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LCMB7034 International Business Concepts

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Section 1

1. Organisational Classification and Global Strategy

1.1 Strategic Categorisation

1.1.1 Application of Bartlett and Ghoshal's model (1989)

Bartlett and Ghoshal's model (1989) can be applied for evaluating global integration of Sainsbury and balance with the local responsiveness. According Benabed (2024), Bartlett and Ghoshal's model (1989) indicate organisational ability to possess its business asper local responsiveness and global efficiency. The international strategy is closely aligned with transactional strategy in the international business market which mainly seeks strategic priorities, along with operational activity. Considering the international supply chain network, it is involved with more than 6 countries along with 2,200 sites (Sainsbury's, 2025a).

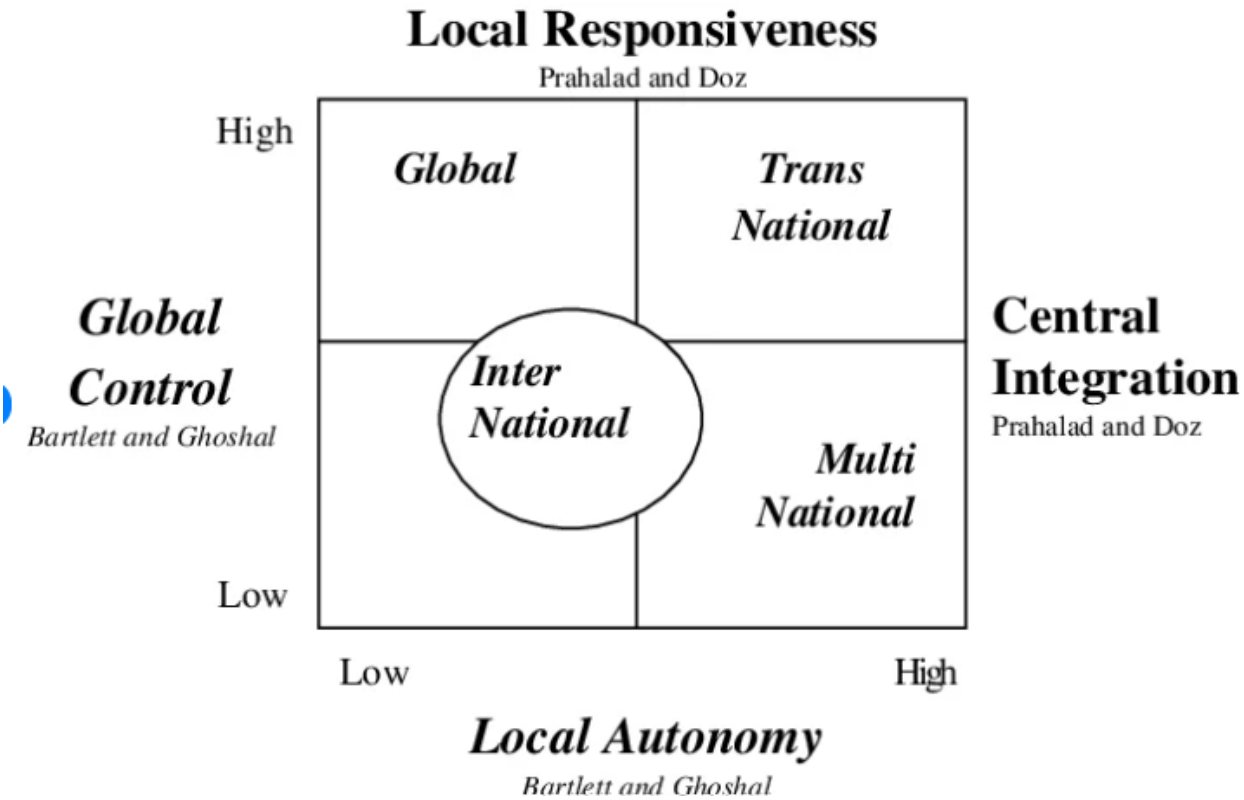


Figure 1: Bartlett and Ghoshal's model (1989)

(Source: Benabed, 2024)

1.1.2 Critically analyse the international strategy of Sainsbury

The organisation primarily operate business in domestic and localised markets, mainly focusing on the UK-based grocery and retail market. Its current strategy focuses on loyalty and volume growth; however, its limitingly focuses on global expansion. The organisation has developed its commitment to save £1bn in costs and target to increase £1.6bn+ free cash flow by FY2027 (Sainsbury's, 2025b). As the organisational strategic strength is dependent on its supply chain management, brand recognition, customer loyalty and capability. The image below shows that the organisation operates more than 600 supermarkets and 885 convenience stores across the UK and Ireland (Sainsbury, 2026a). However, the limitation of the international strategy is the over-dependency on the UK market, along with limited diversified products in comparison with other competitors.

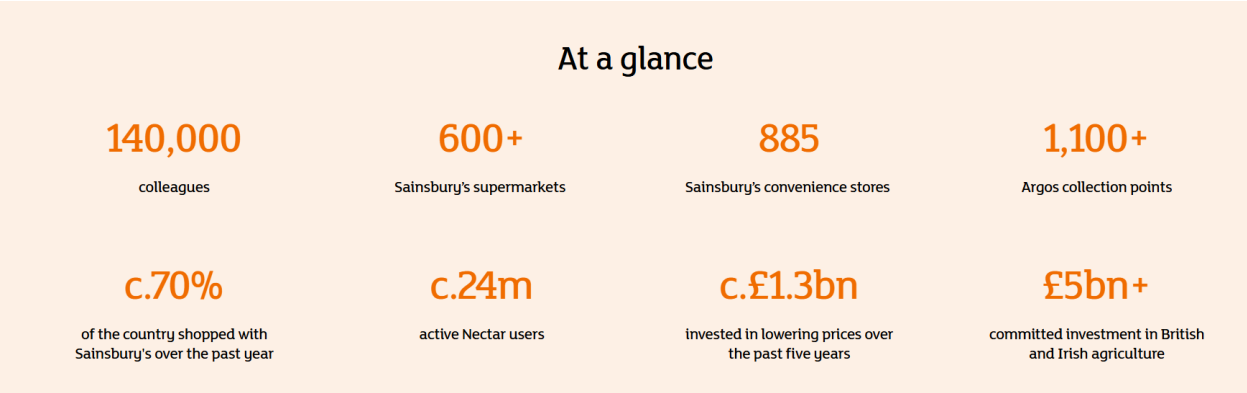


Figure 2: Overview of Sainsbury's performance

(Source: Sainsburys, 2026a)

1.2 Global Configuration

1.2.1 Appraise the firm's current geographic footprint

The current geographic footprint of Sainsbury is mainly based on the UK retail market, along with Ireland. In this geographic region, the organisation has expanded its business through online operations, retail stores, and distribution markets. As per the financial highlights, the retail sales have increased 3.1% in FY2025 in comparison with FY2024 (Sainsbury, 2025b). The total profitability rate in the domestic market was 761 million British pounds and 23.1p basic earnings per share.

Performance highlights

Financial highlights

3.1%

Retail sales growth (excl. fuel) versus the 2023/24 financial year. Including fuel sales increased 1.4%

£761m

Total underlying profit before tax, up 8.6% versus the 2023/24 financial year

23.1p

Total underlying basic earnings per share, up 4.5% versus 22.1p in the 2023/24 financial year. Basic earnings per share 10.4p

£531m

Retail free cash flow, versus £639 million in the 2023/24 financial year. Statutory net cash generated from operating

Non-financial highlights

52.8%

Reduction in absolute greenhouse gas emissions within our own operations, from our 2018/19 baseline

£33.8m

Raised for good causes

373%

More surplus food redistributed to communities versus our 2019/20 baseline

21%

Reduction in own brand plastic packaging, from our baselines in 2018 CY for food and 2020 CY for general merchandise

Figure 3: Financial highlights of Sainsbury

(Source: Sainsbury, 2025b)

