



A CASE STUDY OF TESCO SUPERMARKET IN THE UK

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT OF
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A CASE STUDY OF TESCO SUPERMARKET IN THE UK

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This Independent Study has been Approved as a Partial Fulfillment of the Requirement for International Master of Business Administration in International Business Management

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DECLARATION

I, YANG PING, hereby certify that the work embodied in this independent study entitled “A Case Study of Tesco Supermarket in the UK” is result of original research and has not been submitted for a higher degree to any other university or institution.

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ABSTRACT

Tesco supermarkets dominate the majority of the supermarket market share in the United Kingdom. This paper discussed a new supply chain model and its digital trajectory in the United Kingdom from 2010 to 2020, utilizing the private label business model of Tesco supermarkets as a starting point for discussion. These enhancements were intended to help supermarkets maintain their brand recognition while also meeting the needs of their customers. This study assessed the importance of the development of three sector clusters in accordance with the private label business model of the UK Tesco supermarket, which can serve as a model for the rest of the supermarket industry. The paper covered the historical context and current condition of the past development of Tesco supermarkets. Tesco abandoned the Asian market, even though the company continues to be a leading supermarket brand in the United Kingdom. The latest advancements in the industrial supply chain, as well as the progress of digitalization, were reviewed in this paper. In addition, the article examined the financial statements of these companies and developed a model of their approach to private labeling in the process. The approaches taken by the retailers, led by Tesco, were capable of capturing and feeding back the demands of the market, as well as of establishing ties with their vendors. They were all free to market themselves, have different brand structures and they all provide services to their clients.

Keyword: chain supermarkets, Tesco, supply chain, sales model



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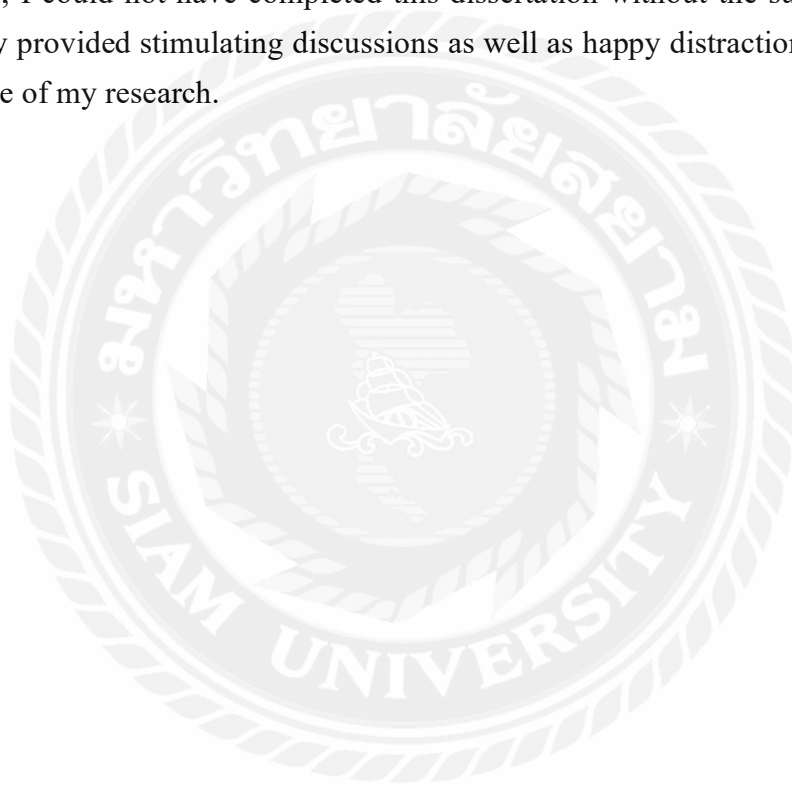
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1. Introduction

1.1 Research background

The private label business model of the Tesco supermarket in the United Kingdom is used as a case study to introduce the new industrial supply chain model and its digitalization direction for the period 2010-2020 in this paper. It also demonstrates the development value of three major industrial clusters under the private label business model of large supermarkets.

