




# Scarlett Wood

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## Final Assessment

<b>Unit Details</b>	Name	International Strategic Management
	Code	HC3141
	Year, Trimester	2024 Trimester 1

<b>Assessment Details</b>	Name	Final Individual Assessment
	Due Date & Time	21 June, 2024 11.59 pm

<b>Student Details</b>	Student Number	
	First Name	
	Family Name	

<b>Submission Declaration</b>	Integrity Declaration	I have read and understand academic integrity policies and practices and my assessment does not violate these.
	Full Name	
	Submission Date	

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<p><b>Academic Integrity Information</b></p>	<p>Holmes Institute is committed to ensuring and upholding academic integrity. All assessment must comply with academic integrity guidelines. Important academic integrity breaches include plagiarism, collusion, copying, impersonation, contract cheating, data fabrication and falsification. Please learn about academic integrity and consult your teachers with any questions. Violating academic integrity is serious and punishable by penalties that range from deduction of marks, failure of the assessment task or unit involved, suspension of course enrolment, or cancellation of course enrolment.</p>
<p><b>Format &amp; submission instructions</b></p>	<ul style="list-style-type: none"> <li>• All answers must be entered in the answer boxes provided after each question.</li> <li>• Your assessment must be in <b>MS Word format only</b>.</li> <li>• You must name your file with the Unit Code and Student ID example: <b>HC3141 – ABC1234</b></li> <li>• Check that you submit the correct document as special consideration is not granted if you make a mistake.</li> <li>• Your student ID &amp; name must be entered on the first page.</li> <li>• Submission declaration must be completed on the first page.</li> <li>• All work must be submitted on Blackboard by the due date and time. <b>Late submissions are not accepted.</b></li> <li>• You have two attempts to submit. The final submission will be marked only.</li> </ul>
<p><b>Penalties</b></p>	<ul style="list-style-type: none"> <li>• Reference sources must be cited in the text of the report, and listed appropriately at the end in a reference list using Holmes Institute Adapted Harvard Referencing. Penalties are associated with incorrect citation and referencing.</li> <li>• For all other penalties, please refer to the Final Assessment Instructions section on Blackboard.</li> </ul>



## **INSTRUCTIONS:**

Read the case study at the provided link below and then answer all five questions that follow.

[https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=1995786](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=1995786)

## **ALL RESPONSES MUST BE ENTERED IN THE ANSWER BOXES PROVIDED**

### **Question 1**

**(10 Marks)**

Using information from the article above and your knowledge from class lectures, define strategic leadership and explain its significance in the strategy-making process for achieving competitive advantage.

**(400 – 500 words)**

**ANSWER: (box will enlarge as you enter your response)**

Strategic leadership is the style whose main focus is on defining and implementing a vision which links with the competitive landscape as well as long-term goals of the organization. Competitive landscape involves various things such as leveraging core competencies, shaping the company's direction by making high-stakes decisions, and fostering a culture which promotes adaptability and innovation within the organization. In addition, strategic leaders following this leadership style easily navigate through multiple environments such as dynamic and complex. Also, they are tasked with various ethical practices, utilizing a blend of foresight, as well as innovation which helps in achieving sustained success within an organization.

#### **Significance in Strategy-Making for Competitive Advantage**

1. **Building dynamic core competencies-** Main focus of strategic leaders is to recognize core competencies and cultivate them resulting in providing a competitive edge. Such competencies must develop on continuous basis, and easily come to adapt change demands of the market (al., 2012). In this way, the organization can easily come to maintain and enhance such capabilities and can easily come to stay ahead of the competitors by responding to sudden shifts in market and technological advancement.
2. **Vision development and communication-** Another major role of strategic leadership is the development of clear and compelling vision as well as articulating it. For the organization, this vision acts like a support or guide by ensuring the informing of strategic development and linking efforts as per different department or levels within an organization. Also, a good communicated vision make sure that every employee or the member part of the organization understand their particular roles as well as long-term goals of the organization.
3. **Investment in technology-** Another step to maintain competitive edge is to keep investing in technological advancements. As strategic leaders are already aware of the importance of investing in such technologies whether by the help of external acquisition or internal development. It doesn't only results in improving the efficiency of the operation but also opens up new doors of opportunities regarding growth and innovation.



