

International BusinessLCMB7014

Philips International Business in UK



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Introduction

A company does an international strategy adoption to sell its product and goods outside of its domestic market. The international market expansion gives chance to broaden the business and get plenty of new opportunities to get customers. In the present study, the internationalisation of the personal care company, namely Philips has been mentioned along with its development in a new country. The home country here is the Netherlands and the host country is the UK where the company has developed its business. The overall company background, business objectives and strategies have been discussed here along with both country specifications. An external analysis has been done with PESTLE analysis for both two countries along with Industry Five Forces and market analysis. The study has also conceptualised the host country analysis using National Diamond Model and mentioning the business risks for Philips. Apparently, in this study, internal analysis is conducted describing the Global Value Chain where global production, HRM and marketing of the company have been analysed. Internal analysis is conducted in the study for the company through SWOT analysis along with mentioning the international strategies of the company. Finally, the entry modes of the organisation in the UK as well as the CSR (Corporate Social Responsibility) have been analysed.

Company Background

Philips is already developed globally through its health-based personal care or professional healthcare solutions and home appliances. In order to provide health systems to the people, the company has already discovered the **C-Suite Perspective** in the Netherlands as a trusted partner based on which the healthcare provision is created for patients globally

(Philips, 2023a). The main purpose of the organisation is to develop people's health and well-being through meaningful innovation.

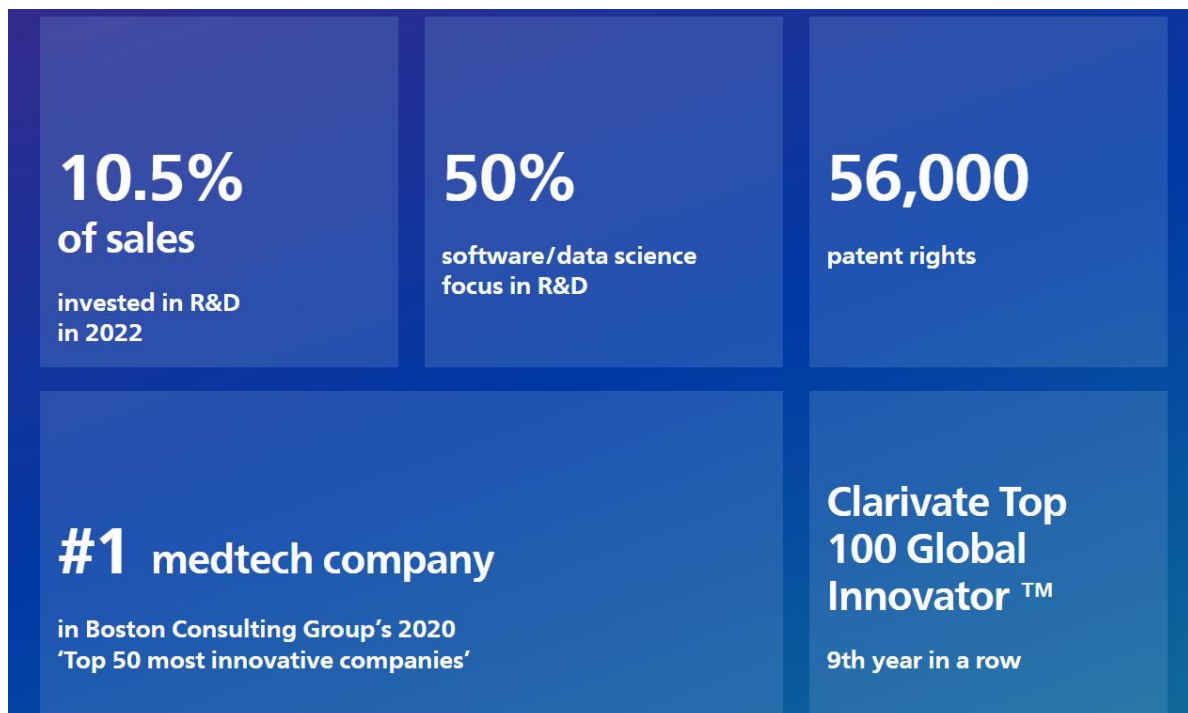


Figure 1: Performance of Philips

(Source: Philips, 2023b)

The above figure shows that in the year 2022, 10.5% of sales have been invested in R&D (Research and Development) and 50% of software or data sciences start to focus on R&D (Philips, 2023b). It is also noted that the company has 56000 patent rights all over the world and as per BCG (Boston Consulting Group); they have gained 50th position in the top most innovative companies.

