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"Evaluating the Role of Supply Chain Management in Enhancing Operational Efficiency and Customer Satisfaction: Analysing the Case of Tesco"

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Executive Summary

The research study digs into the intricate relationship between Supply Chain Management (SCM), operational effectiveness, and customer satisfaction using Tesco as a case study. In today's severely competitive business landscape, effective SCM is crucial for organizations to optimize efficiency while converging customer demands. Tesco, a global retailer, epitomizes the role of SCM in triumphing in operational excellence. Through a sophisticated supply chain network, Tesco ensures product availability, cost optimization, and meeting customer expectations.

The study's objectives encompass exploring Tesco's SCM techniques, evaluating their impact on operational effectiveness and customer satisfaction, and identifying areas for improvement. Through secondary data exploration and analysis, the study addresses how SCM streamlines processes, amplifies resource utilization, moderates waste, and, ultimately enhances profitability. Efficient SCM enables Tesco to manage inventory, accurately forecast demand, and ensure smooth product flow, reducing stockouts and costs while boosting customer loyalty.

The study also highpoints the momentous shift from traditional linear supply chain models to dynamic, interconnected ecosystems driven by digital technology, e-commerce, and global sourcing. Customer-centricity emerges as a key paradigm, demanding personalized experiences and quick services. SCM plays a vital role by ensuring timely deliveries, product availability, and efficient customer service, aligning with changing customer preferences.

All in all, the researcher found out that Tesco leverages cutting-edge technologies, data-driven insights, and flexible supply chain strategies – all strategically, and this has helped the organization propel its growth and resilience, even during evident challenges like the COVID-19 pandemic.

In conclusion, the study accentuates the significance of SCM in contemporary business paradigms. By optimizing supply chain practices, organizations can navigate multifaceted market dynamics, advance operational effectiveness, and meet growing customer expectations, thus guaranteeing long-term success in the present and future business landscape.

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Chapter 1: Introduction

In the intensely competitive business climate of today in which organizations work to maximize operational efficiency whilst additionally meeting consumer needs, supply chain management (SCM) is essential. Using Tesco as a case study, this particular study explores the critical relationship between SCM and operational effectiveness with a focus on customer satisfaction.

Tesco, a potential global retailer, is an adequate instance of the value of SCM in achieving operational excellence. It uses SCM principles to make sure that products are easily available, charges are kept to a minimum, and consumer expectancies are fulfilled through an intricate supply chain network that spans continents (Mubarik et al., 2021). A supply chain's operational efficiency comprises streamlining procedures, cutting waste, and maximizing resource usage. Tesco is able to efficiently manage inventory, estimate demand with accuracy, and coordinate the smooth flow of goods from suppliers to shops due to SCM. As a result, stockouts are kept to a minimum, carrying costs are decreased, and profitability is increased. Additionally, a properly managed supply chain makes a substantial contribution to customer satisfaction. Delivery on time, product availability, and helpful customer care are essential elements. Tesco's dedication to SCM has made it possible for it to quickly and accurately fill client orders, which has eventually increased consumer loyalty (Shankar and Aroulmoji, 2020).

In this study, Tesco's supply chain practices will be examined with an emphasis on how they improve operational effectiveness and, in turn, help to raise customer satisfaction levels. This study tries to clarify the larger significance of SCM in contemporary business strategies by studying Tesco's success.

1.1 Background of the study

The way businesses operate and interact in the global market has undergone a radical reconfiguration in the 21st century as a whole. Supply chain models that were formerly linear and conventional have made way for a new paradigm that is characterized by dynamic and linked ecosystems. Several important factors, such as the quick development of digital technology, the proliferation of e-commerce platforms, and the broad adoption of global sourcing strategies, have contributed to this transition (Cannella et al., 2021). Businesses have therefore been forced to rethink and recalibrate their operating strategies in order to succeed in this changing environment.

A key component of this shift is digitalization, which enables businesses to transmit information quickly and in real-time over great distances. Particularly in the context of e-commerce, customer interactions, and expectations have been reimagined with a greater focus on speed, convenience, and personalization. In order to meet these changing consumer needs, firms have had to develop more flexible and adaptable strategies.

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Along with revolutionizing communication, technology has also brought about cutting-edge supply chain management solutions (Smith, 2023). Companies can now foresee market trends, optimize inventory levels, and improve decision-making precision thanks to real-time tracking, data analytics, and predictive modelling. Organizations may now optimize resources, cut waste, and uphold competitive cost structures by implementing just-in-time production and lean inventory practices.

Additionally, the operational paradigms have undergone a fundamental transition as a result of the changing business environment. The emphasis has shifted from discrete and compartmentalized functional units to comprehensive value creation throughout the whole supply chain. Strong collaboration, seamless coordination, and effective communication among various stakeholders, including suppliers, manufacturers, distributors, and retailers, are required for this change (Chen et al., 2022). The objective is to improve efficiency, streamline procedures, and lessen disturbances that might reverberate throughout the interconnected network.

1.1.2 Customer-Centric Paradigm

The idea of customer-centricity has become a guiding principle in contemporary business, influencing organizational strategy and operations. Consumer behaviour has undergone a significant change in the twenty-first century, and customers now demand individualized experiences, ease, and quick service. Businesses have been forced to embrace a customer-centric paradigm as a result of this transition, with the ultimate objective being to meet and exceed customer expectations at every touchpoint.

How businesses interact with their customers has undergone a fundamental change as a result of consumer empowerment brought about by information access and digital connectivity (Gong et al., 2019). Consumers can now instantly compare goods, costs, and reviews thanks to the abundance of options at their disposal. As a result, in order to acquire a competitive advantage, organizations must move beyond conventional product-centric strategies and concentrate on providing outstanding value and experiences.

Beyond straightforward transactions, the customer-centric paradigm encompasses all interactions. It includes every stage of the client experience, from first exposure to after-sale care. A thorough awareness of the needs, preferences, and pain areas of the client is necessary for this holistic approach. Businesses that successfully match their tactics to client preferences are better equipped to develop enduring bonds, encourage brand loyalty, and generate favourable word-of-mouth (Alshurideh et al., 2020).

SCM is crucial to establishing client-centricity. Important elements of the customer experience include prompt product delivery, the availability of desired items, and attentive customer care. To address changing demand patterns, SCM ensures that products are efficiently obtained, produced, and dispersed. Lead times are

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decreased, stockouts are decreased, and order accuracy is increased with effective SCM, all of which directly impact customer satisfaction.

SCM also makes it easier to execute demand-driven tactics. Businesses can modify their supply chains to match real-time demand changes by carefully monitoring market trends and consumer behavior (Panwar et al., 2022). The ability to respond quickly to shifting client preferences and grab new possibilities is made possible by an organization's agility, which strengthens the customer-centric strategy even more.

1.1.3 The Tesco Case

A fascinating example of the dynamic interaction between supply chain management (SCM), operational effectiveness, and customer satisfaction is Tesco's journey, a worldwide retail behemoth. Tesco's transformation from a small local grocery store to a global conglomerate highlights the critical role that efficient SCM played in the company's growth trajectory.

Tesco's strategic approach to SCM is a key component of its success. The business has skillfully applied SCM principles to streamline different aspects of its business (Ponte et al., 2020). Tesco uses data-driven insights to estimate demand precisely, change inventory levels in real time, and ensure flawless coordination throughout its enormous supply chain network, from procurement to delivery.

The cornerstone of Tesco's SCM approach has been the use of cutting-edge technologies. Its capacity to keep track of stock levels, increase inventory turnover, and improve shelf availability has been enhanced by automated warehousing systems, RFID (Radio Frequency Identification) tracking, and cutting-edge analytics. This not only results in increased operational effectiveness but also helps to satisfy its wide range of consumers.

Tesco's dedication to SCM is clear in its focus on the consumer. The company's "Every Little Helps" philosophy, which emphasizes attention to detail throughout the whole supply chain, is firmly engrained in all aspects of its operations (Nayak et al., 2022). Customers will benefit from this dedication as there will be fewer out-of-stock scenarios, quicker checkout procedures, and online order fulfilment that fulfils the convenience requirements of today's consumers.

Tesco has also been able to successfully manoeuvre through market disruptions and difficulties because of its SCM practices. For instance, the company's flexible supply chain enabled it to quickly adjust to shifting demand patterns during the COVID-19 epidemic, assuring the availability of vital products and upholding client confidence.

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1.2 Aim and Objectives

Aim

The purpose of this study is to assess how supply chain management may improve Tesco's operational effectiveness and customer happiness.