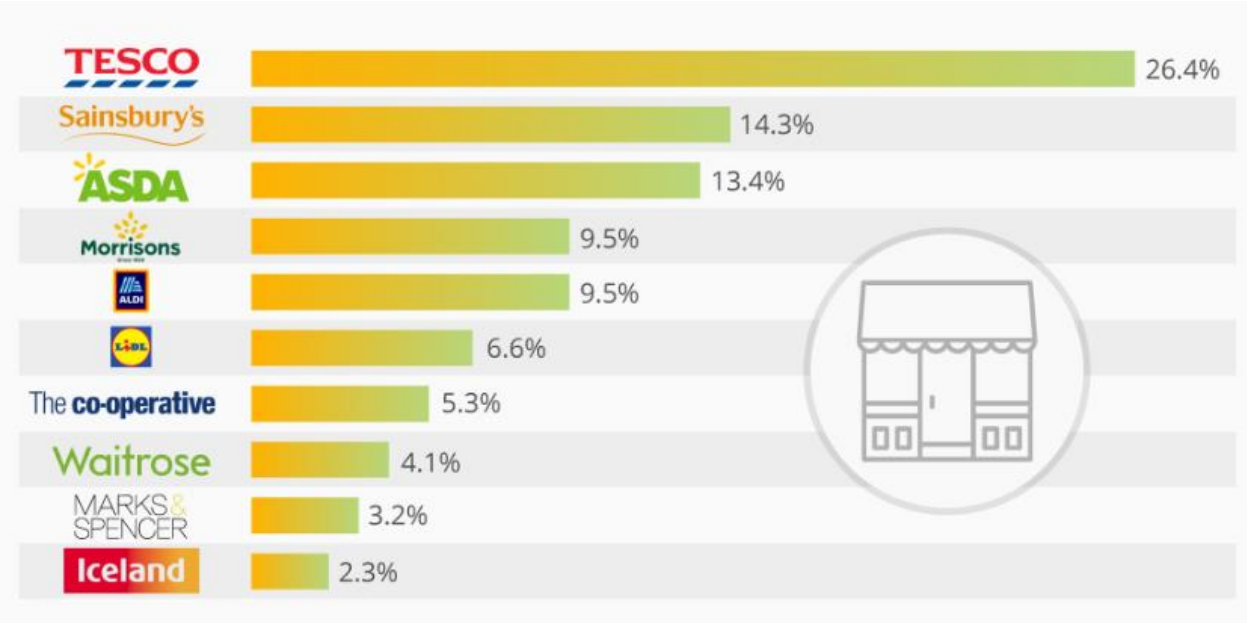


Figure 4: The rank of Sainsbury in the UK supermarket landscape

(Source: Statista, 2026a)

As per the above image, Sainsbury placed in second position in the UK supermarket landscape by 14.3%, which was led by Tesco 26.4% (Statista, 2026a).

1.2.2 The way international operations of Sainsbury contribute to value creation and competitive advantage

Value creation

The effective operational strategy improves organisational capability to deliver value specifically in digital retailing, supply chain management and product quality. To improve operational agility, it collaborates with Accenture, SAP and AWS for programme of transformation (Sainsbury, 2024).

Competitive advantage

For developing a competitive advantage, the brand has focused on customers' concerns and demand. It has made the initiative for the reduction of 21% plastic in packaging and taken the necessary action to minimise the emission of GHG by 52.8% (Sainsbury, 2025b). This critical discussion highlights that the organisation has access to the necessary operational facilities related to customer loyalty programmes, operational efficiency and brand reputation.

2. Macro-Environmental Appraisal and Market Attractiveness

2.1 Host Country Analysis

2.1.1 Selected target market and justification

For the expansion of the retail business of Sainsbury's, the organisation has a plan to focus on the Indian retail and grocery market. The selection of India for international expansion is highly justified for Sainsbury due to its favourable business environment and potential market growth. Approximately 1.42 billion people have actively engaged in the Indian retail market, and this contribute 10% of India's GDP. The below evidence shows that middle-class customers can spend 62% in the Indian retail market by 2030, which was 44% in 2020 which is higher than upper-class customers (NielsenIQ, 2026). For this assessment, India has been selected as the target market for Sainsbury's expansion due to rapid growth in grocery retailing and high engagement of middle-income customers.

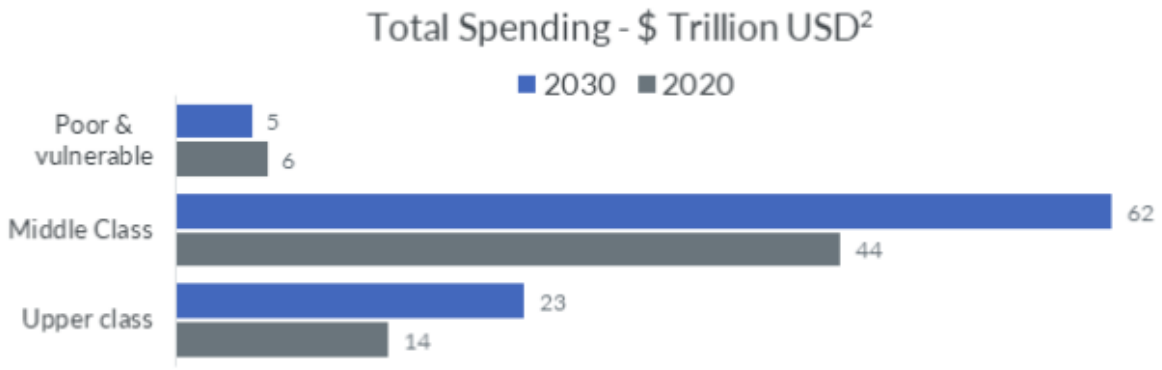


Figure 5: The middle class spends in the retail industry

(Source: NielsenIQ, 2026)

Another justification for selecting the Indian retail market is its strong economic growth due to its rapid expansion of the middle-class population, higher disposable income and urbanisation. These factors are considered key drivers to meet customer demand with a high-quality product. In another way, the lifestyle of Indian customers has shifted in electronic payment, online shopping and digital technologies. The image below shows that the market of online payment was 2542.04 billion in FY2022, which will be 8137.30 billion in FY2028 (Renubb, 2026). This delivers an opportunity for Sainsbury as an international retailer to develop a strong customer base and a competitive advantage.

This assessment has focused on the international business environment by highlighting specific market entry strategies for the MNCs. Sainsbury, which is the second largest merchandise and grocery retailer (Sainsbury, 2025a). The organisation mainly offers a wide range of grocery, packet food, and clothing products in both physical stores and online stores.

Figure 6: Indian payment market

(Source: Renubb, 2026)

2.1.2 PESTLE application

Factors	Description	Impact
Political	• High volume of political stability has been observed in India, which is influenced by strong domestic policy, weak political opposition and sustained economic growth. • The rate of foreign direct investment (FDI) has increased by 6230 USD Million in the first quarter of 2026, as the 19515.00 USD Million rate was in 2020 (Trading Economics, 2026).	The impact of the political factor is *higher* for Sainsbury to expand in the retail market as it can gain significant opportunities of a stable government with high FDI, which will be helpful for international expansion.

	• Income Tax and Goods and Services Tax (GST) are important taxes in the Indian retail business.	
Economic	• As per Statista forecast, in FY25, the inflation rate was 2.09%; however, in FY26, it increased 4.71% and is expected to become 4% by FY31 (Statista, 2026b). • The customer's spending capacity in Quarter 1, 2024, was 24971 billion; however, in Quarter 1, 2025, it was 27200 billion (Statista, 2025). • The annual growth of the Indian retail market was US$ 1093.89 billion, and it is expected to increase to US$2361.11 billion in 2030 (IBEF, 2026).	The contribution of the economic factor is *higher* as the customer's spending capacity, and the growth of the Indian retail market has significantly increased. However, due to a high inflation rate, the cost of living has also increased which creates threats for Sainsbury for lower customer engagement.
Social	• The Indian retail market offers 8% employment opportunities and is placed in 63rd position as per global ranking (IBEF, 2026). • Due to high diversity in the Indian market, there are high differences in food preferences. Among the population, there are dietary restrictions that have varied due to religious traditions. • As per Hofstede's cultural differences, the individualism rate is higher in the UK at 76, and in India it is 24 The Culture Factor 2026). This indicates that Indian culture is highly preferred for family-oriented purchasing, which means bulk purchase within an affordable range.	This creates a *barrier* for Sainsbury as it needs to maintain product diversification in every food preference, considering the religious and age-based preferences.
Technological	• Rapid technological transformation has been observed in the Indian retail market. The market	This is *beneficial* for Sainsbury as it can access

	value of e-commerce in India was USD 88.6 billion in 2022 and is expected to increase 19.6% by 2030 (Grandview Research, 2026). ● The Indian retail industry has transformed with artificial intelligence (AI), which supports optimising supply chain, hyper-personalisation, and streamlining operations. ● The organisations in the retail industry have delivered opportunities to customers through online payment facilities.	technological opportunities for expanding its business in the Indian market.
Legal	● As per the Food Safety and Standards Act (FSS Act), 2006 and the Food Safety and Standards Authority of India (FSSAI) have developed regulatory restrictions to deliver safe food to the customers (FSSAI, 2026). ● The Indian government, through the Central Consumer Protection Authority (CCPA), has primarily designed the Consumer Protection Act, 2019, which supports customer protection and resolving disputes (Consumer Affairs, 2026). ● Considering the Code on Wages, 2019, the government delivers a guarantee for minimum wages in every sector, equal remuneration, and timely payment (India.gov, 2026).	This is considered a legal *barrier* for Sainsbury's as these deliver legal pressure to operate business in India.
Environmental	● The Environment (Protection) Act, 1986, primarily focuses on maintaining environmental quality and taking actions to prevent environmental degradation (MOSPI, 2026). ● Indian retail companies and their customers show	This is also considered an operational *threat* for Sainsbury as it creates a regulatory barrier in business management.

	concern for lower carbon emissions. ● The waste management practice in the Indian retail industry has been developed based on plastic waste management and solid waste management.	

