Economics & Management Review Vol.5 Iss.3 2024
https://doi.org/10.37420/j.emr.2024.031

What Are JLR Trying To Achieve With Their Current Global Strategies? Using the Module Content, Wider Reading and Your Own Research, Critically Evaluate the JLR Global Strategy Potential and Advise JLR on Improvements

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Abstract:
Over the past few decades there has been greater integration of the global markets as a result of declining trade barriers between nations, increased convergence of consumer preference, tastes and to some degree culture, and the increasing role the internet that has eased communication across boundaries (Cavusgil, Knight, & Riesenberger, 2008). Such changes provide firms, both large and small, with opportunities to expand within the global market and beyond their boundaries of the countries they operate in. Therefore, developing an effective global strategy to operate within the global environment is important for a firm that has expanded or intends to expand globally, as this determines how the firm would take advantage of opportunities and deal with threats within the global market environment. Hill (2014) argues that strategy is the actions that firms undertake in order to attain their set goals. This means that a global strategy is actions the firms taken in their efforts to operate profitable and efficiently within the global market, with the goal of attaining their set goals and objectives. Understanding the strategies a firm employs is important in examining the value it creates in the market. This report analyses Jaguar Land Rover (JLR) global strategy in order to analyse the potential for the firm's strategy given the opportunities and threats that are available in the global market environment.

Keywords:
Global Strategy, PEST Analysis, International Organization Management, Socio Cultural.

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1 JLR Organisational Profile

Jaguar Land Rover (JLR) is one of the most successful premium brands in the UK and globally. JLR was developed around two key iconic UK brands, Jaguar which produces premium sports and saloon cars, and Land Rover, a brand that manufactures all-wheel drives within the premium market (Jaguar Land Rover, 2015). The firm's origins can be traced back in 1922 where Jaguar focused on developing sidecars. Around the same period Land Rover as a separate firm also developed an all terrain vehicle with 4×4 capabilities. Over the years, the firms grew both in terms of revenue, car design and engineering knowledge. Ain the 1980s and 1990s, the two brands also underwent acquisitions by different firms. For instance, Land Rover was bought by BMW in 1994, while Jaguar was acquired by Ford in 1989. In 2000 Ford also acquired Land Rover from BMW, making both Jaguar and Land Rover have closer links and ties in their engineering technology and knowledge. In 2008, following the negative effects of the 2007-2009 recession that impacted the automotive industry particularly in the US and Europe (Pavlínek, 2015), both Jaguar and Land Rover were acquired by Tata Motors from Ford Motors. Tata Motor's is India's largest automotive firm, and after purchase of these two firms, Tata officially joined them together to become Jaguar Land Rover (JLR) in 2013 (Jaguar Land Rover, 2015).

The core products produced by JLR include six Land Rover models and six Jaguar models. The Land Rover models are largely all wheel premium vehicles, which include Discovery 4, Range Rover, Range Rover Sport, Defender, Evoque, and Freelander. The Jaguar models are largely sports and Saloon cars which include XJ, XF Sportbrake, F-Type Coupe, F-Type Covertible, XK, and XF (Jaguar Land Rover, 2015). All these products are designed and engineered in Britain, and the firm operates within the global premium automotive market segment. The firm operates in more than 170 countries, and in 2014, it sold more than 425000 vehicles, with 80% of the vehicles sold in international markets. This sale was a 19% rise from the 2013 level (Jaguar Land Rover, 2015; JLR Annual Report, 2014). JLR Annual Report (2014) indicated that JLR's income had consistently risen since 2011. For instance, revenue rose from £9871 million in 2011 to £19382 million in 2014, which was more than double, while profit before tax rose from £1115 million to 2501 million over the same period, which was also a rise of more than 100%. With such positive growth over the past few years, and the fact that more than 80% of sales are derived from the international market, it is important to understand what global strategy JLR has adopted in its operations and to examine this strategy n view of the international market environment.