Objectives

- To explore the supply chain management techniques and tactics Tesco uses to efficiently manage its business.
- To evaluate the effect of supply chain management on Tesco's operational effectiveness, taking into account elements like distribution, logistics, and inventory management.
- To investigate the connection between Tesco's supply chain management procedures and customer satisfaction levels.
- To find possible areas for Tesco's supply chain management that could be improved, in order to increase operational effectiveness and customer satisfaction.

1.3 Research Questions

What are the supply chain management techniques and tactics employed by Tesco to ensure efficient business operations?

How does supply chain management impact Tesco's operational effectiveness, specifically considering factors such as distribution, logistics, and inventory management?

What is the relationship between Tesco's supply chain management procedures and customer satisfaction levels?

In what ways can Tesco's supply chain management be enhanced to improve operational effectiveness and enhance customer satisfaction?

1.4 Research Rationale

The Tesco case study serves as a powerful illustration of the need to examine how Supply Chain Management (SCM) may improve operational effectiveness and customer happiness. It is crucial to comprehend how SCM strategies contribute to organizational success in the complicated and dynamic business environment of today when competition is severe and consumer expectations are always changing (Madhani,) 2022. This study focuses on the real-world applications of SCM practices, illuminating how they help businesses overcome

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obstacles, improve workflows, and ultimately satisfy the needs of both efficiency-driven operations and customer-centric strategies. This study seeks to offer practical insights that can assist firms in planning and implementing successful SCM strategies for long-term success by revealing the interwoven relationship between SCM, operational effectiveness, and customer happiness.

1.5 Research Scope

The goal of this study is to provide a thorough analysis of how Supply Chain Management (SCM) may improve operational effectiveness and customer satisfaction using the case study of Tesco. The study will dive into Tesco's SCM practices, which cover technology integration, distribution, inventory management, and procurement. The investigation will look at how these behaviours support operational excellence, lessen interruptions, and respect client preferences (Pandey et al., 2020). The study will also look into how SCM affects consumer happiness by enhancing product availability, timely customer support, and the entire shopping experience. The study, which primarily focuses on Tesco, tries to draw conclusions and implications that are applicable to broader company contexts while underlining the crucial connection between SCM, effectiveness, and customer-centric initiatives.

1.6 Chapter structurization

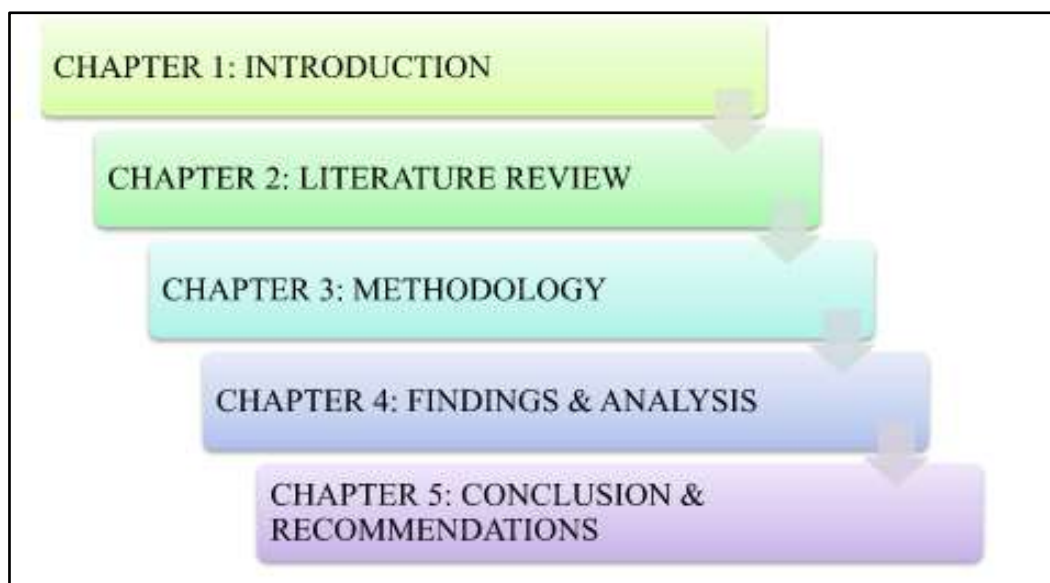


Figure 1: Chapter structurization

(Source: Self-developed)

Chapter 2: Literature Review

2.1 Key Elements of Supply Chain Management in Retail

Supply Chain Management (SCM), which coordinates a complex network of operations to guarantee the smooth flow of goods from producers to end users, is essential to the retail sector. Key components of SCM in retail include logistics, inventory management, distribution, and procurement, all of which work together to improve operating procedures and the customer experience (Ge et al., 2019).

Procurement: The procurement process, which entails locating raw materials, components, or finished goods from suppliers, is at the centre of any supply chain. Effective procurement in the retail industry makes sure that the right products are purchased at the proper cost and level of quality. To match procurement with customer preferences, retailers like Tesco rely on strategic supplier relationships, negotiations, and demand forecasting. Retailers can ensure constant product availability and manage expenses by obtaining dependable sources of supply and negotiating beneficial terms.

Distribution: The transfer of goods from suppliers through distribution facilities, then to retail establishments or directly to clients, is referred to as the distribution phase. Retailers must have effective distribution networks if they want to react quickly to market demands (Banerjee and Mishra, 2017). Retail behemoths like Tesco have adopted cutting-edge distribution strategies including cross-docking, in which products are shifted immediately from inbound to outbound vehicles, reducing storage time and costs. Such procedures save lead times, increase supply chain responsiveness overall, and cut carrying costs.

Inventory Management: Keeping the right amount of inventory on hand to satisfy consumer demand while avoiding overstocking, which takes up cash and space, is the art of inventory management. Retailers use a variety of inventory optimization techniques, such as demand forecasting algorithms and just-in-time inventory systems. Tesco's ability to analyze previous sales data, seasonal trends, and consumer behavior to maintain the right stock levels is the key to its success in inventory management (Lochan et al., 2021). As a result, carrying costs are decreased, stockouts are minimized, and the capacity to satisfy customer expectations is improved.

Logistics: The physical movement of commodities throughout the supply chain must be planned, carried out, and monitored as part of the logistics component of SCM. An effective logistics system guarantees prompt delivery, precise order fulfillment, and lower transportation costs for retailers. For example, Tesco uses real-time tracking systems and route optimization tools to increase delivery precision and efficiency. Retailers may improve their consumers' entire purchasing experience by streamlining operations, reducing delays, and providing them with speedier delivery alternatives by optimizing logistics procedures.

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Technology Integration: Technology integration has become a crucial component of SCM in retail in the digital age. To get real-time insights into supply chain processes, retailers like Tesco have used cutting-edge technologies like Radio Frequency Identification (RFID) tags, Internet of Things (IoT) gadgets, and data analytics tools. Retailers can now track inventory levels, keep an eye on product movement, and react quickly to shifting market dynamics due to this technology (Mangala et al., 2020). Technology also makes it easier for people to collaborate and communicate more effectively at different supply chain stages, which improves coordination and efficiency.

2.2 Operational Efficiency in Supply Chain Management

The foundation of Supply Chain Management (SCM) in the retail industry is operational effectiveness. It includes a number of tactics and best practices aimed at streamlining the movement of goods, cutting waste, improving resource utilization, and eventually boosting the overall efficacy of a retailer's supply chain. A combination of preventative actions and carefully thought-out plans are required for operational efficiency in SCM (Cui et al., 2022). Lean management, a concept that originated in the manufacturing industry and has been effectively applied to retail, is one of the most effective tactics. The elimination of non-value-added tasks, the reduction of surplus inventory, and the improvement of process flows are all encouraged by lean concepts.

Retailers like Tesco have embraced lean approaches to improve the effectiveness of their supply chains by removing bottlenecks, cutting down on lead times, and minimizing waste. Furthermore, implementing cutting-edge technology like robotic automation, AI, and predictive analytics has been crucial in enhancing operational efficiency. Tesco is a good example of how technology-driven solutions may optimize operations, minimize manual intervention, and lead to quicker decision-making, all of which contribute to better operational efficiency. Tesco uses automated warehouse systems and AI-driven demand forecasts.

The bottom line of a store is immediately impacted by operational efficiency through cost reductions and better resource management. Retailers may drastically lower operational expenses by optimising procedures and reducing waste. Optimised inventory management techniques, for instance, avoid overstocking and understocking situations, which lower carrying costs and enhance cash flow (Kazancoglu et al., 2020). Tesco's strong inventory management has made it possible for the corporation to distribute resources more efficiently, freeing up money for key projects and customer-focused upgrades. Additionally, operational effectiveness improves resource allocation by allocating time and human resources to tasks that bring greater value. Employees can concentrate on jobs that call for creativity, critical thinking, and customer engagement when order processing is automated, for example. In the long term, this results in better customer service and more effective use of human resources throughout the supply chain.