Table 1: PESTLE

(Source: Self-developed)

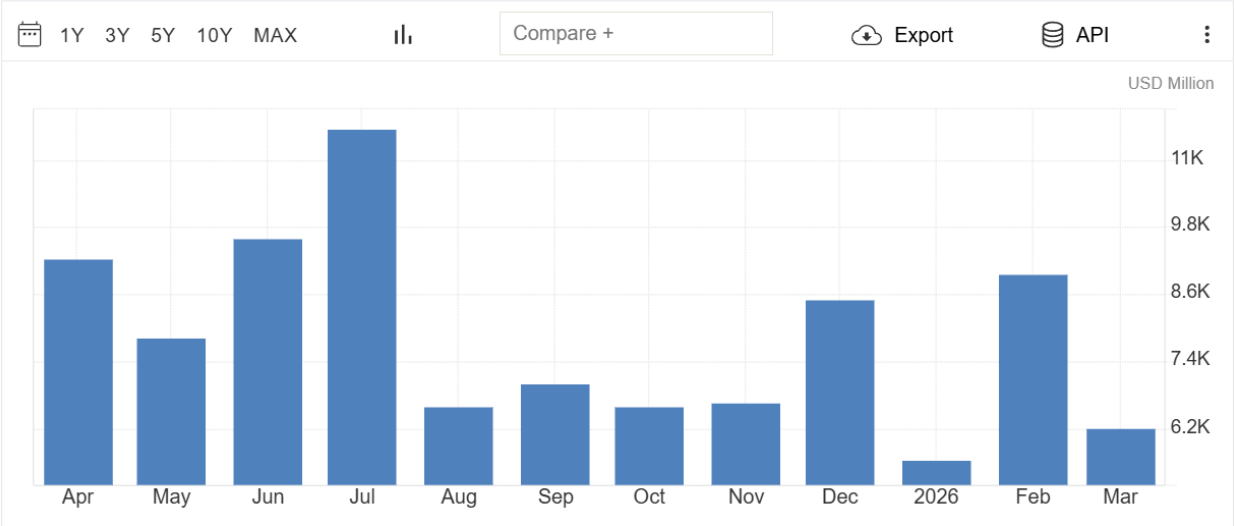


Figure 7: Foreign direct investment of India

(Source: Trading Economics, 2026)

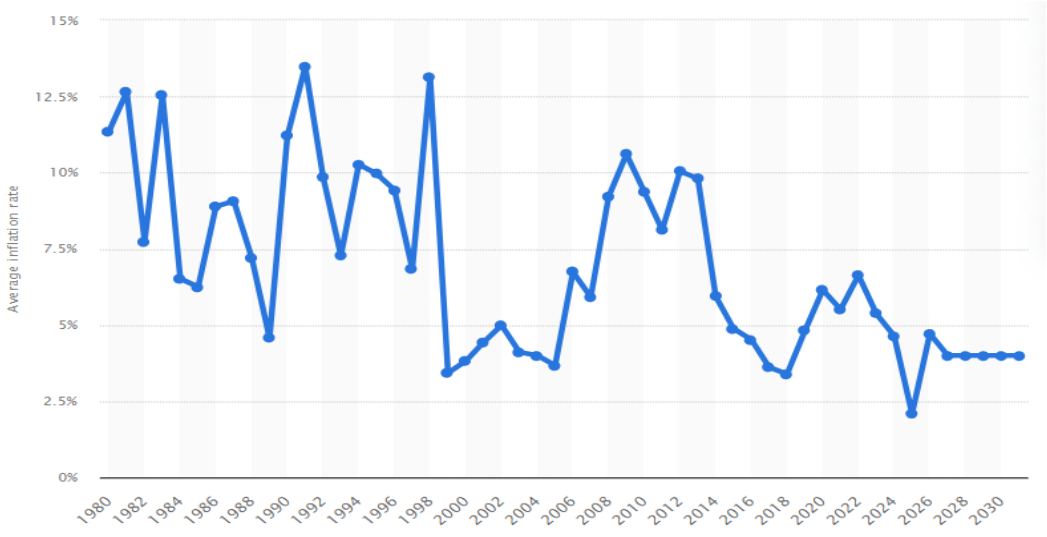


Figure 8: Average inflation forecast in the Indian market

(Source: Statista, 2026b)

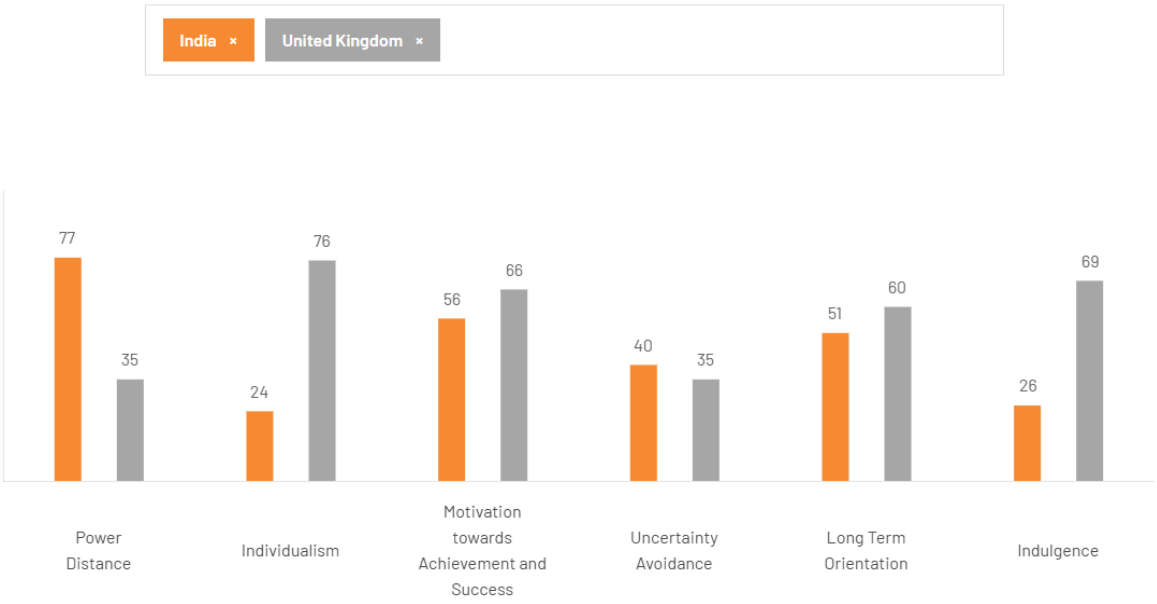


Figure 9: Hofstede country compassion tool

(Source: theculturefactor, 2026)

2.1.3 Contribution of the factors influencing the target market's

The success factor for the market entry strategy of Sainsbury in India has been strongly influenced by economic and political factors. However, as per the PESTLE table, legal and cultural factors mainly create barriers to the growth opportunity.

The positive flow of FDI and political stability has developed a supportive environment for the international operation of organisations like Sainsbury. Due to the effective governmental initiatives, favourable conditions have developed for the retail industry. The governmental initiatives play a significant role in innovation and sustainable economic growth (Khatoon and Velidandi, 2025). However, the regulatory complexity creates a barrier for foreign retailers like Sainsbury to face operational and investment-based complexity. However, the legal factors such as food safety regulation, labour law and customer protection support the retailers to avoid regulatory compliance. As Sainsbury operates in a strict regulatory environment, the Indian market has become advantageous for it to maintain regulatory monitoring.

