

Strategic Management

Strategic analysis on Dell Technology



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Introduction

Strategic management is both thrilling and difficult. It determines basic decisions regarding an organization's future orientation, such as its mission, resources, and how it interacts with the world in which it functions (Lynch & Richard L, 2018, p. 5).

This article uses a number of strategic frameworks and approaches to give an in-depth examination of Dell Technologies, a well-known technology company. The PESTEL (Political, Economic, Social, Technological, Environmental, and Legal) analysis and Porter's Five Forces framework are used to undertake macro and micro environmental assessments, respectively. The VRIO (Value, Rarity, Imitability, and Organization) framework is also used to analyze the internal analysis conducted by Dell Technologies, which encompasses both primary and secondary operations. The SWOT analysis as well as other strategic variables, including growth strategy, environmental strategy, and corporate social responsibility (CSR), are also covered in the study. Finally, suggestions for Dell Technologies' potential future growth are made using the Ansoff Matrix.

Dell Technologies Background

Dell Technologies Inc. is an information technology (IT) company that manufactures desktop computers (PCs), tablets, servers, networking goods, storage, workstations, mobility products, software, and security. Dell, Dell EMC, Pivotal, RSA, SecureWorks, Alienware, Virtustream, and VMWare are some of the names under which the firm sells its products. Dell has operations across the Americas, Europe, the Middle East, Asia, and other regions. The company's headquarters are in Round Rock, Texas, in the United States (Marketline, 2023).

In 1984, Michael Dell founded PC's Limited as a young student at the University of Texas with just \$1,000 and a game-changing idea for how technology should be conceived, manufactured, and sold. He moves out of his dorm room at the conclusion of his first year to focus solely on building the firm (Dell Technology, 2023).

Dell Technologies works in roughly 180 countries across the world and is supported by a world-class organization in key functional areas like as technology and product development, marketing, sales, financial services, and services. They have a variety of long-term competitive advantages that serve as the cornerstone for our success. Their go-to-market engine consists of a direct sales force of 31,000 people and a global network of about 240,000 channel partners.

they have roughly 35,000 full-time service and support employees and 2,200 vendor-managed service centers (Technology, 2022).

 Headquarters United States of America		 Telephone 1 800 2893355	
 Website www.delltechnologies.com		 Revenue (2022) \$102,301 m	 1.09%  2022 vs 2021
 Net Profit Margin 2.39 %	 -56.55%  2022 vs 2021	 M Cap * \$40,872.67 m	
 Fiscal Year End Feburary		 No. of employees 133,000	
 Ticker Symbol DELL [NYSE]		Company Subtype Public Parent	
Address One Dell Way, Round Rock, Texas, 78682			

(picture : Marketline)

Dell Technologies Mission and Objectives

Dell technology goal is to become the most important technological company in the digital era. They assist customers in addressing their evolving IT needs as well as their broader digital transformation goals as they embrace today's multicloud world. They want to put their vision into action by focusing on two major priorities

Expand and upgrade key they offerings in the markets where they compete the most.

Take advantage of exciting new development prospects in the areas of edge computing, telecom, data management, and as-a-Service consumption models.

In the data and multicloud era, Dell technologies think they are well positioned, and their performance will continue to gain from their enduring competitive advantages.while balancing liquidity, profitability, and growth and maintaining their purpose—to develop technologies that foster human progress—at the center of their decision-making, they want to carry out their business model and position their organization for long-term success (Technology, 2022).

As businesses use numerous clouds across their increasingly complex IT systems, the IT industry is fast changing in response to the desire for easier-to-use, more agile solutions. In order to produce excellent goods and solutions and to promote long-term sustainable growth, dell technologies continue to invest in research and development, sales, and other crucial business sectors (Technology, 2022).

Macro Environment Analysis

The macro-environment is made up of large environmental elements that have an influence on several organizations, businesses, and sectors to varying degrees. For instance, the effects of macro-environmental elements like the Internet, economic growth rates, climate change, and aging populations are felt across a wide range of industries and sectors, from tourism to agriculture (Richard , et al., 2020, p. 35).

PESTEL Analysis

PESTEL elements investigate macro-environmental factors in six categories: political, economic, social, technological, ecological, and legal (Richard , et al., 2020, p. 36).

Political:

Due to its worldwide activities, Dell Technologies is subject to a broad variety of political concerns. Government restrictions governing revenue generation, trade constraints, and diplomatic connections may all have an influence on Dell's activities in other nations. Government disputes or trade agreements may also have an influence on Dell's supply chain and spending habits. Additionally, Dell's global activity and partnerships may be influenced by global wars and international calamities. Economic uncertainty and swings in markets may be induced by political unrest in some regions (Duy Nhien , et al., 2021).

