



STRATEGIC MANAGEMENT FOR SMES (BMSW6104)



STRATEGIC DEVELOPMENT AND IMPLEMENTATION FOR SME

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1. Introduction

Atlas Cleaning is a versatile cleaning service provider catering to homes, businesses, and retail outlets. The company emphasizes hygiene and cleanliness by offering daily, weekly, and monthly cleaning services. Atlas Cleaning's workforce efficiently manages administrative tasks, ensuring smooth operations. The use of high-quality, eco-friendly cleaning products underscores the company's commitment to a clean and hygienic environment. The company's vision, mission, values, goals, and objectives highlight its potential and areas for improvement. Over the next 10–15 years, Atlas Cleaning aims to become a nationwide leader in the cleaning services industry. Based in London, Atlas Cleaning is dedicated to enhancing customers' lives through reliable and high-quality services.

An environmental study helps Atlas Cleaning understand its internal and external environments. Utilizing PESTEL, VRIO, and SWOT analyses, the company evaluates market definition, size, growth, and share. These analyses reveal opportunities, threats, strengths, and weaknesses by examining macroeconomic conditions, competition, market position, and internal factors. Atlas Cleaning leverages PESTLE to identify labor restrictions, economic changes, societal trends, technological advancements, environmental practices, and compliance issues. VRIO analysis helps Atlas London assess its value, rarity, and imitability, which are crucial for customer acquisition and competitive advantage.

Atlas Cleaning competes through efficiency, adaptability, and innovation. The company's impressive growth and market flexibility are complemented by its commitment to providing good value and maintaining a positive workplace. Despite facing threats from other cleaning firms and the pandemic, Atlas London explores strategic growth using the Porter Value Chain Model, Ansoff Matrix, and green product development. These strategies ensure sustainability, brand loyalty, profitability, and scalability.

As a small and medium-sized enterprise (SME), Atlas Cleaning could adopt Bowman's Strategic Clock model, which includes eight strategic positions Low/Low Price, Hybrid, Differentiation, and Monopoly Price. By offering premium products, innovative approaches, and personalized service, Atlas Cleaning aims to streamline procedures, reduce costs, and enhance efficiency to become a cost leader in the industry.

2. CATWOE Analysis

Customers: Atlas Cleaning offers services to a variety of customers, including office buildings, retail stores, and residential properties. They provide daily, weekly, or monthly cleaning services to maintain hygiene and cleanliness. They offer deep cleaning for areas that require more intensive cleaning, specialized cleaning for specific needs, and scheduled cleaning services to minimize disruption. Atlas also provides trained, certified, and reliable hobbyists. To effectively satisfy customers, Atlas implements a feedback system, customization of cleaning plans, and the use of environmentally friendly products and practices. (Mulder, 2017)

Actors: Atlas Cleaning relies on its employees, including cleaning staff, supervisors, and administrative staff, to ensure the cleanliness and hygiene of its buildings, small shops, and residential properties. These individuals also manage administrative aspects such as communication, invoicing, and scheduling, ensuring efficient operations and customer satisfaction. To support and motivate these employees, Atlas Cleaning offers ongoing training programs, including training on cleaning techniques, safety protocols, and eco-friendly products. The company also offers fair wages, health benefits, and competitive compensation packages, which fosters a positive work environment. Regular team meetings, feedback sessions, and open-door policies also contribute to a sense of community and collaboration.

Transformation process: The transformation process in the context of Atlas Cleaning involves converting cleaning products and labor into clean and hygienic spaces. Here's how it works: Cleaning supplies: This includes all necessary materials, such as cleaning agents, disinfectants, tools, and equipment. Atlas Cleaning ensures that these supplies are of high quality and, as far as possible, environmentally friendly. Qualified cleaning personnel use their experience and training to effectively utilize cleaning supplies. This includes following specific cleaning protocols and techniques to ensure thorough cleaning and hygiene. Housekeeping staff follow a structured process to clean and disinfect spaces. This can involve tasks such as dusting, vacuuming, mopping, disinfecting surfaces, and managing waste. Supervisors oversee the cleaning process to ensure it meets the required standards. They conduct inspections and provide information to cleaning staff to maintain high levels of cleanliness.

