

Q1. Omnichannel Integration: They meet the needs of contemporary customers who require adaptability with their smooth online–offline method, which includes quick delivery through "Whoosh" (1–hour service). Critical Angle: While Tesco's SCM is robust, JIT systems can backfire during global disruptions (e.g., Brexit border delays). Over–reliance on efficiency may sacrifice resilience.

Q2. COVID–19 Response & Financial Goals: Tesco's pandemic strategy balanced public health and profitability: . Safety First: Store sanitisation and PPE for staff built consumer trust, preventing lockdown revenue drops. . Online Surge: Doubling delivery slots to 1.5 million/week (Tesco, 2021) captured home–bound shoppers, boosting online sales by 48% in 2020. . Employee Support: Bonuses and free mental health apps like Headspace reduced staff turnover during crises. . Supply Chain Agility: Partnering with local suppliers when global chains faltered kept shelves stocked (e.g., UK–grown veggies substituted for imports). . Financial Prudence: Returning GBP585M in business rates relief (BBC, 2020) was a PR win, offsetting criticism of pandemic profiteering. Result: Despite COVID costs, Tesco hit GBP1.7B operating profit (2021), proving adaptability drives resilience.

Q3. Risk Management Actions Tesco's risk strategy is multi–layered: While working with its suppliers, Tesco has run into a number of SC issues. When it was found that Tesco's canned beef products contained horsemeat residues in 2013, the meat department suffered severe credibility problems (Hogbin & McSherry 2014). Tesco's poor quality checks and dishonest supplier Silvercrest were blamed for this SC risk. Tesco responded by putting in place a number of controls and mitigation techniques. To make sure the meat products supplied by suppliers fulfill the required quality standards, the retailer implemented routine testing. Purchasing beef products from vendors approved by the British Retail Consortium was the second tactic (Hogbin & McSherry 2014). During their visit to the Silvercrest facility, Tesco also learned that the processor purchased meat from an unidentified Polish supplier. The supplier was then placed on a blacklist. In order to determine the quality of its beef products, the retailer also conducted more than 20,000 tests. Another SC problem relates to the financial risk of international operations

1. Financial Hedging: Mitigates currency risks in global sourcing (e.g., importing from Asia).
2. Cybersecurity Upgrades: After a 2020 attempted hack (Computer Weekly, 2020), Tesco invested in encryption for its 6 million+ online customers.
3. Regulatory Compliance: Strict adherence to GDPR and food safety laws avoids fines (e.g., GBP7.56M fine for 2014 horsemeat scandal taught harsh lessons).
4. Climate Initiatives: Net–zero targets by 2035 align with UK regulations, reducing legal risks.
5. Crisis Protocols: COVID task forces and backup suppliers exemplify proactive planning.

Weakness: Heavy focus on operational risks may overlook emerging threats like AI ethics in customer data usage.

Q4. Balanced Scorecard (BSC) & KPIs Tesco's BSC aligns strategy across four perspectives:

1. Financial Viewpoint: Any major goal pertaining to the performance and financial health of an organization is included in this viewpoint. Businesses should consistently make money and achieve objectives like increasing profitability and creating new revenue streams. Actions taken to accomplish these objectives are monitored and assessed. . Revenue (GBP57.9B in 2021) and operating margin (3.2%) track profitability. . Critique: Margin remains thin—price wars with discounters (Aldi/Lidl) squeeze profits.
2. Customer Perspective: The Viewpoint of the Customer In BSC, the customer perspective keeps track of and evaluates how the company offers value to its clients. Additionally, it establishes the proportion of customers who are satisfied with the business's goods or

services. Customer satisfaction is a key indicator of an organization's success, and a company's profitability can be impacted by how well it treats its customers. . Net Promoter Score (NPS) rose to 15, reflecting improved loyalty. . Online growth (1.5M slots/week) shows digital success. 3. Internal Processes: A company's internal operations determine how well it performs. This viewpoint is significant because it provides an answer to the question, "What are we good at?" Supplier Collaboration: Programs such as the Tesco Sustainable Dairy Group (TSDG) promote enduring alliances, guaranteeing stable supply chains and equitable prices for farmers. The purpose of this essay is to evaluate Tesco's worldwide SCs coordination return on its R&D investment, the SC risks it faced and the ways it mitigated them, and the competitive advantages of implementing cutting-edge technologies. In order to support its grocery logistics, Tesco, a major UK retailer with operations in more than 14 countries, takes a more cooperative approach to supply chain management (SCM) that is typified by relationship initiatives (Child 2002). Sustainability: Tesco's promise to get rid of one billion pounds of plastic by 2025 (Tesco, 2021) isn't just environmental marketing; it also lowers expenses by using fewer packages and draws in eco-aware customers. By concentrating on customer satisfaction, internal procedures, financial performance, and learning and growth, Tesco enhanced its services, streamlined operations, and raised profitability. Example staff understand how inventory KPIs link to customer satisfaction. SCM: Uses this financial insight to plan for inventory purchases, production schedules, and capacity management, ensuring that operations align with financial goals. A company can maximize economies of scale and obtain low-cost inputs by leveraging its business-to-business (B2B) relationships, which are intangible assets, through global consolidation. Tech-Driven Forecasting: By using AI and RFID tags to anticipate increases in demand (like during holidays), lack and unnecessary overproduction can be avoided. Cost Management: Management accounting isn't just number-crunching—it's Tesco's compass for SCM decisions: Tracks and analyzes costs related to production, inventory, and logistics. Supply chain managers can troubleshoot this challenge by implementing an SCM system to ensure proper inventory flow; this way, the high-demand items never go out of stock, improving the customer supply chain's responsiveness. In order to accomplish global consolidation, supply chain (SC) relationships are extended to accommodate various political, economic, and physical environments (Child 2002). 85% supplier satisfaction ensures smooth operations. 2.3.4.5...4..Q6.2.3.4.5.6.2.4.5.6.