It is also true that the organisation has a diverse team with 80000 individuals from over 100 countries, which genuinely shows their global business perspectives (Philips, 2023b). The company already has 130 years of **“people-focused innovation”** based on which well-being is also developed. The most popular products of the company are Trimmer, Electric toothbrush, Airfryer, Air Purifier, Hair straightener, Headphones and others (Philips, 2023c). As the company develops healthcare benefits for people, diagnostic confidence is

also enhanced by them (Philips, 2023d). While enhancing the business motive, they have mentioned that a **“patient-centred ecosystem”** is one of their valuable services through which the customers can get services whenever and from wherever they want it.

Company’s Objectives and Strategies

The company has developed business globally and they are enhancing their facilities internationally to capture a broad market. The prime business objectives are as follows:

- To improve lives by up to 2.5 billion per year by the year 2030
- To enhance a diverse and inclusive workplace with responsible business
- To explore a huge range of strategic healthcare consulting for supporting both operational efficiency and clinical excellence
- To focus on ESG (Environmental, Social and Governance) factors to increase business sustainability
- To bring more and more innovative products into the market for expanding globally and getting the reputation

In order to develop the business internationally, the foremost thing, which is done by the company is the clarification of their value statement **[Refer to Appendix 1]**. It is found that they have severely guided healthcare professionals in the Netherlands with health technologies and to gain better outcome building as well as improvements in people’s health (Philips, 2023e). It is observed that over the last 10 years, Philips has gone through a proper transformation for reshaping its portfolio building and increasing its expansion (Philips, 2023f). Apart from this, the organisation has significantly launched a global marketing initiative, namely **“Better Me, Better World”** by which they are trying to improve the lives of 3 billion people each year by 2025 (Tan, 2017).

The perspectives are also added for their UK market where the company has already gained a customer base. When business development is seen in the UK, the company has focused

on the development of their each and every product to attract customers. Household benefits, personal care services, sound and vision facilities, automotive benefits and others have been developed strongly in the UK market (Philips, 2023g). Contrary to the above viewpoint, it is seen that the company has mainly driven their “**purposeful partnerships**” for sustainable healthcare facilities (Zawya, 2022). It is also developed for the growth of future-ready solutions for patients as a part of **Global Health 2022**. It proves one thing that the company significantly believes in a partnership or business collaboration for the gradual growth in international markets.

Countries' Specifications

In the following section, two countries specifications are explained for showing the effects on the business of Philips.

Home Country (Netherlands)

It is mentioned already that the home country of Philips is the Netherlands and the basic features of the company are mainly controlled by this country. From the explanations of Harteveld and Wagner (2022), it is clarified that political competition is common in the Netherlands. Even, a negative partnership has been developed in the country. This is highly problematic for Philips for developing the business accurately in the country because of the issues to build partnerships and political difficulties. However, it is true that the country significantly has the values in politics for which the business growth is sustainable. As the tax systems are strict and the political values are developed, Philips enhances its business constantly in the country (Zawya, 2022). The requirements for employment are also found in the country for which when the company was established here, the search for employees was not difficult. Even, after so long years, recruitment is also very easy for Philips in the Netherlands as there are a huge number of people with high skills and efficiencies.

Host Country (UK)

The host country of the company is the UK where the organisation has already properly established the business. As per the viewpoints of Hoffmann *et al.* (2020), constant environmental changes are common in the UK for which companies face both advantageous and disadvantageous effects. It is found that Philips has experienced both the problems and benefits here for the changes. As the environmental changes are constant, they have made products as per it, which has given them a reputation and brand image in the UK market. On the other hand, as the changes are continuous, the company fails to develop the business motives similarly. Due to the changes, they rather fail to meet CSR accordingly as the required types of equipment are not there to accustom to the changes (Izza and Saputri, 2021). Brexit is also a major political fact in the country for which the company has experienced problems doing business worldwide or import-export things through its trading. However, employment is required here based on which Philips has easily gained its employee base in the host country.

External Analysis

External analysis of any company indicates the possible opportunities and threats in the specific regions. This kind of analysis helps a company to decide the business strategies to be profitable in the industry. External analysis helps to analyse a broader business environment that can affect the business. PESTEL is a well-known and simple tool for external analysis that helps to know the political, economic, social, technological, environmental, and legal situations of a specific country or region. On the other hand, the use of Porter's five forces model identifies the level of threats due to new entrants, the bargaining power of suppliers, the rivalry between the competitors, the power of the substitutes, and the bargaining power of the buyers.