Worldview: Sustainability and eco-friendly practices could be leveraged in marketing, highlighting the use of environmentally friendly products and sustainable practices in marketing materials can attract customers who value eco-friendly initiatives. This can set Atlas apart from its competitors and appeal to a growing market of eco-conscious consumers. Atlas positions itself as a leader in green cleaning solutions, constantly promoting its commitment to sustainability and showcasing successful case studies, Atlas can establish itself as a leader in green cleaning solutions. This can enhance your reputation and attract customers, who are looking for responsible and innovative cleaning services. Participating in or sponsoring community events, environmental cleanup projects, or local charities can strengthen Atlas' brand image. This demonstrates your commitment to the community and can build goodwill and loyalty among customers and the public.

The owners of Atlas Cleaning, usually the founders or management team, play a crucial role in the success of the company, they are the people who established the company or currently lead it. They are responsible for the overall direction and success of the business. The role is to set the vision and strategic direction, defining the company's long-term goals and strategic plans, ensuring that all efforts align with the overall mission and vision. Making critical decisions regarding operations, finances, marketing, and growth strategies. Ensure that the company's core values, such as quality, integrity, and sustainability, are upheld in all aspects of the business. They can lead effectively, keeping up with the latest trends and innovations in the cleaning industry, make informed decisions, and stay ahead of the competition.

Environmental Limitations: There are strict regulations governing the use of certain chemicals in cleaning products to ensure safety and environmental protection. Economic fluctuations can affect clients' budgets, influencing their ability to pay for cleaning services. The presence of numerous cleaning service providers creates a competitive market, so it is essential to stand out. Atlas could circumvent these limitations, complying with all regulations related to cleaning chemicals, Atlas can ensure safety and avoid legal issues. This also builds trust with customers who value compliance and security. By providing competitive pricing along with additional services, such as specialized cleaning or flexible scheduling, you can attract and retain customers even during economic downturns. Emphasizing eco-friendly practices and exceptional customer service can set Atlas apart from the competition. Highlighting these unique selling points in marketing and customer interactions can attract customers who prioritize sustainability and service quality. (Simplify, 2021)

3. Critical appraisal of Current Strategic Direction

Atlas assesses your vision, mission, values, goals, and objectives to understand your current strategic direction. Remember that we use the same strategy that we used in class in groups, in Case Study 1, "Difference between Samsun and the University of Southampton", This allows you to identify areas for improvement and future opportunities in the Atlas cleaning company:

Vision: We aim to expand nationally and become a sustainable cleaning service leader within 10 to 15 years. For example, we are exploring partnerships with construction companies to offer post-site cleaning. Every decision, from the selection of cleaning products to staff training, is aligned with our vision of growth and excellence. (Google, 2023)

Mission: Atlas London was founded with a mission to provide high-quality, reliable cleaning services to improve the lives of our customers. Our goal is to ease the burden of cleaning tasks and create healthier spaces. We work with a variety of clients, from homeowners to office managers to retail store owners. For example, we have established long-term relationships with local restaurants such as "Café del Sol", who trust us to maintain their hygiene and presentation. We offer custom cleaning services, such as window cleaning, deep carpet cleaning, and regular maintenance.

Values: Our values include integrity, punctuality, and adaptability. For example, we have demonstrated our integrity by informing customers about any issues we encounter during cleaning. We want to be seen as a company committed to sustainability and customer satisfaction. For example, we have participated in community clean-up campaigns. We cover the essential need to maintain clean and healthy spaces for the well-being of people and the environment.

Goals and Objectives: In the coming year, we aim to increase our customer base by 20% and reduce our environmental impact by 10% through more sustainable practices. We will implement a mobile app-based quality tracking system and train our staff in eco-friendly practices. Yes, we encourage professional development and alignment with our organizational goals, as evidenced by our ongoing training program.

4. Critical analysis of the Organisation's external and internal environment

Environmental analysis can usefully begin with a basic assessment of the market definition and size, the market growth, and the market share. We use tools such as PESTEL (analysis of political, economic, social, technological, environmental, and legal factors), VRIO (analysis of value, rarity, and imitation), and SWOT (analysis of weaknesses, threats, strengths, and opportunities) to analyse both the external and internal environment. This helps them identify specific opportunities, threats, strengths, and weaknesses. Conducting a thorough assessment of the market definition, size, growth, and share is an essential first step in conducting an environmental study. To accurately assess the scope and importance of the strategic opportunity, it is important to initially establish the market parameters.

