

MASTER OF BUSINESS ADMINISTRATION

International Business Concepts (LCMB7034)

WH Smith PLC's Potential Entry into Bangladesh

*A Critical Evaluation of International Strategy, Market Attractiveness and
Entry Mode*

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Section 1: International Market Entry Report

1. Introduction

This report evaluates the feasibility of WH Smith PLC entering the Bangladesh travel retail market. All the data presented is public and up to 1 June 2026. Bangladesh is an appropriate target market because WH Smith's footprint includes over 30 countries but doesn't reflect a formal presence (WH Smith PLC, 2025). Hazrat Shahjalal International Airport, Dhaka, is proposed as the beachhead. This is in line with the company's transition from high-street retail to a pure-play travel model. In addition, it supports an airport-focused travel retail strategy rather than a traditional high street retail expansion. The report first categorises WHSmith's international strategy. It then examines the political, economic, legal and cultural environment which influences the market attractiveness (Sahin and Mert, 2023). Those conditions are related to the firm's capabilities through the ownership-location-internalisation logic of Dunning. Entry modes are compared at the end, and a phased master-franchise concession is recommended. In section 2, the research process is discussed using the Gibbs cycle.

2. Organisational Classification and Global Strategy

2.1 Strategic categorisation

Bartlett and Ghoshal's logic focuses on degrees of pressures for integration and local responsiveness to differentiate the firm's international, multidomestic, global and transnational strategies. Recent literature on international business (Sahin and Mert, 2023) emphasises that companies can not only be a part of one of the four ideal types, but can also be in a position between them. WHSmith is actually an asymmetric transnational retailer.

National integration is good. The group's unique differentiators include travel products, space management, supplier partnerships, in-store solutions and disciplined capital allocation. Its ambition is to be the world's number one travel essentials shop. Its core travel retail offering includes food-to-go, books, health products and technology accessories (Lahti, Wincent and Parida, 2018). The repeatable capabilities reduce the design costs and enhance the credibility to tender. The company also possesses control of brand standards, data, merchandising principles and performance measures across markets (WH Smith PLC, 2025).

Local responsiveness is also of substance. The various types of contracts under which airports are operated vary from one landlord to another, from one compilation of passengers to another,

and from one regulation to another (Lahti, Wincent and Parida, 2018). WHSmith is therefore able to tailor its stores, ranges and partner brands to each store. Its examples for North America mix some of the basic travel requirements with local ideas. This is not simply a process of global replication. Only selective adaptation is realised on a central operating platform. The global strategy is less relevant than WHSmith because of the importance of local responsiveness, as illustrated in Figure 1.

The classification remains to be qualified. There is still an imbalance of decision rights. The UK and North America are the areas where more directly managed assets are present, and the rest of the world requires more and more to adopt franchises and joint ventures (Wan *et al.*, 2023). This can result in higher knowledge transfer from centre to partners than from subsidiaries. Market Logics of WHSmith are transnational, but less networked than the ideal version. Asymmetric transnational is a term for its tension.



Figure 1: Bartlett and Ghoshal strategic position of WHSmith

Source: Author, adapted from Beugelsdijk et al. (2018)

2.2 Global configuration and value creation

WH Smith's global configuration creates value through several interconnected international operations. In 2025, WHSmith had 1280 travel shops. In the UK 593 stores and revenues of £834m. There were 362 stores in North America with £413 million in revenue. There are also 29 other countries from where additional 325 outlets make income of £306m (WH Smith PLC, 2025). This international presence creates value in four key ways. First, operating in airports provides privileged access to high-footfall locations (Chen *et al.*, 2020). Concession contracts can be firm for as long as 10 years to guarantee a space. Secondly, scale helps in category purchasing, growth of the own brand and landlord negotiations. Third, geographic diversity provides knowledge of layout, passenger missions and regional collaborations. Fourth, in the mixed-ownership case, capital intensity is lower (Beugelsdijk *et al.*, 2018). But the footprint introduces the risk of being out of control. If growth is not controlled, it can lead to a failure in trust, as is evident in the North American supplier-income failure for 2025. So Bangladesh should not be a symbol, a small dot on the map. It should only be entered on the condition of similar contract, partner and control system return challenges.