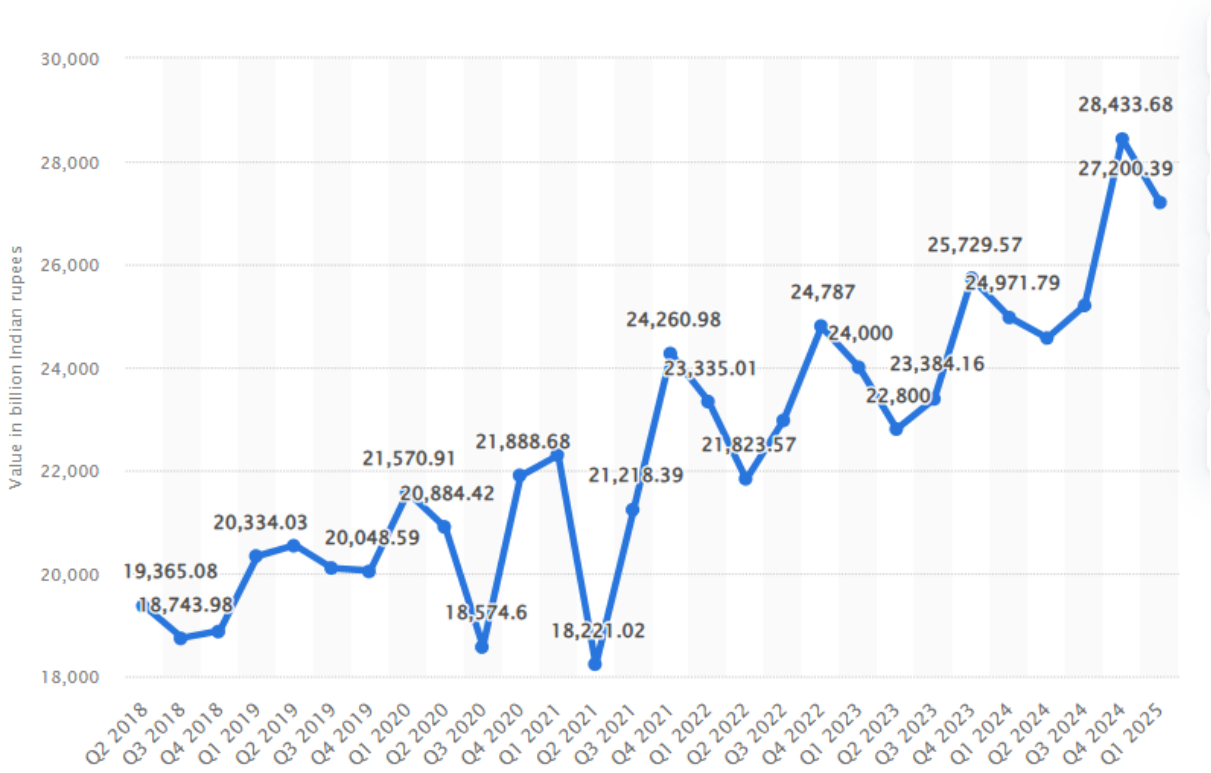


Figure 10: Customer's spending power

(Source: Statista, 2025)

The economic factor is considered a significant key driver for emerging businesses and market attractiveness. India holds a growing economy, which is crucial for organisations for rapid urbanisation and rapid disposable income. The image below shows that customers' spending power, especially the middle-class people, has been growing, which is beneficial for high customer engagement. Moreover, due to high engagement, the demand for high-quality products has also increased (Sassanelli and Pacheco, 2024). This economic approach provided Sainsbury with the opportunity to expand its business operation in a new food and grocery retail market. Consequently, raising inflation in India and high living costs increase the risk of customers' price sensitivity.

Considering socio-cultural factors, it influences customers' purchasing preferences and behaviour. Indian culture is rich in diversity due to the regional differences in shopping habits, food preferences, and consumption patterns. The application of Hofstede's cultural dimensions model highlights that Indian customers have stronger collective preferences than UK customers. Hofstede's cultural dimensions have focused on how

cultural factors increase customers' acceptance (Jan *et al.,* 2024). In the case of a family-oriented approach, influence value for money and the bulk buying process. The finding helps to understand that Sainsbury's needs to avoid to replicate the cultural preferences of UK customers in India; however, it needs to focus on localised customers' needs. The integration of physical stores along with online grocery platforms can help in meeting the growing demand for digital payment systems.

2.2 Market Entry Analysis Using Dunning's Eclectic (OLI) Paradigm

2.2.1 Application of the Eclectic (OLI) Paradigm

The Eclectic (OLI) Paradigm provides the comprehensive framework for determining the feasibility of FDI by examining whether the firm has Ownership, Location, and Internalisation advantages. As suggested by Li *et al.* (2026), the model also suggests that multinational enterprises are more likely to invest to use the firm-specific competitive assets. On the other hand, the OLI framework is appropriate for the assessment of the potential expansions of Sainsbury in India. This integrates with the company capabilities within the political, economic, and legal environment of the company. This determines the viability and the long-term sustainability of market entry.

