermore, it can be challenging for other companies to cross the leap, as they may not have the same experience of creating IP, special skills and strategic alliances in innovating.

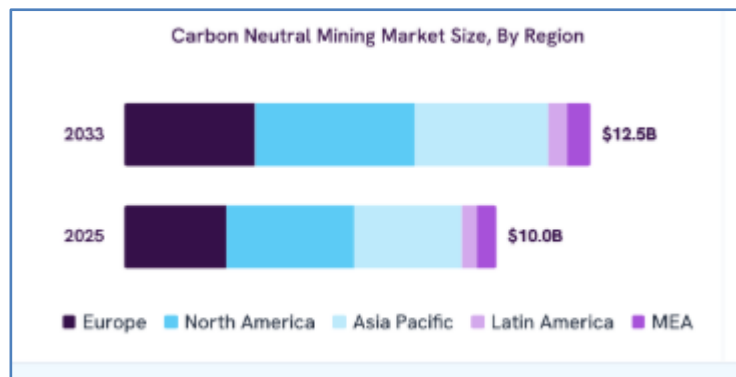


Figure 4: Carbon neutral mining market growth

(Source: [grandviewresearch.com](https://www.grandviewresearch.com), 2025)

Another aspect of sustainable competitive advantage is good stakeholder relationships. Suppliers who are able to provide information on environmental performance, responsible sourcing and emissions reduction are gaining ever greater value among customers (Darmawan and Jazuli, 2025). Likewise, more institutional investors have begun to take the 'social, environmental and governance' (ESG) aspect of investments into account in making investment decisions. BHP has sustainability reporting at its best and is practicing environmental governance and responsible mining practices to build trust with its customers, investors and government/community. The more they feel good about stakeholders, the more confident the market is, the more opportunities for investment and the less the reputation risk.

The recommended course of action also increases the resistance to environmental and regulatory changes that may take place in the future. There is a growing momentum

globally for a carbon price and climate change legislation and carbon reporting is becoming more extensive and offers more flexibility in how business models of low carbon organisations can change (Bui, Houque and Zahir-ul-Hassan, 2022). Finally, the Ansoff Matrix serves to emphasise the fact that product development is the most optimum growth strategy to pursue in the long-term to ensure BHP's success in the ever-changing business landscape (Zheng et al., 2024). The company can achieve the global decarbonisation target and have competitive benefits by developing lower carbon products, investing in sustainable technologies and developing relationship with its stakeholders. In this way, BHP will be able to manage its growth and act responsibly towards the environment, thus proving its leadership in the market, with growing demand for sustainable minerals.

Task 3: Critical Reflection on AI Usage

Tool Disclosure

This report has been developed with the support of a tool based on Artificial Intelligence (AI) to help streamline and organise information. The main platform used to support the writing of the report was the use of AI-assisted platforms, which were mainly used to generate the initial ideas of the topics and then structure the report, with improvements made to the clarity of the sentences and suggestions for suitable academic language (Gholiagha, 2026). The tools also enabled overall insights into basic marketing principles such as the external marketing environment and Ansoff Matrix as a foundation for the subsequent analysis. But the content created was only used as guidance and not as information. The following outputs have been carefully considered and revised throughout the development of this assessment, to ensure that all the outputs comply with the AI use acknowledgement that was provided with this assessment.

Critical Evaluation of AI Output

AI generated information was thoroughly reviewed for accuracy, relevance and academic rigor. The data contained in the report has been derived from data that has been verified and supported by authoritative academic research, company reports and

publications. There were some rather generic answers during the verification process for which there was no context or where the answer was given without information. These were identified by comparing information with reliable sources and comparing with requirements of the assignment.

Contribution Analysis

Although the language was enhanced by AI, brainstorming and initial idea organization were enhanced with AI tools, the key analysis and reflection in the report was done by me, with my knowledge of marketing theories and organization of the case. BHP has been selected, interpreted and matched with the assessment requirements as well as the assessment of the Natural Environment and the Political and Legal Environment and rationale for choosing Ansoff Matrix and competitive advantage. Reported the structure, identified the most appropriate marketing framework and prepared the most appropriate arguments between the analysis of environment and the strategic recommendations for growth. The information contained in the report, therefore, was more of an addendum to the intelligence provided by AI than the main source.

Ethical and Professional Reflection

Marketing analysis can be useful with AI, as it can help you boost productivity, generate ideas and even assist you in written communication. It also serves as a reminder of some timely ethical and professional issues, however. If not read critically, the result may be incorrect, either due to misinterpretation of the input or inaccuracies in the output or it may simply be fabricated (Mahmut and Şen, 2023). While using AI excessively can also dampen down critical thinking and problem-solving skills, both are crucial to succeed in the school and marketing. The role and uses of AI were highlighted, ensuring that all information created through the use of AI is verified and original judgment is the key in the research process. To ensure ethical use of AI, it is crucial to be honest about the use of AI, maintain academic integrity, and be accountable for the final product that is presented.

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