Economical:

The economy has a huge influence on Dell Technologies firm. Trends in economic expansion have an influence on how much money people and corporations spend on technology. The need for technology goods and services may grow during economic booms, while IT investment

may fall during recessions. The income earned by Dell in overseas markets may be influenced by foreign currency rate changes. Lower IT investment may be the effect of economic concerns, which would damage Dell's profitability and sales (Technology, 2022, p. 19).

Social:

Dell is affected by cultural variables, including technical literacy and staff demographics. The demand for new technology solutions is determined by the degree of technical skill among consumers and companies. To stay up with altering customer needs, Dell must continually innovate and market its goods. The demographics of Dell's workforce impact both the applicant pool and the demand for initiatives to enhance inclusion and diversity. To attract and keep a diverse and competent team, the company must adapt its human resources processes.

Technology

Technology-related components have a huge influence on Dell as it evolves into a technology-based firm. Rapid technology improvements have an influence on the profitability of Dell's goods and services. The propensity towards a digital transformation influences Dell's corporate strategy, client demands, and the necessity to supply sophisticated solutions. In order to service the digital needs of both companies and consumers, Dell must adapt its products (T.A, et al., 2020).

Legal

Laws addressing the protection of intellectual property and the privacy of information are two examples of legal concerns. In order to keep an edge over its rivals, Dell must defend its trademarks and innovations. Failure to comply, however, might have negative legal effects as well as reputational harm. Data protection laws must be followed in order to secure client information and keep trust high.

Additionally, Dell technology may need to create more AI-specific governance programmes due to the fast development and rising acceptance of artificial intelligence ("AI") technology as well as their responsibility to follow new rules and regulations governing this field. They

continue to spend a lot of money in order to adhere to the legal and regulatory requirements for localization, privacy, security, and data protection (Technology, 2022).

Environment

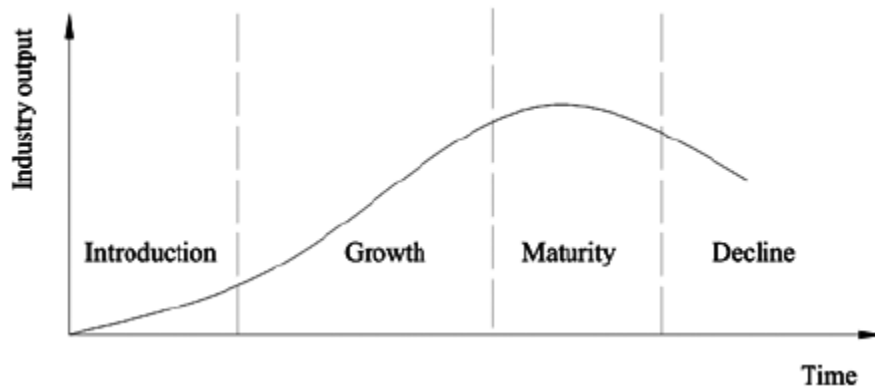
Environmental concerns do not actually have an influence on Dell Technologies. Although, environmental standards regarding to product creation, disposal of trash, and eco-friendly procedures are relevant to Dell (Khan, et al., 2022). However, the company's dedication to environmental stewardship may have an affect on its reputation and consumer image. Limitations on the environment and ecologically friendly actions may strengthen Dell's image for corporate social responsibility (Dell Technologies, 2023).

Micro-Environment Analysis

Assessment involving a microenvironment's components involves evaluation. According to (Nepal, 2021), they are composed of each of those and things that make up an enterprise's surrounding setting, and they have a direct bearing on the way the business is conducted.

Industry Life Cycle

As industries progress through their life cycles, the nature of strategic management will alter. Organizations strive to generate interest in the product during the initial period. As the industry grows, competitors are drawn to its promise and enter the market, resulting in increased strategic competition. As the product meets the needs of all possible clients, growth slows and the market matures. Although growth has slowed, new competitors may still be drawn into the market, forcing each company to battle harder for its market share, which has become more fragmented - that is, the market share has been divided down into smaller sections. Sales have begun to fall (Lynch, 2018, pp. 81-82).



Source: https://www.researchgate.net/figure/Industry-life-cycle-model_fig1_258518402

Expansion

While attending the University of Texas in Austin in 1984, Michael Dell created Dell. When the business first began, it was a manufacturer of bespoke computers for clients. Taking advantage of the rising demand for computers in the 1990s, Dell saw fast expansion. In order to set themselves apart from conventional competition, the company used a direct-to-buyer strategy and process to provide affordable prices and a variety of customizations.

