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TMC Academic Journal provides opportunities for publication of ***original works*** of the Staff of TMC Academy and any other contributors whose work is accepted by TMC Academy for publication. The contributions must be in English. All works are invited for publication in the fields of Business, Mass Communication, Hospitality and Tourism, Psychology, Law, Accounting, Finance and Information Technology.

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Editors' Note

It is with great honour that I accepted TMC Academy's offer to become a chief editor for the TMC Academic Journal. Honour because TMC Academic Journal is one of the academic legal journals to be published in Singapore. It is my privilege to present you the latest issue of this journal. This issue works out at a time of broad uncertainty. Although this volume is limited only to two articles, it covers the spectrum of psychology and business. I am particularly excited to present these two excellent articles from our degree students: Wee Yan-Rong and Soh Jinoh. The first paper presents new ways of thinking about the relationship between life satisfaction, self-esteem, materialism, and gratitude among Singaporean. The second article critically analyzed how Jaguar helps to create an eco-green environment with the development of electric vehicles. The review offers how Jaguar reacts to the changing automotive industry particularly with rapid entrants of battery-powered competitors.

I would like to close by thanking the outgoing editor, Dr. Preethi Kesavan for her contribution towards making TMC academic journal what it is today. As an incoming editor, I am committed to securing the rigorously high quality that is the hallmark of the journal. As always, your feedback and constructive comments are always welcome! I would also like to encourage you to publish your research with TMC Academic Journal today. TMC Academic Journal is an open access peer-reviewed journal on an annual basis dedicated to disseminating research papers, reviews, and syntheses as well as book reviews in the areas of Business, Mass Communication, Hospitality and Tourism, Psychology and Information Technology. I hope you will be a part of our next issue.

Best wishes and I look forward to receiving your submission.

Dr. Ang Chin-Siang Austin (Editor in Chief)

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Dr Ang Chin-Siang (Austin) graduated from Putra University Malaysia for his bachelor degree in Human Development and Information Technology and PhD degree in Developmental Psychology. He is currently a senior lecturer in the School of Psychology at TMC Academy, Singapore where he loves teaching an array of psychology classes in developmental and positive psychology. In Dr. Ang' scholarship as an applied developmental psychologist, he has focused his research on understanding how people can achieve well-being outcomes. Dr. Ang has examined the impacts of both physical and online social determinants on general well-being among adolescents and young adults. In addition, he is particularly interested in the psychometric properties of the assessment, specifically, the reliability and validity of the standardized tests in psychology. He has solid academic record with a proven commitment to working with individuals to understand the value of health and wellbeing, whilst assisting with supporting individuals with special needs or those that are disadvantaged.

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An Investigation of the Relationship between Life Satisfaction, Self-Esteem, Materialism, and Gratitude

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Abstract

Recently, gratitude has been gaining much attention from researchers in the area of positive psychology. The purpose of this study is to examine the influences of life variables specifically life satisfaction, self-esteem, and materialism on gratitude. Using a sample size of 173 participants, an online self-reported questionnaire was administered via Google Form. Results showed that both life satisfaction and self-esteem demonstrated a positive relationship with gratitude, whereas materialism did not show a significant relationship. In addition, life satisfaction was the strongest predictor in accounting for the most variance in gratitude, and the negative impact of self-esteem was diminished when life satisfaction was taken into account. Limitations and future directions of this study are discussed.

Portions of this article have been submitted in Undergraduate coursework form in fulfillment of the requirements for the BSc Hons Psychology Degree for Ms Yan-Rong Wee from the University of Northampton.

Keywords: *Gratitude, life satisfaction, materialism, self-esteem*

1.0 INTRODUCTION

In the recent years, Singapore has been ranked the happiest place and the second safest country in the world (Sachs, Becchetti, & Annett, 2016). Perhaps many would expect Singaporeans to be grateful in such a prosperous country. However, in a Graciousness Index Study, Eng, Tong, and Toh (2015) reported that the score for gratitude in the Graciousness Index in 2014 had slightly dropped from 5.8 to become 5.7 out of 10.

Derived from the Latin root *gratia*, the word *gratitude* represents *graciousness, gratefulness, or grace*. Gratefulness, as defined by Emmons (2004), is the simple recognition that one is a recipient of a kind act of gift or benefit from another. It has been interpreted as a mental outlook, a coping response, an affect, a practice, a virtuous character, as well as a personality trait. Fitzgerald (1998) has nevertheless considered gratitude as more than just a simple awareness of kindness, highlighting that gratitude may also serve as an emotional-cognitive notice to remind individuals of their obligation to give back. It is not involved a heartfelt feeling of thankfulness towards somebody or something, but also involves a feeling of generosity towards that specific individual or object and a predisposition to produce positive actions as the result from a sense of thankfulness and generosity. Psychologists who support the claim also believe that gratitude is being thankful of what is considered

meaningful and valuable to an individual, defined as being grateful for something or someone (Steindl-Rast, 2004).

Following the growing studies on positive psychology, researchers from different branches of psychology have been drawn to the interest of gratitude (e.g., Emmons & McCullough, 2003; Froh, Sefick, & Emmons, 2008). The goal of this research is to examine the correlation between life variables (i.e., life satisfaction, self-esteem, and materialism) and gratitude, as well as to explore the strength of these variables in predicting levels of gratitude.

2.0 LITERATURE REVIEW

Steindl-Rast (2004) characterized gratitude in a broader context as a condition of appreciation. He identified two primary factors of gratefulness: personal gratitude and transpersonal gratefulness. He further explained gratefulness is an excitement of being, or a “celebration of undeserved kindness”. The target of celebration may be a person, a thing, an event, an activity, a state, or a situation. In current research, the conceptual belief used to characterize the emotion that arises from an interpersonal benefit transfer from a recipient to a donor as being benefit-evoked gratefulness, or “grateful to” gratefulness (Lambert, Graham, & Fincham, 2009). The expanded concept of gratefulness noted earlier is extended to involve being thankful for all kinds of rewards in life, involving the company of loved ones in an individual's life (instead of for certain rewards provided by others). Researchers (e.g., Emmons & McCullough, 2003; Watkins, Woodward, Stone, & Kolts, 2003) labelled it generalized gratitude and regarded it as a state or emotion occurring from an understanding and recognition of that which is meaningful and valuable to an individual.

As a dispositional trait, gratitude is conceptualized as the differences between individuals in how frequently and intensely one experiences gratefulness, and the degree of stimulation required to evoke gratitude (McCullough, Emmons, & Tsang, 2002; Wood, Maltby, Gillett, Linley, & Joseph, 2008b). As an emotion, gratitude can be described as thankfulness, an appreciation for life, and a subjective feeling of wonder (Emmons & Shelton, 2002). As gratitude involves cognitive sophistication, it is regarded as a convoluted, higher-level emotion.