2. JLR Global Strategy

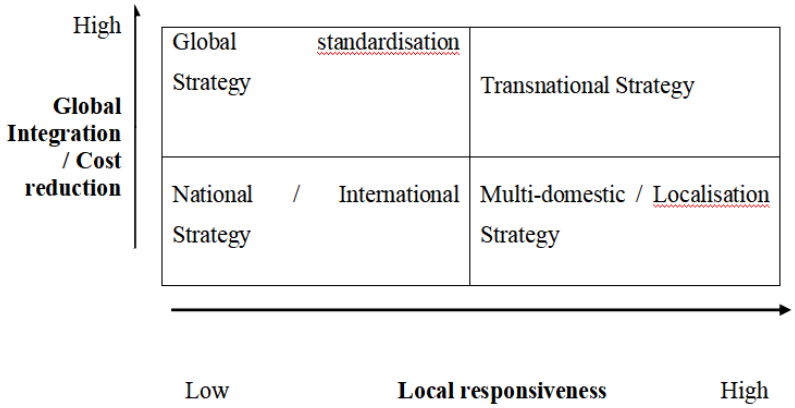
As earlier noted, Hill (2014) argues that strategy is the actions that firms undertake in order to attain their set goals. This means that a global strategy is actions the firms taken in their efforts to operate profitable and efficiently within the global market, with the goal of attaining their set goals and objectives. JLR's global strategy can be examined in terms of its internationalisation strategy, market entry strategies, and the business strategy it adopts within the global market.

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2.1 Internationalisation strategy and Market entry strategy

In order to compete effectively within the international market, it is important that a firm is able to specify and identify the strategies it would use to compete within the international market given the pressures of local responsiveness and cost reduction / global integration that it is faced with (Hill, 2014). Bartlett, Goshal, and Beamish (2008) point to four key strategic alternatives which firms often while expanding in international markets. These include: global standardisation strategy, localisation strategy, international strategy and trans-national strategy. Each of these strategic alternatives for expanding overseas are determined by the level of global integration or cost reduction measures of the firm versus its localisation pressures. The different degree of combination for each of the strategic alternatives is as indicated in the Table 1 below.

Table 1: Internationalization Strategies



Source: (Bartlett, Ghoshal, and Beamish, 2008; Hill, 2014)

Often at one point in time during the operations of the firms, businesses use one of the alternatives although it may choose to shift or change its internationalisation strategy in the course of its growth. Examining JLR annual reports and company information provided from their site, it can be noted that the firm's strategic alternative is one that the national/ international strategy. Peng (2009) argues that the strategy a firm adopts is largely influenced by the types of products that the firm sales and how the firm wants the product or brand to be perceived within the global market. For national internationalisation strategy as noted in the above table, the focus on very low local responsiveness, and also a low focus on cost cutting (Hill, 2014). Mason and Dunung (2010) noted that the best strategic alternative within the international market for luxury products was national / international strategy. This is because this strategy enables the firm to exploit the advantages and resources that it derives from its home country in order to gain a competitive edge within the global market. Notably, the national strategy ensures that operations of a firm within the global environment are done exactly as they are done within the home country, for instance in terms, of management, marketing and premium pricing, among other key specific strategies in the firm (Rugman & Verbeke, 2003; Peng, 2009).

In JLRs case scenario, the firm only manufactures all its cars in the UK, and not anywhere else. The firm takes advantage of the engineering knowledge, the technical expertise, and the country of origin factor in branding and determining what is unique about their car. For instance, JLR company information report, shows that JLR cars are derived from two of Britain's iconic and premium car brands (Jaguar Land Rover, 2015), thus strongly emphasizing on the heritage of the brand and the products. Hudders, Pandelaera, and