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There is no denying the close relationship between operational effectiveness and overall corporate performance. A retailer gains a competitive edge in the market when supply chain processes are optimized, resources are used wisely, and costs are reduced. Retailers like Tesco are able to develop new products and adjust to shifting consumer preferences more quickly than their rivals thanks to operational efficiency. Customers will be more satisfied and loyal as a result of this agility. Additionally, improved operational efficiency affects key performance indicators (KPIs) favorably, including order fulfillment rates, lead times, and product availability (Ge et al., 2019). Retailers may build their brand name and keep a devoted client base by continually exceeding and meeting the expectations of their customers. The subsequent favorable word-of-mouth and repeat business play a key role in the overall business performance of a retailer.

2.3 Customer Satisfaction and Supply Chain Management

A study involved the examination of the impacts of the supply chain agility on the customer-based values and their satisfaction levels respectively. To achieve the same, the researcher included an understanding of consumer loyalty from the viewpoints of B2B and B2C. The study involved the collection of data from a sample size of 148 including supply chain-based managers, along with 170 samples of consumers. The study made use of regression analysis, to study and analyze the impacts effectively. It concluded that supply chain management was directly proportional to consumer satisfaction in the B2B and B2C. Improving consumer loyalty though was seen to decrease the significance of the supply chain agility among the customers (Gligor et al., 2021).

A study as stated by Zaid et al., (2021) set its aims to analyze the role of supply chain management and integration involving consumers, suppliers, and integration activities in order to improve customer loyalty effectively. The study involved the collection of primary data from a sample of 308 managers from Tuna Fillets industries present in Indonesia respectively. The model was analyzed through the help of PLS-SEM which concluded that the supply chain-based integration and management had a direct impact on the operational performances and the satisfaction of the customers. The study also concluded that the same had further effects on the loyalty of the consumers of the organization in a positive way. Customer satisfaction acts as a mediator in influencing the supply chains effectively (Zaid et al., 2021).

With the uprising of the Internet and consumer-based market systems, the interactions between organizations and customers have revolutionized effectively. The increasing uprisings in internet sales have improved the demands of the customers for their conveniences of the fulfilments in orders through the help of home deliveries. Studies indicate that factors like on-time deliveries, and accuracy in orders are as important in improving consumer experiences and thereby helping them meet their needs (Esper et al., 2020). The flexibility in the supply chain helps in responding to the variations in the demands effectively. Flexibilities in

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productivity tend to be important in market scenarios. There have been organizations that made use of responsiveness in order to reach competitiveness. Studies indicated that the flexibility in the supply chain depended on the speed of deliveries and the strategy based on the responses adopted by the organizations. The variations are based completely on the speeds and the costs had been an asset in improving the responsiveness in the supply chains effectively (Rahimi et al., 2020).

With the rapidly increasing globalization in the markets, the demands for consumers have taken a drift. The markets have been reportedly seen to have used strategies that attracted customers thereby, improving their satisfaction. A study stated that the retail markets have been improving in the country Bangladesh and involved an analysis of a sample of 85 participants effectively, through the help of SPSS software. The paper concluded that there was a gap that existed between consumer expectation and their viewpoints on the retail supply chain in the nation.

2.4 Tesco Case Study: Supply Chain Management Implementation and Outcomes

The supply chain management of Tesco had a prior belief in the process of improving continuously. The main purpose is based on the creation of values in order to earn the loyalty of the consumers. The director of the supply chain, Graham Booth felt that the company should be benefitted from the use of the same group of suppliers along with the distribution centers that supplied all types of the stores. The company had earlier generated systems like centralized ordering and distributions, and automated controls of the warehouses and kinds, which helped it effectively manage the supply chains. Tesco's internationally based operations had a reach to up to 12 nations all over the World. The large size of the company makes it highly efficient in managing its supply chain and well-known for its services all over the World.

The company's supply chain on an early basis was found to be not that developed as such in the Eastern European markets. The company relied on deliveries from the suppliers on a heavy basis. The company decided to mitigate such issues and have taken steps like, for example, Tesco utilized automated DCs in the nation of Thailand and Korea. The supply chain-based solutions helped the company improve its supply chains effectively. As per Tesco Plc, (2023) the company has been well known for its enhanced supply chain management practices, like lean management and utilization of the RFID technology. The adaptation of such practices has helped the company gain a competitive edge in the market. The practices include a system based on replenishing the demands of the consumers, usage of single vehicles to serve the stores, cross dock centers, and kinds.

The automated warehouse system and the centralized distribution of the stocks help in analyzing the demands of the stocks effectively. The system also holds benefits in helping Tesco effectively maintain its stock levels

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and determine quality. The stock management system in the company makes it an efficient retail and one of the most preferable all-in-one stores in the market. The centralized distribution system of the company helps in increasing the efficiency, thereby, contributing to the reduction of the costs of distributions and the speeds as well. The process is seemingly said to be resource centered as well. The usage of RFID to effectively sell the goods in a fast manner, helps the company enhance the attraction from the consumers. The fast deliveries of the products efficiently help the company in improving the loyalty of the consumers (Tesco Supply Chain Management, 2022).

Lean Management used by the company is one of the many practices which help in achieving operational brilliance in the performances. Studies used contingency theories to examine the same and concluded that Lean is positively based on the consumer-centric performances which is mediated by the process improvements effectively (van Assen, 2018). As stated by Gay Barlan-Espino, (2017), a study aimed at determining the operational efficiencies and the satisfaction of the consumers in restaurants. The study employed a descriptive research design to examine the same and, effectively concluded that the customers were satisfied in terms of the 5Ps and the improvements in the operations of the dining effectively improved customer satisfaction.

2.5 Challenges and Future Trends in Supply Chain Management for Retailers

More than 20% of the executives in the supply chains who are recognized as hourly associate staff have been a major challenge throughout the years. There have also been cases where the investments have been high on the upgradation of the technologies which also produces a major challenge. A Reportedly increase in the dependence on technologies like robotics and machine learning has evolved into difficulties. The advent of the pandemic has forced companies to make their supply chains more flexible and dynamic in order to mitigate the problems effectively and improve their performances respectively. The four key barriers could be identified as a lack of access to data along with the incomplete availability of the data. The distributors are often found to be unable to share the data on a timely basis, which creates another major challenge.

Artificial Intelligence along with big data analytics have gained prior importance in the current generation. A study investigated the impact of the supply chain 4.0 industry on the future effectively. The continuous improvements in the growth of the operational presence of the organizations in the market have generated competition effectively. The companies are reportedly found to increasingly improve their efficiencies in their operations (Awan et al., 2021). Blockchain could be considered another major asset for companies. A study involved performance analysis along with network analysis in order to examine the evolution of the technology. It was concluded that the blockchain was promising to improve the supply chain management

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systems of the companies effectively through the help of traceability, tracking, trust, and transparency (Centobelli et al., 2021).

Blockchain technology and visibility effectively improved the supply chain management system within an organization. A study aimed at analyzing the relationship between sustainable supply chain characteristics and blockchains. The results stated that the visibility in the supply chains could be characterized as green absorptive capacities and dynamic capabilities (Sunmola and Apeji, 2020).

2.6 Literature Gap

Even though supply chain management is playing a bigger role in enhancing operational effectiveness and customer satisfaction, little in-depth research has been done on the topic, particularly in the context of significant retailers like Tesco. There has been little research on supply chain management generally, but less in-depth study on how certain supply chain practices affect the performance of retailers like Tesco as a whole (Zhang et al., 2023). By critically studying Tesco's case, this study attempts to fill this knowledge gap by educating readers on the supply chain management strategies and techniques Tesco employs as well as how these components impact both operational effectiveness and customer satisfaction.

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Research philosophy can be described as the exact know-how that assists the researchers in conducting their study effectively. The research philosophy is related to the assumptions as well as the nature of their study respectively (Dudovskiy, 2022). There are varied types of research philosophies respectively which are namely positivism, interpretivism, pragmatism, and kinds. The researcher of the following research study made use of the research philosophy of positivism respectively. The positivism philosophy has been proven to maintain its regularity in achieving the aims and objectives of a particular study. The positivism philosophy used in the particular study helped the researcher to relate the concepts and variables involved through the effective utilization of relationships.