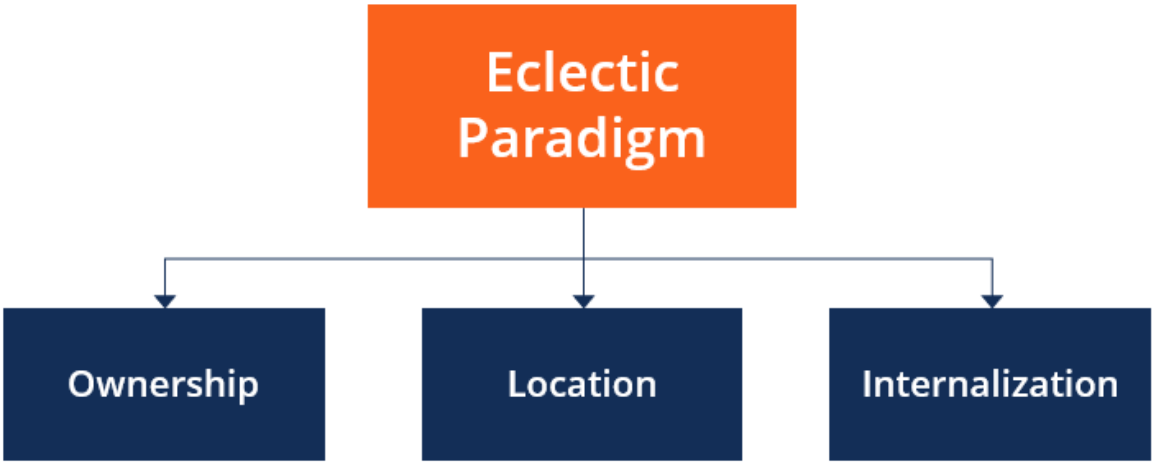


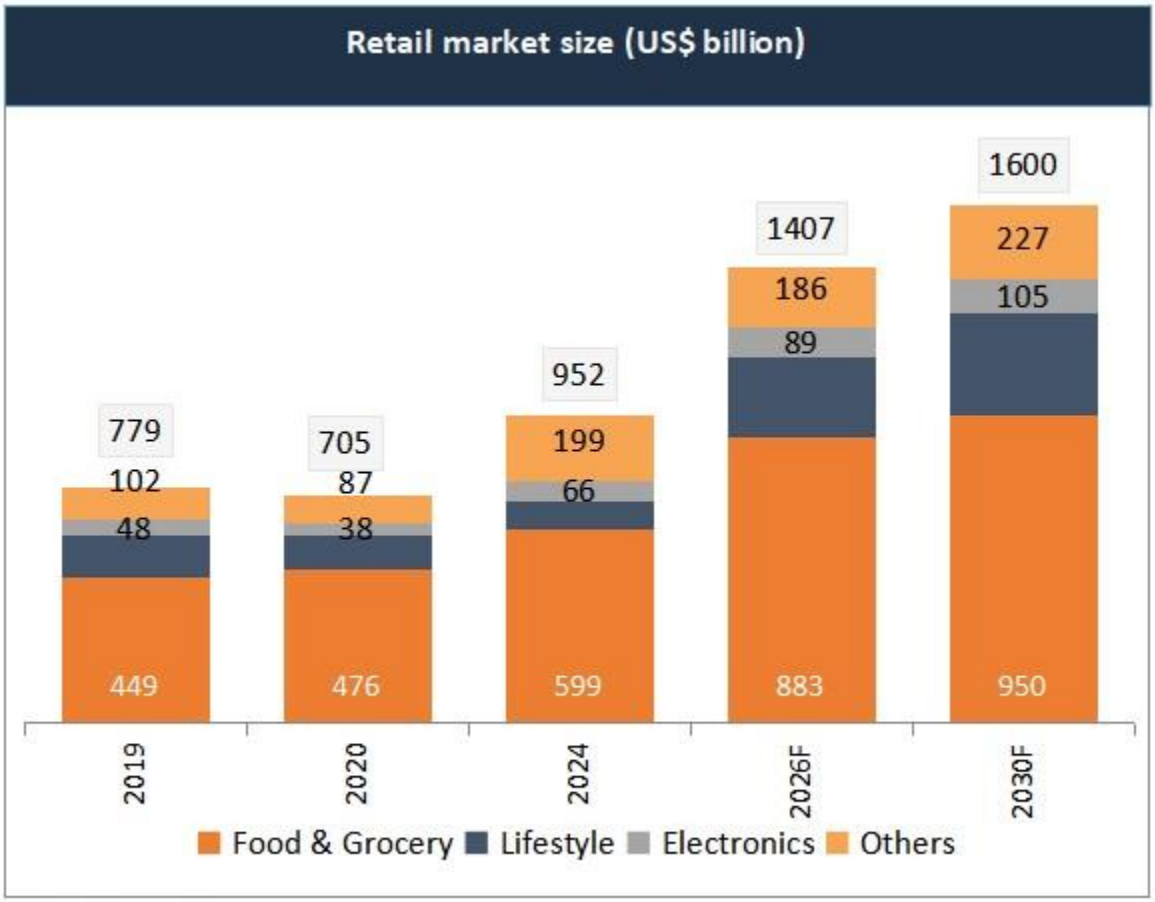
Figure 11: The overview of Eclectic (OLI) Paradigm framework

(Source: Li et *al.,* 2026)

2.2.2 Ownership (O) Advantages

The ownership advantages refer to the firm-specific assets which provide competitive advantages in the foreign market. Sainsbury has several valuable ownership advantages which could develop the entry into India. As suggested by Lokanathan (2026), the retailers also invest in digital technologies, including AI-driven inventory processes. This also develops operational efficiency along with customer experience. The capabilities

align with the expanding retail organizations in India. The direct selling industry was valued at US$ 2.57 billion in 2024 (IBEF, 2026). This is expected to reach US$ 2 trillion by 2032. The growth is driven by the increasing urbanisation and the changing consumer behaviours. However, the ownership advantages of the company are challenged by the limited brand recognition in India. The e-commerce market size of India was US$ 129.72 billion in 2025. It is projected to reach US$ 651.10 billion by 2034 (IBEF, 2026). This is due to the rising internet usage and digital payment systems



Note: F- Forecast

Figure 12: Retail Industry in India

(Source: IBEF, 2026)

2.2.3 Location (L) Advantages

India offers effective location-specific advantages which enhance the attractiveness as the main part of the foreign investments. India is expected to stay as the fastest-growing

major economy in the world. India has a higher DGP growth of 7.62% in 2025 and 7.7 % in 2026 (Statista, 2026c). This continues despite global uncertainty in the economic process. The sustained economic growth supports the increasing incomes of the family.

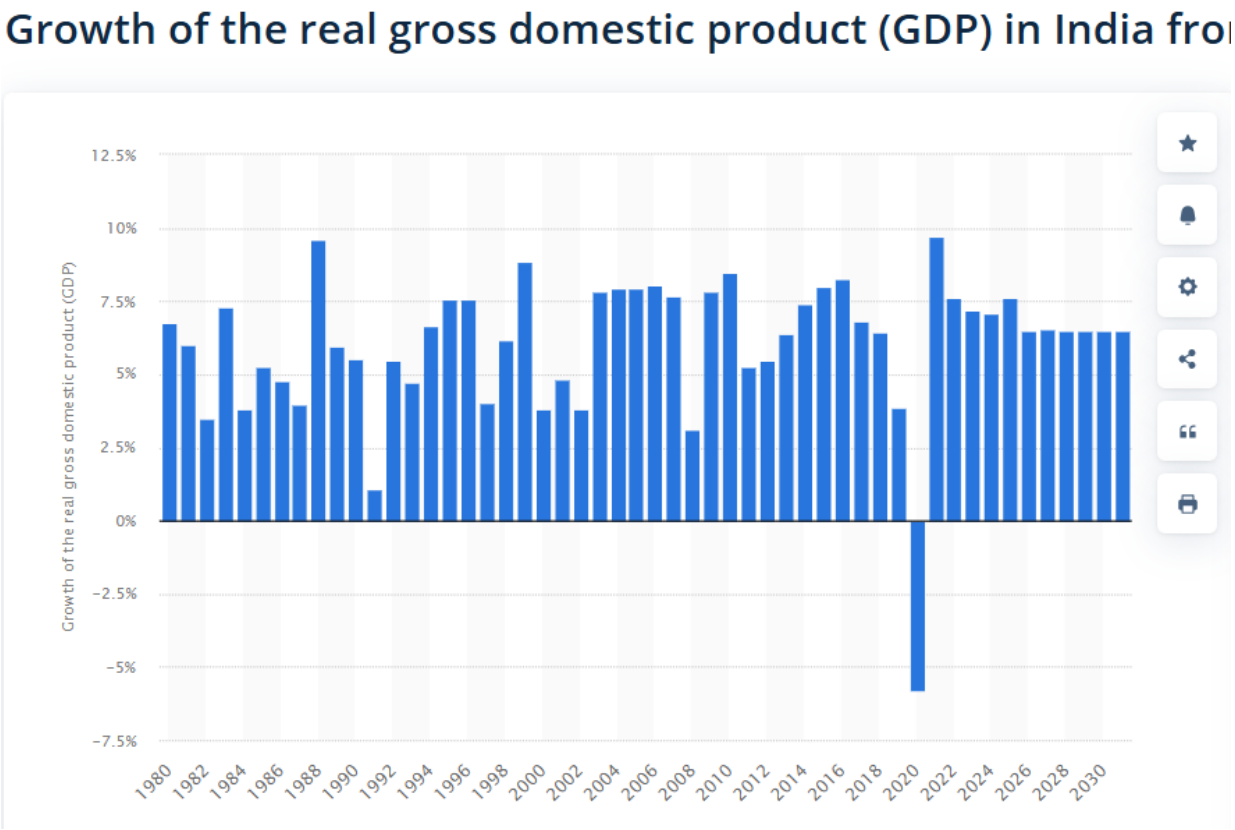


Figure 13: Growth of the GDP in India from 1980 to 2031

(Source: Statista, 2026c)

The demographic profile of India further develops the investment process (Ganapathy *et al.,* 2025). The estimated population of India is over 1.46 billion, which increases demand for premium grocery products. India's FMCG market generated revenue of US$ 289.1 billion in 2025 (IBEF, 2025). This is expected to grow at a CAGR rate of 17.3% by 2030 (IBEF, 2025). Along with that, India has almost US$81 billion of Foreign Direct Investment flows in 2025 (World Bank Group, 2026). This reflects on the continued international investors' confidence in the market. These factors provide proper conditions for the long-term expansion of Sainsbury.