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Vyncke (2013) opined that the national / international strategy for global firms was most fitting for luxury goods since with such goods, people's reason for purchase go beyond their functional purposes, to include aesthetic value that they draw from the cars. In such a case, factors that impact the brand such as country of origin and the history behind the product, among others have a strong influence on how attractive consumers find the product to be (Arora, McIntyre, Wu, & Arora, 2015). This is the case with JLR where since the bringing together of these two brands in 2008, there have been great efforts from the firm to rebrand JLR's vehicles as authentic British premium cars. Emile and Craig-Lees (2011) noted that the success of any premium or luxury goods, particularly those that are high involvement as cars are, need to have meanings that people can draw from and attributes of the brand and product that they can link with their own attributes or attributes they aspire to attain. Such a car becomes an extension to the person's personality and identity (Spiggle, Nguyen, & Caravella, 2012; Loffler & Decker, 2012). Hudders, Pandelaera, and Vyncke (2013) noted that is so for premium and luxury products because there tends to be a strong emotional attachment to the product. Potential customers to luxury products are attracted to a wider range of factors impacting the product such as its functional value, its aesthetic value, its exclusivity value, and premium value, among other factors (Hudders, Pandelaera, & Vyncke, 2013; Emile & Craig-Lees, 2011).

Given that all of JLR's cars are designed and developed in the UK, then the firm's global market entry strategy it has adopted is exporting as opposed to other strategies such as Greenfield investment, joint ventures, or licensing (Jaguar Land Rover, 2015). Rugman and Collinson, (2009) argue that in exporting, the car maker exports cars to set dealers and distributors who sale their cars. The advantage of this strategy is that it allows having a strong control of the quality of goods being sold to the market since they are responsible for all the manufacture and to some extent marketing, while the distributors are only responsible for the selling process. However, a key disadvantage in this is that the firm may not fully understand the global markets it is exporting into. In JLR's case, given that the firm is owned by Tata Motors, this disadvantage may decline to some degree, since Tata Motors, which has operations in various countries as a separate firm from JLR, may have a good understanding of the markets, and thus provide some consultations with JLR. As earlier noted, JLR operates in more than 170 countries, and in 2014, it sold more than 425000 vehicles, with 80% of the vehicles sold in international markets, that is, markets other than the home country UK. This sale was a 19% rise from the 2013 level (Jaguar Land Rover, 2015; JLR Annual Report, 2014).

2.2 Business Strategy within the Global Market

The business strategy adopted within a given market is important as it determines how a product is positioned within the market and the success of such products (De Wit and Meyer, 2010). Potter developed four key generic strategies that define the competitive business strategies that firms adopt in order to attain a competitive advantage in the market. These included cost leadership strategy, differentiation strategy, and focus strategy, which can either be focus on cost leadership, or focus on differentiation (De Wit and Meyer, 2010; Hill, 2014). From the examination of JLR's global operations based on data available on its reports and industry reports indicate that JLR follows a differentiation strategy in its operation. Hill (2014) argues that a differentiated focus strategy is one where the firm attain competitive advantage by providing products that are uniquely different from what other competitors in the market offer. Key ways to attain a differentiated strategy is to produce superior quality differentiated products that have a strong brand, and would likely encourage

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brand loyalty, and provide consistent marketing support and messages (De Wit and Meyer, 2010). Gehani (2013) notes that differentiation strategy is appropriate where the targeted customers are not price sensitive, the firm has unique capabilities and resources that are difficult to imitate and where the market is competitive and saturated. The firm has to be able to serve customer needs in ways that competitors cannot.

Notably, key capabilities that make JLR unique and offer it a competitive advantage in the market include great design for cars that are safe and fast, environmental innovation in their design, unique engineering knowledge, and automotive manufacturing technologies, and a well streamlined supply chain that borrows a wide range of knowledge from the various firms that had acquired it before Tata, from instance, BMW's build-to-order operations strategy that it has perfected, and Ford's engineering fingerprints, which it has combined with those from Jaguar, Land rover and Tata, to produce unique inimitable designs (Vincent, 2014; Petter, 2013; Ludwig, 2012). Another key resource that gives the firm a competitive advantage is its strong brand and long heritage, which makes JLR uniquely a British premium car. This is especially so given that sales of British premium and luxury cars have strongly increased in 2014 as compared to brands from other countries (Massey, 2015).