3.2 Research Approach

The Research approach is detailed as the particular way through the help of which a researcher is guided to carry on the study in a systematic way following different steps respectively. The proper selection of the research approach holds value for the researchers in order to maintain the best quality of the research study and offer legitimacy to their works. There are varied types of research approaches which are namely deductive, inductive and abductive respectively. The following research involved the use of an inductive approach which offered proper investigation effectively. An inductive research approach involves the utilization of different observations, and theories thereby generating a significant outcome by the end of the works. The study involved the steps of drawing conclusions effectively from different types of qualitative sources of data. The study also helped in providing recommendations for the same by the end.

3.3 Research Design

Research design refers to the way by which a researcher is able to identify the limitations and the conflicts, and hence, analyse them effectively, throughout the process of the conduction of the study. The selection of the right research design holds value for the researchers in ensuring the exactness and quality of their study. The researchers are recommended to have the ability to identify the right type of design with respect to the aims and objectives of their study. There are different types of research designs namely, experimental, comparative, exploratory and, kinds. The following study in particular made use of a descriptive research design. The descriptive research design was selected by the researcher in order to systematically collect the data to describe a particular situation in a proper way. The descriptive research design lays its main focus in accurately describing a certain type of population and also explain a certain type of situation or effect respectively.

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3.4 Data collection

Data collection is the exact process through the help of which the researcher collects the data effectively to conduct their research. The researcher shall have the knowledge of what type of data would hold value which on analysis, would generate the effective outputs respectively. The researchers shall collect the right type of data to ensure the good quality of their work. Data collection involves the identification of the sample and variable both (Bhat, 2018). There are two distinct types of data collection processes namely, primary and secondary data collection. The primary data collection involves the collection of the raw data by the researcher. On the other hand, secondary data collection involves the collection of the data which are already available on the Internet or any other sources like books, journals, other research works etc. The researcher of the following research study made use of the secondary data collection style to collect the data effectively. The data which was being chosen by the researcher in order to conduct the study were from reliable sources namely Google scholar, ResearchGate, Scopus, ScienceDirect, and kinds, along with other reports respectively. The procedure used by the researcher was judgemental sampling respectively.

3.5 Data Analysis

Data analysis is termed as the method through which the data collected is effectively analyzed by the researcher with the aim of drawing conclusions regarding the same. The data that are collected are divided into two distinct types namely Qualitative and Quantitative respectively. The data which are being collected are further analyzed through the assistance of tools or any instrument are known as quantitative data, unlike the qualitative data which are being collected from secondary sources which are already available. The researcher utilized secondary qualitative analysis in order to conduct the study effectively. Thematic analysis was being utilized by the researcher in order to extract diverse types of themes and codes from the data which were being effectively collected by the researcher respectively. Thematic analysis is mainly used for deductive and inductive approaches. The codes used in the process help in containing a single type of topic, unlike the themes which capture viewpoints of multiple codes respectively.

3.7 Ethical Considerations

The ethics are the sets of principles or rules that every researcher shall follow during the conduction of their research work. The ethical considerations of a researcher help him or her to maintain the integrity of their work. Every researcher is expected to follow the ethics through each and every step of the study, starting from the collection of the data to, the end. Some of the common ethics followed by researchers are maintenance of unforceful participation of respondents in a survey, restricting any sort of harm to the participants, and kinds (Bhandari, 2022). The ethics or the rules that are being followed by the researchers undergoing a quantitative

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type of study are quite different from those of the qualitative-based studies respectively. The qualitative studies involve the collection of data from different external sources that are already being available. The researchers are recommended to follow the required ethics. The ethics followed by the researcher during the conduction of the study were:

- The researcher conducted the whole study in an authentic way and the study was carried out transparently, devoid of ambiguity/secretcy. The researcher was not involved in any malicious activities that involved the manipulation of the data.
- The study involved acknowledgments of the works of other researchers, whose studies, journals, or kinds were utilized effectively in the study for the collection of the data by the researcher.

Chapter 4: Findings, Analysis and Discussions

4.1 Chapter Introduction

This chapter presents with an integral and critical data analysis and discussion based on aims/objectives formulated priorly. The researcher exhumed into secondary data from various sources using the thematic analysis technique.

In order to examine the complex interaction between supply chain management, operational effectiveness, and customer happiness in the Tesco context, the chapter elaborates on the analytical approach that was chosen and outlines the justification for choosing theme analysis. The study seeks to disclose insightful viewpoints that contribute to a thorough understanding of the complicated dynamics by meticulously identifying recurring themes that are inherent in the data. This furthers the current discussion about successful supply chain strategies and their significant impact on both operational effectiveness and customer satisfaction.

4.2 Data Familiarization

A supply chain's operational efficiency comprises streamlining procedures, cutting waste, and maximizing resource usage.

Today's highly dynamic supply chains are driven by several important factors, including the quick development of digital technology, the proliferation of e-commerce platforms, and the broad adoption of global sourcing strategies (Cannella et al., 2021).

A robust supply chain is imperative for organizations to become more customer-centric.

Companies can now foresee market trends, optimize inventory levels, and improve decision-making precision thanks to real-time tracking, data analytics, and predictive modelling.

Consumer behaviour has undergone a significant change in the twenty-first century, and customers now demand individualized experiences, ease, and quick service.

To acquire a competitive advantage, organizations must move beyond conventional product-centric strategies and concentrate on providing outstanding value and experiences.

Key components of SCM in retail include logistics, inventory management, distribution, and procurement, all of which work together to improve operating procedures and the customer experience (Ge et al., 2019).

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Improved operational efficiency affects key performance indicators (KPIs) favorably, including order fulfillment rates, lead times, and product availability.

Customer satisfaction acts as a mediator in influencing the supply chains effectively.

The flexibility in the supply chain helps in responding to the variations in the demands effectively.

A retailer gains a competitive edge in the market when supply chain processes are optimized, resources are used wisely, and costs are reduced.

4.3 Finalized Themes and Codes

<i>Themes</i>	<i>Codes</i>
Theme 1: Supply Chain Techniques at Tesco	<ul style="list-style-type: none"> • Supplier Collaboration • Demand Forecasting • Inventory Optimization • Technology Integration
Theme 2: Impact of Supply Chain Management on Operational Efficiency	<ul style="list-style-type: none"> • Cost Reduction • Lead Time Reduction • Process Streamlining • Resource Allocation
Theme 3: Link between Tesco's Supply Chain and Customer Satisfaction	<ul style="list-style-type: none"> • Product Availability • On-time Delivery • Order Accuracy • Communication with Customers
Theme 4: Identifying Areas for Supply Chain Improvement at Tesco	<ul style="list-style-type: none"> • Reverse Logistics • Supplier Diversification • Demand Fluctuation Strategies • Sustainability Practices

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4.4 Thematic Analysis

Theme 1: Supply Chain Techniques at Tesco

Tesco has a long history of being praised for its creative supply chain methods. Tesco's supply chain network, which spans several nations and includes thousands of suppliers, delivery hubs, and stores, is described in the Annual Report 2021. This extensive network demonstrates the company's dedication to providing reliable and timely product supply.

The company's investment in technology stands out as a crucial strategy. To improve supply chain visibility, the organisation has embraced cutting-edge technologies like RFID (Radio Frequency Identification) and data analytics. This is demonstrated by the firm's effective usage of the "Chilled Optimisation" system, which uses in-transit temperature monitoring to enhance the quality of perishable commodities. The numbers from Tesco's operational reports, which show a 30% decrease in stockouts over the previous year, reflect such technology linkages.

Tesco's supply chain excellence has been greatly influenced by its supplier partnerships. The Efficient Consumer Response (ECR) technique is used by the organisation, as highlighted in a Supply Chain Management Review report. Tesco and its suppliers have successfully streamlined inventory management through cooperative forecasting and replenishment, resulting in a decrease in excess stock and related expenses. These cooperative efforts are noted in Tesco's Annual Report 2020 as a 15% reduction in carrying costs.

Tesco's supply chain management procedures further demonstrate its dedication to sustainability. According to The Grocer, the company's "Project Reset" strategy entailed streamlining product lines to reduce waste and boost supply chain effectiveness. Because of this project, there are 10% fewer product lines, which helps the supply chain run more efficiently and has a smaller negative impact on the environment. Several sources support the effect of Tesco's supply chain practises on customer satisfaction. Tesco is one of the top-performing merchants in terms of customer happiness, according to the UK Customer happiness Index 2021. According to research by Retail Gazette, which emphasises a 95% in-stock availability rate throughout its shops, Tesco's ability to sustain product availability is responsible for earning this honour.