Tesco is the multinational groceries and general merchandise retailer and the only British-based supermarket chain that has operations overseas (Munusamy & Wong, 2008). In the United Kingdom its loyalty card and its e-commerce operations are generally considered to be world-leading, and its expertise in these fields is much in demand (Humby, Hunt, & Phillips, 2003). Despite its success as the ninth-largest retailer in the world measured by revenues, Tesco is facing issues such as a decrease in its products and services quality, the horsemeat scandal, and its failure to understand the trend and culture differences in other countries (UKEssays, 2018). As a result of nearly a century of fierce rivalry, UK retailers have recognized the critical relevance of brand building to preserve customer loyalty, which serves as a foundation for consolidating and increasing market share. As a result, Tesco's brand-building strategy is one that should be investigated further (Turner & Wilson, 2006). Individual tastes are taken into consideration when British supermarkets promote their brands using a variety of signs and advertising formats. Tesco also offer items and services that are tailored to individual needs. By improving the quality of its products and services, Tesco will be able to build trust with customers, fuels word of mouth and social media which is one of the effective marketing strategies, produce less customer complaints and returns, and produce higher revenues (Caramela, 2018). Additionally, their business management, digital operation, and brand management are all well worth investigating.

1.2 Research problems

1. The operation mode of private label of Tesco supermarkets in the UK.
2. The industries and under the private label of Tesco commercial supermarkets.
3. The sales model of the private label of Tesco commercial supermarkets.

The research question in this article is the business model of Tesco supermarkets in the UK. With more than one million employees in the top five supermarkets as of April 2019, it may be stated that the top retailers Tesco, have a considerable impact on the industry and economic and social development (Ma, Ding, & Hong, 2010). This study makes use of the own business models of the Tesco hypermarkets and their financial data and analyses their operating models and the value of the development of

diverse industries. The development of the Tesco brand is also the research question of this study as it relates to the development of their subsequent business strategies (Ma, Ding, & Hong, 2010).

1.3 Objective of this study

By analyzing the operation mode of Tesco commercial supermarkets, it can provide suggestions for the operation of the rest of similar enterprises.

The objective of this article is to examine how large commercial supermarkets in the United Kingdom comprehend market dynamics and procurement procedures, as well as the operation of their supply networks. Produce operations in Tesco supermarkets in the United Kingdom are organized by preparing yearly goods procurement lists and substitute requirements, and then assigning production targets to suppliers and substitution aims to substitutes to meet those targets. It can overcome blindness and achieving a balance between the supply and demand sides of the economy. The Tesco hypermarkets, guided by the principle of maximizing customer happiness while also maximizing their own interests, have adopted brand management in the context of market rivalry, taking the initiative in differentiating their own brands from their competitors' brands. Their actions can improve the quality of products and services, and as a result, local supermarkets can learn how they can control the quality standards of free-brand products. The primary responsibility of British supermarkets is unambiguous; their management is based on data analysis, and they are in charge of digital management and brand management, respectively. When a wealth of experience is planted, traceability and responsibility become much easier to understand and manage. The development trend of supermarket hypermarkets and store marketing. *Modern Business*, 2009: 6: 15-16.. Even though Tesco has had difficulties in entering the Asian market, their business model still has some appealing characteristics.

1.4 Scope of the study

This paper analyzes the operation model of British hypermarkets through case studies and literature review. In this article, Tesco will be a major case and use the company's annual report and financial report as a reference to negate the brand strategy, business philosophy, financial status, and supply chain structure for in-depth analysis. At the same time, this article will also analyze the operating conditions and operating models of large supermarkets in the context of the Internet prevalence and the COVID-19 pandemic, and explore the possibility of increasing consumer willingness and realizing further industry.

1.5 Research significance

It can provide a reference for how to develop and grow the free brand of large commercial supermarkets. The significance of studying the development of large commercial supermarkets like Tesco is mainly to provide examples of reference for local supermarket operations. The study reveals that the British hypermarkets make good use of the regional agricultural brands (Towill, 2005). The British supermarkets have combined local strengths to provide quality in the aspect of land operation. The regional agricultural brands of the British supermarkets are developed on a scale and the agricultural processing industry and commercial entities are united. This also allows for the timely sale of British agricultural products on a local basis. British supermarkets take over the task of communicating between the producer and the market demand. The product returns from agricultural production activities, on the one hand, have to be placed directly on the market, and on the other hand, require storage and staggered sales on an appropriate scale. Supermarkets can play an important role in this (Han, 2008). In addition, British supermarkets have both the circulation of commerce and trade and the development of their own brands. They have the advantage of free competitive development in the commercial trade and logistics industry (Xu,2009). Local commercial supermarkets can learn from the British free brand development path, chain and scale development to achieve industrial upgrading.