A Comparative PESTEL Analysis

Factors		UK (host country) 	Netherlands (home country) 
Political	Positive	The government regulates the industry of personal care products for ensuring safety.	The Netherlands is a member of the European Union, but Brexit has affected the business a little bit.
	Negative	The personal care products industry in the UK is facing new trade barriers after Brexit (Trade, 2023).	Government generates favourable regulations for business (Netherlands and you, 2023).
Economic	Positive	The economic growth of the UK is significant in recent years from personal care products (Statista, 2023).	The Netherlands is one of the highest-income countries in the world.
	Negative	Competition becomes high; production costs have increased.	The impact of global economic crisis has affected the Netherlands as it is a major exporter (International Monetary Fund, 2020).
Social	Positive	A diverse and multicultural population has increased the demand for personal care products.	Liberal society of this country is a positive impact on business.
	Negative	Awareness of eco-friendly products creates a little pressure on the business of personal care products (MarketingTech News, 2020).	A huge amount of immigration is an issue to develop sociocultural distress (Verkuyten et al. 2019).
Technological	Positive	The UK is experiencing continuous development in digital technology (Akpan et al. 2022).	Telecommunication and modern technologies in manufacturing have developed the industry of the Netherlands.
	Negative	Technological advancements make the competition high in the industry.	The massive use of social media increases the competition in the market (Kemperman et al. 2019).
Environmental	Positive	Consciousness regarding environmental factors has increased (Consultancy, 2022).	The Netherlands has suggested that companies use renewable energy in the business process.
	Negative	The personal care industry is scrutinized to check if there are any environmentally harmful products or not.	Flooding due to geographical position is a negative impact on businesses, like Philips in the Netherlands (Avoyan, 2022).
Legal	Positive	The EU Cosmetics Regulation is there to maintain safe products.	Being a part of the European Union, there is a recent regulation in the Netherlands to mention the ingredients of cosmetic products (COSlaw, 2023).
	Negative	The personal care industry is under consumer protection laws (Gov.UK, 2023).	

Table 1: Comparative PESTEL Analysis

Here the comparative PESEL analysis has shown the situation of the broader market area for Philips personal care products. This business has originated from Netherlands and has made an entry into the market of UK. Based on the **political factor**, the company has to be conscious of the strong interference of the government through different business regulations, whereas, in the Netherlands, there are comparatively favourable regulations for business development. As per the **economic factor**, the Netherlands is a high-income country, but recently this country has faced the impact of a global economic crisis. On the other hand, revenue generation from personal care products in the UK is increasing continuously (Statista, 2023). Though there is high competition, it has good opportunity for Philips in UK. Analysis of **social factors** has revealed that the multicultural population of the UK is very much fond of personal care products. It can be a good opportunity for Philips to extend their business. Besides, **technological factor** has shown that there is a continuous development of digital technology in the UK. Therefore, it can also be a good opportunity for the advanced personal care products of Philips. Though high competition in UK market is noted because of technical advancement, Philips has the opportunity to enhance its technical aspects for staying competitive. Moreover, the analysis of **environmental factors** has indicated that the company should be aware of the rising consciousness of UK citizens regarding eco-friendly behaviour. Lastly, Philips has to be aware of the consumer protection laws of the UK (Gov.UK, 2023). Hence, to operate successfully in UK market, Philips needs to focus highly on the environment of UK that is different from Netherlands.

Industry Five Forces

The threat of New Entry

Due to different trade barriers in the UK market, and the rising awareness of eco-friendly personal care products, there is a low level of threat of new entrants (Consultancy, 2022; Trade, 2023). On the other hand, the demand of the citizens of the UK for personal care

products is increasing gradually (Statista, 2023). Therefore, the competition is very high in the market so the ***level of threat of new entrants becomes low.***

Bargaining Power of Customers

In the time of globalisation, there are multiple options for consumers to purchase different personal care products. Therefore, the ***level of threat due to the bargaining power of the customers is high.*** Additionally in the UK, the Consumer Protection Rights are active to look after the safety and security of the customers (Gov.UK, 2023). This makes a large number of brands focus on it for operating in legal atmosphere. Hence, this makes the bargaining power of customers high.

