



MERCADONA

Study of Mercadona's Corporate Strategy

David Petit de Miguel
Alberto Raventós Romero

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MISION & VISION

“We are a business that makes sure our clients can reach the right products that satisfy their food, cleaning and drinking needs as well as other everyday needs at the right price and sanitary precautions” - Mision

“Achieve the Sustainability of our providers as well as serve as a leader that can guide all the different procedures from the obtaining of the raw materials to the purchase of the final consumer” - Vision

CORPORATE VALUES

- Transparency and flat organization
- Career Development
- Equality and Diversity
- Different remuneration policy

CORPORATE GOALS

- Become a referent in Portugal
- Develop our own products
- Maintain the rotation metrics close to 3%

PESTLE ANALYSIS

- | | | |
|-----------------|--------|-------------------------------|
| ▪ Political | —————→ | ▪ Instability |
| ▪ Economical | —————→ | ▪ Low-cost products |
| ▪ Technological | —————→ | ▪ Development of the business |
| ▪ Environmental | —————→ | ▪ Types of products offered |

STAKEHOLDERS

Clients: Families, Students...

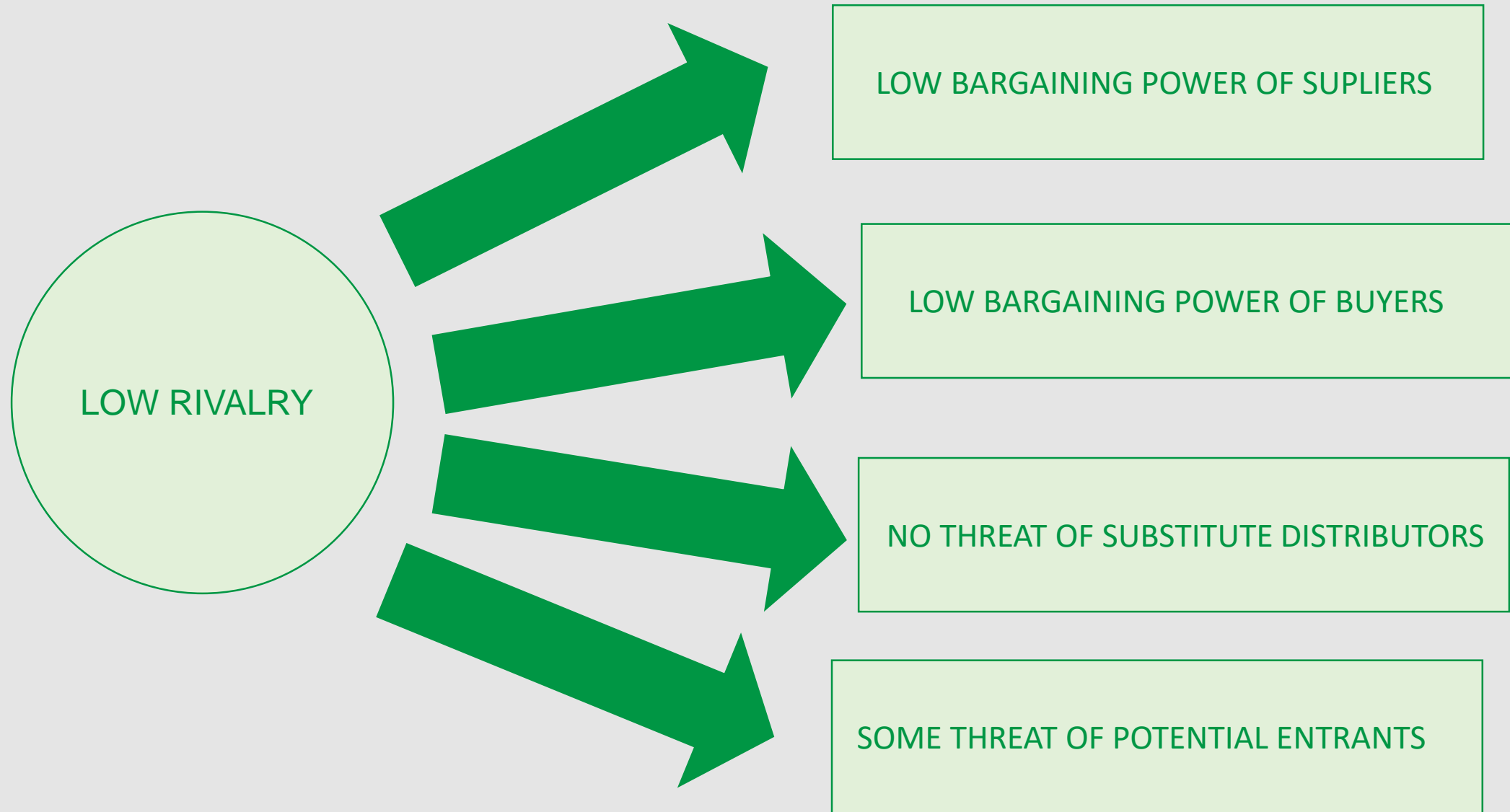
Providers: All the brands offered

Stockholders

Workers



PORTER ANALYSIS





KSF, RESOURCES & CAPABILITIES

KSF

- White Label
- Relation between Q/P
 - Proximity