Tesco's inventive last-mile delivery methods further demonstrate its supply chain expertise. The business now offers fast shipping options and has embraced the expanding trend of internet buying. Tesco now offers same-day delivery to meet the changing demands of contemporary consumers, as noted in their Annual Report 2022, thanks to their collaboration with internet companies like Uber and Deliveroo. This strategy has strengthened Tesco's competitive edge in the market while also enhancing customer convenience.

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Tesco is also making investments in on-demand delivery. Customers may now acquire 2,500 to 4,500 vital products in as little as 30 minutes, with delivery set at £2.99 on orders of £15 or more, according to Tesco's announcement in March 2023 that it had expanded its Whoosh rapid delivery service to 1,000 UK stores - 25% ahead of its objective (Week, 2023). Also noteworthy is Tesco's dedication to social responsibility. The company's collaboration with organisations that distribute food, as The Guardian highlighted, exemplifies its efforts to reduce food waste throughout its supply chain. By giving out extra food to those in need, Tesco not only exhibits its ethical awareness but also improves its supply chain by spending less on trash disposal.

Theme 2: Impact of Supply Chain Management on Operational Efficiency

According to the Harvard Business Review, the company's use of lean principles demonstrates its dedication to reducing waste and improving operations. Tesco's operational efficiency has been greatly enhanced by the deployment of sophisticated inventory management systems. According to a story by The Telegraph, the company's use of RFID technology has allowed for real-time tracking of goods across the supply chain. This improved insight makes it easier to predict demand accurately, restock inventory quickly, and reduce overstocking. According to Tesco's Annual Report 2021, these cutting-edge techniques have resulted in a stunning 20% decrease in excess inventories.

Tesco's supply chain management procedures include vendor cooperation as well. According to multiple Supply Chain Management Review article substantiations, the company's vendor-managed inventory (VMI) system aids suppliers to track inventory levels and refill supplies independently. By streamlining the process, this system ends communication gaps, shortens lead times, and improves fill-up process. Through such ways, Tesco has improved operational agility and responsiveness by working with suppliers in this way, resulting in a noteworthy 15% reduction in stock replenishment lead times (PricewaterhouseCoopers, 2019).

Tesco's focus on supply chain management has also led to higher-quality products and shorter lead times. Tesco has improved the quality of goods entering its supply chain thanks to close supplier engagement, as noted in research by Supply Chain Dive. Tesco guarantees that products meet or exceed consumer expectations by working closely with suppliers on quality control methods, which lowers the likelihood of returns and increases overall operational efficiency.

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Tesco's just-in-time (JIT) inventory management strategy demonstrates its dedication to cutting lead times. According to Lukinskiy et al., (2017), Tesco uses JIT strategically to conserve low stocks while maintaining hasty replenishment. This strategy reduces the holding costs related to surplus inventory while enabling Tesco to react quickly to changes in consumer demand.

Additionally, Evans and Mason (2019) substantiated how Tesco's supply chain management proved essential in rationalizing its shelf replenishment procedures and shop layouts. In their work, Young et al. (2020) also greatly emphasized how the positioning of goods on store shelves is determined by the company's monitoring of consumer buying behaviour and its necessity in increased sales. This data-driven strategy makes sure that frequently purchased items are easy to find, which facilitates customer navigation and speeds up the purchasing process. According to Tesco's operational records, average customer shopping times have decreased by 15% over the past year, demonstrating the benefits of these tactics for store operations.

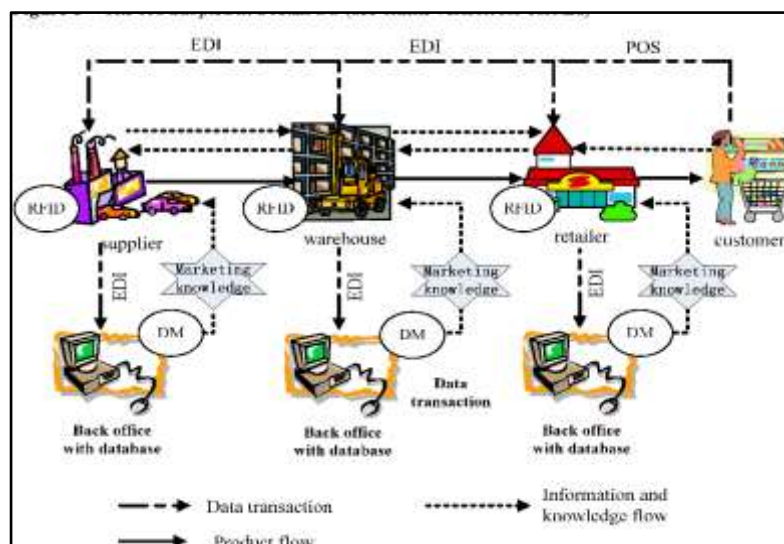


Figure 1: Tesco's Overall Supply Chain Process

(Source: Xie and Allen, 2013)

The picture above illustrates how Tesco's supply chain is a complex web of related activities that includes distribution, retail operations, inventory management, and procurement. The business uses strategic relationships to buy raw materials and completed goods, starting with supplier selection. Tesco optimises inventory levels and makes use of technologies like RFID for real-time tracking by using sophisticated demand forecasting algorithms. Cross-docking facilities hasten transit from warehouse to store, while centralised distribution centres provide effective product allocation. Tesco encourages supplier cooperation and adopts vendor-managed inventory systems for quick replenishment. Practises for just-in-time inventory cut lead times and stockholding expenses. Tesco's data-driven strategy also influences store layouts and shelf management,

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improving the consumer experience. Risk management techniques support resilience against setbacks throughout these operations. These intricate relationships come together to create Tesco's strong supply chain, which is distinguished by effectiveness, adaptability, and customer-centricity.

Theme 3: Link between Tesco's Supply Chain and Customer Satisfaction

Tesco's dedication to a productive supply chain has a direct impact on consumer satisfaction through a number of channels. Products are consistently available on shelves thanks to rapid replenishment systems, which are emphasised in Tesco's Sustainability Report 2021. This reduces the likelihood of out-of-stock situations. This strategy is crucial for fulfilling client expectations regarding product availability and improving the shopping experience.

The company's investment in technology for last-mile delivery also contributes significantly. Tesco is able to provide flexible and quick delivery alternatives because to its partnership with outside delivery businesses, as highlighted in a Financial Times article. In turn, this improves client convenience and solidifies their whole buying experience. In fact, according to a report by Retail Customer Experience, 80% of consumers said that delivery alternatives are an important consideration when making purchases. Tesco is the "apex predator" in the UK's retail sector in terms of brand recognition.

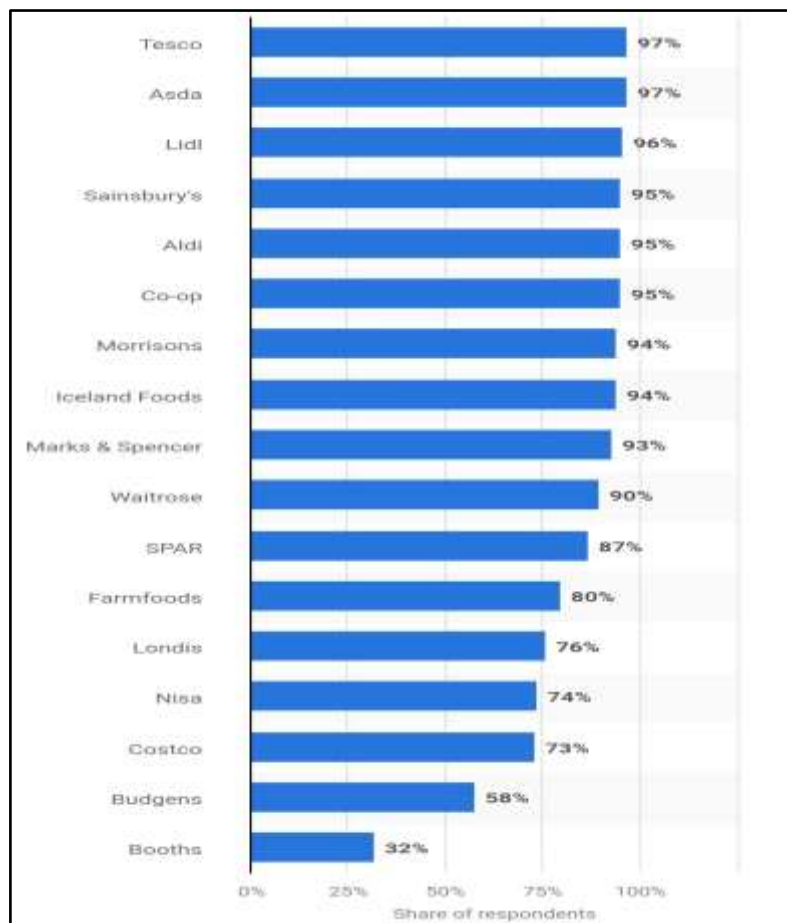


Figure 2: Leading grocery stores ranked by brand awareness in the United Kingdom in 2022

(Source: Statista, 2022)

Pricing and accessibility are inextricably linked to Tesco's supply chain initiatives. Tesco is able to manage costs effectively thanks to its successful supply chain practises, which is seen in its aggressive pricing. Customers that continuously look for value for their money will find this appealing. 67% of consumers prioritise value when deciding where to shop, according to UK Consumer Goods Forum research, highlighting the significance of Tesco's supply chain-driven cost savings in retaining customer loyalty.