Bargaining of Suppliers

In the UK market, there is a huge supply of raw materials for personal care products. Technological development is also responsible for increasing suppliers from small scale to large scale (Akpan *et al.* 2022). Therefore, the ***threat level due to the bargaining power of the suppliers is low.***

Threat of Substitutes

The consumers of the UK are being conscious of eco-friendly behaviour and they look for different environmentally-friendly products for personal care (MarketingTech News, 2020). The government of the UK is also prioritizing the production of environmentally-friendly products. Therefore; the ***level of threat of substitutes is high*** in the UK market. On the other hand, as the bargaining power of the customers is high, if any company sells its products at a low price, there is a chance to be substituted by that company.

Rivalry among Existing Competitors

The revenue generation from personal care products is increasing in the UK market and technological advancements help businesses to grow fast (Akpan *et al.* 2022; Statista, 2023). Furthermore, a large number of well-renowned players, such as Samsung, Fitbit are

present in UK. Therefore, it can be analysed that there is **a high level of threat of competitors** for Philips in UK market.

Market Analysis

Revenue generation from the personal care and beauty products market is approximately US\$15.92bn as per the information of 2023 till now in the UK market (Statista, 2023). In the coming days, this market is intended to grow by 2.17% annually. The largest segment of this market is personal care products as its market share is US\$6.37bn as per the time span of 2023 till now (Statista, 2023). Various competitors in the market include Fitbit, Samsung and key success factors in UK for Philips include low threat of new entry. Additionally, low bargaining power of suppliers creates a chance for Philips to easily access raw materials and meet the needs of the customers within time (Akpan *et al.* 2022). External analysis even provided an insight that multicultural and diverse population in UK, advancement in digital technology are all emerging as the success factor for Philips in its host country.

Host Country Analysis

Country's National Diamond (UK)

National Diamond Model or the **Porter's Diamond Model** is conceptualised for explaining the national competitiveness of a firm in the market. According to Vlado (2019), this model helps in justifying the dynamics of a business along with focusing on the industrial dimensions. Practically, this model has four main factors, which are **“Company Strategy, Structure and Rivalry”**; **“Factor Conditions”**; **“Related and Supporting Industries”**; and **“Demand Conditions”**.

