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M&S

Marks & Spencers

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Introduction

Strategic management guides the organisation in achieving all the mission and targets of the organisation. Efficient planning and execution helps the organisation to plan, monitor, analyse and assess all the requirements to attain the goals and objectives of the organisation. In this report, a strategic management analysis will be conducted. Since this study involves understanding of all the strategic management activities of marks & spencer, different analysis of this organisation will be included in the study. Micro environmental analysis, macro environmental analysis, and strategic analysis will be included as a part of this study.

Background

Marks & Spencer, also known as M&S, is a British retail clothing and food company that is headquartered in London. This brand is established in 1884, as an open market in Yorkshire. This brand is specialised in clothing, beauty and home goods. M&S was established by Michael Marks and Thomas Spencer. When first established in Yorkshire, it was known as penny bazar. Michael Mark was the owner back then, who also involved Thomas Spencer as a partner in 1894 (Scott and Walker, 2017). Later, the business was expanded with the help of Simon, Marks son. He transformed the business into various outdoor stalls and markets in northern England. This brand made its reputation in the early 20 century, who developed a policy of selling only British made goods. International expansion of the brand took place in 1973, with a branch opened in Canada (Jackson et al., 2019). Later the brand was able to make its expansion into France and Belgium. With the financial decline of this era, about 30 stores were identified for closure in 2015 and 2016. Few other stores were also identified for closure in 2017 and 2018. In September 2021, company further identified closure of more than 30 stores globally as a part of the turnaround plan of the company (Schnee, 2022). The internationalisation of the brand also made it possible for the brand to expand its business into different nations such as Germany, Spain and Hong Kong (Omoikhodu, 2017). After a decade later, the number of shops in the UK doubled to more than 700.



Marks and Spencer logo (Adapted from; <https://1000logos.net/ms-logo/>)

Mission and objectives

M&S mission statement reveals that the organisation is emphasised on delivering high quality goods. Its mission also makes it clear with the intention of inspiring customers through providing them with best quality products and experience (Spencer, 2023). The mission statement also makes a good experience for the customers with a good value for their money. Mission of the organisation also makes it possible to attain a good future

for the customers in terms of the products such as foods, apparel, home products and clothing (Fashionabc, 2022). Their mission is aimed at developing a global community where everyone gets an access to products easily (MSA, 2021). Sustainable future is also involved in the mission statement of the organisation. inspirational quality accessible to others is the mission of Marks and Spencer.

Vision of Marks & Spencer is clearly stated as “to provide a standard against what its competitors are measured” (Fashionabc, 2022). Vision statement also indicate that

customer experience to care for the community and environment and to develop a better working environment for the employees (MSA, 2021). This vision statement states that the company wants to obtain optimum standards for acting as a standard in the market. The core values of Marks and Spencer are integrity, innovation, service, trust, and willingness to change.

Macro environmental analysis

Macro environmental analysis of Marks and Spencer is analysed through the help of PESTLE analysis. An organisation's macro environmental analysis is expressed through its various elements such as political, sociocultural, economic, technological, Legal, and environmental aspects. The analysis will deliver a better understanding of the current and future market of Marks and Spencer.

PESTLE analysis

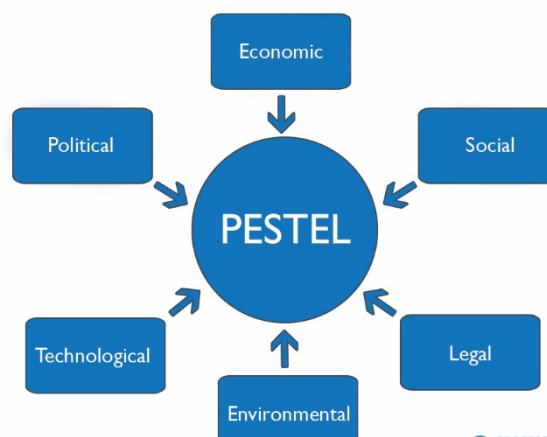


Figure 1: PESTLE analysis (Adapted from professional academy, 2023)

Political factors

Marks and Spencer is an organisation that is spread over various countries with different political environment and political systems. The company has all the benefits of EC's trade agreements that helps in reducing sourcing cost. To attain success in the dynamic industry, organisation needs to diversify and mitigate the political environment (Spencer, 2018). While entering certain market, organisation needs to follow certain factors that are necessary. Thus, company is taking note of political stability and importance of retail sector in economy of various nations (Gupta and Gentry, 2018). Marks and Spencer is also taking note of risk of military invasion, level

of corruption, and intellectual property protection in different markets (Jones and Comfort, 2019). Trade regulations and tariffs related to various customer services are also few of the political elements that are taken note by Marks and Spencer (Mahru, 2017). Pricing regulations, taxation aspects, wage legislation and industrial safety regulations in consumer service sector are also few of the political aspects that are influencing Marks and Spencer market.