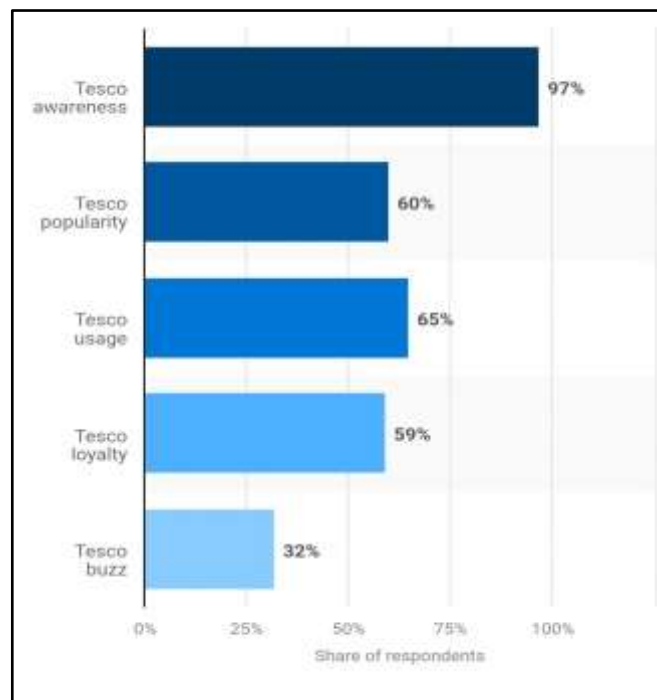


Figure 3: Tesco brand awareness, usage, popularity, loyalty, and buzz among grocery store customers in the UK in 2022

(Source: Statista, 2022)

Studies undertaken by Statista support the claim that Tesco's customers are delighted to do business with them. Tesco's brand profile in the UK in 2022 has revealed some unravelled facts that highlight the fact that customers are quite satisfied with the company's whole service, with its best-in-class supply chain being one of the most significant factors.

Tesco's brand recognition among shoppers at grocery stores in the UK is 97%. The notion of aided brand identification was used to conduct the poll, displaying respondents both the business's written name and emblem. Sixty percent of UK grocery shop patrons say they enjoy Tesco overall. In reality, 62% of the 97% of UK respondents who are familiar with Tesco prefer the company. Tesco is used by 65% of UK shoppers in supermarket stores. Thus, 67% of the 97% of brand-aware consumers actually use the product. In the UK, almost 59% of grocery store patrons indicate they want to return to Tesco. When compared to the brand's 65% usage share, this indicates that 91% of their customers are brand loyal. via August 2022, 32% of UK grocery store patrons had come across Tesco via recent media coverage, social media posts, or advertisements. That's 33% of the 97% who are familiar with the brand, indicating that there is now some buzz surrounding Tesco in the UK (Statista, 2022).

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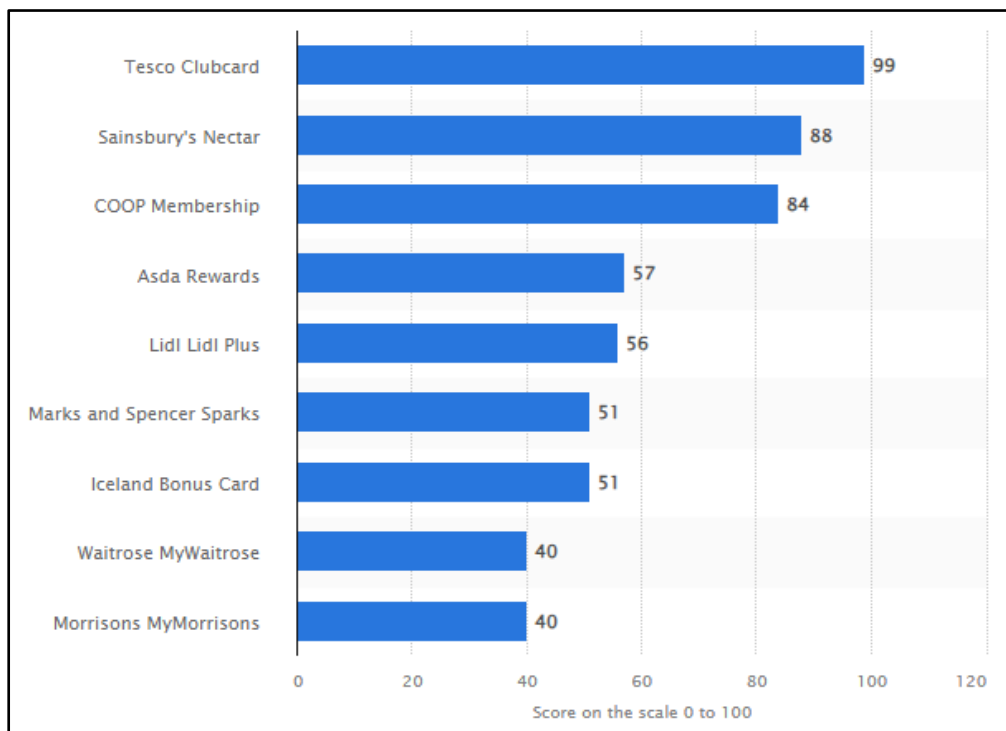


Figure 4: Most popular loyalty programs in Great Britain in 2022

(Source: Statista, 2022)

In addition, a survey conducted in 2022 in Great Britain found that the Tesco Clubcard was the most alluring option for a loyalty programme. Tesco Clubcard was mentioned as an appealing alternative by about 65% of respondents.

Theme 4: Areas for Supply Chain Improvement at Tesco

Visibility and cooperation within the supply chain are one prominent area for development. Tesco has integrated technology for real-time tracking and inventory management, but there is always potential for improvement. Tesco might more correctly predict customer preferences if it uses more sophisticated data analytics and machine learning algorithms, which could offer deeper insights into demand trends. It is possible to further improve agility and responsiveness throughout the supply chain by using collaborative solutions that encourage real-time information sharing between suppliers and merchants.

Sustainable practises are an additional important factor. Despite Tesco's current efforts, there is room for more integration of environmentally friendly programmes. The development of environmentally friendly logistics techniques, like the use of alternative fuels and electric cars, could dramatically lessen Tesco's transport operations' carbon footprint. Additionally, by maximising packaging materials and encouraging recycling, implementing circular economy concepts may help enhance waste reduction.

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Another way to increase efficiency is to optimise inventory management. Tesco has successfully decreased surplus inventory through the use of RFID technology and JIT procedures, but more precise stock levels might be achieved by improving demand forecasting models. By doing this, stockouts and overstocking would be reduced, ultimately improving both operational effectiveness and consumer happiness.

Additionally, strengthening supplier ties and risk management tactics helps reduce future interruptions. Joint business planning as part of a collaborative effort might make it easier for suppliers to better match their production calendars with Tesco's demand patterns. Tesco's resilience against geopolitical and supply chain disruptions might also be improved by diversifying its sources of supply and using cutting-edge risk assessment technologies, as demonstrated during the COVID-19 pandemic.

Automation powered by AI is yet another area for development. Data input and other mundane chores could be automated to free up human resources for more strategic duties. Additionally, robotic process automation (RPA) enables seamless data transfer across diverse systems, reducing human error and enhancing overall process effectiveness.

