

**M-Commerce**

Mobile launch May 2012;  
First mobile site from  
major UK retailer  
21 million  
Smart phones  
Competitive  
advantage? (Porter 2005)

**'The Whole Store  
in Your Pocket'**



(Marks and Spencer PLC 2012a; Marks and Spencer PLC 2012b)

Do the strengths of M&S' online strategies weigh out the weaknesses?

"Twitter is recognized as being a site on which users ask for information and complain"

(Smith, Foster and Hughes 2011, p. 6)



"Using more prescriptive entities creating customer loyalty registers, and building and maintaining conversations with consumers on an ongoing basis. More prescriptive organizations measure engagement, sometimes at local levels, to take actions, and respond to what consumers pass on social media." (Porter 2005)

The Decline of Malls Street, the Rise of Multichannel Retail

Therasonkileas.com

**Strategic Issue 4: Plan A**

CSG has become a model for how and how regarded as the fundamental part of the business: "Plan A is integral and strategy for future growth"

**Own-Brands**

Own-brand items are sold under the retailer's own name. They are often sold at a lower price than branded items. Own-brand items can be a source of competitive advantage for a retailer.

**Strategic Issue 3: Concept 12**

**Key Markets: Thinking Globally and Acting Locally**

The Key Market for operation in a foreign, Asia and the Middle East.

**The 'Bricks and Clicks' Approach**

A combination of brick-and-mortar and online retailing. The 'bricks' represent the physical store, and the 'clicks' represent the online store.

**Refurbishment strategy**

2006/2010: Former CEO Stuart Peck invested £10 in a store refurbishment plan.

2010/2015: Current CEO Miles Holland invested in further store refurbishment, implementing a new vision. Completed store size has and 2010, 2011.

**Political Alignment**

Political alignment is the relationship between a company's values and the political environment. It can be a source of competitive advantage.



Online Platform Representation  
Schwopping  
W.O.M  
Interaction



clo...  
outsta...  
sourced fr...  
globally."  
(Marks and Spencer PLC 2012a)

# **The Decline of Main Street, the Rise of Multichannel Retail**

**[Thecasesolutions.com](http://Thecasesolutions.com)**

# Thecasesolutions.com

## VISION...

### "Corporate level"

(Lynch 2012 p.345)

"The key now is execution of our strategy to become an international, multi-channel retailer." Robert Swannell Chairman

(Marks and Spencer PLC 2012c)

### Business Level Strategy

(Lynch 2012)

## "STRATEGIC POSITION"

(Walters and Hanrahan 2000 p.41)

"As one of the UK's leading retailers, we sell stylish, high quality, great value clothing and home products, as well as outstanding quality food, responsibly sourced from around 2,000 suppliers globally."

(Marks and Spencer PLC 2012a)

Porter: overall  
competitive  
advantage  
Chik & Vojilovic  
Scholes 2011; Porter 2006

strategy  
-channel  
an

# Thecasesolutions.com Outline

(Fame 2012)