3. Macro-Environmental Appraisal and Market Attractiveness

3.1 Political and institutional environment

3.1.1 Political Stability, Investment Policy and Infrastructure

In Bangladesh, WHSmith can gain access to a travel market in South Asia, but its political system poses a risk in the execution of a business. The 2024 rebellion caused a devaluation in investments and business confidence. Despite predictions of recovery, weakness in revenue mobilisation was a concern, as well as banking vulnerabilities and gaps in governance and policy uncertainty (Transparency International, 2026). The following elements are weaknesses which are of critical importance in airport retail: public authorities, concession approvals, customs administration, and foreign exchange access. A political disruption can delay market entry late, increase cost and diminish contract certainty. The best chance lies in the government's desire with regard to foreign investment and infrastructure. BIDA will facilitate registration through a digital one-stop service. According to its investment guide, foreign participation is welcome to invest in most of its sectors, and it has laid out the procedures and modalities for approval, work permit and profit repatriation (BIDA, 2025). This can help to minimise entry friction. However, WHSmith should seek a partner who can act as a partner in

managing entry approvals without sacrificing compliance. The third terminal of Hazrat Shahjalal International Airport lends weight to the argument. It is planned to increase the annual passenger capacity from 8 mil. to 20 million. (International Air Transport Association, 2025). An enlarged terminal requires services and improved non-aeronautical revenues for trade on a commercial basis. An established travel essentials format is available for WHSmith. But it will be reliant on terminal completion, passenger growth and the distribution of space for fair retail. There is no certainty in infrastructure, just potential.

3.1.2 Governance, Tender Integrity and Contract Protection

As per the Global Corruption Barometer 2022, Bangladesh gained 24th place out of 100 with the rank of 150th among the 182 economies. This is not enough to make any airport tenders improper, however. It does suggest higher rates of exposure to obscure decisions, demands for facilitation and disparate enforcement (Minkov and Kaasa, 2021). These risks are relevant for airport concessions, which are space-intensive deals, deals with public bodies, and long contracts. In the case of WHSmith, the answer should be in controls. Document criteria for tender. Payments are to be made through auditable means. Anti-bribery checks should be conducted on the local partner and agent/s and subcontractors. Material commitments must be ratified by the Board. Informal commissions must be followed up, and an investigation and/or withdrawal may ensue (Asmat, Norhayati and Abdul Latif, 2022). This is used for the protection of the brand. Changes to the political situation might have an impact on fees, import regulations and the project timetable or the renewal. A capital reduction occurs with a franchise, not a reduction in reputational risk. Change in the law clauses, dispute resolution clause, audit rights and termination clause should be included in the concession contract. Bangladesh could only be available for investment by involvement in a controlled investment with a public sector-oriented partner.

3.2 Economic and Market Environment

3.2.1 Growth, Aviation Demand and Market Scale

Bangladesh is a large and growing economy; however, inflation and affordability constraints may limit short-term consumer spending. IMF has estimated the real GDP growth rate in FY26 at 4.7% and the inflation rate at 8.9% (BIDA, 2025). The World Bank banked on export growth, remittances and the increase of stabilised reserves, but warned of a lack of employment growth and stalled reforms. The biggest opportunity is around focused travel demand. Dhaka is a

service for business travellers, migrant workers, students, families and the passengers of the diaspora. In 2023, HSIA's passenger volumes are estimated to be around 50,000 flights and around 37,000/day (Hazrat Shahjalal International Airport, 2026). The third terminal may be able to boost business space and dwell time. According to the International Air Transport Association (2025), Asia Pacific traffic had a faster-than-average growth rate for the full year 2025, at 5.3%, when compared to the global average. Travel retail may continue to grow even if the domestic discretionary spending isn't that strong. The number of passengers is not a measure of store productivity. Demand is different on the route, different by income, travel purpose, and departure time. Even from category demand, average spend and conversion rates, WHSmith should do some testing before rolling out a large-scale expansion.