Economic factors

The extensive demand and aggregate investment in an economy are determined by the macroenvironmental factors, such as the inflation rate, savings rate, interest rate, foreign exchange rate, and economic cycle. While microenvironmental elements like industry norms have an impact on the firm's competitive edge (Spencer, 2018). The company's main strategy is in line with offering its clients high-quality items. However, a financial crisis may result in a decline in demand for high-quality goods from Marks & Spencer due to consumers' limited disposable income, which further limits their capacity to spend on luxuries or apparel (Mahru, 2017). The crisis has had an impact on Marks & Spencer, which had to eliminate 2% of its 70,000-person workforce.

Sociocultural factors

An organisations environment is also influenced by society's culture and way of doing things. Thus, shared beliefs and attitudes of the population holds a significant play in how marketers at Marks and Spencer group will understand how customers of a given market understand and how they design the marketing activities for the retail industry consumers (Mahru, 2017). Few of the social factors that impact Marks and Spencer group are demographics and skill level of population, leisure interests of the community, hierarchy, class structure and power structure of the society (Gupta and Gentry, 2018). in the food industry sector, where society is influenced by consumption of ready meals, this laid down an opportunity for the food industry of Marks and Spencer as well (Mahru, 2017). Marks and Spencer has dominated this industry over the years and this has influenced many other ready meal organisations within the UK.

Technological factors

Technological developments are also influential in determining the overall growth of the organisation. In case of Marks and Spencer as well, technology transformation program has been announced. This technology transformation program enabled Marks and Spencer to become a digital first business and to deliver a better customer experience (Bush, 2019). The technological advancements are also aimed at delivering a better customer experience. This technology also has the potential of creating an agile, and faster commercial technology function that can enhance the business. The adoption of this new technology agile methods also helps Marks and Spencer to exploit new technology that can further enhance the business functioning (Jones and Comfort, 2019). The technology also has influence on product offering, cost structure, and value chain structure in customer service sector.

Legal factors

Legal frameworks of different nations also influence the marketing activities of the organisation. In case of Marks and Spencer as well, there are various legal aspects that determine the overall functioning of the organisation beyond the borders. Training sessions are conducted by Marks and Spencer continuously for the employees to keep them updated with the current laws and legislations. It is also noted that Marks and Spencer had faced certain legal obligations when the organisation has been accused of potential risk to the employees due to exposure to asbestos. Marks and Spencer undertook measures to renovate and avoid the materials that caused cancer (Jones and Comfort, 2019). Yet however, the measures undertaken by Marks and Spencer were inadequate and their approach towards this issue was not recognised (Bush, 2019). They have been convicted for these offences. Anti-trust law of retail industry as well as discrimination law are also influential factors. Health and safety law, employment law are also considered by Marks and Spencer.

Environmental factors

Environmental norms of different markets are different and have impact on the profitability of the organisation. Marks and Spencer, who is awaited to maintain their image, has been involving sustainability practices in their operations (Gupta and Gentry, 2018). These sustainability practices are visible in all the activities of the organisation that involve clothing, food and home products (Bush, 2019). The sustainability interventions are aimed at reducing the carbon emission from

manufacturing processes and deforestation of the land (Bush, 2019). While analysing the macro environment of an organisation, it is important to look at aspects such as weather, climate change, recycling processes, waste management, air and water pollution index, and attitude towards green or ecological products (Jones and Comfort, 2018).