**"A group engaged in the retail of clothing,  
footwear, food and home products."**

**Clothing and home**

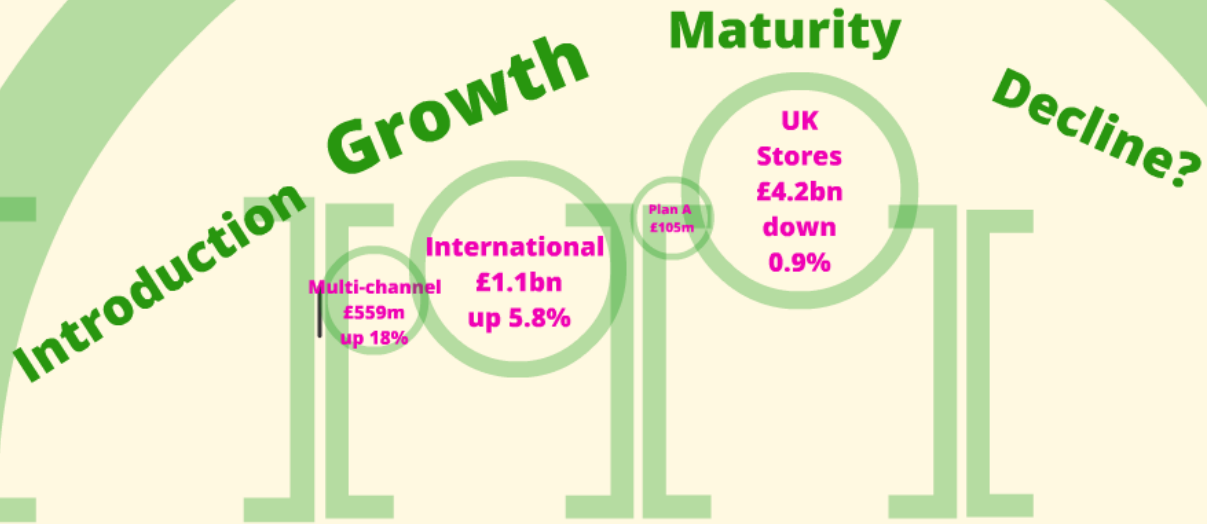
**Food**

**Multi-channel**

**International**

(Marks and Spencer PLC 2012c)

Adapted from: (Lynch 2012)



(Marks and Spencer 2012i; Marks and Spencer 2012b; Marks and Spencer 2012p)

[Thecasesolutions.com](http://Thecasesolutions.com)

# **Strategic Issue 1:** **Multi-Channel Retail**

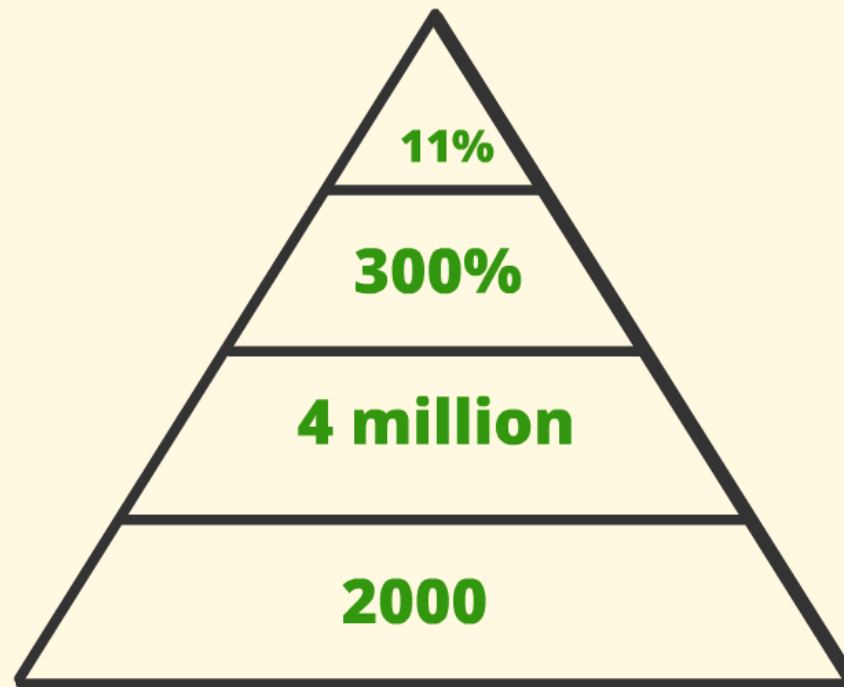
**Thecasesolutions.com**

**Online  
strategies**



**Thecase**  
**E-CO**

# Thecasesolutions.com E-commerce



(Marks and Spencer PLC 2012k)

# Thecasesolutions.com

**"E-retail represents an ideal opportunity to cut costs, improve channels to market and grow an increasingly loyal customer-base, involving a strong accumulation of new business"**

(Ashworth et al 2006 pg. 290)

**Growing loyalty reduces the likelihood that customers will default to prolific competition in women's fashion**

(Porter 2008)



o prolific competition in  
s fashion  
)

# Social Media



**[Thecasesolutions.com](http://Thecasesolutions.com)**