3.2.2 Inflation, Affordability and Foreign Exchange Risk

The key economic restriction is from inflation. The main impact of rising prices is that they cause a decline in real income, and taka depreciation makes imported items like books, cosmetics, food items and electronics more expensive. Bangladesh Bank could not keep the policy circular free as it wanted to achieve low inflation and balance external stability (BIDA, 2025). This puts WHSmith under pressure due to increased costs and reluctant customers. British pricing at airports will be out of the question. The variety should include what is necessary, small packages, prominently displayed prices, and local brands. Buy only the best of imports. Transparent bundles and low-price points can help to mitigate any fears of airport marking. Forex risk needs to be controlled as well. The hard currency needs include franchise fees and stock imports. The delayed conversion may also cause earnings and supply chaos. Some of the franchise fees should be pegged to sales at each location, not only to a set sterling figure, as WHSmith does. A more equitable distribution of risk would take place under bands of currencies, using periodic repricing and imports as sparing solutions.

3.2.3 Logistics, Local Sourcing and Store Economics

In 2023, Bangladesh was placed 87th in the Logistics Performance Index (LPI) (Transparency International, 2026). Another advantage of airport retail is that it has one delivery point. However, the delay of customs clearance and congestion in Dhaka can bring about stockouts. Take precautions against high frequency of imports by WHSmith. Water, snacks, stationery, gifts and Bangla books can be obtained locally. Differentiation and/or necessity or high value/weight ratio should be emphasised for imported products. Local sourcing results in a

better cultural match and minimises exposure to currency, while posing quality issues. Suppliers should be WHSmith-approved, standards should be set, and the audit rights should be retained (WH Smith PLC, 2025). The essence of storing is dependent on position and soaking time. Airports spend are correlated with store position, with the number of passengers as well as with assortment and terminal design (Mihailova, 2023). While relevant mobile offers can increase spending, irrelevant offers could lead to prolonged browsing. If the market continues to grow for a variety of reasons, WHSmith must be able to find some space to occupy in the departure flows, implement digital coupons and monitor sales by route, time and segment. Bangladesh needs to approach a pilot concept for eliminating aids and showing effective cost reduction and fast measurement.

3.3 Legal and Regulatory Environment

3.3.1 Market Access, Licensing and Concession Design

There is one outstanding issue — the predictability of rights for WHSmith to secure, operate and exit the airport concession. The investment guide provided by BIDA facilitates the involvement of foreign nationals and detailed registration and tax norms, work permits and profit repatriation (BIDA, 2025). But the airport space is allotted by public or airport-linked ones. Thus, the concession contract is more important than the level of investment openness. Local partner to have retail license, food handling license, imports license and employment license. WHSmith needs to be advised on food safety, labelling procedures, halal information, consumer protection and restricted publications. Data systems have to meet community needs and apply group requirements (Asmat, Norhayati and Abdul Latif, 2022). There should be due diligence taken before brand approval. Weights to be laid down under the concession should include rent, revenue share, fit-out responsibilities, opening hours, exclusivity, renewal and exit. This revenue-linked structure would be a better way to carry risk than excessive fixed rent. A more limited category right might be more protected than a broad exclusivity.