Consumer preferences and the presence of viable alternatives influence the definition of a market. Market expansion, which is crucial to an organization's growth goals, is usually predicted at the beginning of a strategic analysis. To begin exploring the potential strategic implications, a basic market share assessment can determine whether a company has a significant percentage of a specific market. Macroeconomic considerations encompass economic developments, political stability, technological progress, and social changes. Atlas Cleaning recommends analysing factors such as economic expansion, governmental regulations, and shifts in customer behaviour.

Evaluate the level of competition within the industry. Atlas needs to understand its competitors (other cleaning services), the bargaining power of suppliers (cleaning product manufacturers), and the purchasing power of customers. Assess the market position of Atlas. This emphasizes potential hazards and advantages. Intrinsic Factors: Strategic Resources and Capabilities: Atlas needs to assess its advantageous attributes, (competent people, streamlined procedures) and disadvantages (obsolete technology, absence of diversification). Conduct a SWOT analysis to evaluate the organization's strengths, weaknesses, opportunities, and threats. This encompasses both internal factors, such as strengths and weaknesses, as well as external factors, such as opportunities and threats.

Organizational assessment: Analysis of Atlas' culture, behaviour, and relationships with stakeholders. Company cleaning Atlas's national expansion strategy integrates external opportunities, such as partnerships with construction businesses, with internal strengths, such as customized services and immediate feedback. Integrity, sustainability, and customer happiness greatly benefit them. Atlas can attain its objectives by rectifying deficiencies, such as outdated technology, and leveraging its assets, such as its competent workforce. (Olsen, 2023)

5. The Basics of Strategic Environment

Analyses of the business environment, are essential to understand the context in which an organization operates. Below, I describe each of the tools, used by Atlas to analyse its environment with PESTLE analysis; it's a simple and effective tool used to identify the key external forces that might affect an organization.

Politics: In the cleaning industry, we must comply with labor regulations, such as working hours, minimum wages, and safety conditions. For example, Atlas London complies with occupational health and safety laws to protect its employees. Immigration policies and visa restrictions can affect labor availability. Atlas London must consider how these policies impact recruitment and labor costs.

Economic: During the economic downturn, the demand for cleaning services may decrease as businesses cut back on non-essential expenses. Atlas London must be prepared to adapt to changes in demand depending on the economy. Higher interest rates can affect lending and investment in equipment or technology. Atlas London must assess how fees affect its ability to expand or improve its operations.

Social: Growing environmental awareness and a preference for sustainable products and services can influence purchasing decisions. Atlas London could promote its eco-friendly approach to attract more customers. Atlas London may offer natural cleaning options or implement recycling practices in its operations.

Technological: Automation and artificial intelligence are transforming the cleaning industry. Atlas London could explore robotic cleaning systems or applications for scheduling services. Atlas London must consider how to balance the efficiency of automation with the need to keep employees skilled for specific tasks.

Environmental: Atlas London could use eco-friendly cleaning products, minimize the use of disposable plastics, and recycle materials. This not only benefits the environment but also attracts environmentally conscious customers. Atlas Cleaning Company could highlight its sustainable practices on its website, social media, and marketing materials.

Legal: Atlas London must be aware of local health and safety regulations, business licenses, and permits. Complying with these regulations is essential to operating legally. Atlas London may be able to rely on legal advice and keep you informed of any changes in the laws that affect your business. (Lynch, 2018)

6. Application of the VRIO framework to Atlas Cleaning Company

Value: Atlas London provides personalized, sustainable cleaning and support services. Their focus on quality and customer support adds additional value. For example, they offer comprehensive solutions beyond basic cleaning, such as waste management and green space maintenance. Atlas London creates long-term relationships with its clients by adapting to their specific needs. For example, they offer eco-cleaning programs using natural products and sustainable practices.

Rarity: Atlas London has a highly trained team in cleaning and support. In addition, they use advanced technology, such as quality tracking systems and state-of-the-art cleaning tools. Their specialized talent and focus on innovation give them a competitive advantage. These resources are difficult for competitors to replicate quickly.