Lazarus & Lazarus (1994) disputed that being grateful is considered an “empathic emotions” which stems from the ability to relate to others. The acknowledgement or recognition of an altruistic benefit is the main relational idea relating to gratitude. Past empirical research has reported that people with greater levels of trait gratitude tend to experience state gratefulness on a daily basis (McCullough et al., 2002). Kong, Ding, and Zhao (2015) mentioned that individuals who experienced greater sense of dispositional gratitude feel more thankful and experience gratefulness most of the time and through a broader range of life events in comparison with individuals with a lower sense of dispositional gratitude. Interestingly, gratitude has also been reported to be higher among females than males in several studies.

Gratitude has been well documented as a positive emotion in many works (e.g., Fredrickson, 2004; Lambert, Fincham, & Stillman, 2012; Sheldon & Lyubomirsky, 2006) and like other positive emotions, has been theorized to broaden one's cognition and behavior, as well as allow one to build psychological and social resources (Fredrickson, 2004). Trait gratitude is related to experiencing fewer

negative emotions and more daily positive emotions (Kashdan, Uswatte, & Julian, 2006), as well as greater overall well-being (McCullough et al., 2002). Feeling grateful results in many positive emotional and social outcomes, such as increased feelings of connectedness, greater perceived social support (Wood et al., 2008b), and lesser symptoms of depression (Lambert et al., 2012). Experimental analyses have provided data that gratitude results in greater improvements in life satisfaction and well-being over time (Lyubomirsky, Dickerhoof, Boehm, & Sheldon, 2011).

Fredrickson's (2001) "broaden and build" theory of positive affect presents a useful model for comprehending how gratefulness may have useful outcomes on an individual's welfare. The broaden-and-build theory proposes that positive affect, although empirically different from each other, share a common developmental objective specifically, to widen one's cognitive capacity in order to promote psychological, intellectual, and social resources (Fredrickson, 2013). While negative emotions elicit a narrowed cognitive focus, which aid survival adaptation behaviours (e.g., flight or fight response), positive affect (e.g., interest, happiness, and gratitude) expand the thought–action collection of an individual.

This expanded mind set promotes resilience, exploration, and creativity that encourage the development of enduring personal resources and facilitate personal and community growth. As the rewards of positive emotions start to build up and interact interdependently with widened cognition over time, it produces an "upward spiral" towards successful outcomes across an array of life domains. Moreover, researchers (e.g., Lyubomirsky, King, & Diener, 2005) added that positive emotions co-occur with and precedes many behaviors associated with success, including prosocial behaviour, sociability, creativity, coping, and positive construal of the self and others.

Life Satisfaction and Gratitude

In many previous studies, life satisfaction has been documented to be conceptually strongly related to trait gratefulness (Lyubomirsky et al., 2005; Wood, Joseph, & Linley, 2007). McCullough et al. (2002) argued that gratefulness is expected to be associated with life satisfaction as being grateful has a positive valence. The emotion of gratitude draws focus to the help that individuals receive in their daily lives as it operates as a moralistic barometer (McCullough, Kilpatrick, Emmons, & Larson, 2001). As a result, the increased likelihood of noticing daily acts of help may result in one feeling more satisfied with their life over time.

According to Diener, Emmons, Larsen, & Griffin, 1985, life satisfaction represents the cognitive evaluative factor of subjective well-being, subjected to one's overall perception of their self-evaluation on their life quality. McCullough et al. (2002) described that trait gratefulness includes differences among individuals in their feeling of the positively balanced emotion of gratitude, thus gratitude and life satisfaction may be predicted to present as separate factors of subjective well-being. The correlation between gratitude and life satisfaction have been tested in the study of Wood, Joseph, and Maltby (2008) among 389 adults aged from 18 to 55 years old. Gratitude and life satisfaction were strongly correlated and results suggested that gratitude accounted for 20% of individual differences in life satisfaction. Another study conducted by Datu and Mateo (2015) with a sample size of 409 Filipino college

students aged 17 -21 years old. They also reported a statistically-significant association between satisfaction of life and gratefulness.

As past researchers (e.g., Diener & Diener, 1995; Wood et al., 2007) have established satisfaction of life being the cognitive factor of subjective well-being, not all researchers have reported similar relationship with gratitude and well-being. For instance, Kashdan, et al., (2006) studied how trait gratitude affected veterans who were diagnosed with and without posttraumatic stress disorder (PTSD). Trait gratitude was reported to exhibit a relationship with well-being among participants diagnosed with PTSD, however this was not the case for non-PTSD veterans. Similarly, among college students, Gurel Kirgiz (2007) compared the influence of induced gratitude on subjective well-being and self-construal between a thankful condition (i.e., writing a note to an individual who contributed greatly to their lives) and a neutral emotional condition (i.e., making a list of the locations they visited and the directions they took the previous day). Current levels of gratefulness failed to demonstrate an association with well-being, although trait gratefulness was found to correlate with well-being.

Self-Esteem and Gratitude

Rosenberg (1979) characterized self-esteem as a person's overall feeling of self-worth. These unconscious and conscious beliefs help oneself to develop judgments of their surroundings. Self-esteem is suggested to be cultivated through two factors: self-worth and self-competency (Tafarodi, & Swann Jr, 1995). It is the summation of self-respect and self-confidence. Self-liking is the affective perception of oneself, the disapproval or approval of oneself, consistent with internal social principles and may be developed through supportive relationships formed throughout life. Self-competence refers to one's general sense as in control, capable, and effective. Determinants relating to self-esteem (and which can enhance well-being), includes respect for oneself and self-acceptance. Heatherton and Polivy (1991) stated that self-esteem is a trait that constantly fluctuates that individuals display during everyday activities instead of being a passive entity. Bono and Froh (2009) suggested that an individual's self-esteem may affect every part of their life, including achievements, creativity, happiness, relationships, as well as personal success. People who experienced increased sense of self-esteem is basically satisfied with themselves while yet being able to recognise their weaker traits. Such people can face as well as resolve issues with fewer concerns and often have increased self-confidence. In contrast, lower self-esteem individuals often do not acknowledge their capabilities and therefore, refrain from accepting new challenges.

According to Moral Affect Theory (McCullough et al., 2001), gratefulness may be crucial as self-esteem and self-respect may be improved by focusing on accepting help from others. Meanwhile, Fredrickson's (2001) "broaden and build" framework of positive affect can provide another explanation between gratefulness and self-esteem. The framework posits that positive affect widen the fleeting collection of behaviour and cognition, and enhance the lasting resources of an individual. Individuals who experience a greater sense of gratefulness tend to evaluate themselves higher and consequently, experience greater well-being. Past experimental research has repeatedly reported that thankful individuals are more inclined to experience a greater level of self-esteem (Li et al., 2012, Kashdan et al., 2006; Strelan, 2007). Furthermore, self-esteem contributes to well-being in theory

(Hermans, 1992) and through empirical studies (Diener & Diener, 1995; Orth, Robins, & Widaman, 2012). Therefore, gratitude is expected to be strongly related to higher levels of well-being by increased sense of self-esteem.