2. Literature review

2.1 The branded operation of chain supermarkets in the UK

Demand for goods and services

In the late 19th and early 20th centuries, the second industrial revolution saw industry and manufacturing replace agriculture as the dominant industry and brought a large number of new jobs and a wide variety of goods, and department stores and shopping malls became the fashionable places to shop and relax (Kolokotroni, Mylona, Evans, Foster, & Liddiard, 2019). By the 1960s, the information revolution and the maturing logistics industry gave a great impetus to the development of large supermarket chains, especially the popularity of computers, credit cards and the establishment of large logistics and warehousing centers, and the British retail industry began to show two main forms of department stores and supermarket chains to meet different shopping needs. Nowadays, thanks to the rapid development of information technology, online platforms have gradually become a bridge between consumers, retailers and suppliers (Du & Jiang, 2017). According to the UK official statistics, from 2008 to August 2018, the share of online sales in total retail sales in the UK increased

from 5% to 18%, online sales may have the potential to fundamentally change the nature of retail work and retailer supply chain relationships.

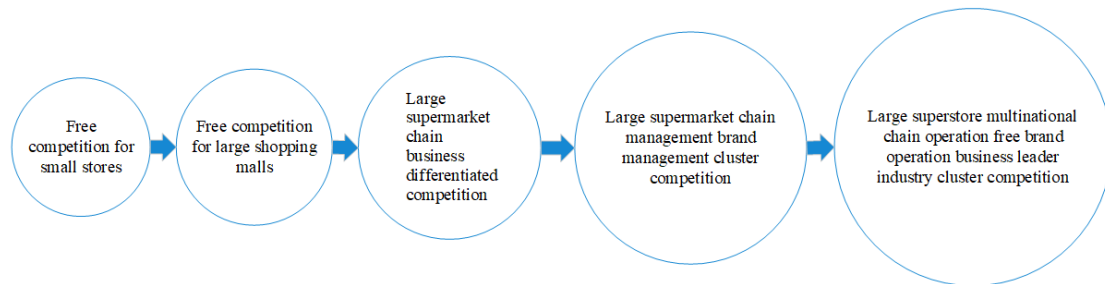


Figure 1. A sketch of the evolution of supermarkets in the UK

It is worth noting that many retailers have included branding as a core corporate strategy in an attempt to respond to increasing competitive pressures.

Scott and Walker's study discusses the importance of advertising and promotion to the prosperity of many UK retail businesses, showing that advertising expenditure is most important for department stores in larger town centers, where retailers seek to establish and reinforce their store brands and reputations in the minds of consumers in order to differentiate themselves from the diverse competition within the UK (Triantafyllou, Cherrett, & Browne, 2014). Well-known UK retail brands such as Tesco, Sainsbury and Morrison have achieved significant results in brand building. In order to gain a greater competitive advantage in the market, major commercial groups have integrated their supply and distribution channels, formed closed industrial clusters and logistics chains, and formed a new model of differentiated private brand competition.

The current situation of Tesco supermarkets in the UK

Market share of large supermarkets

Among the retail supermarkets in the UK, there are more than ten well-known brands, such as Tesco, Sainsbury, Morrisons, The cooperative, etc. The market share is mainly held by the top five large retailers, with a combined share of more than 70% of the industry (Jones & Tadajewski, 2016). As of April 2019, the number of employees of the five major supermarkets exceeds one million, it can be considered that the five retailers Tesco, Sainsbury, Morrisons, the cooperative and John Lewis have a significant impact on the industry and economic and social development.

Branding concept of Tesco supermarkets

In nearly a century of fierce competition, British retailers have realized the importance of brand building to maintain customer loyalty, which is an important basis for consolidating and increasing.