4. **Emphasis on human capital-** In achieving competitive advantage, it is necessary to consider human capital as an important asset. In the list of priorities, strategic leaders ensures to prioritize developing, attracting, and retaining top talent. To ensure workforce remains innovative, capable of obtaining growth for the organization, and skilled it is essential to invest in employee development and training.
5. **Ethical practices and balanced controls-** To make sure that strategic goals are aligned with the organizational activities it is necessary to implement balanced control system. It also helps in maintaining innovation and flexibility within the organization. In addition, ethical practices must be prioritized by strategic leaders ensuring values of trust, honesty as well as integrity within the company.

Thus, the above mentioned are some of the significance of strategic leadership in terms of obtaining competitive advantage.

## Question 2

(10 Marks)

- a. Conduct a SWOT analysis for a multinational corporation of your choice. (200 – 250 words)

**ANSWER :**

- b. Identify two strengths and two weaknesses from your analysis and suggest how the company can leverage its strengths to improve its weaknesses. (200 – 250 words)

**ANSWER :**



### Question 3 (10 Marks)

- a. Using Porter's 5 Forces, analyse the competitive environment of the global airline industry. (200 – 250 words)

**ANSWER :**

- b. Discuss the most significant force and its impact on industry profitability. (200 – 250 words)

**ANSWER :**

### Question 4

**(10 Marks)**

**Case Study: Analyse the global strategy of Starbucks.**

Starbucks has grown from a single coffee shop in Seattle to a global powerhouse with thousands of stores worldwide. The company's global strategy involves adapting its business-level strategies to different international markets, while facing and addressing various organizational challenges.

Starbucks' success in international markets is largely due to its ability to adapt its business strategies



to fit local cultures and preferences.

Starbucks tailors its menu to meet local tastes and preferences. For example, in Japan, Starbucks offers unique items such as matcha-flavored beverages and sakura (cherry blossom) products. In India, the menu includes a variety of teas and Indian-inspired food items like Tandoori Paneer Rolls and Chicken Kathi Wraps. This product localization helps Starbucks resonate with local consumers and stand out from competitors.

Starbucks also adapts its store designs to reflect local culture and aesthetics. In China, stores may feature traditional Chinese elements, while in Europe, the design might emphasize historical architecture. This cultural sensitivity in store design enhances customer experience and strengthens brand loyalty.

Starbucks engages with local communities through various initiatives and partnerships. In the Middle East, Starbucks collaborates with local artists to display their work in stores, fostering a connection with the local culture. In different regions, the company supports local social causes and sustainability efforts, aligning with community values and building a positive brand image.

Despite its success, Starbucks faces several organizational challenges in maintaining its global presence. Navigating diverse cultural norms and consumer behaviors can be complex. Missteps in understanding local customs and preferences can hinder brand acceptance and growth. Economic instability in different regions can impact consumer spending. During economic downturns, discretionary spending on premium coffee may decline, affecting sales. Varying regulations across countries regarding food safety, labor laws, and environmental standards pose ongoing challenges. Non-compliance can result in legal penalties and damage to the brand's reputation. Starbucks faces intense competition from local coffee shops and international chains. Competitors often have a deep understanding of the local market, posing a threat to Starbucks' market share.

Starbucks' investment in cultural training for staff and management can improve understanding and sensitivity to local customs, enhancing customer relationships and brand loyalty. Also, implementing flexible pricing strategies tailored to local economic conditions can help maintain sales during economic fluctuations. Offering more affordable options can attract a broader customer base. Collaborating with local businesses and suppliers can enhance compliance with regulations and support local economies. This approach can also improve the supply chain's resilience. Continuously innovating and customizing products to suit local tastes can differentiate Starbucks from competitors. Introducing limited-time offers and region-specific products can attract and retain customers. Starbucks' ability to adapt its business-level strategies to diverse international markets is a key factor





in its global success. By addressing organizational challenges through enhanced cultural understanding, flexible pricing, local partnerships, and ongoing innovation, Starbucks can continue to thrive and expand its global presence.

