

Strategic Management and Sustainability

LCBB6004 Component 1

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Executives Summary

This report presents an analysis of strategic positioning of Jaguar Land Rover in the transformative UK automotive sector. It studies external macro and industry forces using PESTLE and Porter's Five Forces analysis and classifies internal capabilities using Value

Chain, Resource Based View and VRIO analysis. The effect of these internal and external analysis with external and internal factors, is presented in a SWOT analysis that highlights JLR's robust brand history and strategy, also highlights the high levels of competition and risk in supply chain. Strategic alternatives are put forward to respond to the developing industry landscape and achieve sustainable growth

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Introduction

Strategic management Presents a roadmap for sustainable growth by lining up resources with opportunities and reducing risks (Suherlan, 2024). The automotive industry in the UK is a major contributor to the national economy and is presently undergoing widespread changes due in part to the move to Business to Consumer electric vehicles, the rise of environmental impact regulations and the social changes contributing to changing consumer attitudes and behaviours (Schulz, 2024). This highlights enormous challenges and opportunities that need solid strategic management in order to handle the changing landscape. This assignment replicates on the example of the UK-based multinational automotive manufacturer, Jaguar Land Rover as a major player in the national automotive sector. JLR is owned by India's Tata Motors. However, it has robust UK roots through its major presence with manufacturing facilities and design in the UK (Fadhil, and Shen, 2025).

The vision of the company with its 'Reimagine' strategy is to become the world's most desirable modern luxury brands for today's modern client. The mission is to deliver modern luxury by design with a deep focus on sustainability.

The main strategic objectives of the company is to deliver net-zero carbon emissions across the entire value chain by the year 2039, to make Jaguar an all-electric luxury brand by 2025 and to launch six pure electric Land Rover variants by 2030. JLR's vision for electrification of its vehicle hopes to grip the legacy of the Company's brilliant brands, all the while planning for a future that is sustainable and technology driven.



Figure 1: JLR

(Source: Supply chain Brain, 2025)

Strategy analysis

External environment audit

PESTLE analysis

Political	The government of UK's zero-emission vehicle order remains in effect to safeguard a commitment to electrification, post-Brexit two-sided trade agreements could potentially affect JLR delivery and supply chain tied to the EU. It likely does not come without conditions of a portion of the funding being liable.
Economic	JLR's luxury sales are subject to the urges of the global economy and disposable income of consumers (Raval, and Thakrar, 2025). Variation in currency rates also introduces variability to profitability, counting countering higher tariffs on imported items. Inflation and mainly the cost of raw materials presents uncertainty related to the cost of production.
Social	Consumer demand for environmentally sustainable vehicle is increasing. Change of demographics of consumer younger, technologically-based luxury sales is impacting marketing and who JLR is marketing too. Consumer behaviour due to urbanisation and new models of mobility has also exposed sales of traditional SUVs.
Technological	Advancements and innovation of technology in relation with the electric vehicles (battery and charging), autonomous driving (ADAS) and digital connected devices have all sectors in an growing state of technology. JLR will require to innovate and incorporate any of the technologies to keep step with the competitive environment
Legal	JLR has to obey with multiple regulatory requirements across all sectors of emissions regulations, health and safety, privacy of data (GDPR) with all U.K and International customers. Each of these will need continual investments and subsequently, affect the operational cost.
Environmental	Demand to protect the climate and fight climate change at all levels are at an all time high (JLR aims to reach a net-zero target by 2039, also incorporate circular economy concepts, which means recycling and using sustainable materials).

Porter's five forces analysis

Risk of New Entrants, Low-Moderate	Substantial initial investment, economies of scale and developing luxury brand equity are considerable challenges (Korinek, and Vipra, 2025). Though, nimble, well-funded EV startups such as Tesla with unique technology could be a moderate threat, as EVs challenge traditional market dynamics.
Bargaining Power of Buyers, High	Luxury buyers have many high-quality alternatives that results in intense competition. Buyers are informed, seeking value, technology and service when these buyers are informed and demanding value, technology and service, they have important bargaining power over pricing and features.
Bargaining Power of Suppliers, Moderate	main components suppliers with specialisation and diversification from global supply chain problems, can exert power, mainly in regards to EV batteries and semiconductors (George, 2024). This risk can be reduced by long-term agreements and potential backward integration.
Threat of Substitutes, Moderate	Other premium brands of vehicles are direct substitutes. The threat of substitutes is moderated by JLR's brand heritage and skills in off-road vehicles. The indirect threat of a substitute for example subscription models and transit methods is less important in the high-end luxury market.
Rivalry among Existing Competitors, High	As part of the global luxury market segment JLR contests in can be quite competitive. The JLR competitors would involve high-end, established players like BMW, Mercedes-Benz, Audi and Lexus as well as new and established EV challengers.