The latter is an important basis for consolidating and increasing market share (Blázquez, 2021). From the early days of different styles of signboards and advertising

leaflets to TV and mail advertising; from understanding neighborhood preferences and providing products and services that can meet individual needs through the advantage of personal connections to launching their own branded product lines to meet specific user groups, these differentiated marketing measures serve to maximize customer satisfaction and reinforce brand uniqueness, which can effectively increase sales profit and customer loyalty and ultimately market share. This can increase sales profitability, customer loyalty and ultimately market share.

2.2 Case study of Tesco

Tesco, currently the largest domestic supermarket brand in the UK, has been expanding through its branding strategy for nearly 30 years, eventually overtaking Sainsburys and taking the lead (Palmer, 2005).

The success story of Tesco, the largest domestic supermarket brand in the UK, which has expanded over the past 30 years through its branding strategy and finally surpassed Sainsburys and is far ahead of other competitors, can effectively explain the concept of branding in large supermarkets. The economic recession of the early 1990s brought about a consumer downgrade that forced customers to cut back on spending (Kirka, 2013).

Tesco took advantage of the consumer's desire to reduce the cost of living in order to tide over the difficult times and was the first to launch a large number of low-priced Value items to capture the market, rising to become the second largest grocery brand in the UK after Sainsburys (Winterman, 2013). The excellent market response not only brought Tesco annual sales of nearly £1 billion, but the expanded order book gave Tesco the bargaining power to bargain with large manufacturers, giving it a unique cost advantage and enabling it to win the price war with its competitors. In 1995, Tesco began issuing membership cards, collecting and analyzing data on the spending of cardholders, and the extensive database provided Tesco with a basis for making business decisions (Winterman, 2013).

By 1996, Tesco's sales in the UK had jumped ahead of Sainsburys. Tesco's UK market share has remained stable in recent years in the 30 percent range. Looking at the vision and objectives of the top retailers, led by Tesco, it is clear that, despite the differences in approach, the retailers are focused on meeting customer needs by accurately capturing and feeding back market demand, linking up with upstream suppliers and manufacturing, and ultimately providing the best value products and services to customers through a structure of private label and multiple brands (Tesco, 2019).

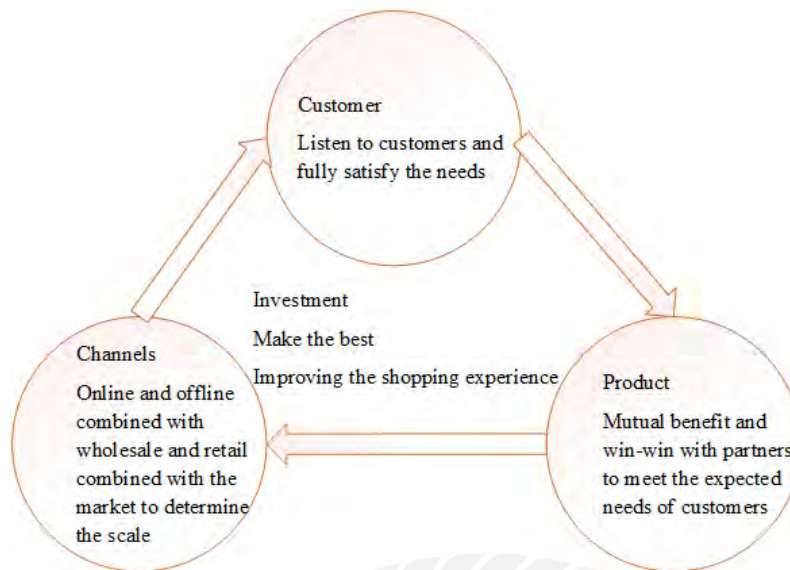


Figure 2. Tesco's branded business philosophy

Figure 2 is a sketch of Tesco's reinvestment model of branding, which is led by the pursuit of mutual benefits for customers and the company, and the three elements of reinvestment are customers, products and channels (Tesco, 2014). Customer demand determines the variety and quality of goods that the retailer needs to provide; the retailer signs long-term cooperation agreements with suppliers to continuously produce products that meet the needs of consumers (Li, 2012). Finally, the retailer's logistics company will transport the goods to the wholesale and retail, online and offline sales ports; the right amount of high-quality goods that meet the market demand will be sold to customers to reap the feedback, and the new profits and customer opinions will be fed back to the supply side, thus forming a virtuous reinvestment cycle. The advantages of this reinvestment model are: First, it maximizes the information symmetry between the supply side and the demand side, which can flexibly respond to changes in market demand (Besanko, Shanley, & Schaefer, 2009). Second, the long-term cooperation between retailers and suppliers reduces the advertising and operation costs of both sides, allowing suppliers to focus on production activities and optimize product quality; finally, good market performance will increase the sales of retailers and enhance customer loyalty, which means that the capital for improving service and product quality is more. Finally, good market performance will increase retailers' sales and customer loyalty, which means more sufficient returns for improving service and product quality, and the industry's supply chain will be complementary and brand advantages will be more prominent.