Peak

In the late 1990s and mid-2000s, Dell emerged as a major player in the computer business. The effective business network of the corporation, management and a strong customer centre have contributed to the development of the organisation. It became the greatest seller of personal computers in the world

Maturity

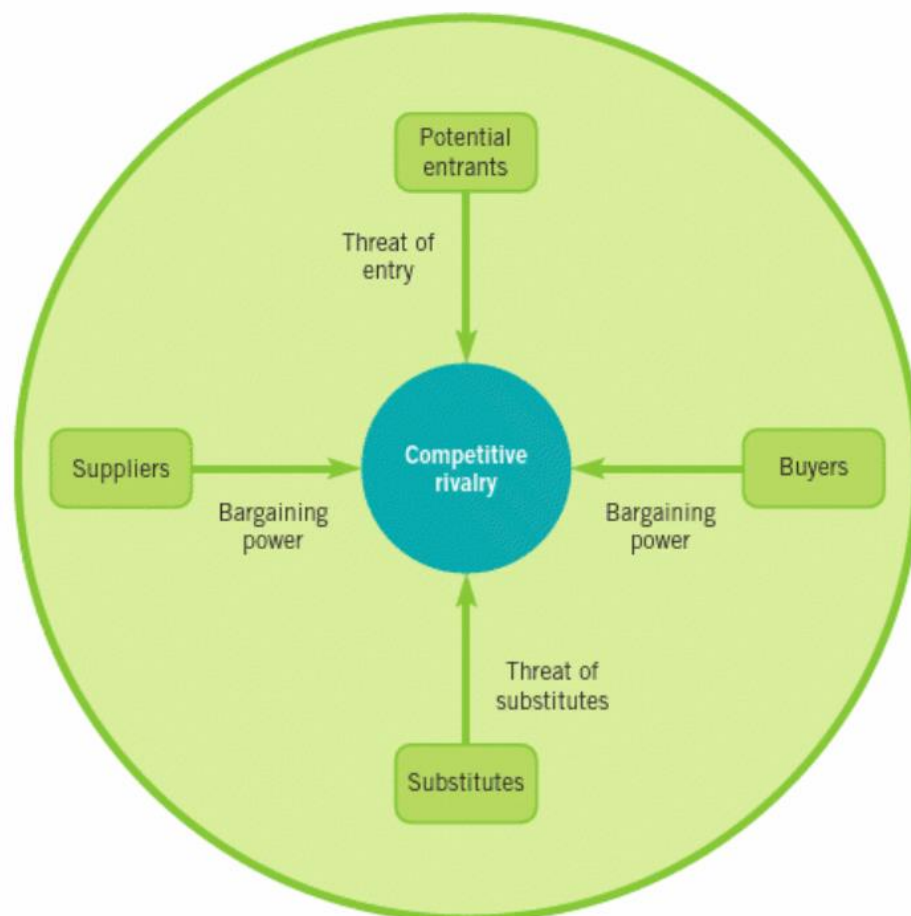
As innovation advances, Dell confronts increased competition from established companies and new competitors. In addition, the spread of portable devices such as mobile phones and tablets has started to erode interest in conventional desktop PCs. And computer industry starting **decline**. there has been a considerable change in the organisation, with the emphasis changing from mostly device-based aspects to an even larger variety of cloud-based programming,

administration and instrumentation. Despite the challenges, Dell has found a method to adapt and reposition itself to respond to the shifting parts of the company.

<https://www.dell.com/en-uk/dt/corporate/about-us/who-we-are.htm?hve=discover+our+brands>

Porter's Industry Five Forces Analysis

The Porter's Five Forces Framework aids in industry analysis and helps to assess industry attractiveness in terms of five competing forces: the amount of competition between competitors, the threat of entry, the threat of substitutes, buyer power and supplier power (Richard, et al., 2020, p. 64)



Source (Richard, et al., 2020)

Analysis from the marketline advantages

Competitive rivalry

The top PC manufacturers are all pretty huge corporations, with a few exceptions being extremely massive international corporations. The top four corporations in the United States (Apple, Dell, Lenovo, and HP) each have a considerable market share. This is indicative of an oligopolistic market.

Dell also contributed to market consolidation by purchasing EMC in 2015. As a result, a wide spectrum of businesses are interested in this industry, resulting in fierce competition. Companies must compete to keep market share in poor market conditions, dramatically increasing the level of rivalry.

Many of the market's main players are intensely concentrated on the PC market, as diminishing sales drive more diverse players out. The weakening PC market drove corporations to adapt; Dell was returned to private control, while Hewlett Packard split its business into two in October 2015: HP Enterprise and HP Inc. The former is concerned with enterprise infrastructure and software solutions, whilst the latter is concerned with consumer markets and PCs and printers. This indicates that competition in this market is increasing.