Micro environmental analysis

Industry life cycle

Micro environmental analysis of the organisation reveals the aspects related to current phase of the company. The following figure could be considered as the representation of industry lifecycle of the company. The stages of the industry life cycle includes a stage of development, introduction, growth, maturity and decline over time (Habersang et al., 2019). Current phase of the company indicates that it has passed the stage of maturity and reached a stage of decline. This positioning in the declining stage could be related to the high competition that the organisation has faced and the saturation that is generally visible in the retail market (Habersang et al., 2019). It is also noted that the organisation needs to develop new strategies that will hold the potential of the company and lead into success.

Porter's industry five forces analysis

Porter's five force analysis of an organisation demonstrates its activities and strategies management through various components such as threat of new entrants, competitive rivalry, bargaining power of customers, bargaining power buyers, and threat of substitutes.



Figure 2: Porters five forces (Adapted from Team, 2022)

Threat of new entrants

Market maturity, brand loyalty, and high entry costs serve as obstacles to new companies entering the market. Due to the high capital costs required to enter the market, market maturity, and strong brand names that have won customers' loyalty, the retailing sector faces little competition from new entrants (Stevenson and Cole, 2018). The strong consumer loyalty of M&S, the business's focus on high-quality items, and its extensive and well-resourced supply chain network would all serve to deter potential competitors (Jackson et al., 2019). Younger, fashion-conscious customers are the target market for clothing retailers like Zara, H&M, Gap, and Next because to their reasonable prices and newest styles (Voss et al., 2019). One of the company's primary rivals in recent years has been the online apparel shop ASOS. Furthermore, traditional store-only food merchants are beginning to lose market share to online grocers like Ocado.

Competitive rivalry

Retail outlets are an extremely competitive sector of the economy. This is due to the component that this industry houses numerous enterprises under one roof. M&S is in

competition with all businesses, including apparel retailers, food chains, and others (Voss et al., 2019). The company is fighting against fierce competition from grocery store chains, homegoods stores, and fashion merchants. Supermarkets like Tesco, Sainsbury's, and Asda compete with the company's food division, as do clothing and home goods businesses like Topshop, Zara, and John Lewis (Stevenson and Cole, 2018). The 132-year-old company, which earned its reputation on providing high-quality, affordable products, has recently begun to refocus on a low-cost approach for its clothes sector. Some of the internet retailers and catalogue sellers have also served as M&S's rivals (Jackson et al., 2019).

Threat of substitutes

Due to the ease with which any company can copy apparel and food products, there is a very high risk of substitutes. The issue of alternatives is significant for its clothes business because it is getting easier and easier to copy or imitate existing patterns. The collapse of M&S after the 1990s was mostly brought on by other merchants using imports from other countries. Threat to M&S's company has also come from a shift in consumer tastes from high quality to low pricing. Customers may choose to purchase goods with comparable labels at lesser prices (Souza and Hooker, 2017). Tesco and Sainsbury's have already created a high-quality assortment of items, which were formerly thought of as a traditional market for M&S. Tesco and Sainsbury's are two of the four major supermarkets in the British market.

Bargaining power of suppliers

Previously, when the business was heavily dependent on a British supplier, the suppliers' negotiating strength was strong due to their market monopoly (Souza and Hooker, 2017). However, after the 1990s, M&S had a sharp decrease in revenues, which pushed it to outsource globally and deal with foreign suppliers that provided prices that were much more appealing (Jackson et al., 2019). M&S changed which suppliers it used, which decreased the British supplier's negotiating leverage. Currently, M&S has limited supplier negotiating strength.

Bargaining power of customers

The retail industry is characterised by a high bargaining power of customers. This phenomenon can be attributed to the saturation of the industry. M&S has adopted a

low-cost approach due to the competitive strategies of its rivals, who offer similar products at highly competitive prices (Souza and Hooker, 2017). The retailer is being impacted by various changes in the consumer market, including heightened price sensitivity among customers who seek classical designs, a growing preference for fashionable items, and a lack of loyalty among UK consumers towards British products (Omoikhodu, 2017). The decline in consumer confidence subsequent to the Brexit referendum is anticipated to have an impact on the growth of sales, prompting the company to reduce its prices and concentrate on addressing the requirements of its customers.

Analysing all these elements indicate that competitive rivalry is high in case of Marks and Spencer, and this brand also face a high bargaining power of buyers. Bargaining power of suppliers is low since there are concentrated purchases and even the threat of new entrants are of a medium level. Since there are other retailers that are already established, this threat of new entrants is considered to be low to medium. Threat of substitutes are also considered to be high.