Imitation: Atlas London has developed a solid understanding of customers' specific needs in London. This isn't easy to replicate without a similar experience. Atlas London's culture encourages continuous improvement and adaptation to changing market demands. This is a sustainable advantage.

Organisation: Atlas Cleaning Company is organized to leverage its resources and whether they effectively gain a competitive edge: Atlas aligns its resources with strategic goals, focusing on operational efficiency and effectiveness. They are adaptable to market changes and foster a culture of learning and innovation. Their focus on meeting customer needs, minimizing waste, and delivering services promptly ensures a competitive edge. They must continue to invest in training, technology, and sustainability. In addition, protect their in-depth knowledge of the market and maintain a culture of excellence. Atlas London could patent unique processes, establish strategic

alliances, and communicate its value proposition effectively to customers. (Murcia, Ferreira and Ferreira, 2022)

7. SWOT analysis is a valuable tool to evaluate the internal and external aspects of the cleaning company Atlas:

Strengths: Atlas London has several strengths: Their long track record provides them, a solid knowledge and established relationships in the market. They stand out for offering exceptional services, which creates a competitive advantage.

Opportunities: The opportunities for growth and expansion of Atlas London consider new markets for exploring geographic areas where they can expand and serve more customers. New services to offer additional solutions, such as specialized cleaning or maintenance, to diversify its offerings.

Weaknesses: High staff turnover can affect continuity and quality of service. Atlas is working on strategies to retain its employees and foster a positive work environment. Sometimes, there are inconsistencies in the quality of cleaning or support. Atlas is implementing quality tracking systems to address this issue.

Threats: External factors that could negatively affect the Atlas cleaning company face several threats: Other cleaning and support companies may offer similar or even better services. The company must differentiate itself through its unique value proposition. Events such as the pandemic can alter customer needs. Atlas London must be agile to adapt to these fluctuations. (Barney and Hesterly, 2018)

8. Discuss available strategic growth choices for SMEs

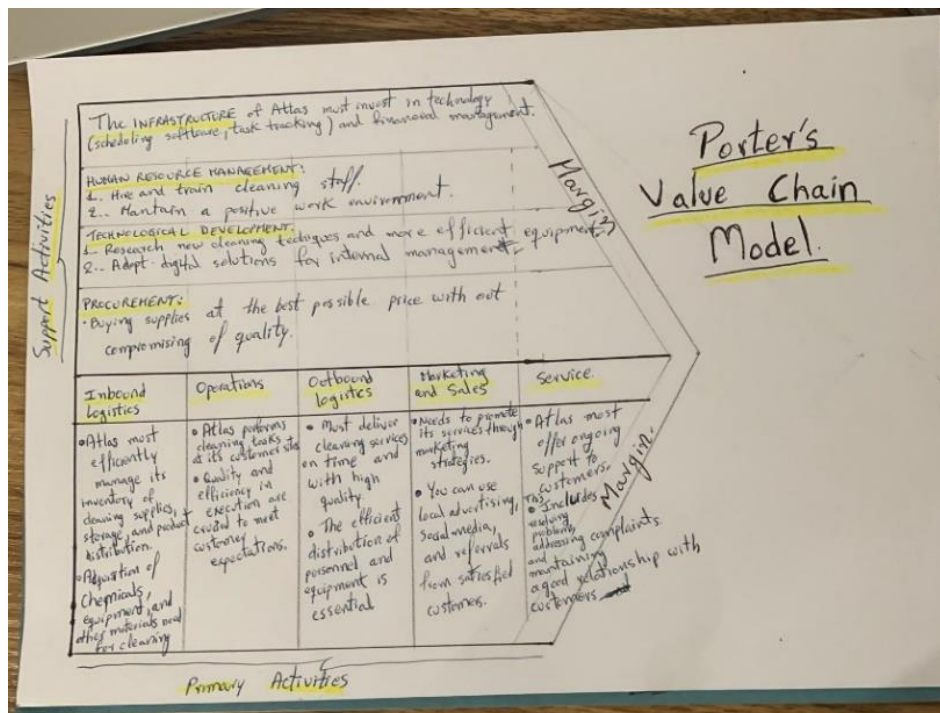
Atlas London considers various strategic growth options in the context of small, medium, and large enterprises (SMEs)