Past study conducted by Lin (2015) explored how self-esteem influences the correlation between well-being and gratefulness among Chinese population among 235 university students. The findings showed that greater level of dispositional gratitude was correlated with increased sense of self-esteem and such high levels of self-esteem were also related to indicators of well-being. In a sample of 200 early childhood teachers, Hwang, Kang, Tak, & Lee (2015) found that gratitude was strongly related to self-esteem. Among 72 psychotherapy outpatients, Toussaint, & Friedman (2009) examined the variables of forgiveness, gratefulness, and well-being. The findings demonstrated that participants who experienced a greater sense of gratitude tend to assess themselves more positively. Finally, with a non-clinical sample size of 200 females, Stapleton, Isles, Chatwin, & Kalla (2015) assessed the relationship between health status, gratitude, and self-esteem. It was found that self-esteem statistically predicted scores for gratitude, implying that women with decreased sense of self-esteem tend to have lower gratitude scores. While past findings may provide insights concerning a possible course through which gratitude may contribute beneficial effects, previous studies appear to work within specific sample groups such as students, outpatients and women.

Materialism and Gratitude

In addition, many researchers have recently studied materialism and its influence on gratitude. Materialism has been defined as the weight an individual attribute to earthly goods and a concern in getting and spending (Belk, 1985). In their original work, Richins and Dawson (1992) theorized material possessions as means of achieving success, happiness, and centrality. They also identify four types of people tend to value on materialism, those who lack of interest towards their surroundings, place less importance on social relationships, prefer to invest more on themselves; and less satisfied with their life.

Kasser (2003) believed that materialists tend to preoccupy in an activity that is less personally meaningful, and could be because materialistic values induce individuals to concentrate on the extrinsic benefits of a task rather than on the interest and challenges it provides, hence concentration is reduced as it causes one to lose awareness of himself or herself and supports certain behaviours. Values theory (Bilsky & Schwartz, 1994) proposes that values are useful trans-situational goals that differ in significance and provide guidance in one's lives. Within an active complex including distinctive values, certain values are contradictory with others; actions to satisfy one may clash with actions to seek another. Bilsky & Schwartz (1994) identified that one of the main disagreements is between self-greatness (understanding that everybody is equal and being involved with the well-being of others) and orientations of self-enhancement (seeking dominance and success over others). It is likely that gratitude belongs under the former but materialism is likely to belong under the latter. Particularly, gratitude is closely associated with universalism (appreciating, understanding, protecting, and tolerating the well-being of others and environment) and values of compassion (maintaining and improving the well-being of close others) and such values are diametrically against sensualism (desiring sensory gratification for oneself) and control (desiring authority over resources, social status, and people), which are presumably the two values most consistent with materialism.

Conversely, gratitude is likely to encourage valuing interpersonal relationships, self-development, and intrinsic aspirations (Bono & Froh 2009) as it is a positive reaction to gaining rewards (Emmons, 2007). Therefore, it appears presumably that gratitude and materialism function in opposing ways. Therefore, as gratitude is associated with objectives of affiliation and community, it is highly considered an intrinsic value (Emmons 2007), and it will probably clash with objectives of materialism.

Materialism has been claimed to impair the ability to be grateful for what one has now. Higher levels of materialism consistently linked to lower levels of life satisfaction (Richins & Dawson, 1992), self-esteem (Kasser, 2003), fulfilment of psychological needs (Kashdan, & Breen 2007), and well-being (Sheldon, & Kasser, 1995), as well increased sense of unhappiness and envy (Belk 1985), and depression (Kasser, 2003). Besides reporting a lower sense of gratefulness (Kashdan & Breen 2007; McCullough et al. 2002), adults who experienced higher levels of materialism tend to report lower satisfaction within the lives of their family, living conditions, and the level of pleasure and gratification they feel (Richins & Dawson 1992). Youths with greater sense of materialism are more inclined to be distracted by buyer practices and as a result, are less committed to school (Goldberg, Gorn, Peracchio, & Bamossy, 2003) and perform poorly academically (Ku, Dittmar, & Banerjee, 2014). In addition, they are also less likely to experience family closeness and tend to be less socially connected, or willing to relate with and support others in their community and society (Froh et al. 2010, thus placing them at higher risk for mental disorders such as depression (Cohen & Cohen, 1996), unhappiness and, anxiety (Kasser & Ahuvia, 2002). On the contrary, gratitude may support healthy social development. Grateful youths reported increased levels of satisfaction with their family, friends, school, and community; they also tend to have encouraging peers and family relations, and support others (Froh, Kashdan, Ozimkowski, & Miller, 2009).

Furthermore, Froh, et al., (2011) conducted an experiment to analyse the influence of gratitude and materialism on academic, emotional, and social functioning in adolescence. Although gratitude and materialism were found to have a negative medium correlation with each other, the correlations between the gratitude and the materialism subscales were uniformly negative. Their results imply that individuals who experience a higher sense of gratitude report themselves as being less envious and less materialistic. Specifically, people who scored higher on gratitude were found to be more inclined to separate with their material goods, more giving with them, less resentful of the earthly finances of others, less convinced of the belief that earthly finances is important to succeed in life, and less committed to the belief that earthly finances contributes to happiness. Their results were consistent with past studies conducted by Lambert et al. (2009) who attempted to explore life satisfaction being a potential mediator of the correlation between gratitude and materialism among 131 psychology undergraduates. Their results found that higher level of gratitude reduces the level of materialism. Among 144 university students, Kashdan, & Breen (2007) studied if materialism was inversely associated with different indices of well-being. Stronger materialistic values were reported to result in lower level of gratitude among participants.

Based on the previous studies, we proposed the following hypotheses: (1) Life satisfaction significantly predicted gratitude, (2) Self-esteem significantly predicted

gratitude, (3) Materialism significantly predicted gratitude, and (4) Life satisfaction is the strongest predictor on gratitude.

3.0 METHOD

Participants

To assess the associations between life variables and gratitude, quantitative correlational design was conducted. One hundred and seventy-three individuals residing in Singapore were participated in this study. Participants involved 69 males and 104 females aged between 18 and 63 years old ($M = 25.92$, $SD = 8.41$). The participants were recruited via online social platforms using convenience sampling.

Materials

Life satisfaction. The Satisfaction with Life Scale (SWLS; Diener et al., 1985) was used to evaluate participants' level of life satisfaction. It contains 5 self-reported items (e.g., "I am satisfied with my life" or "If I could live my life over, I would change almost nothing") with a seven-point Likert scale, ranging from 1= "Strongly Disagree" and 7= "Strongly Agree". All items were then summed up, and higher scores denote higher levels of life satisfaction. The SWLS has been utilized in various studies, demonstrating high levels of reliability coefficients (Diener & Diener, 1995).