3.3.2 Import Costs, Partner Governance and Exit Control

Even if entry is permitted, import taxes can be detrimental to the model. Foreign goods might be less competitive due to customs, VAT and sundry duties. So the answer is not to aggressively plan a tax structure. Instead, WH Smith should develop a balanced product range. Local goods must be preponderant in the low value categories. There has to be a ‘want’ in the imported product to justify the landed cost, either due to an urgent need or due to some unique offering

or brand. Administrative costs reduce establishment values and increase local knowledge values (Lahti, Wincent and Parida, 2018). Approval can be handled by the local partner, but there will be risk to the agency. Approved suppliers, access for audits, cash controls, recall and brand suspension rights in the franchise agreement. Related party procurement should be made transparent, and procurement outside of written contracts prohibited. But exit control is essential, too. Doing so should be done in steps. The termination rights should include regulatory violation, corruption, unauthorised use of data, food safety issues and brand damage (Teece, 2022). Legal uncertainties can be overcome using good advice, clear contracts and staged commitment. Without those safeguards, it's not a bankable deal for the airport.

3.4 Cultural and consumer environment

Cultural distance influences the product offering, service model and control systems adopted by WHSmith. However, these differences do not reduce the company's ability to operate successfully in Bangladesh. The majority of people in Bangladesh are Muslim, and the primary language is Bangla. The British are more one-dimensional. WHSmith needs to continue with the travel-retail system, but with a change in products and services.

Dimension	Bangladesh	United Kingdom	WHSmith implication
Power distance	80	35	Use clear roles, visible supervisors and defined escalation.
Individualism	5	76	Design family bundles and relationship-based assistance.
Achievement orientation	55	66	Retain speed, but avoid aggressive selling.
Uncertainty avoidance	60	35	Show prices, expiry dates and return rules clearly.

Dimension	Bangladesh	United Kingdom	WHSmith implication
Long-term orientation	38	60	Demonstrate immediate value while building trust.
Indulgence	20	69	Prioritise practical essentials over novelty.

Table 1: Hofstede country scores and implications

Source: Author

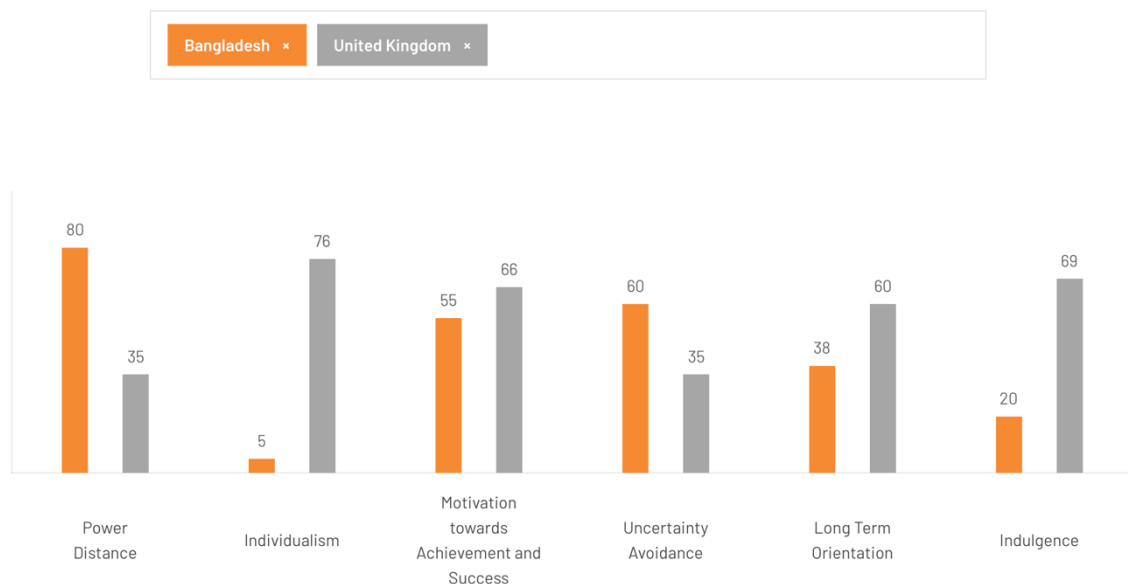


Figure 2: Hofstede country scores and implications

Source: The Culture Factor Group (2026).