**Required:**

- a) Evaluate how Starbucks adapts its business-level strategies to different international markets. **(200 – 250 words)**

**ANSWER :**

Credits behind global success of Starbucks goes to its decisions regarding adapting business-level strategies especially to align with multiple international markets. Following are the key areas to be considered regarding the adaption of the strategies by Starbucks-

- **Localization of product-** Starbucks conduct surveys in every local market it operates and tailors the menu as per the preferences and taste of the consumers. Such as Sakura products, and matcha-flavored beverages are sold specifically in Japan. Likewise, in India the company sells food items such as Chicken Kathi Wraps, Tandoori Paneer Rolls.
- **Cultural sensitivity in store design-** Another aspect is the customization level of the company as the way in which Starbucks designs its store by considering cultural aesthetics. Such as in countries like China, traditional chinese elements are considered to be incorporated, and on the other hand historical architecture is considered in Europe. It helps in strengthening up brand loyalty and enhance customer experience which creates a very welcoming environment as well as familiar one for local customers.
- **Community Engagement-** Starbucks does lots of partnerships and take initiatives through which the company engage with various local communities. Such as the company collaborates with local artistis in Middle East and ask them to showcase their work in stores which results in promoting local culture and fostering deeper connection with the customers. On the other hand, starbucks also ensures to support various sustainability efforts and local social causes which helps in maintaining a positive brand iamge by aligning with the values of the community.

- b) Discuss the organizational challenges Starbucks faces in maintaining its global presence and suggest potential strategies to address these challenges. **(200 – 250 words)**

**ANSWER :**

Multiple challenges are there being faced by Starbucks in terms of maintaining its global presence such as cultural nuances as it is challenging for the organization to go through diverse consumer behavior and cultural norms which results in causing misunderstanding regarding local customers. This thing can interrupt the brand growth as well as acceptance in some markets. Secondly,



economic instability in multiple regions resulting in affecting customer spendings on food which comes under premium category of Starbucks. It is leading to potential downturns as sales declines. Thirdly, there is intense competition out there which is being faced by Starbucks especially from the local coffee shops with deeper understanding regarding local market. At last, challenge is about regulatory variations. Regulations are different in different countries such as regarding labor laws, food safety, and environmental standards. Any sort of non-compliance can result in reputational damage and penalties.

**Potential strategies to be considered-**

- **Flexible pricing strategy-** Flexible pricing should be implemented tailored to the local market which can help in enhancing and maintaining sales and prevent it from going downwards during economic fluctuations.
- **Cultural training-** Putting money into cultural training for employees and management can increase awareness of and sensitivity to regional traditions, strengthening ties with clients and fostering brand loyalty. Language proficiency, cultural etiquette, and regional customer preferences are all possible topics of this training.
- **Local compliance and partnership-** Starbucks can support local economies and comply with regulations by collaborating with local businesses. As it can result in fostering goodwill and enhancing supply chain resilience.

**Question 5**

**(10 Marks)**

- a) Discuss how corporate-level strategies such as horizontal integration, vertical integration, and strategic outsourcing can create value for a multinational corporation. **(200 – 250 words)**

**ANSWER :**

Following are the ways in which such integration creates value for a multinational corporation-

**Vertical integration-** Vertical integration involves few stages such as production process forward into distribution channels or backward into suppliers. On the other hand, Multinational firms can improve supply chain efficiency, guarantee consistent quality, and lessen their reliance on outside suppliers by implementing vertical integration (al., 2014). Also, it enables more control over the production process, which also results in the enhancement of profit margins and reduction of cost with more stability in terms of critical input supply. Thus better market insights and closer customer relationships can be captured by integrating forward.