Overall, Competitive Rivalry is **Strong**

Threat of Entry

Although the demand for laptops has decreased recently, they are still an expensive and semi-luxury good in the developing countries. For new competitors in this market, an inexpensive product can be advantageous. Fresh entrants could pose a greater danger as a result of fresh designs and enhanced technologies.

Access to suppliers may be challenging due to contractual obligations, perhaps lessening the danger of new entrants, therefore it is not always inexpensive to enter this market. For OEMs (Original Equipment Manufacturers) planning to handle manufacturing in-house, capital expenditure and fixed costs can be significant. One strategy to lower costs and entry barriers in this area may be outsourcing. Finding the problem with foreign operations and accounting

for the cost of product shipping may marginally increase the cost of less expensive alternatives and possibly lessen the danger of new entrants.

Because of the size and competence of specific firms in other PC-related areas, such as software or components, there is a high risk of their forward integration into PC manufacture.

The threat of new entrance is **Moderate**

Threat of Substitutes

Smartphones are the primary replacement for PCs. Smartphones provide the same services as PCs but in a smaller, portable package. Switching prices are quite cheap, with consumers having the option of making a substantial one-time payment or smaller monthly payments. With the growing popularity of high-speed 4G, mobile phones generally come with a data contract that can be faster than Wi-Fi or internet services. This promotes convenience because users are not required to locate a Wi-Fi or internet connection, which increases the risk of replacements in this market.

Tablets are an additional option. Tablets, like mobile phones, are often smaller than portable PCs. However, tablets are becoming less popular in several nations. Technology advancements such as ultra-slim convertible laptops like the Microsoft Surface have also helped to mitigate the threat of this alternative.

In this sector, the threat of alternatives is regarded as **extremely high**.

Buyer Power

The market's major goods are laptops and desktop computers, which are highly adaptable in order to account for diverse consumer needs, enhancing market product differentiation. PCs are classified into three types based on their operating system: Linux, Windows, and macOS. Each area is appropriate for a wide range of needs, including programming, gaming, photoshop, video manipulation, and many others. Market participants differentiate their offerings based on their target audience. In other words, they would provide higher-end PCs to programmers and gamers, and lower-end PCs to customers for general use.

For example, market participants will advertise to programmers PCs with higher-end (faster) processors and as much Random Access Memory (RAM) capacity as possible. Furthermore,

they would sell PCs to gamers with high-end processors and RAM, but also high-end graphics cards and Solid State Drives (SSD). This greatly boosts product differentiation by advertising a variety of items to a variety of buyers while preserving buyer power at a **moderate level**.

Supply Power

In the CPU sector, Intel and AMD essentially have a monopoly. In this regard, firms of this size have enormous financial backing and supplier influence, allowing them to levy huge fees to PC manufacturers. Similarly, Microsoft's dominance in the operating system business gives it significant supplier leverage over PC manufacturers, who typically include Windows as standard.

Players are unlikely to be able to backward integrate and manufacture specialized components, increasing supplier power. On the other hand, suppliers are unlikely to forward integrate and start producing entire PCs, decreasing supplier power. Due to the fact that the components made by suppliers can only be used in a limited number of products and markets, supplier power in this market is slightly lowered.

However, while market players largely rely on specific suppliers for key components, they have far more options in other areas, limiting supplier influence. Thus, Supply power is **Moderate**

<https://advantage-marketline-com.ezproxy.uwtsd.ac.uk/Analysis/ViewasPDF/united-states-pcs-124825>

(Marketline, 2023)

Internal Analysis

An internal analysis is a procedure that evaluates all of the components that interact inside an organisation in order to find faults and opportunities. The primary goal of this form of study is to determine your organization's strengths and shortcomings. It assists management in making judgements on business strategy development, formulation, and implementation methods. The internal analysis examines controllable internal elements. This indicates that the corporation has the ability to affect and control these factors. Internal elements may be adjusted and modified by the firm. (Pro, n.d.)

<https://www.questionpro.com/blog/internal-analysis/#:~:text=What%20is%20Internal%20Analysis%3F,and%20weaknesses%20of%20your%20organization.>

Dell Technologies Strategic Resources and Capabilities

The physical and intangible assets that a company has and may utilise to develop and carry out its plans are referred to as resources in the RBV. The physical and intangible assets that provide a corporation the ability to fully use the other resources it owns are referred to as capabilities, which are a subset of the firm's resources. In other words, a corporation cannot develop and execute its plans on the basis of its skills alone; rather, a firm may employ other resources to develop and implement such strategies (Barney & Hesterly, 2018, p. 86).