2.3 Supply chain structure of private brand operation of Tesco supermarkets

As Tesco has the most mature brand management model among the large supermarkets in the UK, the brand supply chain of Tesco will be taken as an example to explain the supply chain structure of the private brand operation of the large supermarkets in the UK (Lindgreen & Hingley, 2003). It is characterized by playing a leading role in the business, the consumer market demand information to the producer in a timely manner, retailers are no longer middlemen between consumers and producers and suppliers, but leaders in production, transportation, sales deployment, logistics channels as a link, commerce, agriculture and system

Manufacturing is linked together to form a closed loop of mutualism. The farm provides raw materials and products for the processing and manufacturing industry and the supermarket. The supermarket provides market information and its own brands and is directly responsible for consumers (Towill, 2005). Thus, the resources allocated by the farm and the processing and manufacturing industry to find market demand are freed up and put into production activities to the maximum extent.

Growth will bring more capital flows throughout the private-label supply chain. Therefore, after the failure of its financial strategy in 2013, Tesco shifted its strategic focus to the improvement of its own brand supply chain and tried to establish a long-term cooperative relationship with high-quality raw material suppliers so as to give play to its joint construction capacity. According to Tesco's Business report, about 100 of its 2,500 suppliers in the UK are strategic partners, all of them under the same name

Tesco brand operation, the partnership is usually three to five years, may be extended to 7 years (Tesco, 2019). Long-term contracts provide farm and process-manufacturing suppliers with strong financial support to invest in automation tools, production equipment and even improved crop varieties, which can create greater efficiency and scale (Lindgreen & Hingley, 2003). In addition, Tesco has also taken constructive measures to strengthen the win-win relationship between farm and processing manufacturing industry. After completing a contract conforming to the agreed purchase standard, Tesco will purchase the remaining agricultural products conforming to the raw material standard of processing industry at a lower price, and make them into Tesco's own brand products by its subsidiary or cooperative processing industry, and finally sell them by Tesco Supermarket. This not only protects the agricultural interests to the greatest extent. It also reduces the cost of raw materials for manufacturing. After acquiring Booker, the largest wholesaler in the UK, and integrating its logistics channels in 2017, Tesco has become a large retailer integrating

retail, wholesale and supply chain, further reducing the circulation cost of its own brand supply chain ecology (BBC, 2017).

At this point, Tesco's products have strong brand endorsement: The size of the price advantage brought by economy, the quality advantage supported by high-quality production materials, the preference advantage supported by big data and the trust advantage with clear responsibility. The resulting market share will drive sales growth, and orders will return to suppliers, creating a virtuous circle.

2.4 Analysis of private label sales model at Tesco supermarkets

Tesco is a giant supermarket with lots of food. Its style and arrangement make shopping at Tesco easier. Tesco Foods also supplies fresh and frozen foods, organic foods, snacks, and sweets. It also sells other brands like Cadbury and Nestle. Tesco offers around 10,000 brands. Tesco values quality and diversity to attract customers and make money (Denise Winterman, 2013).

Tesco Boutique is a food retailing brand that emphasizes quality, flavor, and source authenticity. Discount brands suit all budgets. Tesco Organic's brands must be organically certified. Walmart Light Choice has low-cal food. Products sold in supermarkets have higher profit margins than Tesco-branded products. Tesco's lower prices than competitors have improved sales. This saves the retailer money. Thus, direct involvement with farmers helps lower prices, increasing sales and profits (Tesco, 2014).

Profitability depends on supply and demand management. In other words, category supervisors must be retail personnel. They keep displays and product categories to compete. Category captains at Tesco help boost sales and exhibit their analytical skills. Category captains are vital since they work, manage space, and oversee merchandise. The category captain's task is to build the category. The purpose is to make money for Tesco. This person's responsibility is to build trust between the store and the supplier. The category supervisor handles both ends of the spectrum (Tesco, 2014).