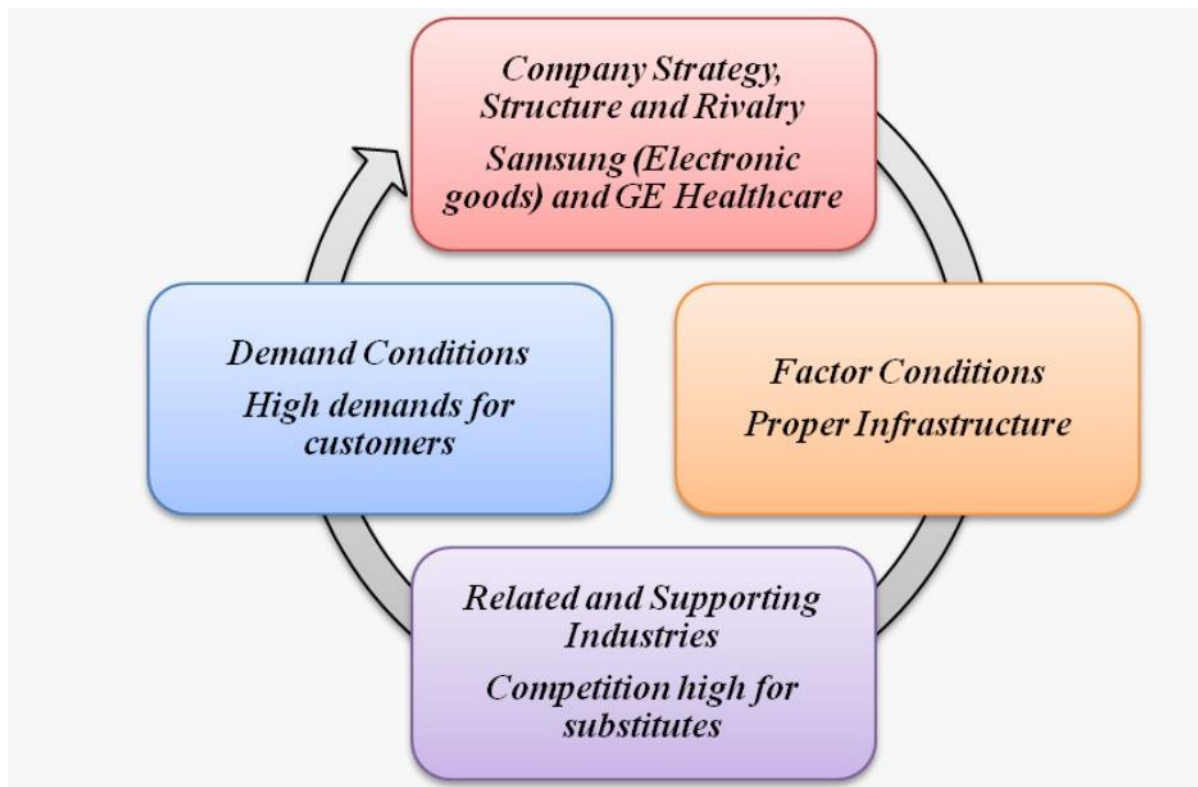


Figure 2: National diamond model of UK

(Source: influenced by Vladoš, 2019)

- ***Company Strategy, Structure and Rivalry***

As per the first factor, the company has a developed business in the UK market, though it has two strong competitors, which are Samsung (Electronic goods) and GE Healthcare (Healthcare). However, it is found that Samsung is ranked 103 whereas Philips is ranked 98 in the Global top 100 brands (Comparably, 2023). Therefore, it is clear that the company gets a more competitive advantage even at the national level in the UK.

- ***Factor Conditions***

On the other hand, the organisational infrastructure, like transportation is also good in the UK market for which the resources are broadened and the market competitiveness is maintained. According to the opinions of Chen and Chang (2020), the company has focused on the local production facilities in the UK for which it has also become a positive thing for the organisation to hold their competitiveness.

- ***Related and Supporting Industries***

Related industries are genuinely common in the market for which national advantage has deteriorated. It is true that the company has a significant customer base, though there are different facilities for personal care rather than the products of Philips. As these are mainly luxury products, people can reject these by replacing it with a mandatory one. The supporting industry is transportation, which is aiding Philips to meet customers requirements timely.

- ***Demand Conditions***

Finally, it can be said that the venture has high demands from customers for their services and products through which competitive advantage is met. As they are giving long-term value to patients as well as sustainable benefits of treatment, the constant demand is increasing (Philips, 2023f). Based on it, the organisational competition is also enhancing in the UK national market domain, though, they have tried to meet the advantage properly.

Country Business Risks (UK)

