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| UOIT |
| Strategic Management |
| How Shoppers Drug Mart Operates in the Retail and Drugstore Industry |
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# Company

We will be doing a study of the publicly traded Canadian company Shoppers Drug Mart (SDM). This corporation is the largest retail pharmacy chain in Canada and operates with over 1,241 across the country [1]. It was founded by Murray Koffler in 1962 [1]. They have recently been involved in an announcement of acquisition by Loblaws, the deal is worth $12.4 billion [2].

# Industry

They operate in the Pharmaceutical and Retail industry [1]. The retail industry is primarily involved in the sale of goods or services to the consumer [3]. The Pharmaceutical industry is a more specific branch of the retail industry and is involved with preparation and dispensing of drugs and medicines to the consumer [4].

# Proposal

The objectives will be to analyze the overall strategy of Shoppers. We will look at growth rates, market size, profitability issues, and key influences from the general environment, competitive analysis, SWOT analysis, etc. Our scope will be to focus on the Retail Industry in general as it is estimated that Shoppers primary cash flows are from retail.

By asking “how they utilize their internal competencies” and “how they respond to the external environments”, we can get a better idea of why they use these strategies.

To analyze the internal competencies, we will perform a VRIO analysis to determine how Shoppers resources and capabilities factor in. We will also analyze the strategies of other companies within the same industry and compare their prospects. We will then analyze how they are similar to Shoppers strategy.

To analyze the industry, we will perform a Porter’s Five Forces analysis to determine industry attractiveness. Then we will access Shoppers performance in the industry and how it relates to Shoppers strategy. We will also forecast 3-5 years ahead as well as analyze the current state to determine how they fit in. We will address the expected developments within the industry and how this will affect the company. This will give insight as to the outlook of the company and why.

We will then make a recommendation for the senior management team and determine the best course of action.

# Bibliography

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