The largest gaps are in terms of hierarchy, individualism and indulgence. Collectivism implies that buying can be directed towards families as well as to single individuals. There are therefore opportunities for children's products, gift packs and shared snack packs to perform better than a targeted commuter pack. High power distance means clear authority for the staff (The Culture Factor Group, 2026). But this does not mean that problem solving should not happen on the front lines because of hierarchy. Moderate uncertainty avoidance: sealed products, bilingual labels, and visible refund rule. Adding functional value might be more important than novelty at the end of an impulsive tail. The core should be based on halal food, Bangla publications, local gifts and travel essentials (The Culture Factor Group, 2026). Alcohol and publications

that are inappropriate in the culture should be avoided. Staffing and meal demand and trading peaks will differ in Ramadan.

These are national averages for these scores. They don't speak for all passengers. One major cross-country test uncovered vulnerabilities in certain aspects of Hofstede's model, such as UAI and ACH (The Culture Factor Group, 2026). Hence, for WHSmith, the table is not a customer profile, but a hypothesis. Each assumption should be verified through passenger surveys, staff interviews, and pilot sales. Improvement of cultural responsiveness should be based on evidence. The firm should export its retail system, NOT a British shelf.

3.5 OLI synthesis and market attractiveness

Recent studies in international business do not consider these advantages as separate, easily ticked boxes, but rather interdependent (Schlegelmilch and Szöcs, 2020). The rights of ownership are reliable. WHSmith has a known travel brand, experience in tenders, compact-store design, category knowledge, supplier systems and data-led space management. The firm can bring together books, food, health products and technology under its roof. It has references and has been in airports, and thus reduces the landlord uncertainty (Teece, 2022). These strengths can be linked elsewhere but not necessarily in Bangladesh. There's a lack of brand awareness, and imported ranges are too costly. It's thus ultimately not British heritage, but the ownership value, primarily in OS and concession ability.

Location advantages are good and becoming over-populated. Dhaka provides the volume of passengers, a bigger terminal, limited organised travel retail and enables access to a variety of passenger bases. Bangladesh's position in the latest World Economic Forum travel and tourism development index report is 109 (BIDA, 2025). Indicating gaps in infrastructure and enabling environments, and areas for improvement. This means that it is not Bangladesh in general, but a particular airside location that is the best. The unit is poor and located within the terminal, which will remove a lot of the case.

Internalisation is mixed. It would be beneficial in terms of protecting standards and data; however, it would raise capital and regulatory and learning costs to the detriment of full ownership. Pure licensing would be inexpensive but might put the brand at risk for poor food safety standards, poor price control or cash control (Mihailova, 2023). A highly managed master franchise works as a cost-effective way to bring the most sensitive property in-house, but still retain the partner's area expertise. However, cultural-distance research indicates that

distance has the potential to impact control decisions, though in which direction it does so depends on uncertainty and the quality of the partner.