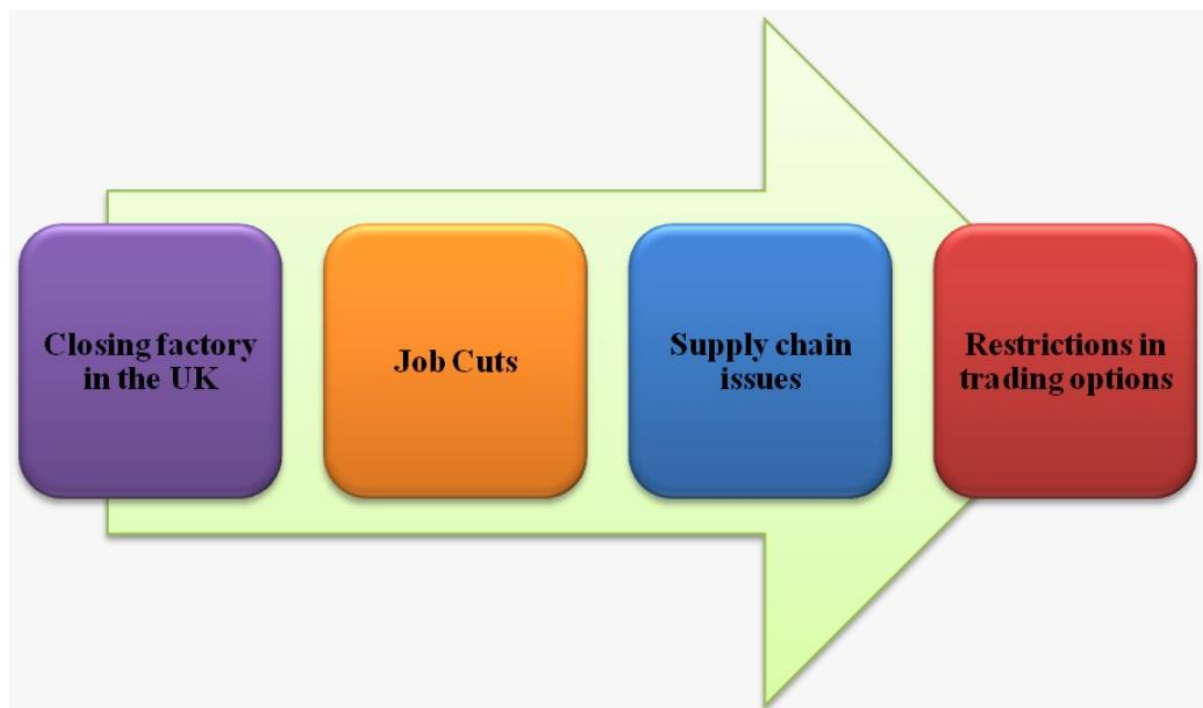


Figure 3: Business risks of Philips in UK

(Source: influenced by Gurtu and Johny, 2021)

In spite of developing all the products and services in the UK market, the Netherland-based company has faced genuine problems in the host country. The foremost thing, which has come out is the planning of the company to close the factory in the respective country in the year 2020 along with the loss of 400 jobs (Reuters, 2019). The company has tried to reduce its large manufacturing sites worldwide from 40 to 30 for which this move has taken its place. However, there was no direct link with the Brexit issue, though the company has mentioned their decision as a part of the geopolitical challenge. Most significantly, after hitting legal action, the company has also decided to cut approximately 4000 jobs worldwide (Telling, 2022). It is also a big problem for the organisation for which their business becomes risky in the UK market. As the employees' job has started to be a part of the concern, the customers' intentions to buy products or take services from them have been questioned. Thus, another major business risk has been faced by Philips in the UK market.

One major business risk of the company in the UK market is the issues in supply chain management (SCM). In the first quarter of 2022, they reported losses of 150 million euros as the Dutch health technology firm battled a faulty respirator as well as supply issues (MPA, 2022). At the same time, they have also mentioned a major sales fall of up to 4% through which business reputation has also been reduced in the host country. It is found that the company previously reserved 725 million euros to fix the problem and they focused on the updation of their healthcare equipment (MPA, 2022). As per the notations of Gurtu and Johny (2021), the growing supply risks of a company are responsible for creating uncertainties in the market competition. However, the trading options have also become restricted for the organisation in the country due to which the gradual business risks are also developed more than their supply issues.

Internal Analysis

Global value chain

- **Global Production**

It is seen that the company has developed their global business focusing on every single product and service. As per the analysis of Azhar and Bate (2019), they have included the facilities of smart bulbs or Hue Smart-bulb to attract customers. Most significantly, this system uses a hub; therefore, there is no direct interaction between the smart light bulbs and smartphones. The main reason behind it is that the commands go to the bulb through the hub via the **“Zigbee protocol”**. They have established the **“Azurion Suite of Interventional Cardiology Solutions”** for patients through which patient care is developed (Philips, 2023f). All these are the actual production of the concerned company based on which their global value chain is established with a huge customer base.

- **Global Marketing**

From the explanations of Donzé and Wubs (2019), it is clarified that the company has always focused on the exports based on which their network has been established. It is mainly a part of global marketing through which reputation is developed. Different personal care companies in the global market utilised the X-ray tubes, though, Philips had not got the opportunity. In order to do global marketing, they have broadened their R&D and made collaboration with different international manufacturers. In order to expand the marketing and the business, the company has taken a German company and enhanced business also in that country. Mostly, they are concerned about the shares in the world market for which the focus towards the business is also enlarged.

- **Global HRM**

Human Resource Management (HRM) of the company is really appreciable because it helps them to develop the employee base, who is ready to satisfy customers highly. The first 3C,

which has been followed by the global HR managers of the company, is **Collaboration**, **Communication** and **Change** (Philips, 2023h). The collaboration has given them the opportunity to work personally and professionally to create an energetic environment. Arguing the above statement, it can be said that communication plays the most effective role here because the development of the interaction has helped to conduct weekly meetings. Finally, the HR team has increased the changes in the company regarding their operations and implemented these sustainably.