3 Current Global Market environment in the Automobile industry

Understanding the current global market environment for the automobile industry is important as it helps in understanding the opportunities available, the threats faced, and how firms have reacted to the environment in order to be competitive (Daniels, Radebaugh, & Sullivan, 2009). Daniels, Radebaugh and Sullivan (2009) note that PEST analysis is one of the key tools used to examine the external environment of business in order to understand how it impacts business. This involves examining the political, economical, social-cultural, and technological factors that impact an industry, and thus a business.

3.1 Political factors in the global automotive industry

Over the past recent decades there have been a number of political developments within the global environment that has impacted the automotive industry. One of the key factors is the development of policies and directives meant at regulating the carbon footprint from the automotive industry. Smith and Crotty (2008) argue that environmental regulation such as the EU End of life Vehicles Directive that affects all the EU countries has led to increased development of ecological designs in the most cars sold within this regional market. Other emerging regulatory oversight in major developing countries such as the US and EU countries has included pollution controls in the manufacture of cars and regulation on how technology is adopted in cars. For instance, the National Highway Traffic safety administration (NHTSA) in the US recently noted plans to make communication between cars mandatory (Gao, Hensley, & Zielke, 2014). While this offers a new opportunity for firms, it may also pose as a threat to the where data sharing is concerned. Thus such regulations largely driven by political forces have significant impact on the automobile industry.

3.2 Economic factors in the global automotive industry

One significant economic factor that has impacted the global automotive industry is the recent recession which resulted to a near decline of some of the major car brands in the world. Although, the major companies

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in the world such as General motors and Ford were rescued through a government fiscal plan, the impact of the recession has had long lasting effects. For instance, it has resulted to a decline in consumer demand for cars in recent years, particularly in developed countries (Pavlínek, 2015). However, on a more positive note, it also resulted in development of industrial policy initiatives aimed at ensuring that the local vehicles are also able to benefit from the growth of the emerging economies as promising demand centres for vehicles (Gao, Hensley, & Zielke, 2014). Oh (2014) asserts that emerging economies have experienced far greater growth in demand for cars than have the developed economies. This is particularly so as a major emerging country such as China reduced the tariffs charged on imported cases from 80% to 25%, and on imported car parts from 15% to 10%. This provided great potential for markets operating within the global environment and European car brands such as Jaguar Land Rover and Volvo which decided to maximise of margins and expand in these emerging markets have been able to have stronger profitability and revenue growth as compared to those such as Fiat, Peugeot and Renault, that instead focused on maximizing on volume and focusing more on the European markets (Oh, 2014, p.653).

3.3 Socio-Cultural factors in the global automotive industry

Socio-cultural factors impacting the automotive industry are largely concerned with what people value most that is having an impact on the industry. There are three main socio-cultural changes taking place. These include improved standard of living for people living in emerging economies, increased use of digital technology in everyday live, and increased preference for environment friendly cars among consumers in developed countries (Holweg, 2014; Business Monitor International Report, 2015). The improved standard of living and higher disposable income in emerging countries such as China and India mean that they are able to afford to purchase premium goods such as imported cars (Bernstein Research, 2010; Kravets & Sandikci, 2014). Gao, Hensley, and Zielke (2014) noted that these countries drive the demand for automobiles globally. On the other hand, as digital technology has become ubiquitous in everyday life, more people are expecting the state if art premium cars to also have sophisticated technology in them that makes their life easier. For instance, GPRS technology and highly efficient and smart internal systems and engine, among others. Environmental consciousness particularly in developed countries has also shaped the trend towards developing cars that are more sustainable. Pappas (2014) argues that as consumers from countries such as Norway, and other developed countries have become more receptive to ecologically friendly cars. Notably, the governments in these countries are also putting efforts to provide incentives such as tax credits that support the purchase of hybrid or energy efficient cars (Pappas, 2014; EV Obsession Report, 2014; Corporate Knights Report, 2014).