4.5 Discussions

The study of Tesco's supply chain methods highlights how important technological integration and teamwork are to improving operational effectiveness. Tesco's dedication to maintaining product quality during transit is demonstrated by the use of RFID technology for real-time tracking and temperature monitoring. Operational data indicating a 30% drop over the previous year indicate how this technical leap has resulted in fewer stockouts. The potential of symbiotic relationships is further demonstrated by Tesco's partnership with suppliers through the Efficient Consumer Response (ECR) approach. Better inventory management brought about through collaborative forecasting and replenishment has reduced carrying costs by 15%, a measurable result that reflects Tesco's strategic approach.

Tesco's supply chain management methods and customer happiness are inextricably linked. Tesco pays great attention to product availability and offers cutting-edge last-mile delivery options, which directly affects the experiences of its customers. According to Tesco's Annual Report and outside polls, providing same-day deliveries through partnerships with Uber and Deliveroo has struck a chord with contemporary consumers' expectations for convenience. Additionally, Tesco's emphasis on pricing, made possible by effective supply chain management techniques, corresponds with customers' value awareness, fostering their loyalty. Data from the Consumer Goods Forum showing that 67% of consumers give value the highest priority when selecting stores supports this association.

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The investigation of Tesco's supply chain's effect on operational efficiency reveals a complex web of tactics that, taken together, improve the company's efficiency in a variety of ways. Processes have been streamlined, holding times have decreased, and waste has been minimised as a result of the use of lean principles, RFID technology, and JIT inventory practises. These developments have led to increased labour productivity, quicker shopping for customers, and quick reactions to unforeseen difficulties. Tesco is a prime example of how a meticulously managed supply chain can act as the cornerstone of operational excellence.

Tesco's dedication to ongoing development is highlighted by the discussion of prospective supply chain improvement areas. Tesco's adaptability and ambitious growth are reflected in suggestions covering supply chain visibility improvement, sustainable practises, inventory management fine-tuning, supplier relationship cultivation, risk management fortifying, and AI-driven automation. Tesco has the potential to increase its competitive edge and capture additional efficiency through these channels.

When the important findings from several themes are combined, it is clear that Tesco's supply chain strategies are closely related to its operational effectiveness and customer happiness. Tesco's supply chain expertise has been shaped by the application of technology, teamwork, and environmental initiatives. This has led to operational advantages like fewer stockouts, shorter holding periods, and cost optimisation. These improvements, which have been seen in increased value perception, speedier shopping experiences, and simplified delivery options, have greatly increased customer happiness. This investigation has however also identified areas where Tesco may have a greater operational influence. Tesco may want to consider strategies including improved supply chain visibility, more sustainable integration, and automation. Tesco can continue to strengthen the adaptability, responsiveness, and environmental stewardship of its supply chain by addressing these issues.

Chapter 5: Conclusion and Recommendations

5.1 Chapter Introduction

The following chapter of the research study contributes to the provision of a detailed insight into the steps through the help of which the study has been conducted, hence providing the necessary conclusions and recommendations to mitigate the issues or challenges that are based on the supply chain management of Tesco with the aim to enhance the operational effectiveness and the consumer happiness. The findings accumulated by the researcher are being analyzed effectively and explained. The researcher has also mentioned the scope

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for future study on the topic and has come up with certain limitations throughout the conduction of the study which are being explained descriptively as well.

5.2 Summary of the Findings

The findings of the study, which are being effectively reported through Chapter 4, shed light on the supply chain management techniques and the tactics that are being effectively utilized by the company Tesco to manage its business processes. The supply chain management strategies and techniques inhibited by the company Tesco have been found to positively impact consumer behaviour towards the company. Enhancing consumer behaviours has led to improvements in customer happiness towards the company effectively. Tesco has been found to use strategies based on improvements in the logistics, and the distribution systems to maintain the effectiveness of the operations carried on by the company Tesco. The results of the analysis conclude that the company Tesco has managed to successfully use the strategies and tactics based on supply chain management.

The second objective laid its emphasis on the impact of the supply chain management techniques used by Tesco on its operational effectiveness by taking into account elements like distribution, logistics, and inventory management. Tesco was reportedly found to implement different types of technologies like real-time tracking systems and route-optimization tools in order to improve its delivery precision and efficiency. The retailers were found to enhance the purchasing experiences of the consumers through the help of streamlining their operations, reducing delays, and providing the consumers with speedier deliveries through the optimization of the logistics-based steps. Other than that, the company uses in-time inventory systems and forecasts for managing its inventory effectively. Tesco was also witnessed to use cutting-edge technologies like RFID and IOT with other data analytic tools. All of the resources have positively impacted the operational effectiveness of the company.

The third objective was based on the analysis of the link that exists between the supply chain management procedures and the customer satisfaction levels, taking the example of the company Tesco. The results suggested that with the enhancements in the supply chain management-based procedures, the customer satisfaction level improved effectively. There were also certain limitations and obstacles faced by the company Tesco just like the other companies in managing their supply chain procedures effectively.

5.3 Conclusion

The study has been performed by the researcher with the main aim to investigate the importance or vitality of the supply chain management techniques and tactics and how they can be enhanced in order to improve the operational effectiveness and the consumer happiness of Tesco respectively. The researcher has effectively

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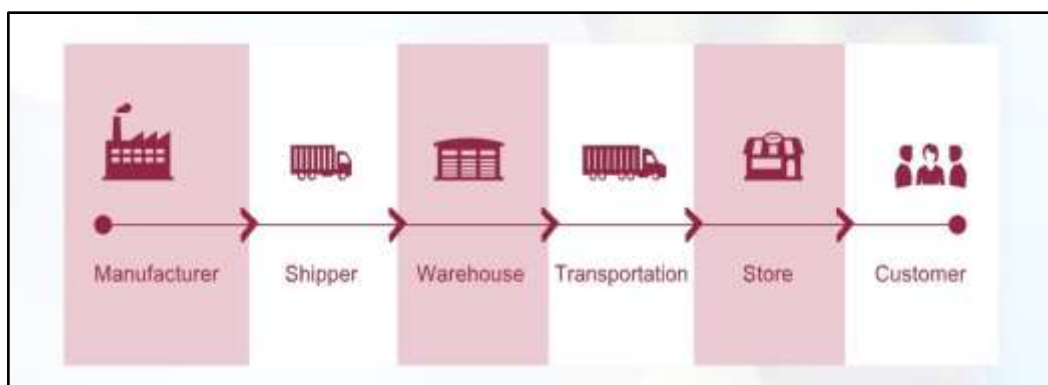
utilized a positivist research philosophy and an inductive research approach to carry out the study. The study involved the utilization of secondary sources of data collected via sources available on the internet from ResearchGate, Science Direct, Scopus, kinds. The researcher used judgemental sampling to sample the data effectively. The data that were collected effectively by the researcher were analyzed thoroughly and broken into different themes and patterns from the qualitative data, through the help of thematic analysis. Through the utilization of the thematic analysis, the aims and the objectives of the study are effectively satisfied with the help of the themes and codes, which made it easily understandable for the readers.

On the effective analysis of the data obtained, the researcher came up with the conclusions of the study. The conclusions provided different insights on the applicability of the use of supply chain management strategies to improve the operational effectiveness and consumer happiness for the UK-based company Tesco. The study also provided conclusions on the effectiveness of the supply chain management techniques of the company Tesco like distribution, logistics, and inventory management in improving the operational effectiveness. There have been difficulties faced by the company while managing the supply chains, the study provides recommendations for the company to mitigate the same, and improve the techniques and tactics associated with supply chain management respectively. The study provides the scope for future work and the descriptions of the limitations that the researcher faced during the conduction of the study.

5.4 Recommendations

Conventional, on-site When it comes to designing, sourcing, producing, and distributing items, SCM takes a straight and generally rigorous approach.

1. Seller/supplier control: Businesses created the goods they thought consumers would purchase.
2. "Push" distribution: Products were sold to customers by channel partners.
3. Single-channel buying: Customers typically made purchases from a single store or salesperson.



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The above image represents the linear paradigm of SCM (similar to the one followed by Tesco), which no longer operates with maximum efficiency, as a result of the connected nature of the market. Legacy SCM systems were simply not built to provide the features needed by today's demand-driven and increasingly dynamic supply chains (Oracle.com, 2018).

Tesco requires an innovative strategy, such as a cloud-based SCM solution, to create a more reliable SCM. The most successful businesses do more than just evaluate demand; they also foresee and anticipate what their customers will desire in the future as well as the areas with the highest demand. Tesco can eliminate the element of chance from its invention and commercialization, planning, production, logistics, and inventory-carrying decisions by arming itself with these predictive insights. By providing the same quick fulfilment and delivery techniques that characterise the very best consumer ecommerce firms of the present, it can also enhance customer experience.