Self-esteem. The Rosenberg's Self-Esteem Scale (Rosenberg, 1965) is a 10-item questionnaire constructed to assess one's level of self-worth. Using a 4-point Likert scale, it rates between 0 as "Strongly Disagree" and 3 as "Strongly Agree". It includes questions such as "I certainly feel useless at times" and "I feel that I have a number of good qualities". Scoring procedure involves the reverse scoring of Items 2, 5, 6, 8, 9 then the summation of scores for all 10 items. Higher scores denote greater self-esteem. The scale demonstrated a range of Cronbach's alpha values from 0.81 to 0.88 in previous studies (Bagley & Mallick, 2001).

Materialism. The 9-item Material Values Scale (MVS; Richins, 2004) was used to evaluate participants' materialism levels. The MVS has three subscales: Success (e.g., "The things I own say a lot how well I'm doing in life"), Centrality (e.g., "I like a lot of luxury in my life") as well as Happiness (e.g., "I'd be happier if I could afford to buy more things"). On a 5-point Likert scale, participants had to indicate how strongly do they disagree or agree with the statements, ranging from 1 as "strongly disagree" to 5 as "strongly agree". Scores were added up and higher scores represent higher materialism. The scale's reliability was reported to be favourable (Richins & Dawson, 1992).

Gratitude. The Gratitude Questionnaire-6 (GQ-6) (McCullough et al., 2002) is a 6-item questionnaire with a 7-point Likert scale with 1 being "Strongly Disagree" and 7 being "Strongly Agree" to determine how thankful an individual generally feels in his or her life. Sample questions from the questionnaire are as follows: "I am grateful to a wide variety of people" or "Long amounts of time can go by before I feel grateful to something or someone". Scores were summed up after reversed negative-worded items. McCullough et al. (2002) reported a good internal reliability with an alpha of .82.

Procedure

The study was carried out using Google Form to maximize participation rate. Upon obtaining informed consent, participants were requested to complete questionnaires. Participants were informed that they are free to withdraw from the survey if they feel uncomfortable to do so. Anonymity of participants remained throughout the procedure. The ethics of this study was reviewed and approved by the Ethics Committee of the Psychology Division of the University of Northampton.

4.0 RESULTS

Table 1 provides mean and standard deviations. Before conducting analyses to test the hypotheses, the research data was tested for normality. Results of Shapiro-Wilk test show that the data was not normally distributed ($p < .01$). As a resort, Spearman's rho correlation coefficient was calculated to evaluate the correlation between study variables. Results show gratitude was positively correlated with life satisfaction ($r = .48, p < .01$) and self-esteem ($r = .32, p < .01$). However, it did not correlate with materialism ($r = -.14, p > .05$).

Table 1. Descriptive Statistics and Spearman Correlations for Study Variables

Variable	Mean	Standard Deviation	1	2	3	4
1. Life Satisfaction	22.19	5.74	-	.41**	-.18*	.48**
2. Self-Esteem	20.51	2.46		-	-.13	.32**
3. Materialism	26.59	5.41			-	-.14
4. Gratitude	30.79	3.62				-

Note. *. Correlation is significant at the 0.05 level (2-tailed).

** . Correlation is significant at the 0.01 level (2-tailed).

Thereafter, a multiple regression analysis was conducted to examine the strongest predictor of life variables on gratitude. The results showed that the overall prediction model was significant, $F(3, 169) = 17.79, p < .01$. $R^2 = .24$. It was found that life satisfaction ($\beta = .41, p < .01$) was significantly predicted gratitude. However, the predictive roles of self-esteem ($\beta = .14, p > .05$) and materialism ($\beta = -.04, p > .05$) were not significant in the presence of life satisfaction

Table 2. Multiple regression analysis between Life Satisfaction, Self-Esteem, Materialism and Gratitude

	Gratitude		
	R^2	F	β
	.24	17.79**	
Life Satisfaction			.41**
Self-Esteem			.14
Materialism			-.04

Note. **. Correlation is significant at the 0.01 level (2-tailed).

5.0 DISCUSSION

This research sets out to study the association between life variables (i.e., life satisfaction, self-esteem, materialism) and gratitude. The finding demonstrated that a strong correlation exists between life satisfaction and gratitude. People who scored higher on gratitude experienced greater life satisfaction. Results supported past studies (Datu & Mateo, 2015; Wood et al., 2008a), who found that people who were more satisfied with life were more grateful. It is probable that grateful individuals perceive their surroundings with an approach that circumstances are more favourable than they actually are. Watkins (2014) explained that people with a greater sense of gratefulness viewed negative life events as less impact as compared to individuals with lower sense of gratefulness, and in turn, provide a healthy and favourable outlook on life that can help to rebuild positive mood after a stressful or negative event. According to McAdams, Reynolds, Lewis, Patten, and Bowman (2001), one of the ways that grateful people tend to reframe difficult or negative life events is by way of 'redemptive sequences' by which memories of negative life events are viewed under a positive light and those who apply redemptive sequences were found to experience greater life satisfaction.

The findings also showed that a positive association existed between gratitude and self-esteem, suggesting that higher level of self-esteem was correlated with greater sense of dispositional gratitude. Results are consistent with previous cross-sectional survey studies (e.g., Lin, 2015; Stapleton et al., 2015) and experimental studies (e.g., Hwang et al., 2015; Toussaint & Friedman, 2009). This finding was further supported by the Theory of Moral Affect (McCullough et al., 2001). Based on the theory, people with increased gratitude tend to focus on how the kind acts of others provided for their welfare. Subsequently, trait gratefulness which considers one as a recipient of the kindness of the donor may cause an individual to feel valued and respected. This helps build up a positive self-representational image as deserving and worthy of affection over time, including a greater sense of self-worth and self-esteem.

However, it is unexpected that there was no significant relationship between gratitude and materialism. This means that gratitude does not rely heavily on materialism, and the findings against with prior studies (Froh et al., 2011; Kashdan, & Breen, 2007; Lambert et al., 2009). While previous research consistently highlighted the negative impact of materialism on gratitude, Bilsky and Schwartz (1994) claimed that gratitude and materialism represent two opposing motivational goals. Materialistic people tend to focus on the benefits and possessions they receive while grateful people focus more giving and helping others around them. Contemporary research showed that materialism has become so mainstream that is an essential part of human lives (Roberts, Tsang, & Manolis, 2015). It is a by-product of economic progress in the current society, whether we aware it or not, this emphasis is on money-oriented celebration in every walk of life. As a result, people are now fully embedded in mainstream values, and are convinced that life's greatest happiness can be derived from material goods. The insignificant relationship between materialism and gratitude may reflect cohort differences on viewing the materialism and this is clearly an area that needs further exploration.

Of a particular value of this study, the predictor power of life satisfaction, self-esteem, and materialism was compared. To our knowledge, this is the first to test the relative importance of three life variables on gratitude. Results of current study indicate that life satisfaction was the strongest predictor on gratitude. The impact of self-esteem was diminished in the presence of life satisfaction. This suggests that gratitude variance was largely accounted by life satisfaction among the other variables. In particular, satisfaction of life accounted for 24% of the variance in gratitude. In corroboration, previous studies have also reported on how different variables accounted for the variance in gratitude. For example, McCullough et al., (2002) reported that between 21% and 28% of the variance in gratitude were accounted by Big Five variables while religiosity explained nearly 50% of the variance in gratitude (Rosmarin, Pirutinsky, Galler, & Krumrei, 2011). Perhaps further works can be conducted to explore other variables to enhance the explained variance in gratitude.