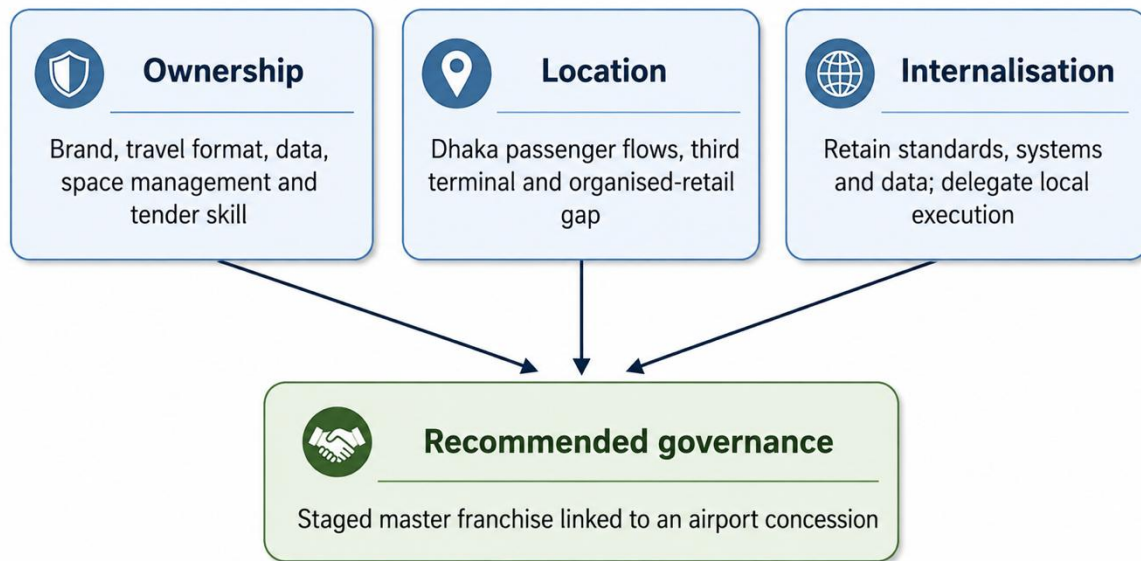


Figure 3: OLI synthesis for WHSmith in Bangladesh

Source: Author, adapted from Teixeira (2020)

OLI advocates for entry, albeit on a project level. The advantages of owning make for good travelling. This is primarily a location advantage at HSIA (Hazrat Shahjalal International Airport, 2026). The question of internalisation favours the option of selective control instead of full ownership. The market size is medium, and a high-upside pilot is required, with an unacceptably high-risk for immediate scale. Three thresholds should be followed – as a final go/no-go. In the first place, the concession needs to allow for sufficient air-side visibility and sufficient contract duration to recover fit-out costs. Second, the partner must take integrity tests, liquidity, and operating-capability tests (Sahin and Mert, 2023). Third, profitability in the base case must be achieved following taka depreciation, reduced passenger conversion and import delays and rent escalations. Those thresholds are important – and attractive national indicators won't save a weak one. They also help to avoid escalation of commitment once work has commenced on the tenders. Finance/signature reviewers should be delegated by management before signature. Approval shall be revoked if any of the controls is still not solved. The OLI conclusion is translated to an investable decision rule that will save shareholder value with a gatekeeping approach.

4. Entry Mode Strategy and Strategic Synthesis

4.1 Historical pattern

The WHSmith store business has utilised directly operated stores, joint ventures and franchises. Within the rest-of-the-world division, 59% of the 325 outlets were operated directly; 9% were fair shares, and 32% were franchises in 2025 (WH Smith PLC, 2025). Daniela De Giorgio, the group's head of real estate, said that new directly operated stores would be in markets that the company knows well. It also announced a more aggressive franchise-led approach towards new international expansion. Not only because of the lower capital expenditure required for opening stores at international locations, but also in terms of the lower level of complexity involved (WH Smith PLC, 2025). The pragmatism of this history is evident in the selection of modes instead of the ideology of which ones. Where WHSmith's size and infrastructure allow, direct operation is used. Where local expertise is an issue or where commitment is less than ideal, partnerships are used. Evidence of entry mode fit in accordance with host country risk (Tuominen *et al.*, 2023) supports the pattern of entry mode being the product of alignment with the host country risk, firm resources, and control attached and desired outcomes, instead of a universal hierarchy.