A group of operational procedures known as “DevOps” are changing what happens when IT management departments operate. DevOps favours cooperation with an emphasis on the full duration rather than breaking tasks up into departments (Grande, et al., 2023). It additionally applies an additional flexible and encompassing strategy. The outcomes are tangible as well as well-established, and they include decreased duration of deployment for capabilities, improved adaptability for alterations, and greater customer satisfaction with reduced unavailability. Dell Systems is dedicated to assisting businesses in gaining their individual advantages from the DevOps transition. This plan is supported by three critical endeavours: standardisation of APIs, incorporation of the automation setting, and learning based on hands-on knowledge.

Value Chain Analysis

A value chain is a collection of the methods that a business or organisation use to generate revenue. It is composed of multiple subsystems that work together to generate goods or services. This encompasses the whole procedure from beginning to end.

<https://www.investopedia.com/ask/answers/050115/what-are-primary-activities-michael-porters-value-chain.asp>

Primary Activities :

Inbound Logistics

Dell's input coordination elements include gathering and acquiring the raw materials and components required to produce goods. The firm maintains a close connection with its suppliers to assure the availability of excellent raw materials at all times. By modernising its warehouse network, Dell can decrease costs and increase assembly capabilities

Operation

Dell is recognised for its work-to-order philosophy, which enables consumers to modify computers and other things to their taste. The mission phase involves components collecting, frame repair and quality control. With a flexible and professional assembly process, Dell can adapt rapidly to changing customer demands, save inventory costs and enable speedier delivery dates (Barney & Hesterly, 2018, p. 231).

Outbound Logistics

As items were created and evaluated, Dell's external coordination became a crucial aspect. The organisation is bordered by the traffic of the globe and gives consumers easy transportation. By automating global coordination processes, Dell may decrease shipping costs and further boost client loyalty (Shilpa, et al., 2022).

Marketing and sales

Dell's presentation and transactional activity is focused on reaching out to specific consumers, promoting items, and building demand. The firm makes use of a variety of referral channels, including internet advertising, virtual entertainment, and linkages to businesses. Dell's direct approach to business through its website and resellers offers improved consumer interaction and vital market information segmentation (Technology, 2022, p. 10).

Service

Dell places a premium on exceptional customer service and support. This includes pre-sales help, professional advice, and warranty management. Dell can increase customer loyalty and repair work by delivering quick and effective after-sales service (Technology, 2022, p. 91).

Secondary Activities

Firm infrastructure

Dell's corporate experience encompasses general management, financial, legal, and other management abilities. Dell can spend resources in innovation and other development drivers because of appealing management and sensible financial alternatives (Richard , et al., 2020).

Human Resource management

Dell appreciates its human resources because competent and confident representatives are critical to the organization's success. Dell invests in agency skills and empowerment to create a highly qualified workforce capable of driving economic development and excellent work.

Technology Development

Dell, being an inventive company, spends substantially in research and development to produce cutting-edge goods and technologies. Dell is patient and attentive to changing client demands thanks to innovative innovations.

Procurement

Dell need efficient procurement systems in order to source necessary components and materials at the lowest possible cost. Dell is able to minimise costs and reduce risk in the production network by establishing strong external linkages and maintaining beneficial circumstances.

VRIO Analysis of Distinctive Resources and Capabilities

The VRIO study aids in determining whether, how, and the amount to which a firm or organisation have resources and competencies that are valuable, Rare, Inimitable, and supported by the organisation (Richard , et al., 2020, p. 104).

Value : Dell's complete range of PCs, servers, storage solutions and networking devices delivers significant value to consumers seeking for a single solution to their technological demands. Dell's excellent brand image, particularly in the business category, leads to consumer loyalty and trust.

Rarity: In terms of cost efficiency and personalization, Dell has a competitive advantage thanks of its direct sales approach and build-to-order business model. Due to the company's good ties with manufacturers and suppliers, it is able to apply cutting-edge technology and components that increase the variety of products it provides.

<https://www.dell.com/en-uk/dt/it-transformation/esg-interactive-report-the-dell-technologies-global-alliances-story.htm>

Imitability

Dell's supply chain and logistics operations, which allow speedy and efficient product delivery, are hard for competitors. Dell's brand recognition and customer relationships have been created over a lengthy period of time, it is not easy for competitors to copy them (Technology, 2022, p. 10).

Organization:

Dell's ability to innovate and generate high-tech items is assisted by its competent and experienced staff, notably in design, R&D, and manufacturing. Long-term relationships are formed by the company's dedication to its clients and exceptional customer service.