8.1 Porter's Generic Strategies: Porter's Value Chain Model is applied to the cleaning company Atlas, considering it as an SME (Small and Medium Enterprise) (Todorov and Akbar, 2018)

Primary Activities: Internal logistics: Atlas must efficiently manage this, which includes inventory of cleaning supplies, storage, and product distribution. This consists of the

acquisition of chemicals, equipment, and other materials needed for cleaning. The operations of Atlas, perform cleaning tasks at its customers' sites. Quality and efficiency in execution are crucial to meet customer expectations. External Logistics: Atlas must deliver cleaning services on time and with high quality. The efficient distribution of personnel and equipment is essential. Atlas needs to promote its services through marketing strategies. You can use local advertising, social media, and referrals from satisfied customers. Atlas must offer ongoing support to customers. This includes resolving problems, addressing complaints, and maintaining a good relationship with customers.

Support Activities: Infrastructure: Atlas must invest in technology (scheduling software, task tracking) and financial management. Human Resources Management: Hire and train cleaning staff. Maintain a positive work environment. Technological Development: Research new cleaning techniques and more efficient equipment. Adopt digital solutions for internal management acquisitions: Buying supplies at the best possible price without compromising on quality. (Todorov and Akbar, 2018)



Source: Diego Torres

8.2 Ansoff Matrix: It was used to identify potential growth options for Atlas Cleaning Company, that way we can explore four key strategies: Entering new international markets through mergers, acquisitions, or joint ventures. This strategy could help diversify risks and provide access to new customer segments. Inside/Home): Focus on increasing market share within the existing market. This could involve enhancing marketing efforts, improving service quality, or offering promotions to attract more customers. Inside/International): Develop new cleaning services or products tailored to specific industries or customer needs. For example, introducing eco-friendly cleaning solutions could appeal to environmentally conscious clients. Outside/Home): Expand into new markets within the home country. This could be achieved through strategic partnerships with businesses in non-competing sectors, allowing Atlas Cleaning Company to reach new customer bases. Outside/International): Atlas might diversify beyond cleaning services into related areas. This could involve offering maintenance, landscaping, or waste management services. Diversification spreads risk but requires careful planning and investment. (Peterdy, 2024)

Expansion Method Matrix

Geographical location

Home country	Inside Focus on increasing market share within the existing market. This could involve enhancing marketing efforts, improving service quality, or offering promotions to attract more customers.	Outside Expand into new markets within the home country. This could be achieved through strategic partnerships with businesses in non-competing sectors.
International	Develop new cleaning services or products tailored to specific industries or customers' needs.	Enter new international markets through mergers, acquisitions, or joint ventures. This - help diversity risks and provide access to new customer segments.

ATLAS. Cleaning Company

Source: Diego Torres

8.2.1 Proposed Strategy: Product Development with Eco-Friendly Solutions

This Strategy is Sustainable because of Environmental Trends: There is a growing global trend towards sustainability and eco-friendly products. By developing green cleaning solutions, Atlas Cleaning Company can meet this demand and differentiate itself from competitors. Brand Loyalty: Offering environmentally friendly products can build brand loyalty among customers who prioritize sustainability. Premium Pricing: Eco-friendly products, often command higher prices, potentially increasing profit margins. Scalability: As awareness of environmental issues grows, the demand for green products is likely to increase, providing opportunities for international expansion. This strategy leverages Atlas Cleaning Company's existing capabilities while addressing a significant market trend, making it a sustainable choice for long-term growth. (Lynch, 2018)