**Horizontal integration-** This strategy completely involves merging with competitors or acquiring them directly to reduce competition, increase economies of scale, and enhance the overall market



share. Horizontal integration in multinational corporations results in enhancing the overall presence in the market such as regarding multiple streamlined operation, in multiple region, and achieve benefits of synergies such as in terms of cost savings . Firms or corporations can easily come to negotiate better terms by consolidating market power which can leads to enhanced pricing strategy, better terms with distributors and suppliers, and enhancement in terms of customer base.

**Strategic Outsourcing-** This strategy helps multinational companies to shift their focus towards more onto their core competencies by delegating non-core activities to external firms which are specialized (Kasemsap, 2020). Strategic outsourcing helps in gaining access to technologies which are advance, enhanced flexibility, and reduction in the overall cost.

- b) Provide examples of companies that have successfully implemented these strategies and analyse their outcomes. **(200 – 250 words)**

**ANSWER :**

Following are the examples of the companies to be considered-

- **Vertical integration (Apple Inc.)-** Apple Inc. is one of the prime examples of the companies who has successfully exemplifies vertical integration by controlling both software and hardware part of the product (Devensoft, 2023). In terms of operating system Apple is highly popular, and also at the same time company develops its own chipset for every product such as iPhones, Macbook, iPad, and much more. This strategy ensures increased product performance, high-quality standards, and better user experience with less bugs and issues. In terms of outcome, it resulted in enhancing brand loyalty of the company, substantial market share, and pemium pricing capability. Also, it resulted in making the company one of the most valuable in the market.
- **Horizontal integration (Disney and 21<sup>st</sup> Century Fox)-** In 2019 21<sup>st</sup> Century Fox was acquired by Disney is one of the best examples of horizontal integration (Luther, 2023). It resulted in improving the overall content library of Disney and brought various other franchise such as Avatar, The Simpsons, and much more. Outcome of this integration resulted as increasing competitive position of the organization against streaming kings like Netflix. Also revenue streams has been increased as well as customer engagement through diverse content library.
- **Strategic Outsourcing (Nike)-** The manufacturing process of Nike is being outsourced to the firms situated in Asia which helps the company to enhance core competencies such as innovation, design, and marketing (The sourcing, 2022). It helps Nike in terms of scalability, cost reduction, and access to manufacturing technologies advance in nature. It resulted in higher profit margin, much more efficient supply chain, and continuous market leadership in terms of footwear.



## End of Assessment

### References

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### Marking Rubric

Criterion Referenced Grading					
Question	Excellent	Very Good	Good	Slightly deficient	Unsatisfactory



1	Correct strategic leadership and its significance in the strategy-making clearly explained and applied comprehensively	Correct strategic leadership and its significance in the strategy-making well- explained and applied correctly	Correct strategic leadership and its significance in the strategy-making explained and applied	Correct strategic leadership and its significance in the strategy-making not explained or not applied	Incorrect strategic leadership and its significance in the strategy-making i.e. not as taught at Holmes
2	Correct SWOT analysis for a multinational corporation clearly explained and applied comprehensively	Correct SWOT analysis for a multinational corporation well- explained and applied correctly	Correct SWOT analysis for a multinational corporation explained and applied	Correct SWOT analysis for a multinational corporation not explained or not applied	Incorrect SWOT analysis for a multinational corporation, i.e. not as taught at Holmes
3	Correct Porter's 5 Forces,clearly explained and applied comprehensively	Correct Porter's 5 Forces,well- explained and applied correctly	Correct Porter's 5 Forces,explained and applied	Correct Porter's 5 Forces,not explained or not applied	Incorrect Porter's 5 Forces,, i.e. not as taught at Holmes
4	Correct organizational challenges Starbucks clearly explained and applied comprehensively	Correct organizational challenges Starbucks well- explained and applied correctly	Correct organizational challenges Starbucks explained and applied	Correct organizational challenges Starbucks not explained or not applied	Incorrect organizational challenges Starbucks, i.e. not as taught at Holmes
5.	Correct corporate-level strategies clearly explained and applied comprehensively	Correct corporate-level strategies well- explained and applied correctly	Correct corporate-level strategies explained and applied	Correct corporate-level strategies not explained or not applied	Incorrect corporate-level strategies, i.e. not as taught at Holmes