Suppliers are crucial to a retailer. Tesco's suppliers follow fair trade principles. Suppliers deliver on time, with quality and to Tesco's standards. Food standards assist advertise and sell organic foods. Transparency and Tesco's guiding principles (Palmer, 2005).

Tesco stores are big and stylish. The large, open departments make shopping fun. The supermarket provides elevators, escalators, and staircases. The supermarket's food aisle is easily accessible near the cashier. In the cutlery and condiments area. Food processing uses utensils and condiments (Wood, Wrigley, & Coe, 2017). Thus, this planning will boost core product sales. Floor plans that depict the exact location of the

products help. Retailers use horizontal and vertical stacking to organize food without compromising packaging. This helps track meals and items. Cold storage keeps frozen groceries and meats fresh (Tesco, 2019).

Product pricing strategy differs. Organic foods are more pricey. As a result of this, Tesco brand products are cheaper than other brands. Product quality and availability are the core of the price strategy. Supermarkets use attention, interest, desire, and action to increase sales (A.I.D.A.).

Marketing communication seeks to attract customers by first creating and then satisfying demand. Communication can turn a non-buyer into a potential Tesco customer. The person making the announcement influences the buyer. Product sales improve as a result of AIDA communication. Sales frequency encourages stock renewal, and food is always available to reduce stockouts (Wood, Wrigley, & Coe, 2017). Category leaders like Tesco keep track of product sales. That Tesco has solid relationships with suppliers who are ready to help when needed. This shows how quality supplier items and continuous marketing help Tesco make money (Aiello, Quercia, Schifanella, & Del Prete, 2020).

Supermarket patrons are a mix of both. Locals will be regulars, whereas older people and women may be Tesco consumers. Customers who wish to buy the best meals under one roof are also important. There are visible displays in the store to show the target region. Prices and product ingredients help customers buy, and customer feedback helps Tesco improve and understand their demands. Cutlery is required for cooking, clients in the food category buy cutlery products. Market structure and product positioning can boost sales. Customers routinely examine food quality by touching, feeling, and smelling it (Aiello, Quercia, Schifanella, & Del Prete, 2020). Quality is determined by the printed date of manufacture on packaged foods. Due to poor engagement, purchasers have less information or understanding of the product when they buy it frequently. These products are familiar and suit daily necessities, so customers rarely need sales advice. Some goods, like allergy-friendly foods, require expert advice and direct involvement. For example, Tesco customers who are health conscious and allergic to certain foods are segmented to assist them purchase (BBC, 2017).

3. Findings and conclusions

Thanks to the maturity of Internet technology at the end of the 20th century, commercialized and privatized Internet services provided a new choice for the development of the whole industry, and some retail brands began to build their own Internet service business system (Du & Jiang, 2017). Tesco is the most successful one.

It developed legal Internet service business in 1995 and gradually expanded its business territory overseas by relying on retail websites. In the 21st century, especially since 2016, the optimization of Internet information technology and the trend of digitalization have accelerated the growth rate of online retail sales. According to economic data from the House of Commons Library, Internet retail is more popular in the UK than in any other EU country, with a high proportion of the population having spent online in 2017 82%. It was released by the UK government in 2020 amid the COVID-19 pandemic's restrictions have prompted consumers who can't travel much to try the Internet to complete their shopping, giving retailers a big boost online.