The major market fixed costs and continued market competitiveness make a need to remain innovative and differentiated.

Internal environment audit

Value chain analysis

Key Activities:

Inbound Logistics – make sure crucial EV components like batteries and semiconductors all over a global, complex supply chain and build supply chain resiliency to endure various shocks like the recent cyber-attack.

Operations - JLR's production evolution is evidenced by their UK base shifting to all-electric production and re-purposing the Wolverhampton engine plant. Quality control will matter for their brand as a luxury vehicle.

Outbound Logistics - Effective global distribution channels will remain serious to serving customers located in 127 different countries while meeting high standards of service and delivery.

Marketing & Sales - The House of Brands strategy emphasis the differentiation strategy as it relates to targeted advertising of the Range Rover, Defender, Discovery, and Jaguar. Wherever possible, marketing supports on-time delivery. Digital platforms will become progressively important for customer experience.

Service - Robust after-sale support and growing connected car services will increase customer relationships for JLR.

Support Activities:

Firm Infrastructure - Owning the Tata Group presents stability and access to cash. To have consistent cash flows, managing finances will be crucial as the company seek to target double-digit EBIT margins by 2025.

Human Resource Management - In advancing and retaining a workforce in the skilled labour force, gaining workers with EV and digital knowledge is of the utmost value (Trávníčková, Ostin, and Mazurchenko, 2024). JLR is also making an investment in employee upskilling training programs.

Technology Development - As part of JLR to position itself and leverage development of EVs by making significant investments into dedicated platforms to produce EVs and also harness connected car technology.

Procurement - Our sourcing strategy is vital to attain sustainable high-tech components while managing costs and ensuring quality and risk mitigation in our supply chain.

Resource based view and VRIO analysis

Resource	Valuable	Rare	Imitable	Organised	Advantage
Brand equity	Yes	Yes	Complex	Yes	Sustained
Modern luxury design	Yes	Yes	Moderate	Yes	Temporary to sustained
Access to tata resources	Yes	Yes	Complex	Yes	Sustained
EV platforms	yes	yes	moderate	Yes	Temporary to sustained
UK manufacturing skills	yes	no	yes	yes	Competitive parity
Global dealer network	Yes	Yes	Moderate	Yes	Temporary
EV investment	yes	No	yes	yes	Competitive parity
Connected car capability	yes	no	yes	yes	Competitive parity

Brand Equity & Heritage - The stored heritage of Jaguar and Land Rover, displays a unique, valuable and rare asset that is tough to imitate. JLR is well positioned to harness this by their House of Brands strategy.

Access to Tata Resources - Access to the financial, technological and strategic support of the Tata Group is a infrequent and valuable resource that competitors cannot easily copy.

Proprietary EV Platforms - Investment in purpose-built EV architectures offers JLR with a temporary competitive benefit that competitors can imitate but only with the considerable investment of time and money.

Design and Engineering - Other luxury brands have robust capabilities in design but the typical modern luxury design language advanced by JLR presents a valuable and imitable point of differentiation.

UK Manufacturing and Global Network - Mainly valuable and no longer exclusive to JLR and hence can be viewed to produce competitive uniformity as opposed to a sustained advantage (Abedsoltan, 2024).

SWOT analysis

Strengths	Weaknesses
Honest and iconic portfolio of brands Jaguar, Land Rover, Range Rover, Defender which own significant brand history and customer following. Clear and ambitious electrification and sustainability strategy under the theme Reimagine with substantial financial investments and ahead in platform growth. Robust design and engineering skills in-house mainly in the UK. Access to huge resource and support from parent company Tata Group.	Exposed supply chain vulnerabilities from recent issues including semiconductor shortages and cyber-attack causing severe disruption. Historically high production costs the highest in luxury competitors which could hinder production efficiency. Slower to the market compared to supply EV specialists for example Tesla. Overall product range is limited in scope in comparison with competitors that are larger firms with broader product portfolios.

Opportunities	Threats
Growth of the EV Market - growing global demand for EVs in the luxury segment mainly is a large growth opportunity for the electrified models from JLR. Technological Leadership - Opportunity to be the market leader in linked car services, autonomous driving capabilities or advanced battery technology by R&D focused strategic determined.	Brisk Competition - robust competition from established automakers and other new EV newcomers will strengthen pricing pressure and shrink market share. Supply Chain Risks - Risks originating from global events, geopolitical concerns and the cyber-attack environment may continue to lurk production and profitability. Raw Materials Costs - Costs of serious battery materials can remain unpredictable,

Growth in Emerging Markets - Opportunity to increase market share in fast growth markets like India and China potentially maintain the existing presence of Tata Group. Use of Circular Economy - Outcome of leading sustainability practices is that customers who are aware and concerned about the environment could be appealed to JLR and motivated to take up new related models.	thus striking a detrimental impact on production costs and profitability. Infrastructural Development - Slow-paced development of public charging infrastructure in addition to other main elements will slow the adoption of EV's, involving long-distance driving.
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Figure 2: SWOT

(Source: IIDE, 2025)

Strategy formulation

To raise JLR's position in the market and achieve future growth sustainably, a number of strategic options are presented, in a way that builds off the current structure of 'Reimagine'.