Internal analysis

Strategic resources and capabilities

Marks and Spencer adopts several strategic resources that are essential in leading towards success of the company. Marks and Spencer, being in the retail sector is operating in a highly competitive field as there are many factors that influence the activities of the organisation in the outside environment. Since they are involved in food industry, clothing, home and beauty products, they have to deal with competitors in different fields (Kasi, 2017). M&S is very sensitive to the technological changes and advancements (Mowla et al., 2017). It is also influenced by the economic and social factors. In the clothing industry, organisation has to keep updated to maintain a good position in this area. The main elements that guide the growth and success of Marks and Spencer in the clothing industry is the changing trends and online purchasing of customers (Arsalan, 2022). Core values of Marks and Spencer that are quality, affordability and services were facing several criticism from the customers. Various competitors that are involved in the food industry such as Tesco, and Sainsbury focused on delivering frozen and readymade products (Kasi, 2017). Marks and Spencer also faces challenges from all the business components that it is competing with. But still Marks and Spencer has not changed enough to meet the requirements

of becoming competitive with these competitors. This most often resulted in having profit loss and loss of market share (Omoikhudu, 2017). Marks and Spencer is trying to regain the market share and dominance they need to obtain. Even though M&S is taking larger market shares recently, they are still suffering in its profit value.

Value chain analysis

Value chain analysis of an organisation is a strategic tool that is used to observe the activities of that organisation that led to development of products and services. Value chain analysis involves components such as inbound logistics, outbound logistics, marketing and sales, operations, and service. Value chain analysis includes primary activities and secondary activities (Arsalan, 2022). The primary activities are those involved with the creation and delivery of product and inbound logistics, marketing and sales, operations and service. Secondary activities of the organisation are firm infrastructure, human resource management, technology development and procurement.

Primary activities

Receiving, storing, and distributing the materials used to produce goods and services are traditionally the focus of inbound logistics activities. Due to its Plan A sustainability programme, which aims to make big improvements in its global supply chain, M&S won the GBS supply chain award and has since taken a significant lead. The EC recognised M&S by awarding it the European Business Award for the Environment. According to M&S's 2016 annual report, it would seek to increase customer visits and spend through "Inspiring and effortless experience" and retail workers are trained and rewarded for giving customers that kind of experience (Kasi, 2017). M&S is working to improve customer experience. Although M&S insisted that no financial information was disclosed, the incident demonstrated a lack of proper safeguards. The gathering, warehousing, and delivery of goods and services to clients are all part of outbound logistics (Ivoryresearch.com, 2017). M&S offers click-and-collect services, internet shopping, home catalogue shopping, in-store shopping, and all of these (Macrae, 2014). The British retailer has expedited a strategy to make its supply chain more efficient by aiming to save \$280 million by 2020 after appointing Mark Bolland in 2010 (Arsalan, 2022). M&S is also concentrating on combining smaller warehouses to improve distribution and supply chain efficiency. Sales and marketing work together to inform customers about the product and persuade them to buy it or use the service.

(Perry, 2017). electronic division Lean start-up technologies are used by M&S Venture Lab to enhance the customer purchasing experience (Arsalan, 2022). In 2014–2015, the firm developed a unifying storytelling-based brand identity for its food and clothes markets through "Only M&S," while keeping "Est. 1884" and thereby recognising its past (Dooley, 2017). This was done to modernise, simplify, and create a distinct brand across its many offers (Ivoryreserach.com, 2017). To increase value for customers, M&S also runs high-impact campaigns using customer loyalty data (Macrae, 2014). Additionally, M&S has added free returns by mail for up to 35 days after purchase and made shipping free for orders over £50 (Ivoryreserach.com, 2017).