The present study has some limitations. First, the data of this study was depended on self-reported surveys. Future research can consider other research methods such as unstructured interviews, observer rating, and experimental design to enrich current study findings. Additionally, this study was conducted in Singapore, a developed country with world-class education system and advanced healthcare technologies. Hence, the findings might vary from other developing countries. Given that gratitude studies are increasingly being researched with various samples, for instance, patients diagnosed with neuromuscular illnesses (Emmons & McCullough, 2003), Vietnam War veterans (Kashdan, et al., 2006), and school settings (Froh, et al., 2008), future studies are encouraged to consider working within these and other diverse settings. Finally, past studies concentrate on the internal state of well-being, perhaps future work could examine how external circumstances that can influence gratitude as well such as how positive (i.e., graduation, marriage, etc.) and negative (i.e., divorce, loss of loved ones, etc.) life events can affect gratitude.

In conclusion, the aim of this research is to shed further light on possible variables that might relate to gratitude. In particular, the findings indicate that youth with higher levels of life satisfaction and self-esteem to have higher gratitude. Preventions and intervention programs may emphasize the importance of improving one's life satisfaction. Such programs can help to increase the energy of thankfulness in

youth's heart.

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Analysis of Jaguar Land Rover

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Abstract

In the face of changing automotive industry particularly with rapid entrants of battery-powered automotive competitors, new regulations such as China and France will impose ban on fossil fuel-powered vehicle by 2030 and 2040 respectively, the road ahead of the industry seems a lot less certain in what was once a matured and stable industry. Furthermore, the entry barriers have somewhat been lowered due to technological changes which result in upsetting the industry attractiveness. In the face of Brexit, Jaguar has expanded its operations abroad by setting up manufacturing plants in China, Brazil, Slovakia and Austria. The company has also invested to beef up recruitment, training and development of its workforce which gives the company key competitive advantage. In terms of creating social impact, it values not only its workforce which registered higher Employment Engagement Index of over 80% but have also reach out to create a cleaner environment with the development ultra-clean diesel and petroleum engines alongside with electric vehicles. Moving forward, it has put in place several strategies with the launch of hybrid powered Rover and electric car "I-Pace". In addition, it has also expanded global footage such as the joint-venture with Chery Automotive Ltd and aim to maintain its prestigious status as the "Best Employer to Work for in UK".

Keywords: electrification, strategic, capabilities, social responsibilities

COMPANY BACKGROUND

Jaguar Land Rover Automotive PLC is a British multinational automotive company with its headquarters in Whitley, United Kingdom, and a subsidiary company of an Indian automotive company, Tata Motors (Jaguar Land Rover, 2017). The principal activities of the company are the design, development, manufacture, and sales of its vehicles.

Jaguar started its automotive business back in 1922 by making motorcycle sidecars under the name of The Swallow Sidecar Company (Jaguar Land Rover, 2017). Then it switched the name to Jaguar, and began to build automobiles such as premium saloon and sports cars (Jaguar Land Rover, 2017). In 1970, a company named British Leyland launched a recreational off-road vehicle, the Range Rover, and made Land Rover a standalone company in 1978 due to increasing popularity (Jaguar Land Rover, 2017). From 1980 to recent years, both companies were purchased by Ford and BMW before they were bought by Tata Motors in 2003 and united as one company in 2013 (Jaguar Land Rover, 2017). Over the past five years after the acquisitions, Jaguar Land Rover achieved doubled sales and employment, and tripled turnover (Jaguar Land Rover, 2017). Today, Jaguar Land Rover became a world premium luxury vehicle manufacturer, making revenue of 24,339 million GBP by 523,000 units of sales in 2016 (Statista, 2017). And the company is the largest automotive manufacturer, and exporter in the home country UK, as it produced more than 30 percent of all UK domestic car production in 2016, and 80 percent of the

company's revenue was generated from exports (Jaguar Land Rover, 2017). The company has employment of 40,000 people and supports 240,000 people through local businesses, suppliers, and dealerships across the globe (Jaguar Land Rover, 2017). Jaguar Land Rover Automotive was selected as the company of choice to evaluate how a premium car company will be able to navigate through the ever-changing automotive industry which has undergone challenging and unpredictable market environment between years 2015 to 2017.

PART 1A - EXTERNAL AND INTERNAL ANALYSIS

Industry Life Cycle

The industry life cycle is comprised of five stages which are development, growth, shake-out, maturity, and decline, proposing that industries start small in the development stage, then experience a period of growth in the shake-out stage, and go through a period of slow or zero growth in the maturity stage, and die in the decline stage (Johnson et al., 2014).

The automotive industry can be said that it is going through a period of maturity stage and also the development stage at the same time. The majority of the market, 99 percent is comprised of internal combustion automobiles (The Economist, 2017). However, the rapid gains in battery technology, increasing concerns regarding environmental pollution, and government regulations are killing the internal combustion automobiles industry. For example, China has set a goal to an end of sales of fossil fuel-powered vehicle by 2030 and so does France and UK by 2040 (Bloomberg, 2017). Such pressure to the industry has made conventional vehicle manufacturers develop electric vehicles and also lowered the barriers to the market entrance, letting new market player enter the industry such as Tesla. And even the British vacuum cleaner manufacturer Dyson has announced that it will launch electric vehicles by 2020 (The Guardian, 2017). In addition, the International Energy Agency (2017) estimates that there will be 14 percent of electric vehicles by 2025 from 1 percent today. Therefore, the automobile industry life cycle can be said that it is facing decline stage when it comes to the internal combustion vehicle industry however, it is also facing growth, and shake-out stages due to electrification of the vehicles. The further external and internal analysis will be continued to explain below.

PESTLE- Scenario Analysis

The PESTLE framework is used to help organizations gain a wide range of views in terms of macro-environment in relation to detect potentially relevant issues through six factors: political, economic, social, technological, legal, and ecological (Johnson et al., 2014). Since there is a major shift of vehicles to electrification due to the environmental concerns with government regulations, this essay will cover political, technological, and ecological factors in the PESTLE analysis.

A. Political factor

Political factor figures out what government policies would affect the economy or a certain industry such as government stability, foreign trade regulation, taxation, and subsidies (Johnson et al., 2014). The biggest political factor that Jaguar Land Rover has faced is the geopolitical instability led by Brexit as it is a British exporting

company. The company values European market as much as it states in the 2016 annual report that there is no credible alternative market other than European market since the market takes up 23 percent, the highest global sales volume (Jaguar Land Rover, 2017). As a consequence of Brexit, the company forecasts that it would have a significant impact on global demand for the vehicles and the global distribution of supply chain, affecting its financial result (Jaguar Land Rover, 2017). However, in order to mitigate the impact, the firm is trying to seek for opportunities such as building new manufacturing factories in developed and emerging markets like Slovakia manufacturing, expanding global footage (Jaguar Land Rover, 2017).