3.4 Technological factors in the global automotive industry

As noted earlier key areas of technological development has largely been development of clean ecological technology infused within the engineering process of the cars (Bernstein Research, 2010). Notably, over the recent years, vehicles globally have shifted towards development of environment friendly cars or with technology that ensures greater fuel efficiency. This is quite unlike traditionally where emphasis was placed on performance oriented characteristics such as gadgetry and horsepower. Today, the dynamic in determination of the best cars is not only an emphasis on performance, but also features that emphasis environment sustainability (Gao, Hensley, & Zielke, 2014). On the other hand, digital development is also strongly impacting the global automobile industry. There is greater emphasis in moving towards the solid-state and automated

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systems mechanical systems in a car. The installation of such systems also allows for collection of real time road data that helps automotive firms improve various of their operations such as sales and marketing, virtual modelling and big data simulation for digital design can help speed up the production process and lower development costs. Furthermore, the embedded digital data sensors plays an important role in enabling evaluation and monitoring of the vehicles performance, provide opportunities for adoption of lean techniques in manufacturing, which helps in eliminating unnecessary features which customers do not value and instead provide value to customers and acquire actionable data that is important in car design, safety features, and car systems.

4 Analysis of potential for JLR global strategy

Examining the above market environment, a number of threats and opportunities can be noted. These are as shown in the table below.

Opportunities	Threats
• Environmental regulation such as the EU End of life Vehicles Directive • Increased development of ecological car designs • Industrial policy initiatives promoting trade with emerging economies • Emerging economies have experienced far greater growth in demand for cars • Improved standard of living for people living in emerging economies • Increased use of digital technology in everyday live • Increased preference for environment friendly cars among consumers in developed countries • Technology that ensures greater fuel efficiency • Installation of digital systems also allows for collection of real time road data	• Plans to make communication between cars mandatory • Recession which resulted to a decline in consumer demand for cars in recent years, particularly in developed countries • Pollution controls in the manufacture of cars in developed countries.

It is important that JLR global strategy is able to take advantage of the opportunities and thwart the threats for them to be effective. As noted earlier on, the global strategy adopted by JLR was examined from three perspectives or view points. These were the strategic alternative the firm chose in how it would carry out its international operations, the market entry strategy, and the business competitive strategy within the global market. These three perspectives would be evaluated and examined in view of the above opportunities and threats available in the global market in order to determine the potential of the JLR global strategy.

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4.1 Internationalisation strategy and Market entry strategy

As noted earlier, JLR adopted a national / international strategy as its key strategic alternative in how it would conduct its operations globally. For national internationalisation strategy as noted in the above table, the focus on very low local responsiveness, and also a low focus on cost cutting of the business operations within the global sphere (Hill, 2014). Mason and Dunung (2010) noted that this strategic alternative was best where the products sold by a firm were luxury or premium products. This is because this strategy enables the firm to exploit the advantages and resources that it derives from its home country in order to gain a competitive edge within the global market. Notably, the national strategy ensures that operations of a firm within the global environment are done exactly as they are done within the home country, for instance in terms, of management. By adopting this strategic alternative in their global operations, JLR is able to set a place for itself in the global market, or better yet is able to distinguish what is unique about it. This helps in exploiting opportunities in the market, particularly where there have been increased growth in the emerging economies and increased demand for cars. With increased standard of living in such countries, it means people are able to afford more expensive and luxurious cars.

Adopting a strategy that fits a luxury product is particularly important in order to take advantage of opportunity. Kravets and Sandikci (2014) argued that in emerging countries such as China where there was an increasing middle class able to afford luxury goods and premium products, consumers tended to value and favour branded goods than non branded ones. In high involvement products such as cars, this was particularly enhanced, especially for foreign branded cars. This points to the importance of maintaining a strong brand for premium cars, and maintain the same brand image throughout. Factors that impact the brand such as country of origin and the history behind the product, among others have a strong influence on how attractive consumers find the product to be (Arora, McIntyre, Wu, & Arora, 2015). This is the case with JLR where JLR's vehicles are viewed as authentic British premium cars. Potential customers to luxury products are attracted to a wider range of factors impacting the product such as its functional value, its aesthetic value, its exclusivity value, and premium value, among other factors (Hudders, Pandelaera, & Vyncke, 2013; Emile & Craig-Lees, 2011). In this manner, the firm is able to occupy a unique position within the global market that also helps it deal with the threats of declined consumer demand in developed countries. Bernstein Research (2013) found evidence of little to no negative impact of luxury goods as a result of the recession that saw a decline in consumer demand in other categories of products