4.2 Mode comparison

“Exporting is not a viable primary mode as WHSmith's value is based on retail management. The ability to export is secondary.” Licensing also has limitations. While fast, it provides limited food safety, customer data and price control. While WHSmith has maximum control over a greenfield outlet, a store's learning curve has to start at zero for regulation, labour, sourcing and airport relations (Tuominen *et al.*, 2023). The existing group strategy is also not arousing any motivation for direct expansion outside core markets. A joint venture would be a blend between control and local knowledge. But deadlock can occur, and it is difficult to value a shared ownership property, with pressure for connections. It also imparts capital intramurality. This amount of effort is more appropriate for a Master Franchise (Wu and Ma, 2022). The local operator provides for fit-out, staffing and working capital. The brand, format, training, systems and approved range architecture are provided by WHSmith. The model is connected with the airport concession and may be terminated in case of non-meeting of the standard.

The primary concern is that of loss of control. That risk is real. In fact, the problem is not franchising but repackaging franchising. An approval from WHSmith should be based upon the financial, integrity and operational due diligence of the partner. Some of the processes in the agreement ought to be: live sales data, independent audits, mystery shopping, approved suppliers, food-safety controls, step-in rights (Griffin and Pustay, 2020). Fees should include a nominal royalty and incentive for performance. This means the partner is not only in line with volume/sales but also with services instead of quick short-term margin pull-out.

4.3 Recommendation and implementation

Accordingly, WHSmith should be brought in via an exclusive, performance-based Master franchise for travel locations, which would be for the third terminal at HSIA, spawning a single air-side pilot location in Bangladesh. The concession should be obtained from the franchisee, who should put in their local capital (Rienda, Quer and Andreu, 2021). Control of design, categories, technology, brand standards, training and audit should be vested in WHSmith. The pilot should run for twenty-four months. The three parameters to be checked in stage one are to be considered for the testing of passenger conversion, gross margin, average value of transaction, waste and complaint rates and audit compliance. There should be at least 50% of low-value stock sourced locally (Griffin and Pustay, 2020). Only differentiated books, technology accessories and select travel products should be considered for import. Use terminal competition/ city retail as a pricing gauge.

Future expansion should depend on the performance of the pilot store. Second unit should only be turned on if the first unit is maintaining return, compliance and customer parameters for four consecutive quarter periods. Chattogram/rail locations should not be added just to indicate growth. If the partner doesn't pass integrity or control tests, WHSmith should get out (Rienda, Quer and Andreu, 2021). The contract may provide for a later minority joint venture if the idea is successful, providing for a larger scale. The last verdict is good, but somewhat strict and disciplining. Bangladesh offers opportunities for airport retail expansion, supported by the additional terminal capacity and expected passenger growth. It is also associated with currency risk, governance risk and cost of affordability. Limits capital exposure, and a master franchise has location knowledge (Lahti, Wincent and Parida, 2018). Ownership advantages are safeguarded by strict internalisation of brand, data and compliance. This mode is found to be the best fit for the present business strategy of WHSmith and the institutional contexts of Bangladesh.

Section 2: Reflective Account Using Gibbs' Cycle



Figure 4: Gibbs' Reflection Cycle

Source: Author, adapted from Trimasse (2025)

5.1 Description

I started out looking at it as a market entry decision as opposed to a country profile. It was first my question whether Bangladesh was shown on WHSmith's operating map or not. I then extracted their details of store numbers, region turnover, strategic priorities, entry modes and main risks from their annual report for 2025. Then I categorised the evidence of Bangladesh into the themes of political, economic, legal, and cultural (Potter, 2015). I took those findings, put them through OLI and related them to WHSmith's capabilities. In the end, I contrasted entry modes with risk, control, resources and match of strategy. This is a source hierarchy, one that I followed. There was strong evidence, like audited company material.

Macroeconomic/aviation/investment claims with support from government and international institutions. The airport-consumer arguments and theory were backed up by peer-reviewed studies (Nurlatifah, Purnawarman and Sukyadi, 2023). This cut down on relying on commercial websites. It is best to use reflective practice to connect evidence, judgement, and future action and not just describe events.