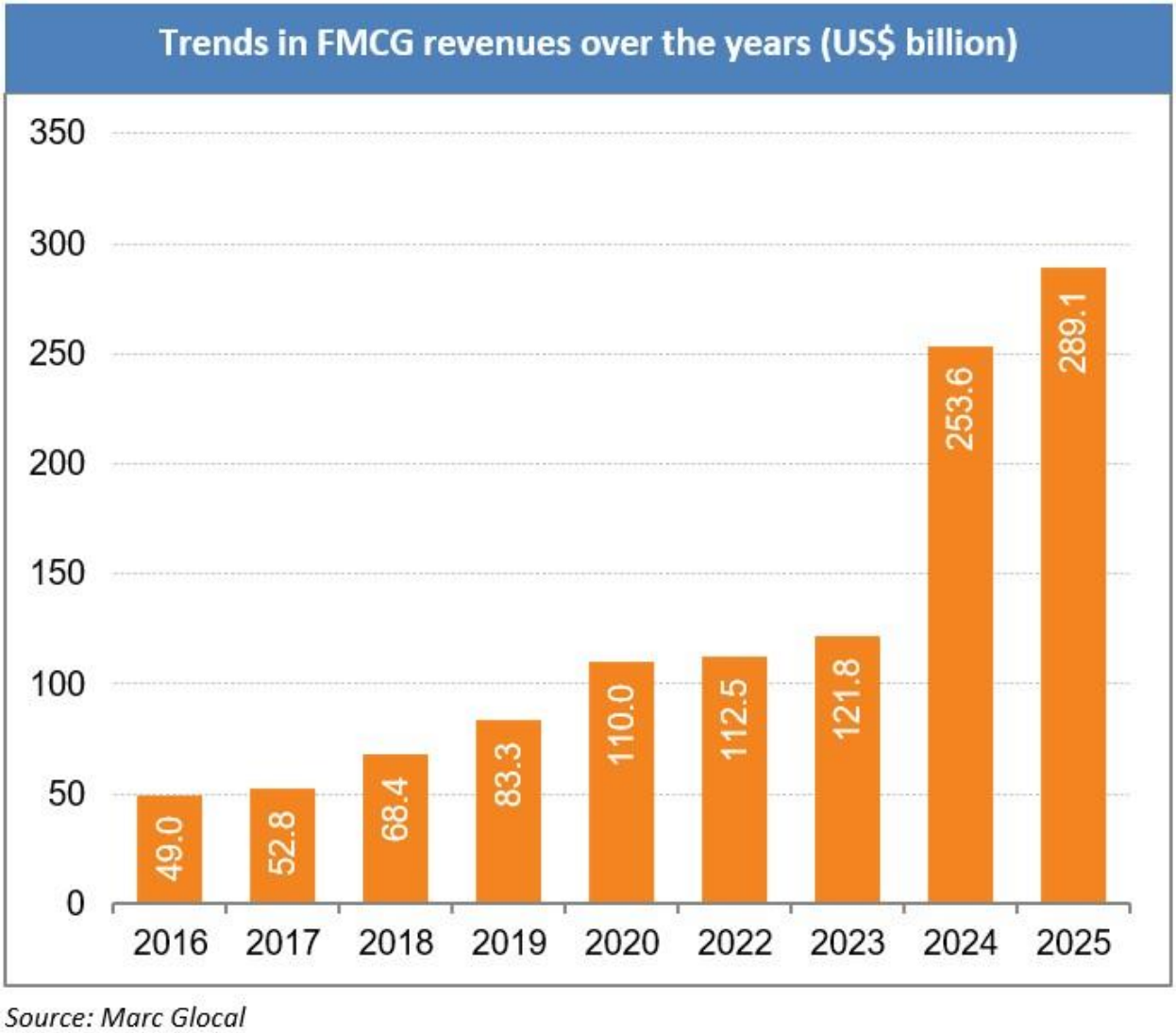


Figure 14: FMCG Industry in India

(Source: IBEF, 2025)

Nevertheless, the location disadvantages are there as well. The grocery retail also remains highly fragmented with the traditional stores in India. Along with that, as suggested by Chouhan *et al.* (2025), infrastructure challenges and the restrictions related to FDI in the multi-brand can increase the operational complexity of the business.

2.2.4 Internalisation (I) Advantages

The internalisation advantages show why firms stay to retain direct control over the international operations. As suggested by Srivastava *et al.* (2025), they are mostly based

on licensing or contractual agreements. The Indian grocery market size was USD 8.82 billion in 2024. This is projected to grow at a CAGR of 44.9% from 2025 to 2030 (GVR, 2026). This shows the effective increase in the online grocery shopping market for India. For Sainsbury, the company maintains control over the product sourcing process and the food safety protocols. Moreover, the developed wholly owned retail operations in India need proper capital investments while facing the regulatory process of the company. Moreover, the transactional costs are related to navigating the institutional environment of India. This may reduce the efficiency of the complete internalisation process. On the other hand, as suggested by Shah and Puntambekar (2025), the selective internalisations with the strategic joint venture can provide more effective approaches. With the help of this, Sainsbury could retain control over the proper technologies. This is also helpful to determine the quality standards as well as supply chain capabilities. Moreover, the supplier relationships benefit from the local partner's market knowledge as well as the regulatory expertise. This method can reduce the investment risks by preventing the core ownership advantages of the firm.

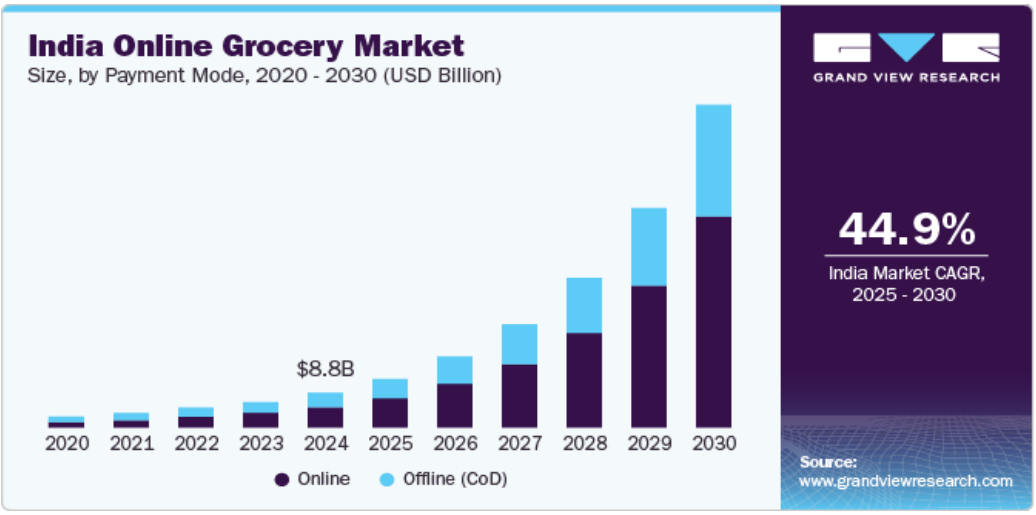


Figure 15: India Online Grocery Market from 2025 to 2030

(Source: GVR, 2026)

2.2.5 Critical Synthesis of the OLI Framework

The OLI framework shows that successful market entry is based on the interactions of the locations, ownership, and the internalisation advantages. Sainsbury has strong

ownership advantages with the help of the private label expertise and the proper supply chain management process. Along with that, as suggested by Raj (2026), India further offers proper location advantages by including proper economic growth. The large consumer market is increasing its demand for the organizational retail process. Similarly, the analysis also shows the effective limitations. The complex regulatory framework of India can reduce the effectiveness of the existing business in the UK. The company also has limited brand recognition and further limits the value of the ownership-specific assets.

Internalisations act as the main part to balance these opportunities as well as challenges (Siwach, 2026). Selective internalising strategic activities and the collaborations with experienced domestic retailers would help to develop the proprietary capabilities of the company. The findings also support the competitive advantages process of the company. Along with that, the OLI framework suggests that strategic and adaptation collaborations are helpful to generate the proper competitive advantages.

2.2.6 Implications for Market Entry

- The OLI analysis shows that India represents a proper long-term investment opportunity. Moreover, this provides Sainsbury with an entry strategy that balances control with flexibility. As suggested by Rao (2026), the strong economic growth and the demographics increase the retail modernisation process. It further supports the long-term market potential of the company; the ownership advantages also provide the foundations for the competitive differentiations of the company.
- Moreover, the institutional complexity and the strong domestic competition increase the risks related to wholly owned investments. Therefore, the phased market entry with the strategic joint venture can provide the proper balance between the control as well as risk reduction aspects (Siwach, 2026). This strategy would be helpful for Sainsbury to use the supply chain expertise and the digital capabilities to benefit from the local market knowledge and the development of distribution networks.

3. Entry Mode Strategy and Strategic Synthesis

3.1 Historical Pattern Recognition: Sainsbury's International Expansion Strategy

3.1.1 Historical Entry Modes

Major global retailers such as Tesco and Carrefour have the proper internalisation strategy. As suggested by Prakash and Singhai (2024), the caution is related to the development of the domestic UK market rather than the development of the retail subsidiaries. The international activities have also been undertaken with the help of global sourcing partnerships. This approach has helped the company improve cost efficiencies and access to international suppliers (Singh, 2022).