The opportunities in emerging economies and the need to occupy a premium position in these markets also determined the market entry strategy that the firm adopted. JLR adopted exporting strategy as earlier noted. The advantage of this strategy is that it allows having a strong control of the quality of goods being sold to the market since they are responsible for all the manufacture and to some extent marketing, while the distributors are only responsible for the selling process. However, a key disadvantage in this is that the firm may not fully understand the global markets it is exporting into (Rugman & Collinson, (2009). This means that the firm may not fully take advantage of the growing emerging market's demand by adopting this strategy. However, in JLR's case, given that the firm is owned by Tata Motors, this disadvantage may decline to some degree, since Tata Motors, which has operations in various countries as a separate firm from JLR, may have a good understanding of the markets, and thus provide some consultations with JLR. Tata has a strong hold and

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understanding of emerging markets, particularly India, and this may offer an advantage to JLR, thus helping it to deal with the disadvantages and threats that come along with adopting an exporting strategy as a market entry strategy.

4.2 Business Strategy within the Global Market

On the other hand, from the differentiation business strategy adopted by the firm, JLR has been able to take advantage of some changing needs within the global market. Through its strategies, the firm has been able to take advantage of opportunities in the market such as increased environmental regulation that require development of ecological cars, ttechnology that ensures greater fuel efficiency, and increased use of digital technology within its cars. Notably, key capabilities that make JLR unique and offer it a competitive advantage in the market include great design for cars that are safe and fast, environmental innovation in their design, unique engineering knowledge, and automotive manufacturing technologies, and a well streamlined supply chain that borrows a wide range of knowledge from the various firms that had acquired it before Tata. Such include BMW's build-to-order operations strategy that it has perfected, and Ford's engineering fingerprints, which it has combined with those from Jaguar, Land rover and Tata, to produce unique inimitable designs (Vincent, 2014; Petter, 2013; Ludwig, 2012).

5 Conclusion

From the analysis of JLR's global strategy, it can be noted that the firm's global strategy has great potential as it is positioned to take advantage of the various opportunities and advantages that available within the global environment. As it can be noted from its internationalisation strategy, the adoption of the national strategy enables the firm to capitalise on the advantage of home country resources and capabilities, particularly given that the product is presented as a premium and luxury product. Countries of origin have a large impact on such products, and for a product to gain success demand globally, a firm has to show that there is something unique about its products that make it premium, which is what JLR is doing through this strategy. Furthermore, adoption of differentiation strategy a focus on enhancing environment innovation in the firm is further enabling the firm to produce ecologically friendly cars which have great design and driving power at the same time. However, even as JLR's global strategy has greater potential for long term success, it can further be improved in some ways in order to further take advantage of the global market environment offers. Recommendations for further improvement is as offered below.

6 Recommendations for improvement of global strategy

· It would be recommended that while JLR manufactures its cars in the UK, it could also develop other manufacturing plants in low cost regions globally, to produce the car parts necessary for their car. This would help in cutting down some costs of operation and take advantage of the industrial policy initiatives that have occurred between the UK and some emerging markets in a bid to enhance trade and investments among these countries.

· It would also be recommended far than simple exportation, the firm develops offices in key markets that

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would be responsible for the enabling greater growth and finding ways through the JLR products could be promoted in such markets in a ways that meets their needs. This does not require changing the features of the cars to meet local needs as this would not suit the firm. Rather, with the product as they are, the local offices could identify ways that the local consumers would identify with a premium car, for instance, does social prestige enhance the need for purchase, or it is simply a need for a high premium performance car. Understand the different cultural perceptions of how premium is viewed would further help the firm drive sales in various marketing by targeting such needs.

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