 - Sustainability

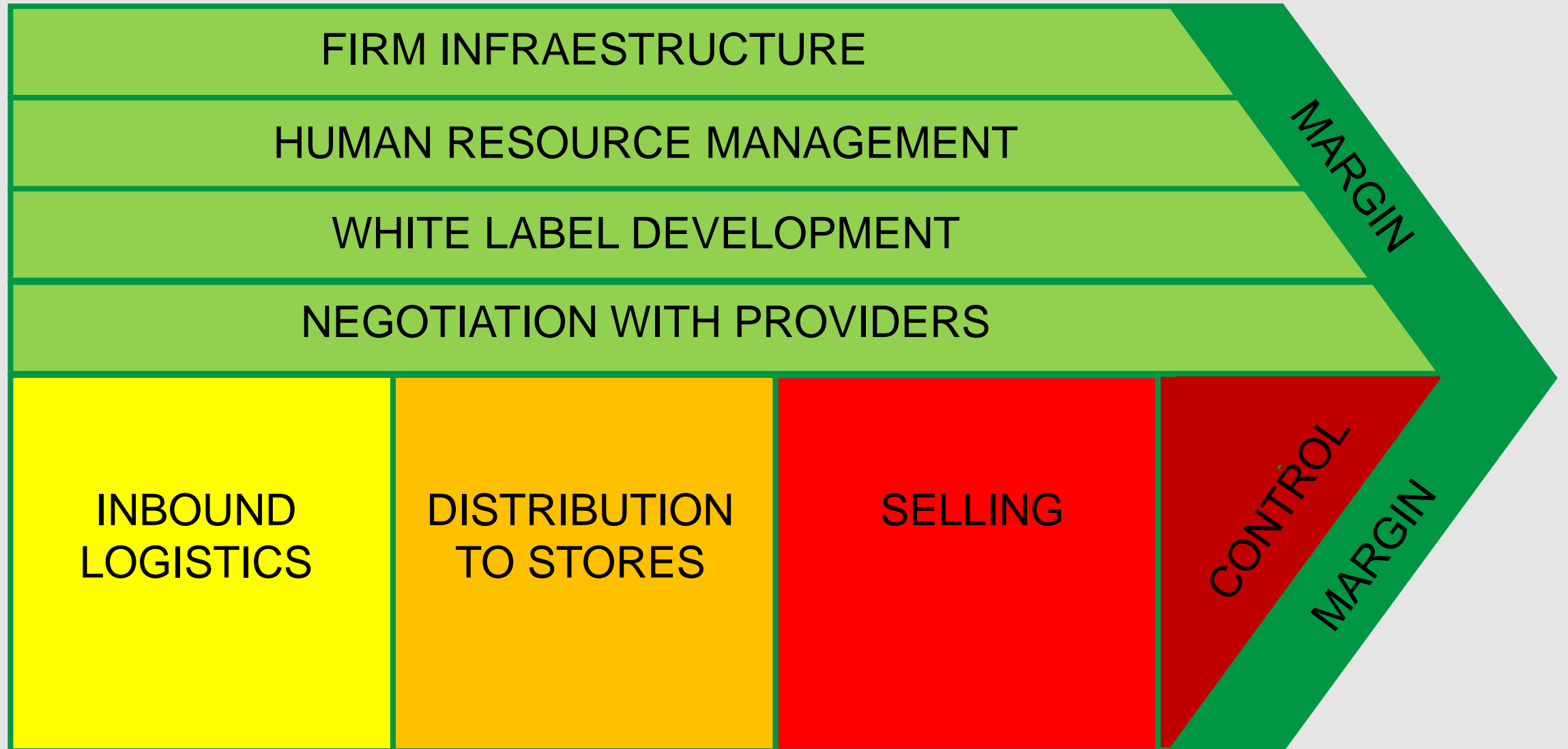
RESOURCES

- Juan Roig
 - Brand
- Numerous Stores
 - Talent

CAPABILITIES

- Develop White Label
- Deal with providers
 - Low rotation
 - Flexibility

VALUE CHAIN



SWOT ANALYSIS

STRENGTHS	OPPORTUNITIES	WEAKNESS	THREATENS
<ul style="list-style-type: none">- High Market share- Highest rate of stores per citizen- Best relation between Quality/Price- Strong White Label- Good brand Equity- Strong workforce and low rotation rate- Strong food delivery channels	<ul style="list-style-type: none">- Tendency for sustainable products- Opportunity to increase sales by launching new products- Expand their presence in Portugal	<ul style="list-style-type: none">- Not strong global presence- Not brand awareness outside Spain- To much reliable in Juan Roig	<ul style="list-style-type: none">- Increasing presence of other international firms

WHAT MAKES THE DIFFERENCE



CONSULTANCY FIRM

HOW TO KEEP GROWING?

- Top Seller in Spain
- Reach the máximo stores in Spain
- More tan 1.600 stores in Spain
- No Brand Awareness outside Spain
- No attraction to the rest of the market



OPEN NEW MARKETS

IMPULSE “READY TO
EAT” CONCEPT

CRITICAL THOUGHT

LACK OF AMBITION → ROOM FOR FASTER GROWING

NEED TO IMPULSE NEW IDEAS → CRITICAL TO IMPULSE READY TO EAT

NEW LAW "CADENA ALIMENTARIA" → CRITICAL FOR THE COMPANY TO ADAPT

MERCADONA

Strategic Management