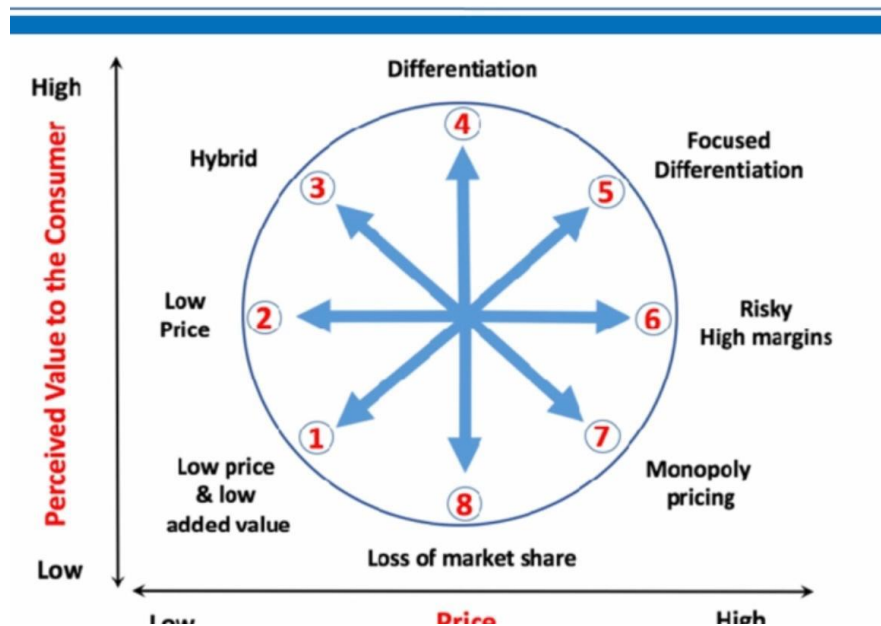
8.3 Bowman's Strategic Clock

Below is an analysis of the eight strategic positions outlined in Bowman's Strategic Clock model, as they relate to Atlas, a small and medium-sized enterprise (SME) operating in the cleaning industry:

- Low Price/Low Value:** Atlas could offer basic cleaning services at the lowest price on the market. This would attract price-sensitive customers, although the quality of service would be minimal.
- Low Price:** Atlas would compete primarily on price, offering adequate cleaning services at a reduced cost. This could appeal to a wide segment of customers who are looking for a balance between cost and quality.
- Hybrid (Focused Low Cost):** Atlas would provide good value at a lower price than its competitors. This would involve offering cleaning services of reasonable quality at competitive prices, standing out for their efficiency and cost benefit.

- Differentiation:** Atlas would offer unique and high-quality cleaning services. This could include, the use of eco-friendly products, innovative techniques, or personalized services, clearly differentiating yourself from the competition.
- Focused Differentiation:** Atlas would specialize in offering high-value and unique cleaning services to a specific niche market, such as luxury companies or customers with special needs, ensuring a superior experience.
- Risky High Margins:** Atlas would charge high prices despite offering low value, based on a strong brand image. This strategy is risky and depends on the customer's perception of the brand.
- Monopoly Pricing:** Atlas would charge high prices for a cleaning service with no nearby substitutes. This could apply if Atlas offers an exclusive service that is not available elsewhere.
- Loss of Market Share:** Atlas would reduce its margins by lowering prices to maintain its market share. This strategy could

be used in response to intense competition or changes in market demand. (MindTools, 2023)



Source: (tutor2u, 2016)

8.3.1 Differentiation

We will offer high-quality products or services that exceed customers' expectations, developing unique and advanced solutions that solve problems effectively, and providing excellent customer service that builds loyalty and satisfaction. For differentiation, we have to invest in training, technology, and employee satisfaction. The cleaning company will focus on Excellence to maintain high standards in all aspects of the business. You will build a recognized and trusted brand. Investing in employee training will improve their skills and knowledge. We will adopt advanced technologies that improve efficiency and innovation. The Atlas cleaning company ensures that employees are motivated and satisfied, which will result in better performance.

The Atlas cleaning company could become a cost leader, which means optimizing operational efficiency and reducing costs, getting better agreements with suppliers to reduce input costs, simplifying and improving processes to minimize waste and increase productivity, and implementing practices that reduce the waste of materials and resources. The benefits of Atlas Cleaning Company's Cost Leadership are:

offering lower prices than the competition, attracting more customers, and reaching a wider market thanks to affordable prices.

9. Proposed new Strategy: Eco-Friendly Cleaning Niche Focus

ATLAS Cleaning Company will specialize in providing eco-friendly cleaning services. This strategy involves the use of environmentally friendly practices, non-toxic cleaning agents, and sustainable methods. This strategy is sustainable because the global trend towards sustainability and environmental awareness is growing. Customers are increasingly looking for environmentally friendly services. It will also focus on ecological-cleaning, Atlas cleaning Company differentiates itself from the competition. It becomes a unique selling proposition (USP). Niche specialization fosters customer loyalty. Customers who value sustainability are likely to stick with ATLAS CLEANING COMPANY. Eco-friendly practices can lead to cost savings over time. For example, the use of non-toxic agents reduces health risks for employees and customers and the marketing opportunities of Atlas Cleaning Company could take advantage of its niche approach in marketing campaigns, attracting environmentally conscious businesses and homeowners. (Barney and Hesterly, 2018)