SWOT analysis

Strengths	Weaknesses
• The company has a strong focus on the customers' needs for which innovation is a continuous thing (Philips, 2023a). • The organisation is always trying to find an impactful patient-care solution for people and implement new electronic products for customers	• As per Hilbolling <i>et al.</i> (2020), the company has given third-party access to the customers for using the Hue lights and because of it, they have lost control over the user experience • Supply chain issues are also found in the company for which it is mentioned as one of the major weaknesses in the UK market.
Opportunities	Threats

• Advancement is common in patient-centred care for which customer numbers are increased in the UK market • Leaders of the organisation always focus on the re-evaluation of priorities to satisfy customers (Philips, 2023a).	• Both in the patient care facilities and personal goods, the people have second choices, which make a threat to the organisation • Rival companies such as Samsung, LG, GE Healthcare and others are there for which competition is strong in the market
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Table 2: SWOT Analysis

International Strategies

Internationalisation is also a part of commercialisation because it helps in developing the branding of a company in global countries. From the opinions of Li (2020), it is clear that the company developed its **liquid lens and demonstrated a camera in 2004** based on it. This is surely an internationalisation strategy to explore a new market. It has given them a proper chance to be reputed in the UK market through the **consumer-centric product**. However, it is known that the firm terminated its liquid lens project in the year 2011 for market competition. Contrary to the above comment, Chen and Chang (2020) explained that it is mandatory for a company to be strong in its industry before exploring the international market. In the Netherlands, Philips has done it successfully and even in the UK, it has certainly maintained the country-specific factors. As per the viewpoint, the decision-making is strong in the firm as well as they have the **capability to rebuild the R&D**. Therefore, when the company enters the UK market, they have easily gained a reputation for industry-based growth.

Contrarily, it is seen that the organisation has not only enhanced international business in the UK through product or service growth but also explored the technological benefits. It is

found that the venture has ***developed and implemented the first regional data integration hub*** for supporting the UK's "***National Covid-19 Chest Imaging Database***" (Philips, 2021). Practically, it is one of their international strategies to explore the business features in the UK market through which a broad reputation can be gained in the host country. The management has explored the advanced data integration in the market through which solutions for radiology have been met. On the other hand, the security to meet data collection, management and de-identification has been found through the strategy. They always tried to ***keep the business centralised***, which has also added an opportunity in the international strategy.

It is also known that the firm has ***approached a comprehensive portfolio of products as well as services to support high-quality care for Covid-19 patients*** (Philips, 2021). This strategy is also considered as a major internationalisation strategy for supporting people and exploring business opportunities in the UK market. For the rapid deployment as well as the scalability in the business, this strategy is appropriate in the context of Philip's global business. Contrarily, from the information of Chen and Chang (2020), it is clear that the company has ***developed resources and capabilities***, which they have utilised for gradual business growth. While entering the UK market, they have developed a ***tradition of caring for workers***. Significantly, the employees have been ***promised to get fair wages*** from the company through which their entrance into the market is adopted easily. ***Organisational commercial and technical functions*** have also been developed in the UK market, which has also supported the market entrance. As the company has genuinely ***focused on innovation*** and embraced it properly, Philips has become a leader in industrial research.

Entry Modes

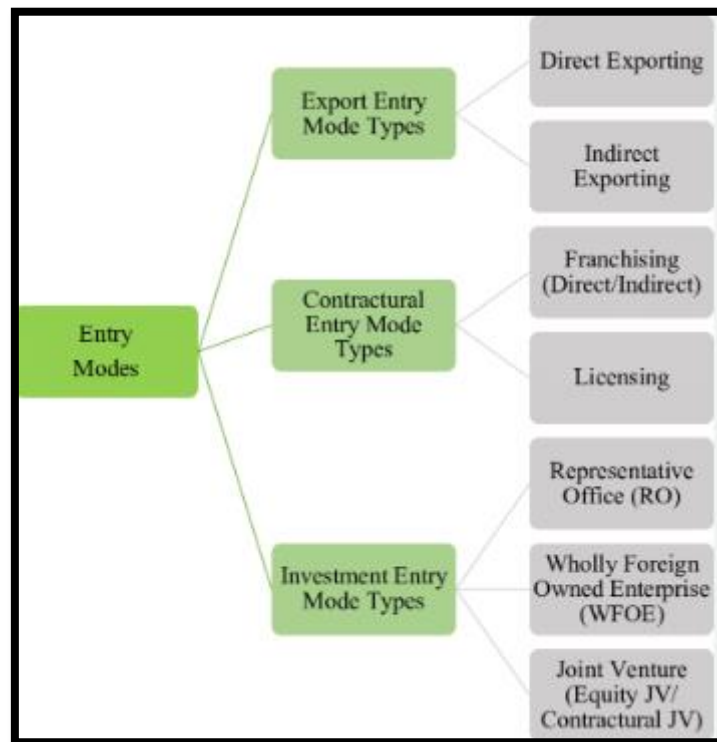


Figure 4: Entry modes

(Source: Gundelach and Hansen, 2020)