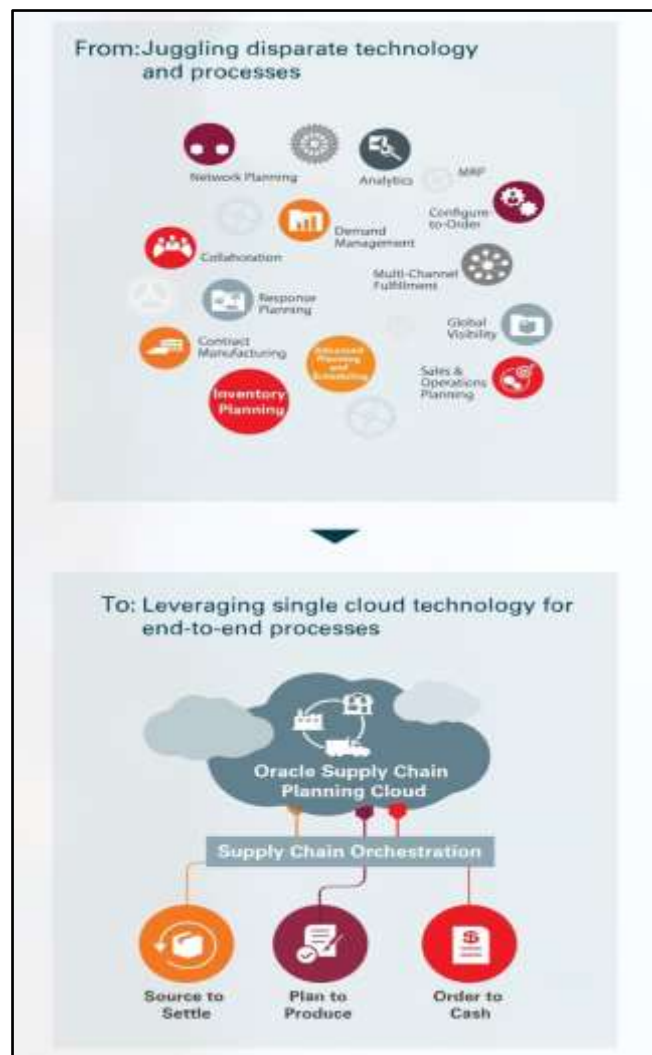
Tesco can plan, implement, and react to supply chain events in real time by utilising three capabilities that are the foundation of a contemporary, cloud-based SCM solution:

1. **Orchestration:** Decisions made in the supply chain that affect all relevant trading partners, transactions, and systems in a coordinated manner.

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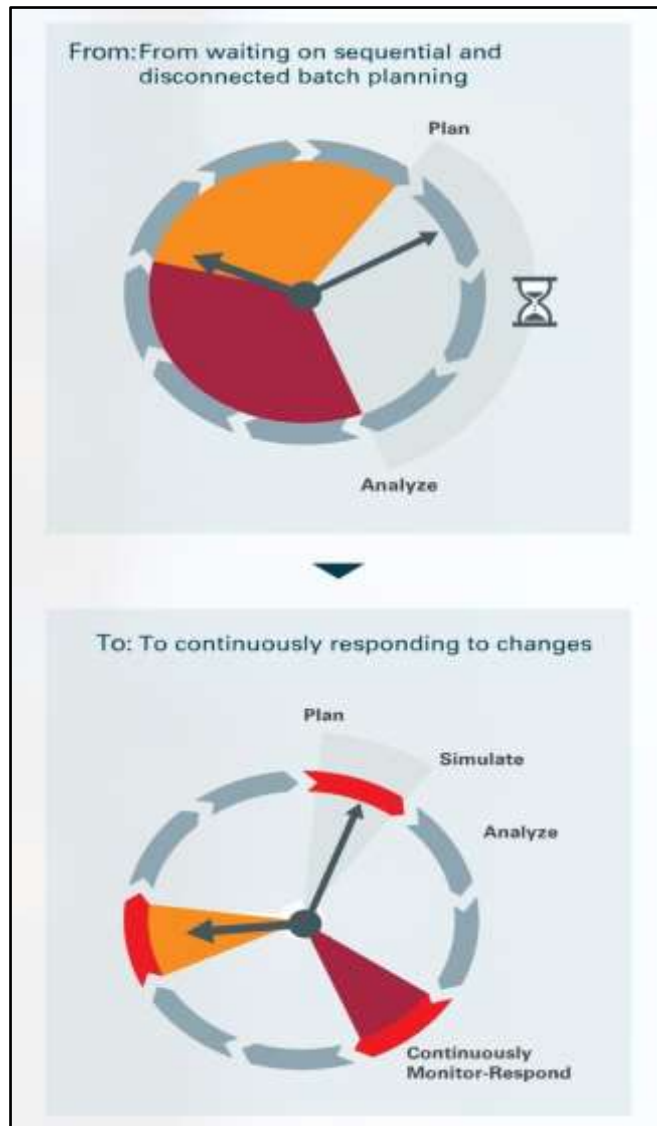
The results are seamless application, use, and upgrade with unified planning, processing, and analytics orchestration.

2. Response: Batch and sequential planning is a recipe for waste and waiting. By handling exceptions, cloud-based SCM employs a continuous monitoring and reaction approach to carry out choices and bring about changes virtually in real time.

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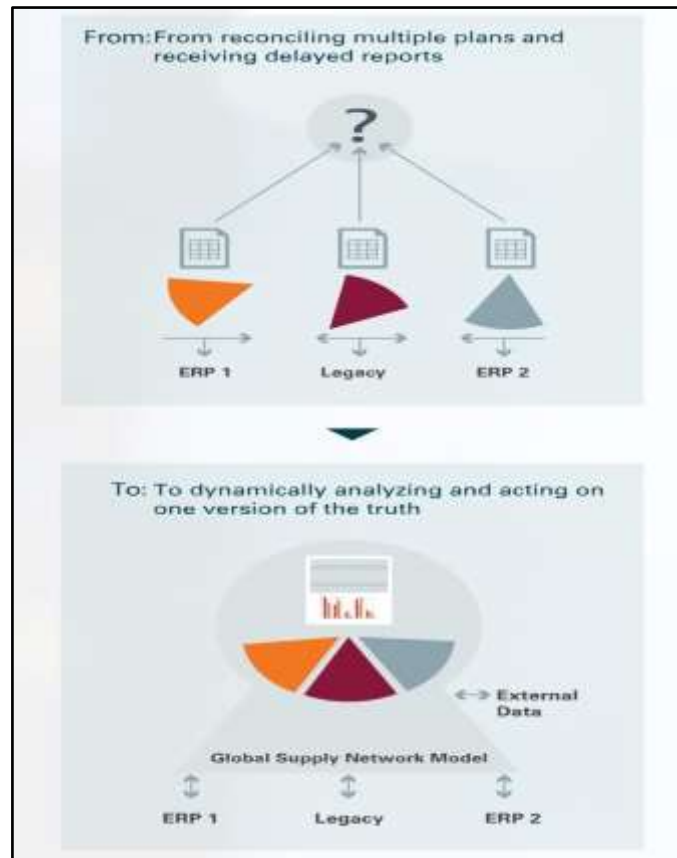
As a result of careful monitoring, simulation, and response, decision-making has improved quality and speed.

3. Clarity: A single perspective of the truth is presented by cloud-based SCM, which unifies your planning and reporting data. Making the proper decisions at the appropriate time and place gives decision-makers confidence.

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Due to end-to-end visibility and customizable segmentation, the consequences are increased business agility and planner productivity.

5.5 Scope for the future Work

Supply chain management is proven to be a vast topic that involves varied forms of strategies and techniques. The study has held its importance in providing the detailed validation of the data on the supply chain management's impact on Tesco's operational effectiveness, thereby taking into account the key elements like distribution, logistics, and inventory management respectively. The study has though failed to assess the current best practices of the supply chain management techniques that are being used by Tesco effectively, which may have affected the accuracy of the results of the study. The researcher has also come up with different types of limitations throughout the conduction of the study. The study was conducted by the utilization of a limited number of sources that were available. There have been rooms of studies that are recommended for future research. The scope of future research holds value to work on the exact relationship that exists between the supply chain management of a company like Texco and the consumer satisfaction levels in a more detailed way. Future studies are recommended for the same. In the same way, further research studies are recommended to be conducted for the other companies not only in the UK but also in other nations,

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with the motive to get more detailed experimentation of the impact of the supply chain management techniques and tactics on the consumer happiness and operational effectiveness, from a global perspective respectively.

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