Overall, Dell Technologies has a lot of value and Rare assets that provide it a competitive edge in the technology sector.

SWOT ANALYSIS

SWOT analysis gives a basic overview of the Strengths and Weaknesses investigated in an analysis of resources and capabilities, as well as the Opportunities and Threats explored in a study of the environment (Richard , et al., 2020, p. 112).

Strengths

dell technology has made various investments and established considerable market in corporate solutions and in supplying IT services. These services offer greater margins and are also key development areas. Dell has a wide consumer base as well.

Dell places a heavy priority on its research and development (R&D) efforts. Innovation-based tactics help the firm to keep abreast of the changes in the market and offer it with a 'first mover' advantage by introducing goods ahead of the competition. The company's research and development operations concentrate on delivering scalable technological solutions in partnership with VMware. The corporation also engages with academic institutions throughout the globe and invests in collaborative research with academics.

Weakness

The corporation may have serious concerns about its cash reserves declining. The corporation had cash and cash equivalents of \$9,477 million as of January 2022 compared to \$9,508 million the previous year, a 0.3% yearly fall. As a consequence, the business had negative operational cash flow of US\$10,307 million in FY2022, as opposed to US\$11,407 million in FY2021. Such deteriorating financial positions demonstrate the company's inability to raise sufficient funds.

Industry leader like Apple, Lenovo, and HP are fiercely competing against Dell, which might have an impact on its market share and profitability (Technology, 2022).

Opportunities

Dell would gain from the compelling desire of the end-users and customers to accomplish digitalization on their devices, applications, and in infrastructure. Dell progresses in the sphere of digital transformation by delivering innovative solutions. In order to combine IT with business, the firm focuses on digital business consulting, business intelligence and analytics, cloud application services, mobile application services, social media and digital marketing, and internet of things (IOT) services. The firm further focuses on the digital transformation via extending its portfolio to include comprehensive solutions that allows the clients to establish

continuous digital transformation projects. Its Infrastructure Solutions Group (ISG) facilitates customer's digital transformation via multi-cloud and big data solutions.

The corporation got into many strategic alliances in recent years. These alliances might assist the corporation to extend its commercial activities. In October 2022, Dell engaged into a cooperation with CyberPoint International and the Maryland Innovation Security Institute (MISI) to create zero trust center of excellence to safeguard multicloud and edge settings.

Threat

Dell supplies complicated software solutions to its clients, which puts the corporation prone to different dangers emerging out of IT complexity. In spite of testing and quality control, the corporation is not assured that it can prevent faults in current version or advanced versions of goods. It might encounter issues in case the programme has undiscovered defects and if it fails to satisfy the customers' expectations. Certain additional issues include technical problems; deployment of goods across a broad variety of platforms; and integration of software with outside software applications and systems. Such issues might result in loss revenue or loss of consumers.

Additionally, Currency exchange rate variations might influence the company's consolidated balance sheet, cash flows and income statement when foreign currencies are converted or translated to the US Dollar. The company's efforts to mitigate the effect of currency rate changes via a range of hedging operations may not be adequate or effective, resulting in a detrimental impact on its earnings. The firm is subject to swings in foreign currency exchange rates.

Source: (Marketline, 2023)

https://advantage-marketline-com.ezproxy.uwtsd.ac.uk/Company/Profile/dell_inc?swot

Strategies to Sustain Competitive Advantage

A number of steps have been done by Dell Technologies for its sustained competitive advantage. However, to successfully highlight such endeavours Porter's Generic approach will be applied here. These methods are summarised by Michael Porter as cost leadership,

distinctiveness, and focus. These three approaches are generally recognised as "generic strategies" because they may be employed for the production or distribution of products across all industries and by companies of any size. Porter utilised the phrases "Cost Leadership," "Differentiation," and "Focus" to define the overarching strategy. Following that, the Focus approach was broken into two parts: "Cost Focus" and "Differentiation Focus". Here is an overview of how Dell has utilised each of the aforementioned tactics (Ngugi & Waithaka, 2020)

http://www.iajournals.org/articles/iajhrba_v3_i9_256_267.pdf

1. Cost Leadership

Long noted for its focus on saving money, by the corporation Dell. By making and selling their items at a cheaper cost than their rivals, they aimed to achieve an edge over them. This strategy comprises a number of key features, including

The Direct sell Model : Dell had a major competitive advantage due of its direct-to-customer sales technique. By eliminating agents, they may minimise transportation expenses while reacting rapidly to customer requests

Efficient Supply Chain :Dell maximised its supplier network to cut production and shipping costs, boost inventory management, and preserve revenues. They were able to give clients reasonable costs as a consequence (Technology, 2022).