10. Stakeholder analysis

Atlas London assesses the expectations and relative power of key stakeholders. This includes employees, customers, suppliers, investors, and the community at large. Understanding your needs and priorities helps you make informed strategic decisions. First, we'll perform a stakeholder analysis for Atlas Cleaning and evaluate their expectations and relative power. We identify the stakeholders and then list all the possible to prioritize stakeholder needs and expectations: Assess the impact of each stakeholder on the success of Atlas Cleaning. Let's take into account their contribution, influence, and importance in achieving the company's objectives. We analyse stakeholder relationships: Understanding how different stakeholders relate to each other. We identify any conflicts or synergies that may affect communication and collaboration. We develop communication and engagement strategies, based on priorities and relationships, and create customized plans to engage with each stakeholder group.

Expectations and relative power: Customers: High power and interest. They expect quality and reliable service. Employees: Moderate power. Expect fair treatment, job security, and a positive work environment. Investors: High power. Expect financial

returns and transparency. Partners: Moderate potency. Expect mutually beneficial relationships. Regulators: High power. Expect compliance with regulations. Community: Moderate power. Expect responsible practices. Suppliers: Moderate power. Expect timely payments and fair dealings. Strategic Options: Addressing customer expectations by improving cleaning services. Employee training and retention: Invest in employee development to improve service quality. Financial transparency: Meeting investor expectations through transparent financial reporting. Sustainable practices: Meeting community expectations and regulations by adopting eco-friendly practices. (Culp, 2013, pp.84–85)

11. Strategic recommendations: taking into account the challenges faced by SMEs in implementing strategic direction, we will use the success criteria to evaluate strategic options: **Suitability:** We conduct a thorough analysis of the market to identify key opportunities and threats. This includes understanding customer needs, market trends, and competitor strategies. We explore diversifying services to include green cleaning options or specialized cleaning services for different industries (e.g., healthcare, hospitality). We will invest in modern cleaning technologies and software for scheduling, customer management, and quality control to improve efficiency and quality of service.

Acceptability: We will regularly interact with stakeholders, including employees, customers, and investors, to ensure that their expectations and concerns are addressed. We will establish clear performance metrics to measure the success of new strategies. This could include customer satisfaction scores, employee retention rates, and financial performance indicators. We will develop a risk management plan to address potential challenges and uncertainties, ensuring that the proposed strategies are resilient and adaptable.

Feasibility: Evaluate the company's current resources, including financial, human, and technological assets, to determine the ability to implement new strategies. We will invest in training programs for employees to ensure they have the skills and knowledge needed to support new initiatives. The Atlas cleaning company considers forming partnerships or strategic alliances with other companies to share resources and expertise, which can help in the practical implementation of new strategies.

12. Inclusive Conclusion

In conclusion, Atlas London is making strategic decisions to improve its position in the market. Through sustainable practices and a focus on innovation, the company seeks to increase its customer base by 20% and reduce its environmental impact by 10%. Atlas London hopes to lead in sanitation and insurance in London, demonstrating how SMEs make a difference. Atlas London assesses the external environment and identifies areas for improvement & growth using PESTEL, VRIO, and SWOT. Atlas wants to grow in new markets, develop new services, and invest in infrastructure. For diversification, the company must prioritize market penetration, internal logistics, operations, external logistics, marketing, sales, after-sales service, infrastructure, human resource management, technological development, and procurement. Atlas prioritizes sustainability by developing environmentally friendly products, customer loyalty, premium pricing, and expanded operations. Atlas must prioritize quality, corporate identity, employee training, cutting-edge technology, and employee satisfaction to stand out. Atlas must increase operational efficiency, negotiate with suppliers, automate processes, and reduce waste costs for potential customers. The goals include market expansion, product improvement, differentiation, and long-term viability. Atlas London must minimize waste, use environmentally friendly products, and inform customers and stakeholders about its sustainability efforts. Strategic sustainability combines science and behaviour to drive competitiveness. It takes into account environmental concerns and responsible actions.

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