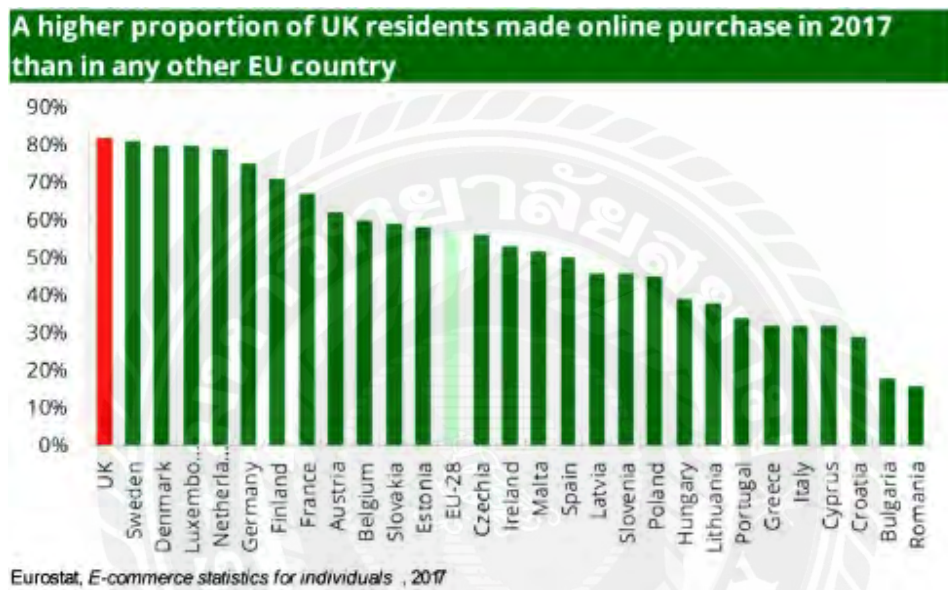


Figure 3. Proportion of population participating in online consumption in EU member States in 2017

In the supply chain of private brand operation of large supermarkets, digital technology brings solutions to cost and efficiency problems in the operation process. At the agricultural end, modern farms use computers to control crop growth factors such as temperature, humidity, light and fertilizer, and choose the most suitable proportion for crop growth based on historical data. Through big data analysis, the data of crop varieties provided to the biological laboratory can help the farm eliminate the weak samples in the data history to upgrade crop varieties and further improve product quality (Xu, 2009). On the logistics side, digital technology optimizes logistics efficiency, security and accuracy. Large computers, management and control systems and databases liberate manpower while realizing real-time, informationized and integrated decision-making and management, further reducing inherent costs in logistics links. At the retail end, the database of retail and customer preference provides strong support for decisions ranging from commodity placement to store location selection, which can ensure that retailers provide consumers with high-quality and

targeted services, find and attract potential consumers, and further expand market share (Ye, 2009).

4.Recommendation

This paper based on the marketing environment faced by supermarkets, draws the following main conclusions.

(1) Clear responsibility of the subject

Large business super large and complex management based on the information analysis, the Internet has become an important carrier, operation and management of commodity procurement, transportation, storage, processing, distribution, sales and customer feedback, has its detailed and timely feedback, in the digital era, brand management, own brand differentiation competition, Business super internal business responsibility is well documented, more clear. For customers, traceability supermarket responsibility becomes simpler, private brand subject responsibility is single.

(2) Industry norms and self-discipline.

Britain is regarded as a "business, three industry cluster development" industry supply chain mode, farms, factories and business super constitute a community of interests, the three business performance co-construction and sharing. But farm and factory market risk depend on the business, to obtain sustainable benefits must strict industry standard, strict quality standards, according to the process specification operation. Otherwise, the damage is the long-term interests of the individual and the overall interests of the cluster, and there is a strong self-discipline internal drive in the industry standard governance.

(3) Industrial coupling and win-win

The pursuit of sustainable development of large supermarkets is inseparable from the stable supply of goods, OEM and logistics support. In order to ensure the quality of self-owned brands, on the one hand, it provides production technology, quality standards and financial support to the source sites, and on the other hand, it also takes care of the income of the source sites. It purchases low-quality goods based on quality and price, purchases or entrusts factories to deeply process low-quality products, and integrates them into the sales of self-owned brands again. Large supermarkets integrate the three industries with their own logistics chain, processing plant, financial industry and precision sales advantages to achieve industrial progress, complementary advantages and incremental profits.

(4) Increase willingness to consume.

Brands depend on the quality of products and services. To win customers' recognition, the brand, as a corporate reputation and image, maintains and increases the

value of its intangible assets, which is a sustainable responsibility and responsibility of the enterprise to the society. For large supermarket chains, private brand is the inevitable product of their development to a certain scale and stage, and it is one of the effective ways to reduce costs and improve profits (Reardon & Gulati, 2008). The development of private brands is conducive to enhancing customer goodwill, enhancing consumer loyalty and improving consumer willingness, which is of great significance to the sustainable development of enterprises.



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