B. Technological factor

The vehicle industry is accelerating the electrification of engines to reduce carbon emissions and satisfy future climate mitigation goal. According to The Guardian (2017), the number of electric cars sold globally exceeded 2 million in 2016 which is 60 percent higher compared to 2015. The UK for example, the registration of hybrid (fuel-electricity) and pure electric vehicle increased by 34.6 percent in 2017 compared to 2016 while petrol vehicle increased by 3 percent only and diesel vehicle decreased by 13.7 percent (SMMT, 2017).

In order to encounter such changes, Jaguar Land Rover has been investing heavily on research and development of not only ultra-clean petrol and diesel engines, but also battery-powered vehicles over ten years (Jaguar Land Rover, 2017). As a result, the company has unveiled its first pure battery-powered vehicle called I-Pace that will be on sale in 2018 (Jaguar Land Rover, 2017).

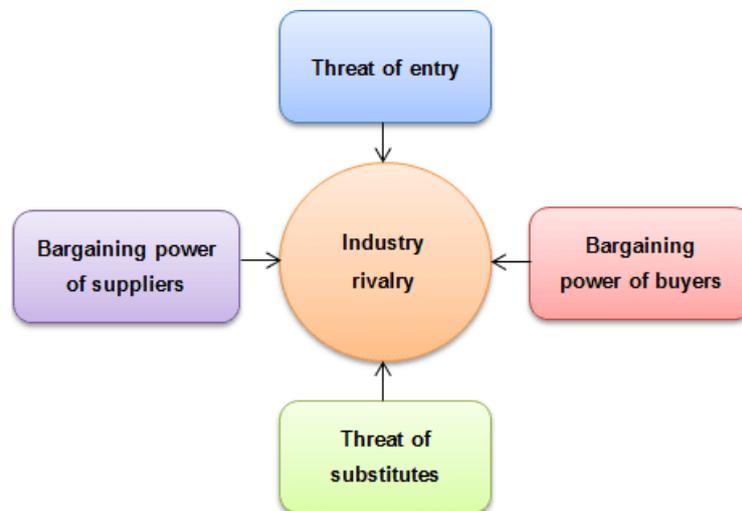
C. Ecological factor

Speaking of electrification of engines, 10 countries including US, UK, France, Germany, and Japan have committed to an aspirational target of 30 percent of electric vehicles market share by 2030 to meet Paris climate deal's goal of avoiding dangerous global warming (The Guardian, 2017). With the support of a number of governments around the world, the International Energy Agency (2017) estimates that there will be over 140 million vehicles by the same year of 2030, when 77.31 million vehicles were sold in 2016 (Statista, 2017). Jaguar Land Rover has set its roadmap called Our Road To Zero, which aims for zero emissions (Jaguar Land Rover, 2017). Through such mentioned ultra-clean engines technology and electric vehicle, the company has targeted 25 percent of CO₂ reduction by 2020 (Jaguar Land Rover, 2017).

Porter's Five Forces

The Porter's five forces framework is used for analyzing the level of an industry's attractiveness and weakness of a business (Johnson et al., 2014).

Figure 1: Porter's five forces



Source: Adapted from *Competitive Strategy: Techniques for Analyzing Industries and Competitors*, Michael E. Porter (1980), cited on *Exploring Strategy*, Johnson, Whittington, Scholes, Angwin, and Regner (2014), textbook p.42

A. Barriers to Entry

The barriers to entry comprise scale and experience, access to supply or distribution channels, legislation or government action, expected retaliation, and differentiation to figure out the degree of accessibility to the entry of an industry (Johnson et al., 2014). As mentioned above under technological and ecological factor of PESTLE analysis, the shift of fuel to the electricity has created barriers to entry of automobile industry moderate. The battery-powered vehicles differentiated products from fossil fuel vehicles enabling lower maintenance expenses to customers, which enabled Tesla to enter the automobile industry (The Guardian, 2017). Dyson, a British home appliance brand as well is preparing to enter the industry. According to The Guardian (2017), Dyson has invested 2.5 billion GBP since 2015 and will launch electric vehicles in 2020 (Topham, 2017).

B. Power of Buyers

The buyers play a role as immediate customers rather than ultimate, and their bargaining power is strong when the switching cost is low, when they have their own capability to supply itself, and when the concentration of buyers is low (Johnson et al., 2014). The immediate buyers of Jaguar Land Rover are retailers. According to the 2016 annual report of Jaguar Land Rover (2017), the company has a global network of 2,720 retailers. The bargaining power of retailers in automotive industry is generally low since the retail activity does not settle with sales as a single factor, but also technical service, and brand strategic activities delivered from the manufacturers. Jaguar Land Rover for example, is pursuing dual-brand franchise

strategy, bringing both Jaguar and Land Rover brands in each retail shop (Jaguar Land Rover, 2017). Although 1,026 retailers are following this strategy, the rest of the retailers should also follow in 2017 (Jaguar Land Rover, 2017).

C. Power of Suppliers

The suppliers are the market of inputs or resources such as services, labor, raw materials, and fuels (Johnson et al., 2014). Their bargaining power is strong when the situation is opposite from the buyer's: when the cost of switching supplier is higher for a business, when suppliers have ability to act as intermediaries between buyers and a business, and when the concentration of suppliers is low (Johnson et al., 2014).

The bargaining power of suppliers of Jaguar Land Rover is weak. The company has 10,300 suppliers globally with 13 billion GBP of purchasing power, which gives the firm a wide range of choices (Jaguar Land Rover, 2017). The company also has awarding policy, recognizing suppliers who meet the firm's standards of operational delivery, resolution, quality, and flexibility (Jaguar Land Rover, 2017).

D. Threat of Substitutes

The threat of substitutes comes from products or services that provide similar benefits that other businesses offer (Johnson et al., 2014). The conventional substitutes for cars used to be bicycles, or public transit such as buses, trains, and subways. However, due to the lowered barriers to entry of the vehicle industries by electric vehicle manufacturers, the conventional fossil fuel vehicles are being highly threatened to be substituted by them.