Economics of Scale : Prominent technology business Dell takes advantage of economies of scale by producing things in massive numbers at reduced per-unit pricing.

2. Differentiation

Dell utilised a differentiation approach as well to set itself apart in the extremely competitive technology sector. They made an attempt to provide distinctive and crucial qualities that set their goods different from those of their competition. Key parts of their differentiating approach include the following

Innovation and design: Dell placed a major focus on product design and development in order to produce cutting-edge technology and visually beautiful devices that appealed to varied customer groups.

Customisation: Customers may customise their Dell laptops and desktop computers to meet their own requirements and tastes. Through the provision of personalised interactions, this led to market distinction.

Effective Customer service: Excellent customer service was a priority for Dell, which helped to build customer loyalty and brand awareness.

3.Focus

Dell used a focused strategy, concentrating on certain market niches as opposed to aiming to reach the whole market. They particularly targeted certain customer segments and adjusted their product offerings and marketing strategies in line with those segments. The examples below demonstrate Dell's attentional technique.

Gaming Market: With its alienware company, dell approached gamer with outstanding performance PC for gaming and accessories after seeing the huge demand for video games.

Enterprise Solution: By offering specialist solutions for their unique IT needs, Dell highlighted corporate client. This involved providing servers,storage solution and support services that were specially tailored for big businesses.

Growth Strategies

As per (Gartner, 2023), growth planning represents a company's approach for eliminating present and foreseeable obstacles in order to achieve its aspiration of expanding. Go-to-market planning: In addition to making business to clients, Dell also conducts business with value-added wholesalers, installers, suppliers, including merchants. Dell remains its pursuit of an interactive business model that prioritises direct contact with clients, enabling it to tailor its goods, advertising efforts, and company policies for particular clientele.

Ansoff Matrix



Source : (Wright, 2022)

The Ansoff Matrix, also referred to as a product/market growth grid, is a 2x2 strategic framework for organisations that wish to go beyond 'business as usual' and prioritise their strategic alternatives. It is intended to assist you in determining which of the four strategic routes you should pursue to effectively expand your firm. The method selected should then guide which tactics should be utilised throughout the strategy implementation phase (Wright, 2022).

Market Penetration

Dell has a solid market position because to its vast product portfolio. Promotions, loyalty programmes, and customer retention campaigns are a few such techniques that may be used to increase sales of current items such as servers, desktops, and laptops.

Product development

Dell consistently releases new things to its existing customer base in order to foster development. For example, the design and presentation of high-quality gaming PCs or powerful corporate servers. The categorization also takes into account the introduction of new software services and artificial intelligence-based solutions.

Market Development

Dell has the opportunity to penetrate new geographic regions by using its current product portfolio. For example, there might be enormous prospects for growth in developing economies in Asia, Africa, or South America, where there is increased interest in technological things. With low-cost, user-friendly computers, they may also access new demographic markets, like younger clients.

Diversification

Although this is the most dangerous approach, Dell may foresee developing new products for new business segments. For example, they may pursue new client markets by pursuing the Internet of Things and clever home innovation, or they can leverage their data centre expertise to produce high-level computing solutions for sectors that they were not initially meant for.

Analys this data from annual report and dell website

Green Strategy and CSR

Dell Technologies placed a high priority on environmental preservation and corporate social responsibility (CSR). Net zero greenhouse gas (GHG) emissions across scopes 1, 2, and 3 is Dell Technologies' goal by 2050. According to (Dell Technologies, 2023, p. 40) their goal is to cut scopes 1 and 2 GHG emissions by 50% by 2030. Furthermore, by 2030, Dell Technologies will get 75% of its energy from renewable sources, and by 2040, 100% of its energy will come from green sources.

Green Strategy

Dell Technologies had a comprehensive green plan in place to reduce the environmental impact of its business practises and products. Among the key elements of their environmental policy were the following:

Circular Economy

Dell is reducing waste and associated emissions by investing in recycled, renewable, and low-emission materials to reduce their reliance on new materials, striving to recover as much as possible from waste, and recycling products and materials for as long as practicable. With every pound of recovered copper, steel, aluminium, and plastic, they are able to avoid mining and producing another pound of raw material.

Naturally, no one business can spearhead the circular shift by itself.

In order to find best practises, remove obstacles, and promote industry-wide initiatives, we are dedicated to interacting with peers, customers, suppliers, and even competitors (through pre-competitive groups). Their ultimate goal is to rethink, reuse, and recycle our end-to-end technology (Dell Technologies, 2023, p. 44).