Secondary activities

The infrastructure of the company refers to a variety of tasks, including quality control, resolving legal issues, accounting, financing, planning, and strategic management. Marks And Spencer Group Plc may be able to maximise the value of the entire value chain with the help of effective infrastructure management (Kasi, 2017). Based on the motivation, dedication, and talents of its workers, Marks & Spencer Group Plc may be able to lessen the pressure from the competition with efficient HR management (Ivoryreserach.com, 2017). By comparing the expenses of hiring and training with their respective returns, the business may additionally accomplish its cost-minimization goals. By assessing various human resource management (HR) factors, such as hiring, choosing, training, rewarding, performance management, and other people management operations, Marks & Spencer Group Plc can study human resource management (Dooley, 2017). Nearly all value chain activities rely on technology support in today's modern, technologically evolved society. Product and process technological development activities make up technological development (Perry, 2017). This category includes Marks and Spencer Group Plc's research and development division. The activities involved in acquiring the inputs, which can include equipment, supplies, raw material, machinery, and other items required for making the finished product, are referred to as procurement in the value chain (Dooley, 2017).

VRIO analysis of distinctive resources and capabilities

VRIO analysis of an organisation is expressed through its different components such as inimitability, value, organisational support and rarity. VRIO analysis of M&S is as follows

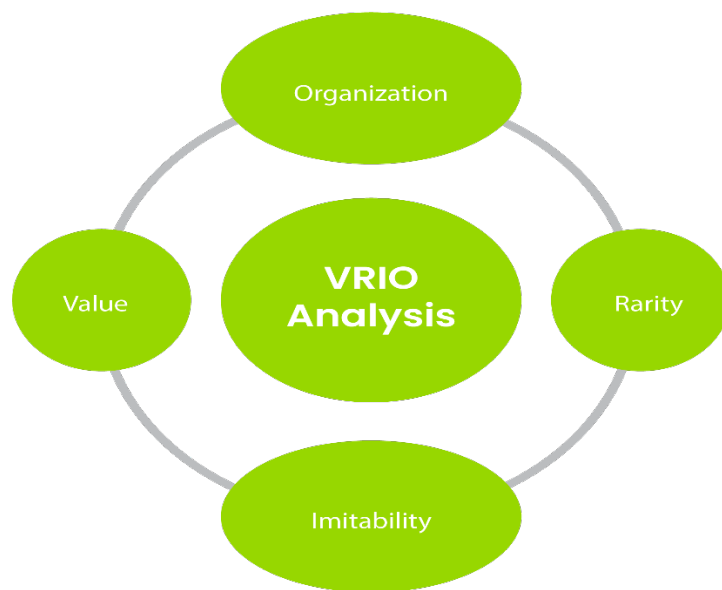


Figure 3: VRIO analysis (Adapted from Pallister, 2022)

Value - the competencies that allows an organisation to grow	• Brand image of the organisation • Resources such as finance, management of operations, marketing expertise and personals are valuable.
Rare- rare competencies possessed and handled by the organisation.	• The valuable resources utilised by M&S are rare or expensive. Easy availability of these resources makes it easy for the competitors to succeed in the market (Nyame-Asiamah, and Ghulam, 2020). • Problem solving skills in the company are efficient and allows better team work, and innovation.
Inimitable- the competencies that adds value to competitive advantage and sustainability of organisation.	• Replication process is expensive for the competitors. • Quality product offering to customers leads to repeated purchases. Presence of multiple stores makes it easy for the

	customers to purchase products (Nyame-Asiamah, and Ghulam, 2020). • The marketing communication is inimitable resource that allowed the brand to maintain competitive advantage.
Organisational support- the resources developed for the organisation that cannot be used by competitors.	• This element represents the compatibility of company. • Financial strength, technological integration and development, and employee training are few of the valuable competencies of M&S.

SWOT analysis

The SWOT analysis comprises of elements that are influencing internal and external elements of functioning of the organisation. the SWOT analysis of Marks and Spencer are covering different attributes of the organisation such as strengths, weaknesses, threats and opportunities.



Figure 4: SWOT analysis (Adapted from Magazzo, 2022)

This organisation is dependant upon UK market for its economy. Yet the effects of Brexit and sterling depreciation are affecting the organisation in a greater extent.