The growth strategy of the company has focused on domestic acquisitions to develop the position of the company. These acquisitions of Argos have successfully developed the general capabilities of Sainsbury (Sainsbury's, 2025b). These capabilities are supported by the development of an integrated omnichannel retail model. However, in 2025/2026 the company reported sales growth of 4.3% and the profit before tax of £718 million (Investigating.com, 2026). This shows the domestic-focused strategy to continue to generate stable financial performance. Along with that, the retailer now operates in almost 1,454 supermarkets and convenience stores, plus 664 Argos outlets (Sainsbury's, 2025b). This provides a greater operational platform which could support the future international expansions of the business.

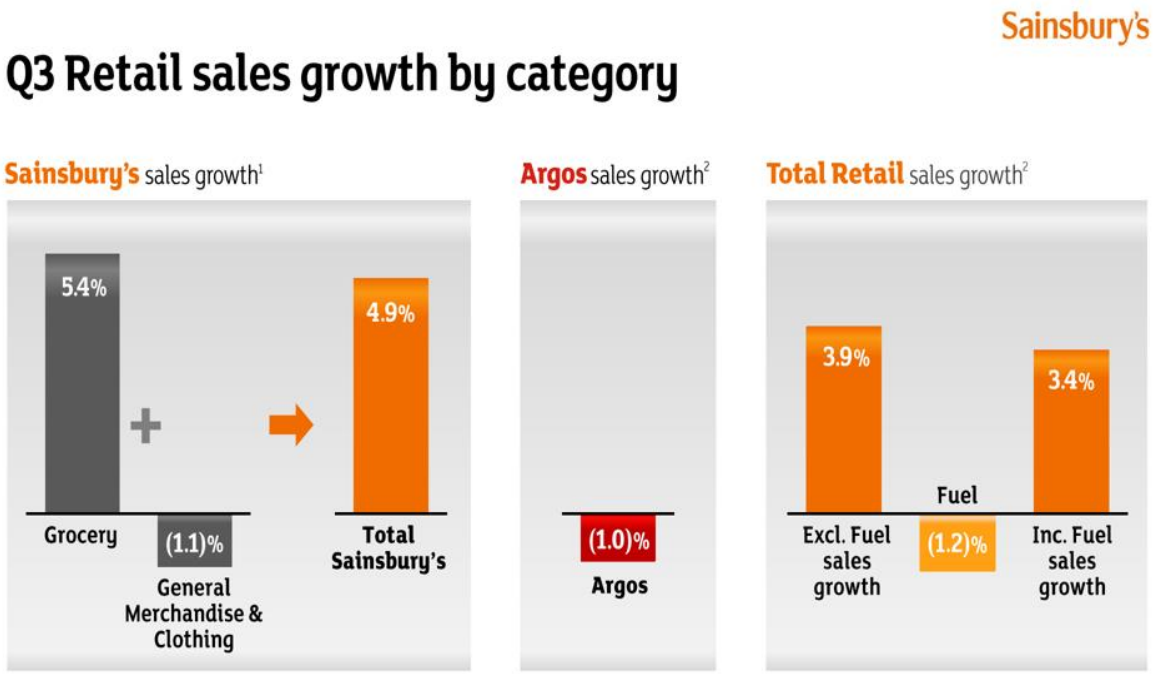


Figure 16: Sainsbury's Q3 2025/26 growth

(Source: Investigating.com, 2026)

3.1.2 Critical Evaluation of Historical Strategy

Sainsbury's issues with the international expansion strategy have developed both the advantages and the limitations. The concentration of investments in the UK has helped the company to develop strong operational capabilities. The continuous investments in digital capabilities and pricing have enabled Sainsbury's grocery market share. The company has further invested almost £1 billion in reducing prices (Sainsbury's, 2026b). This contributes to the greater grocery market share gains in the market. However, this strategy also has some limitations in long-term growth opportunities. As suggested by BAJPAI (2024), the higher dependence on the UK retail market shows the economic fluctuations of Sainsbury. On the other hand, competitors such as Tesco have various revenue streams with international operations across Asia and Europe. Similarly, limited experience can also increase the complexities while entering markets like India. Overall, the strong financial capabilities and supply chain capabilities can provide a strong

foundation to the company for managing the international expa**nsions (Ipaki and Heydarie, 2025).**

Financial highlights

Retail sales growth

4.3%

(excl. fuel) versus the 2024/25 financial year. Including fuel, sales increased 2.8%

Total underlying profit before tax

£718m

up 1.3% versus the 2024/25 financial year

Total underlying basic earnings per share

22.3p

up 3.2% versus 21.6p in the 2024/25 financial year. Basic earnings per share 17.3p versus 10.9p in the 2024/25 financial year

Retail free cash flow

£574m

up 8.1% versus £531 million in the 2024/25 financial year. Statutory net cash generated from operating activities from continuing operations was £1,774 million, versus £802 million in the 2024/25 financial year

Figure 17: The financial highlights of Sainsbury

(Source: Sainsbury's, 2026b)

3.2 Strategic Fit of Entry Mode for India

3.2.1 Evaluation of Alternative Entry Modes

Several entry modes could develop the expansions of Sainsbury into India. Each of these presents a different level of risks and resource commitment. Wholly owned subsidiaries and Greenfield investments offer the maximum control. As suggested by Pi and Wang (2026), this needs proper maximum managerial control. Acquisitions would provide rapid market access, but this is limited to a suitable acquisition process.

3.2.2 Justification of the Recommended Entry Mode

The recommended entry mode is joint venture techniques. As opined by Teece (2025), the ownership advantages of Sainsbury provide the private label experience and advanced supply chain management process. This technique reduces the transaction costs related to the diverse regulatory environments of India. The organized retail sector of India is projected to exceed US$2 trillion by 2032. This is driven by the growing customer preferences for the modern retail formats (Osho, 2025). This enables the market learning and the resource sharing process as preferred by the customers. However, the recommended joint venture is also influenced by India's regulatory framework governing Multi-Brand Retail Trade (MBRT). However, India permits up to 51% foreign direct investment in MBRT. With the help of that foreign retailers need to comply with the conditions related to the implementations.

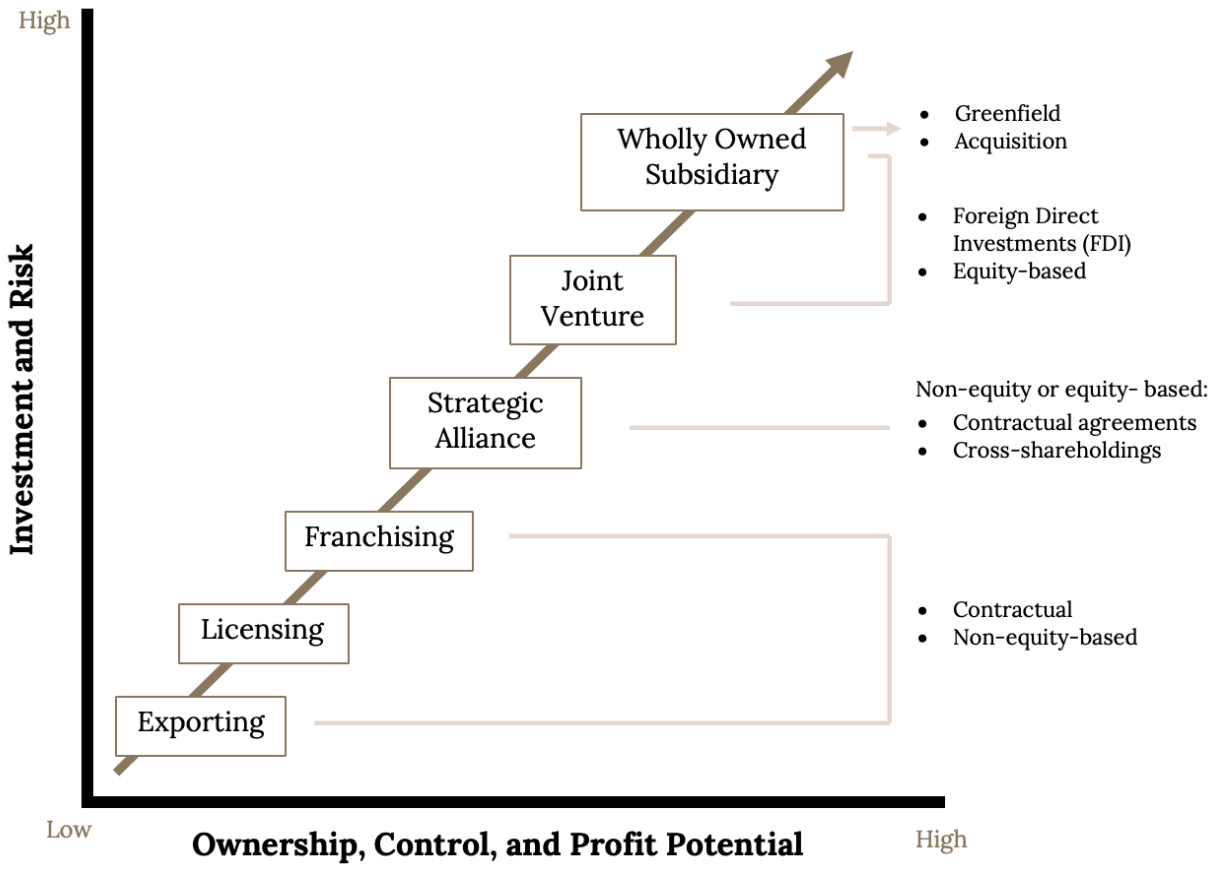


Figure 18: The overview of joint venture entry mode

(Source: Pi and Wang, 2026)