Environment Sustainability

Dell Technologies think that by addressing the issue of climate change, they are exhibiting their commitment to preserving both the environment and the community. they have a responsibility to control the greenhouse gas emissions connected with their direct and indirect impact, and technology plays an essential part in this task. They aspire to achieve net zero greenhouse gas emissions across by 2050 (Technology, 2022, p. 12).

Supply chain Sustainbality

Dell works with its suppliers to develop moral and environmentally responsible business practices at every step of the chain of supply. This included supporting fair labour practices and careful selection of materials. Being one of the largest electronic product-making organisations Dell Technologies source its product essentially.

Maintaining Sustainbality In product design

Dell strived to make things that were ecologically friendly. This entailed producing things with ecologically friendly components, ones that were cost-effective, and ones that could be recycled after their useful lives. Dell Technologies uses eco-friendly materials to assist lessen the environmental impact of making and reusing their goods. As a result, by 2030, the

corporation wants to employ 100% of its packaging and more than 50% of the product's components from recycled or sustainable sources.

Corporate Social Responsibility (CSR)

Dell Technologies made endeavours to have a constructive effect on communities and society as a whole and demonstrated an obsessive attention to CSR. Their CSR initiatives included some of the following items

STEM Education and Skill Development

Dell technology continue to experiment and reinvent their hiring programs and procedures, reducing obstacles to inclusion by consistently refining their accessibility practices, increasing their recruitment efforts and evaluating their internal processes. they also help prepare students to be science, technology, engineering and mathematics (STEM)-ready with curriculum, practical learning, internships and job opportunities. They are constructing a future that works for all because they think that a culture of diversity, equity and inclusion stimulates creativity and drives human development (Dell Technologies, 2023, p. 89).

Diversity and Inclusion

Dell embraced diversity and inclusion at work and tried to build a culture that supported equal opportunity and fair treatment for all workers. The firm is devoted to passionately attaining equality for all. By the year 2030, Dell wants 40% of its global leadership team and 50% of its workers to be women. Dell Technologies is devoted to helping people succeed by hiring the greatest personnel, establishing a sense of community, and developing potential (Dell Technologies, 2023).

 Advancing Sustainability	 Cultivating Inclusion	 Transforming Lives	 Upholding Trust
343.3M Pounds (155.5M kilograms) of sustainable materials in our products and packaging in FY23.	34.8% of global workforce identify as women, and 29.2% of global people leaders identify as women.	288M people have benefited from our digital inclusion programs, partnerships and innovation.	11X recognized as one of the World's Most Ethical Companies® by the Ethisphere® Institute.
39.2M Plastic bottles kept out of the ocean since 2019.	#10 Ranking as 2022 World's Best Employers by Forbes and #68 ranking as 2022 America's Best Employers for Diversity by Forbes.	#8 Ranking on World Benchmarking Alliance's Digital Inclusion Index.	100% of team members aligned to our values as demonstrated by certifying to Dell's Code of Conduct and completing assigned Ethics and Compliance training courses.

Source: (dell Technology, 2023)

<https://www.dell.com/en-uk/dt/corporate/social-impact/esg-resources/reports/fy23-esg-report.htm?hve=read+report#scroll=off>

Conclusion

Dell Technologies enjoys a competitive advantage in the technology industry because to direct sales and product uniqueness. Social responsibility and the company's green policy have also aided in reputation building and retaining clients. A distinctive collection of businesses known as Dell Technologies helps people and enterprises define their digital realities and modernise their operational, presence, and communication strategies. From the edge to the heart to the internet, the business offers consumers the most comprehensive and cutting-edge technology and service solutions available. The company depends on customers, collaboration, creativity, productivity, honesty, and many other factors. Dell Technologies should keep making investments in cutting-edge technology, implement environmentally friendly company practises, participate in long-term strategic planning, improve risk management, and establish open systems for performance evaluation and accountability. In a market that is continually developing, this will allow Dell to maintain its leadership position and fulfil changing client expectations.

Recommendation

The business employs a number of measures to keep organisational performance high. A number of alluring tactics are being used by Dell management to measure interest.

Management puts together a team to better understand client demands and desires. Here are some ideas for Dell to enhance its methods of strategic management.

Recommendation 1 long term Strategic planning

In-depth, continuing strategic planning that takes into account shifting customer preferences, market trends, and technical improvements should be done by Dell Technologies. The company must also develop a well-defined strategy outlining its objectives and the measures required to attain them.

2.Risk management

Dell must set up a strong risk management system to detect and limit any risks related to significant projects. Unexpected obstacles will have less of an effect on the firm with effective risk management.

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