Additionally, Marks and Spencer needs to explore new markets and improve its online presence to enhance the market position. It is also noted that an educated business strategy will aid the organisation in implementing a market segmentation, and enhancing online presence and find global markets to overcome the challenges that the brand is facing in the situation and to attain a growth and success. The SWOT analysis of an organisation includes strengths, weaknesses, threats and opportunities that are faced by an organisation in its activities. An explanation of SWOT analysis of Marks and Spencer is as follows

Strengths

Marks and Spencer is a leading retailer in the UK. Few of the key strengths of the brand are strong brand reputation, diversity of product range, commitment to sustainability, and strong online presence. M&S has a well-established track record of excellence and dependability. Its brand is well-known and esteemed, which draws clients and keeps them as devoted customers. Around the years, the company has formed numerous significant alliances all around the world (Jin et al., 2018). A vast amount of experience is a major asset for the business. Marks and Spencer is the second-most popular supermarket in the UK, according to Statista. Out of 136 years, the business has been selling fruits and vegetables for more than 40 of those years (Ausloos, 2020). In order to provide fresh items and serve them to the clients, the business has established very strong partnerships with nearby farmers. M&S has a significant commitment to sustainability and ethical sourcing, which helps set it apart from rivals and win over customers who care about the environment (Arustamyan et al., 2020). M&S has a reputable internet business, which has grown in significance over the past few years. The business keeps its attention on innovation, producing sustainable products and digital projects to enhance the consumer experience, for example.

Weaknesses

When analysing all these strengths of the brand, there are certain weaknesses that need to be addressed. Few of the weaknesses of Marks and Spencer are declining sales, perception of public, and high costs due to manual processes. Over reliance on the UK market and limited international presence are certain weaknesses of the brand (Ausloos, 2020). Poor financial performance, and frequent recalling of the products

are also certain weaknesses of the brand (Choudhary and Piparao, 2020). M&S has struggled to stay up with trends in the garment sector, which has resulted in diminishing sales (Shaw, 2020). M&S generates the major portion of its revenue from the UK market, making it subject to economic downturns and changes in consumer purchasing habits in the country. Although the business has lately started measures to address this, there is still room for improvement. The fact that Marks & Spencer relies so largely on physical labour is one of its biggest flaws (Mahru, 2017). Both money and time are spent on it (Arustamyan et al., 2020). By the end of 2019, several of M&S's stores' sales were falling, per a Wood 2019 assessment. It was due to the inadequate supply chain system and the lack of product availability. The similar scenario occurred in 2017, when the business was unable to supply the necessary demand for food and apparel items.

Opportunities

M&S has several opportunities that could be adopted in order to enhance the business. Few of the opportunities include international expansion, development of e-commerce growth, sustainability focus, scope of partnership and collaborations as well as innovation. With the pandemic, e-commerce platform had an opportunity to grow. M&S has struggled to stay up with trends in the garment sector, which has resulted in diminishing sales (Ausloos, 2020). M&S generates the majority of its revenue from the UK market, making it subject to economic downturns and changes in consumer purchasing habits in the country. Although the business has lately started measures to address this, there is still room for improvement. The fact that Marks & Spencer relies so largely on physical labour is one of its biggest flaws. Both money and time are spent on it (Arustamyan et al., 2020). By the end of 2019, several of M&S's stores' sales were falling, per a Wood 2019 assessment. It was due to the inadequate supply chain system and the lack of product availability. The similar scenario occurred in 2017, when the business was unable to supply the necessary demand for food and apparel items.

Threats

Marks and Spencer faces threats that when addressed can improve the business of the organisation. Few of the threats that makes operations of the organisation in trouble are intense competition from the competitors, that involves both traditional retailers

economic uncertainty of UK market is also making a huge threat to the brand (Shaw, 2020). It is also noted that supply chain disruption and shifts in the customer behaviour are also few of the threats faced by M&S.

Strategies to sustain competitive advantages

To attain a business success, it is necessary for the organisation to develop certain strategies to increase long term sustainability. Corporate strategies, expansion and retrenchment strategy and business strategy has been adopted by M&S. Corporate strategies of M&S, also referred to as the generic strategy is involved in the managing portfolio of business and allocation of resources (Rigby, 2023). Expansion and retrenchment strategies included the decision to close stores in 10 countries. In 2014, there was announcement of opening up of many stores globally (M&S, 2022). But in 2016, there were closure of more than 53 stores including that in Paris (Rigby, 2021). Categorising processes as a part of plan A commitments were also followed by M&S. Evolving a new plan, Plan A as an operating model was a part of this (Rigby, 2023). This plan A is aligned with business strategy, has clear deliverables and maintains the position of brand as a sustainable retailer. Diversification strategy is also adopted by M&S (M&S, 2022). Diversification in business and collaboration with new franchise partners was a part of this method. Business strategies that aided M&S in achieving the advantage of the given market included high cost leadership strategy, broad differentiation strategy, focused strategy and functional strategy (Arslan, 2022). Each functional departments targeted in achieving the objectives and it was effective in human resource department, marketing department and IT operations department.