3.3 Strategic Risks and Mitigation

Strategic Risk	Potential Impact on Sainsbury's	Mitigation Strategy
Operational and Supply Chain Risk	India's fragmented logistics infrastructure and cold-chain limitations can limit the inventory process.	Develop local sourcing partnerships. Maintaining suppliers and investing in digital supply chain can be effective (Singh *et al.*, 2025).
Regulatory and Political Risk	The changes in India's foreign investment policies	Development of joint venture techniques with a

	or state-level regulations can show impact.	reputable local partner.
Consumer Behaviour Risk	Differences in dietary preferences and shopping habits (Sahu *et al.,* 2025).	Employ local management teams and continuous market research.
Competitive Risk	Strong competition from domestic retailers such as Reliance Retail, DMart and Tata-owned retail.	Variety through premium private-label products.

Table 2: Strategic Risks and Mitigation

(Source: Self-developed)

3.4 Strategic Synthesis, Conclusion and Recommendations

3.4.1 Strategic Synthesis and Conclusion

Strategic Synthesis

The overall analysis shows India provides effective long-term growth potential to Sainsbury. This is due to the proper macroeconomic conditions. The Indian economy is projected to grow by 6.2% in 2025 and 6.3% in 2026 (World Bank Group, 2026). This shows the proper design of the foreign investment process. Furthermore, rapid urbanization, and increasing consumer spending is effective for Sainsbury to establish a sustainable long-term presence in India's grocery sector.

Conclusion

The report properly evaluated the international expansion strategy of Sainsbury's. The analysis of the Bartlett and Ghoshal model shows the company mostly follows a domestic-focused strategy. This is supported by the strong supply chain capabilities of the company along with customer loyalty and the operational efficiency process. Based on these evaluations, the joint venture technique has been suggested. This is the most effective strategy for market entry. Overall, the entry in India provides strategic challenges which can be managed properly with the help of joint venture strategies.

3.4.2 Recommendations

- *Maintaining a joint venture strategy:* Maintaining a partnership strategy with the Indian retailers can reduce the regulatory as well as operational risks.
- *Localize products and marketing:* Adoption of private label products to Indian dietary preferences. As suggested by Singh *et al. (*2025), the cultural requirements can also be implemented with locally tailored promotional campaigns to develop customer acceptance.
- *Strengthen Digital and Omnichannel Retailing:* The integration of physical stores along with online grocery platforms can help in meeting the growing demand for digital payment systems. This can further meet the demand for proper shopping experiences.
- *Develop Sustainable Local Supply Chains:* The increase from the Indian suppliers can enhance the cost efficiency process (Sahu e*t al.,* 2025). This can reduce the logistic risks and support the sustainability process.

Section 2: Reflective Account Using Gibbs' Reflective Cycle

Description

Gibb's reflective model has been applied in this research for developing a reflective statement as per the own findings on international business strategy for Sainsbury in the Indian market. Gibb's reflective model helps in narrative writing through project-based learning (Praveena *et al.,* 2025). For this assessment, I am engaged to analyse the justification for selecting the Indian retail market for the business expansion of Sainsbury. I have done organisational classification as per the organisational international strategy, and global configuration as per Sainsbury's context. After selecting the target market, I have done macro-environmental analysis by using the PESTLE tool, where I have researched the necessary information related to market opportunities and barriers. Then I have searched about significant market entry strategies by using OLI Framework. Based on the strategic fit of market entry, I have selected the joint venture technique as it supports influencing organisational supply chain management. During this research process, I have applied different theoretical approaches with the real-world practical decisions, such as Bartlett and Ghoshal's model, Hofstede's cultural model, PESTLE and OLI framework. These theoretical applications are considered as evidence for synthesising the international business strategy for Sainsbury.

Feeling

At the initial stage of this assessment, I was confused about the roadmap to design this reflective statement however after completion, I became confident for independent research. I have limited knowledge to apply a theoretical approach in real-world business situations. During the initial stage, I felt uncertainty about the availability of the necessary information. Effective research skills have increased the self-confidence of the individual, which supports further progress (Mekonnen, 2025). I am concerned to avoid the descriptive discussion and progress the assessment based on critical analysis. I have collected the necessary statistical data, which makes the presentation more evident and attractive. I also have concerns about the ethical principles while collecting the necessary information from the relevant sources.

Evaluations

After completing this assessment, this task is crucial for developing my understanding of the concept of international business and market entry strategy in the international market. The application of academic theories and strategic tools has contributed to improving my research quality. For example, through the application of Bartlett and Ghoshal's model, I improved my understanding of the ability of multinational organisations (MNCs) in making their strategic decisions based on their strengths. During finding about Sainsbury, it is observed that it mainly operates based on the domestic market, so I have understood that it might face cultural difficulties while expanding into the international market. For example, linking with operations, linking with the external environment of India, I have used PESTLE. PESTLE is an important tool for strategic business planning, which mainly lies on market opportunities and vulnerabilities (Qadri and Tariq, 2025). I have realised that external factors play a critical role as they influence organisational performance. This assessment has strengthened my critical thinking and research skills, which have been developed through the comparison of multiple sources. This personal experience, which I have gained through the assessment, has developed my ability to deal with real-world business situations.

Analysis

While preparing this assignment, this effectively enhanced my understanding of how international business theories can be used in this complex strategic decision-making process. At first, I considered the market entry as the main part of the market attractiveness. However, the applications of "Bartlett and Ghoshal's model, PESTLE analysis, Dunning's OLI framework" helped me to develop my thinking capabilities. I understood that successful international expansions are based on the proper organizational capabilities and the external business aspects. This module also helped me to understand the effectiveness of applying theories. For instance, the PESTLE analysis identified the proper economic growth of India and the advantages of expanding the retail sector. Similarly, the OLI framework helped me to show the ownership advantages of Sainsbury's. Furthermore, I developed higher critical thinking capabilities and evidence-based decision-making skills. Effective decisions making process can be helpful to deliver proper projects (Görtzen *et al.,* 2025). These are effective for the international business management process. On the other hand, the developed stronger

critical thinking and the analytical thinking help to manage the skills. These are effective for both the business management process.

Conclusion

After completing this assignment, this developed my understanding of the international market expansion process. With the help of the research process, I gained deeper knowledge to support my practical decision-making in the business. This assignment also developed my research capabilities. By using recent company reports, government publications, and international data I tend to develop my skills. Overall, the learning process increased my confidence to apply international business theories and real-world organizational capabilities. This also shows the effectiveness of integrating the proper analytical framework for producing the proper strategic recommendations. These provide both strategic recommendations for both future academic work and the decision-making process. This strategic recommendations will be valuable fit both the future academic work and the professional decision making in international business contexts.

Action Plan

This assessment has identified some of the areas for my future academic as well as professional development. For my future assignments, I am trying to begin the research process earlier. It helps me to review the academic literature more. As suggested by Biondi and Russo (2022), early planning helps to comprehend viewpoints critically before developing conclusions. Moreover, this helps me to enhance the process properly. Along with that, I also aim to develop my critical writing skills by focusing on the relationship between theories. Professionally, I try to apply the knowledge gained from the module. This helps me to analyse the market-specific risks more before recommending strategic decisions. This reflective approach will support my continuous development process. Additionally, I aim to enhance the critically writing skills by focusing more on evaluating the relationship between theories rather than discussing them properly. The development of the higher synthesize of the skills help to improve my ability. This reflective approach will support my development process as the future business professionals. This

assignments help in developing my capabilities by using the company reports and the publications. This helps to develop my academic skills for the future academic projects.

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