Accelerate Differentiate Electrification	and While JLR has a clear plan for its electrification roadmap, present timeframe challenges to delivery that is Range Rover Electric delayed to 2026 are being noticed (The Guardian, 2025).
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Rebirth of Jaguar	The focus can be placed on forming the new, all-electric Jaguar brand as a luxury brand that can be considered for high performance, leveraging the exclusive JEA platform and design philosophy. This will need robust and targeted marketing towards a new generation of wealthy individuals, who value design and sustainability.
Electric Range Rover Luxury	There is absurd equity in the Range Rover brand and the objective is to capitalise on that by advancing electric models that do not sacrifice luxury or off-road capabilities. A House of Brands strategy can actively encourage the electric Range Rover as the most luxurious and sustainable of all luxury SUVs.
Beyond the Vehicle	Investment into the whole ecosystem of an electric vehicle could be significant. For example, developing a premium JLR-branded charging network or partnership development, for an enhanced charging experience for owners. This would lessen anxieties about charging in terms of infrastructure for any future potential buyers switching to an electric vehicle.

Strengthen Supply Chain Resiliency

The recent cyber incident, persistent chip shortages and other vulnerabilities during the automotive supply chain have emphasised weaknesses in supply chains and JLR may view supply chain as a strategic asset and endeavour to reinforce its current supply chain. Strategic Sourcing and Avoid Single-Supplier Necessity - Assess overall design alterations of EV batteries and semiconductors and avoid reliance on single suppliers in order to make a larger supplier base and look for regional supply sources (Rousu, 2024). Explore Strategic Vertical Integration - Explore vertical integration of crucial components a little more strategically, maybe through leveraging future synergies with the Tata Group, for more control over battery supply and lessened risks with outside suppliers. Digital Supply Chain Management - Maintain advanced analytics, AI and digital platforms for improved visibility of supply chain options from raw material to finished vehicle, for capabilities of active risk mitigation and quick response to any disruptions (Benatiya Andaloussi, 2024).

Enhance Connected Services and Customer Experience

Modern luxury is well-defined by the digital experience and therefore JLR requires to do a good job attracting consumers who are experienced with technology. Over-the-Air Updates - Offer as few updates as possible and perform large and recurrent over-the-air updates for vehicle delivery, infotainment and improvements for performance or other factors in the vehicle for an experience of constant improvement. Data Monetisation - With consent, make money data from connected vehicles through tailored offerings, location-based advisories and for premium features on subscription. Offer a smooth digital customer journey from online vehicle configuration and purchasing to after-sales service as well as mobility that has shown major growth.

Effortless Digital Journey

Trail partnerships with technology players beyond Tata Group for increasing innovation and lessening risk (Aithal, 2024). Autonomous Vehicles - Work with external experts or technology players like Nvidia to accelerate the design and adoption of progressive autonomous vehicle features. Partnerships in China - use the Chery JV to possibly gain access to their electrified vehicle platforms for selected models to allow JLR to better contest with EV manufacturers in the largest EV market in the world.

LLR can discover partnerships with startups by its open innovation hubs for quickly growing and integrating advanced technologies. By collaborating with the second-life battery projects with companies such as Allye Energy not will just support JLR's sustainability goals and objectives but will also make a new commercial opportunity. Moreover, partnering with technology platforms other than the automotive industry that JLR has with TCS as well as with the EV energy, will improve connected services, enhance data insights and will help in optimising charging costs and competence for customers.

Conclusion

The Jaguar Land Rover's reimage strategy has huge potential for the growth in the future, although it needs proper execution. The electrification can be accelerated and the things that should be prioritised are the separable brand identity and image and a active superior EV ecosystem. For decreasing the challenges related to the supply chain which were highlighted by the current crisis, the company can respond by making an investment in resilience through digitalisation as well as diversification for reducing the risks related to the supply chain. Improve the digital experience of the customer and providing them a satisfactory and seamless

experience and focusing on the partnership properly, effectively and progressively will present mechanisation for the modern buyers of luxury and will also enhance and advance the innovation. With the deep focus on the assigned tasks the results will attain sustainable growth, reinforce competitive response for the aggressive competition with product ranges and supporting in preserving the market position as a modern, sustainable and desirable luxury company.

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