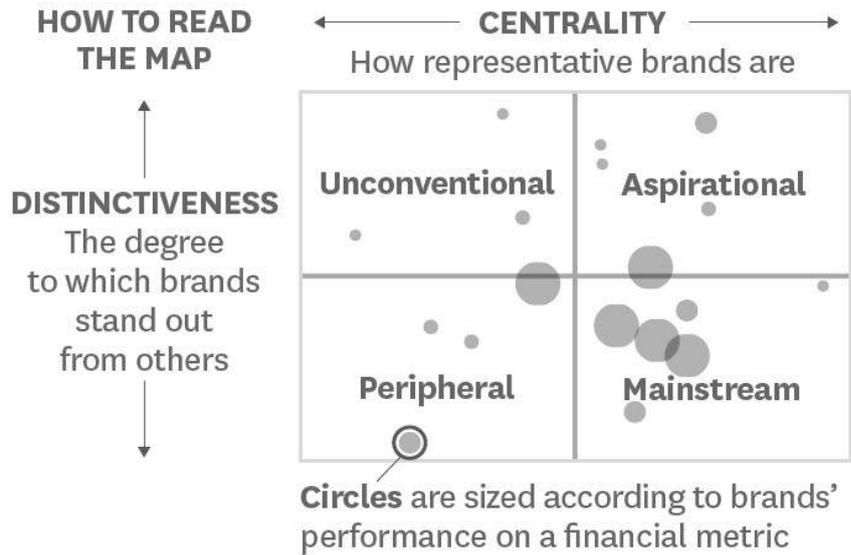
E. Competitive rivalry

It refers to the intensity of competition among organizations within the same market with similar products and services (Johnson et al., 2014). Since the industry has moderate barriers to entry and therefore being highly threatened by the new market players with substitutes for petrol vehicles, and also government regulations banning internal combustion engines with the concerns of environmental pollution mentioned under industry life cycle, the level of competitive rivalry is high. The timetable outlines of electric vehicle for the next five years would be a good example of how competitive the current development is and the market will be: 21 models in 2017, 26 in 2018, 48 in 2019, 70 in 2020, 115 in 2021, and 143 in 2022 (Wahlman, 2017).

Strategic Group Analysis

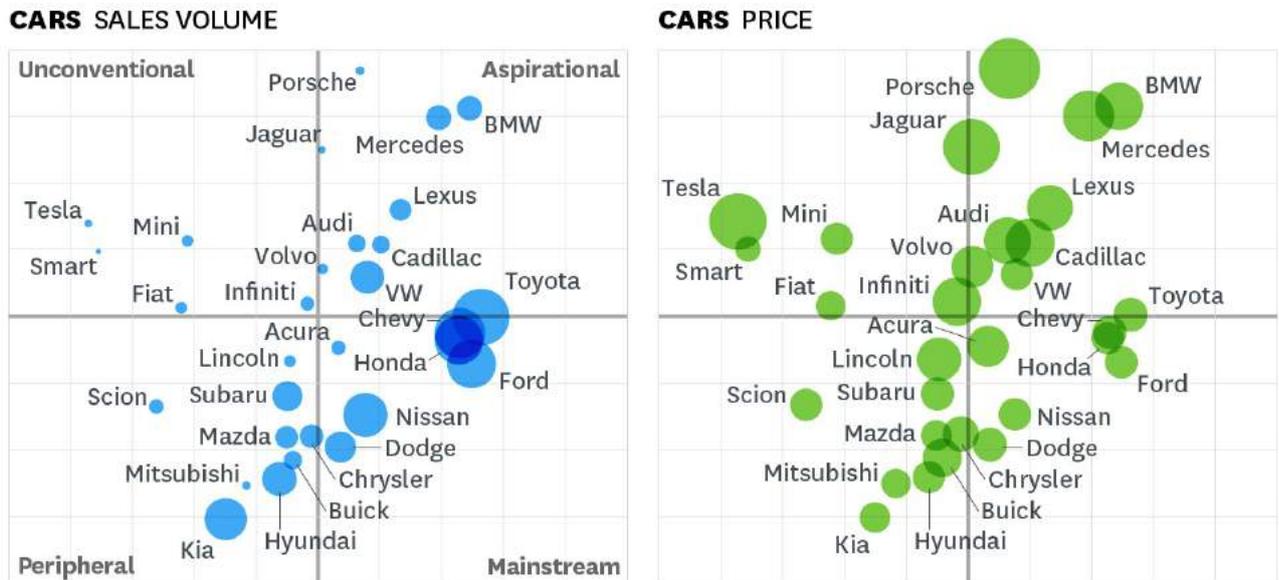
Strategic group analysis helps understanding competition, analyzing strategic opportunities and mobility barriers among organizations with similar strategic characteristics within a same industry (Johnson et al., 2014). Jaguar and Land Rover, which were used to be different companies became a single company after Tata Motors acquired the two from Ford in 2008, and merged them into one (Jaguar Land Rover, 2017). Even though they are one company, the strategic grouping of the company makes different position as they are separate brands.

Figure 2: How to read the map of Figure 3



Source: Adapted from Harvard Business Review: A BETTER WAY TO MAP BRAND STRATEGY, Dawar and Bagga, 2015

Figure 3: Strategic group of 30 car brands



Source: Adapted from Harvard Business Review: A BETTER WAY TO MAP BRAND STRATEGY, Dawar and Bagga, 2015

Figure 4: Strategic group of car brands



Source: Adapted from *Market Mine: Challenges for the Automotive Industry*, Morgan, 2012

A. Understanding competition

It enables identifying direct competitors in a strategic group and on what basis they compete (Johnson et al., 2014). According to the figure 3, which is the data collected from a survey conducted by Harvard Business Review across the U.S on thirty car brands, the characteristics of Jaguar reflects high distinctiveness, or premium as figure 4 shows (Dawar and Bagga, 2015; Morgan, 2012). And therefore, the direct competitors can be found in left-upper quadrant of figure 4, such as Mercedes-Benz, Lexus, BMW, and Audi. Land Rover on the other hand, can be found in high traditional quadrant showing its direct competitors of Chrysler, and Land Cruiser. The Range Rover, which is the premium vehicle of Land Rover is weighted more on premium rather than tradition, showing its unique strategic position without considerable direct competitors.

B. Analysis of Strategic Opportunity

The analysis is used to identify strategic spaces in the strategic group maps or to find out attractive opportunities within the industry (Johnson et al., 2014). The figure 3 shows that higher the centrality, higher the sales volume. In other words, aspirational brands are both distinctive and central, and they take advantage of high sales volume with premium pricing. Jaguar Land Rover, which shows high distinctiveness or premium therefore, will be able to obtain increased sales volume if the company finds a strategy to pave the way to be more central, or aspirational. Launching innovational technologies that could be widely appealing to the brands in mainstream quadrant can be a good example, as the brands in mainstream quadrant will

challenge the aspirational position with the technologies, proving that Jaguar Land Rover is the market leader (Dawar and Bagga, 2015).

C. Analysis of Mobility Barriers

Mobility barriers refer to obstacles of competitors in a movement within the strategic group (Johnson et al., 2014). On the contrary from the correlation between centrality and sales volume, the figure 3 also shows that Higher the distinctiveness, lower the sales volume. It implies that Jaguar Land Rover, which has high distinctiveness, needs to seek for the way to be in the aspirational quadrant for the opportunity of bigger sales volume as mentioned above. The figure 4 shows the obstacles that the company will face on the way: Mercedes-Benz, Lexus, BMW, and Audi. Land Rover, on the other hand, has its dominant position in SUV segments both in traditional and premium markets.