It is highly required to depend on a proper entry mode to develop or enter a business in a new country. While expanding the business in the UK, the Netherlands-based company Philips has entered with **Exporting** entry mode. As defined by Gundelach and Hansen (2020), this entry mode gives the first-move advantage and multinational corporations are developed through it. Even, through the exportation, the internal resource constraints are also resolved. Therefore, depending on it, the company has significantly utilised their resources as well as capabilities. The human resources, technical facilities and financial investment have been done properly in the UK through which entrance has also kept a positive energy for the organisation. Practically, product sales in foreign countries are enlarged through it along with gaining a genuine brand reputation. Philips has got their

customer base in the UK through this entry mode where their products are known by the customers even from earlier.

Corporate Social Responsibility (CSR)

CSR is an overall concept of a firm through which social as well as environmental concerns are integrated with a firm's business operations or their interactions with the stakeholders.



Figure 5: VR used by Philips for personal goods

(Source: Philips, 2023e)

From the statements of Wang *et al.* (2023), it is clarified that the company has utilised both traditional and advanced media to reach customers. They have used 2D maps, photos and videos along with 3D models or VR (Virtual Reality). Practically, they have tried to reach customers from different levels for which two different types of methods are followed. In order to support the employees as well as to explore the environmental concerns, they have renovated the buildings in the UK. It has also been mentioned as the major CSR of the company through which business perspectives have been broadened in a significant manner in the respective country.

The social responsibility of the organisation is also vivid from the healthcare facilities for people and it is also considered as one of their major CSR activities because the management of Philips always tries to innovate new healthcare technologies for patients. As per the notations of Izza and Saputri (2021), the organisation has gained the first position in the **“Energy Saving Lamps Category”** than its competitors. It means that the organisation’s LED lights are energy-saving products through which environmental concerns are also focused. While developing its brand image, the organisation has mainly focused on the development of the psychological and social needs of customers. Apart from this, brand image development becomes a major thing for Philips in the host country; however, without focusing on customers’ needs, they have never done it.

Contrary to the above viewpoint, Philips (2020) signified that the company has maintained the industrial life even after focusing on corporate social responsibility in a proper manner. It is also true that when the company focuses on environmental demands, they have also linked with ethical values. In order to develop their environmental concerns, the authority of Philips has increased their review-taking activities from customers. This is accurately the major part of their CSR based on which the communication with stakeholders is broadened along with the business operations. When the company focuses on the ESG factors, it also explains the fact that the organisation has a high dependence on CSR through which sustainability is met. In the time of arranging facilities for the patients, they have also developed sustainable technologies, which can give long-term facilities to them.

Conclusion

The above analysis has made it clear that the organisation has already a developed market in the Netherlands and it has focused hugely on internationalisation. In order to expand the business in the UK market, it has focused on market analysis and other major factors. In the country’s specifications, it is clear that both the countries are giving positive and negative

environments of business to Philips. However, after exploring in the UK market, the company has severely developed their business focus and customer base. The external analysis has shown the personal care product growth in both the UK and Netherlands markets as per its political or economic base. However, the severe opportunities are gained in the host country by the venture. However, the bargaining power threat of customers and the threats of substitutes are really high in the UK market.

The company focuses on sustainable business management for which they have strategized their business in this manner. On the other hand, the company's focus is high on reputation growth and branding in the UK market for which gradual business development is done there. There are different businesses risks related to supply chain, job cuts and others in the UK market based on which the business difficulties are broadened in the host country. However, the company has tried to innovate different things such as technological growth for patient care, relevant electronic goods manufacturing and others through which the business development is found continuously. The global value chain of the company is strong for which they have developed all their HRM, production and marketing worldwide. In order to enter the UK market, they have signified the choices of exporting by which the company has become recognised in the host country from earlier. On the other hand, the organisation has the dependence on CSR strictly to care for patients through technological adoption or to enhance environmental decisions through energy-saving measures.

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Appendix 1: Value Statement of Philips



(Source: <https://www.philips.com/a-w/about/innovation.html>)