5.2 Feelings

Initially, I thought it would not be too difficult for me to justify entry into Bangladesh, given that it has to do with a population of people. I also went so far as to rule out JV as the safest advice. As the research progressed, my initial assumptions became more balanced and evidence-based. The simple growth narrative was undermined by high inflation, foreign exchange (FX) pressures and governance risks (Trimasse, 2025). A recent incident regarding financial-control failure was also revealed to the world by its own report, WHSmith's. I started to fear that with a good sense of expansion, a discipline factor might not get into the picture. This uncertainty added to the quality of the piece of work. It helped me to distinguish between what is possible and what is attractive. Some tension was felt while using Hofstede scores as well (Teixeira, 2020). They provided a straightforward comparison, but the constriction of the national averages revealed the potential of a tidy table for becoming one's stereotype.

5.3 Evaluation

Triangulation was the best thing that I did well in my process. The annual report exhibited tactics and weaknesses. IMF and World Bank documents highlighted similar macroeconomic concerns and the airport offering a tangible opportunity for growth. Each source yielded a different answer. They put together an organized barter. One of the weak points was that there was not enough data specifically based in Bangladesh for airport retail (Teixeira, 2020). There's a difference between passenger flow and demand for retail. The numbers I used to prove sales potential are the total number of passengers. Academic Airport-retail studies overturned this assumption and demonstrated the relevance of dwell time, location of the store, mix of passengers, and conversion. So, I kicked the ownership of it around to present it as a pilot that could be tested. Gibbs' cycle is useful, as it takes someone from experiencing to action planning. With the danger of it getting mechanical if each stage is a box (Tuominen *et al.*, 2023). I have attempted to stay away from that, linking each reflection to a changed judgement.

5.4 Analysis

The interpretations of the evidence were shifted within the course theories. It was reflected in the model developed by Bartlett and Ghoshal, which indicated that standardisation and adaptation are not mutually exclusive. By implementing uniform systems and localising products, WHSmith can ascertain what users want and provide an adequate service level (Tuominen *et al.*, 2023). I had wanted to write about Bangladesh and its beauty before the

Growth element comes into the picture with OLI because there is a lot to be seen there without the Growth. A specialised test of the company's ownership advantage and the governance mechanism was needed. Control and ownership then came to the fore in the shaping of "entry mode theory. Using a powerful contract and robust data and audit system will enable a franchise to maintain strong operational controls. The key lesson learned was that corporate strategy has a time aspect (Nurlatifah, Purnawarman and Sukyadi, 2023). A seemingly promising mode can have incompatible goals with that of the firm. WHSmith will simplify and focus on enterprise-driven growth. A 100% owned outlet would then not make strategic sense – despite the benefit of control. This is what caused my referral from a joint venture to a master franchise.

5.5 Conclusion

I found out that in the world of distinction-level analysis, disciplined exclusion is a must. Many country facts were interesting but not airport retail relevant. A strong argument was finally given by looking at the concession, currency, rolling out correct behaviour of the passengers, product range and control system (Nurlatifah, Purnawarman and Sukyadi, 2023). I also learned to challenge company language. Global growth was assessed along with closures, low market share and the North American control problem. The lack of primary source tapes of passengers and tender documents is my greatest limitation (Galli and New, 2022). At this time, the recommendation is not predictive. It determines what WHSmith should test out before they invest in it.

5.6 Action plan

I would make an evidence matrix in the future project before composing. Each claim would be attributed a source as well as a date, reliability rating and strategic implication. I would also want passenger information at a route level, and also data on retail rents, tender specifications and competitors' rates (Potter, 2015). People's demand for Bangla Books, halal food, technology and family packages would be tested in a short survey. Talk to the airport staff and retailers would validate the operational assumptions. Maintain a "decision log" which notes the time at which evidence caused a shift in position. This will further narrow the reflection and limit "hindsight bias (Potter, 2015). Lastly, I would do a red team on the preferred mode. One reviewer would say none, one full, and one franchising. The end result would be that the final selection would be based upon clear criteria, rather than simply personal taste.

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