Growth strategies

Diversification has been considered as a strategy that delivered success and growth to the firm. Diversification also helped the firm to minimise the downfall situations. Market penetration, market development, diversification and product development are the strategies adopted by M&S (Rigby, 2023).

Market penetration- market penetration is achieved through increasing production capacity, increasing market investment, improving distribution process, competitive pricing, and reducing operational cost (Arslan, 2022). M&S Could improve market penetration with the increase in sales volume (Rigby, 2021). High production and investing in the market also aided the firm to have better market penetration.

Market development- R&D department of the firm aided in market development. Regional expansion of M&S was also effective. International expansion aided M&S to access different customer groups globally. Focusing on new customer segments also aided M&S in market development (Rigby, 2023).

Diversification- diversification aided M&S to remain competitive, innovative and competent in the market. introducing new products helped M&S to look for growth and business success (Arslan, 2022). Vertical and horizontal diversification has been adopted by M&S.

Product development- product development of M&S is completed with the expansion of market through new products. M&S adopted modification of existing products, and launching of new products that led to increase in sales and profitability. Strategic partnership and focus on product quality also helped M&S to achieve product development.

Green strategy and CSR

M&S have a commitment towards the environment and society visible through their activities. Green strategies and sustainability plans have been implemented by M&S to reduce the environmental impact. Few of the initiatives in terms of green strategy and CSR activities of M&S are;

- Introduction of plan A as a sustainability plan and reinvestigation of approach to sustainability.
- Net zero business plan across the operations and through value chain by 2040.
- Focus on responsible sourcing and procurement practices (M&S, 2022).
- Understanding customers, their colleagues and local stakeholders regarding their needs.
- Generation of energy in its stores by installing solar photovoltaics (Nyame-Asiamah, and Ghulam, 2020).
- Introducing electric vehicle charging points in their stores by partnership with BP pulse (M&S, 2022).
- Supporting their food suppliers through various plans have been a part of CSR activities.

Recommendations

The current strategy of M&S is not very effective in competing in the field. There are several aspects that M&S could adopt in order to succeed in the business. After analysing all these strategic analysis tools, it is been evident that the organisation is in the phase of decline after attaining maturity. This is a crucial step for M&S and this needs to be addressed with appropriate measures.

- Focus on quality service through developing quality products in the area of food and clothing. This will enhance customer satisfaction and loyalty.
- Obtaining customer feedbacks and opinions will help in keeping pace with the current trends and clothing aspects.
- Marks and Spencer also needs to new marketing to extent its business globally and to gain competitive advantage.
- Developing sustainable practices and strategies will aid the organisation to attain a better brand value.
- Market penetration needs improvement and this can be achieved by product sdevelopment.
- Diversifying the product range into children and teenagers in clothing, as well as enhancing the food and home products will aid the organisation to improve its functioning.
- Improving online shopping facilities that will reduce the cost as well as increases sales. This also provides an opportunity to advertise in the internet.
- Improve franchising in foreign nations. This aids with globalisation of the organisation.
- Investing in stores and improving stock availability helps with delivering a better customer service and enhances customer satisfaction.

Conclusion

This study has analysed the strategic management and strategic analysis of Marks and Spencer company. The study provided basic information about the company, that is followed by micro environmental analysis and macroenvironmental analysis. Analysis of this study indicate that, organisation has faced a considerable decline in the market share and sales over the past years. Brexit further worsened the situation of the organisation in home country and abroad. Decreased buying power of customers had a role in this negative sales growth. It is also noted from the strategic

analysis that M&S is in a declining stage and needs to implement new strategies. In terms of food industry, Marks and Spencer is facing high competition from rivals such as Tesco and Sainsbury. Many economical and social factors have significantly influenced the growth of M&S. It is also noted that company needs to revise its sustainable business plan and needs to implement innovative strategies that will aid the organisation in getting back the brand value. M&S had to move away from their core values and was not able to cope up with the high competition. M&S is also facing challenges related to digital transformation, implementation of plan A of business, and its environmental and social strategies.

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