Strategic Capabilities

Strategic capabilities refer to competitive resources and competencies of a firm in order to survive and prosper (Johnson et al., 2014).

Table 1: Strategic capabilities of Jaguar Land Rover

Resources		Competencies
13 global manufacture facilities	Physical	Not only geopolitical stability but also increased productivity
Constant and strong support in employees education and training	Human	Deliver its business passions of "Customer first, Great products, and Environmental innovation".
Brand value of premium	Financial	12 percent of EBITDA margin

Source: Johnson, Whittington, Scholes, Angwin, and Regner, 2014

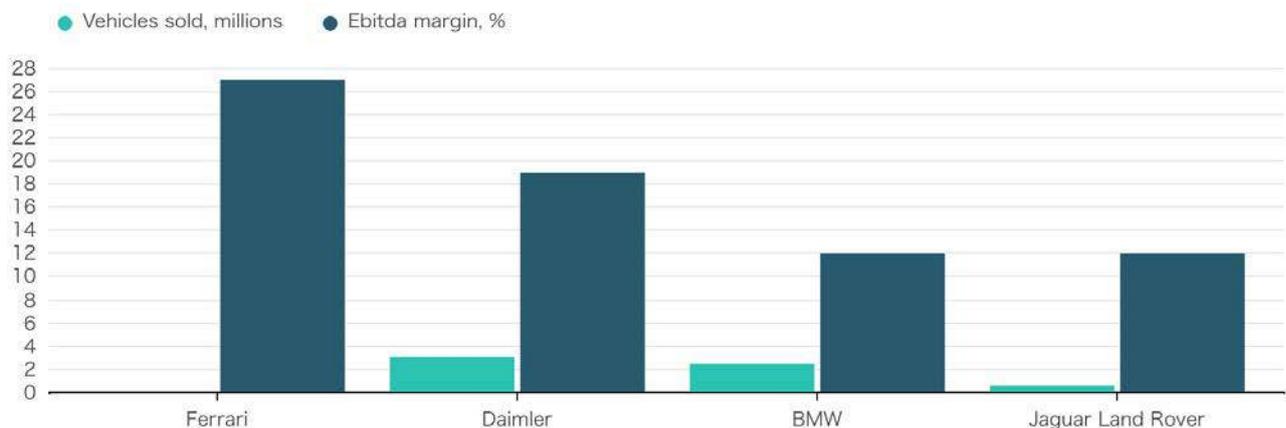
In terms of physical capability, Jaguar Land Rover has 13 manufacture facilities around the globe including engineering, design, technical and advanced research centers (Jaguar Land Rover, 2017). Given that the circumstances of unstable geopolitical situation by Brexit jeopardized the firm. Plans and mitigation actions put in place since 2015 such as global expansion of manufacture facilities in Slovakia and China, and diversification of distribution channels proved effective in reducing the instability to tolerable level (Jaguar Land Rover, 2017). In addition, the global expansion also increases the firm's productivity followed by increasing demand for the vehicle. Jaguar Land Rover's first outside the UK manufacture plant is in China, where the sales rose by 31 percent in 2016, increased the firm's production capacity of 100,000 vehicles a year (Financial Times, 2017). Another manufacturing plant opened in Brazil in 2016 also increased the firm's productivity with the maximum capacity of 24,000 vehicles a year, and two more plants in Slovakia and Austria will contribute to the capacity expansion even further (Reuters, 2016).

In human capability, Jaguar Land Rover invests more than 100 GBP a year in educating and training employees (Jaguar Land Rover, 2017). The reason for such

investment on human resources is because they are the only factor to meet the firm's business passions of "Customer first, Great products, and Environmental innovation" (Jaguar Land Rover, 2016). There are three representative examples. The first one is the ADVANCE program which offers learning and development of individuals with senior leadership for all levels of experience, and secondly the Technical Accreditation Scheme (TAS), which brings together seven top universities for specific skills development and key technical discipline (Jaguar Land Rover, 2016). The last program is for the ex-military personnel as Jaguar Land Rover values their transferable skills. The company's "Our Invictus Games" work placement program promotes successful career transition of ex-soldiers and it succeeded to recruit total of 100 ex-military personnel in 2015 (Jaguar Land Rover, 2016).

Lastly, in terms of financial capability, Jaguar Land Rover shows remarkable sales increase. In 2016 for instance, the overall sales of Jaguar and Land Rover increased by 32 percent in China (Jaguar Land Rover, 2017). However, the increasing sales volume is not remarkable when it comes to a comparison with the competitors such as Mercedes and BMW as Mercedes sold 3.1 million cars and BMW sold 2.4 million cars while Jaguar Land Rover sold 0.6 million cars in 2016 (Bloomberg, 2017). What comes as a financial competence of the company is the EBITDA margin. Although the sales volume recorded the lowest compared to the two mentioned competitors, the EBITDA margin recorded 12 percent, as same as the margin of BMW, which was possible by the brand value of premium (Bloomberg, 2017).

Figure 5: Sales volume and EBITDA margin of selected automakers



Source: Adapted from Bloomberg: *Jaguar Must Work for That Second Look*, Fickling and Mukherjee, 2017

VRIO Framework

VRIO framework is to identify competitive advantage considering four key criteria: Value to customers, rarity and inimitability by competitors, and organizational support to business units (Johnson et al., 2014). The VRIO framework in this writing will go through on the basis of the brand, supply chain management, and international product distribution.

Table 2: VRIO framework of Jaguar Land Rover

	Does it have Value?	Is it Rare?	Is it Inimitable ?	Is the company organized to support the resources?	Strategic consequence
The Brand	YES	NO	YES	YES	SCA
Supply Chain Management	YES	NO	NO	YES	TCA
Customization	YES	NO	NO	YES	TCA

Source: Johnson, Whittington, Scholes, Angwin, and Regner, 2014

First of all, the answer to the value of Jaguar Land Rover brand is yes. The value in VRIO framework refers to existence of value to customers, and ability of firms to respond to environmental opportunities or threats (Johnson et al., 2014). And the value that the brand can provide to customers is the brand reputation. According to Chartered Global Management Accountant or CGMA (2015), 80 percent of the value of an organization is represented by intangible assets including brand reputation. The brand reputation of Jaguar Land Rover is the British royal brands along with other two: Rolls-Royce, and Bentley (Milington, 2017). However, being a premium brand does not hold the rarity. There are many other premium brands including the direct competitors of Jaguar Land Rover such as Mercedes-Benz, BMW, Audi, and Lexus, competing in the premium passenger vehicle market with higher market share than Jaguar Land Rover has. Mercedes-Benz for example, the volume of sales in China in 2016 was 472,844 vehicles while Jaguar Land Rover sold 119,581 vehicles, and the sales of Mercedes-Benz in Europe amounted to 839,779 vehicles while Jaguar Land Rover sold 221,758 vehicles (Forbes, 2017). Next, the term inimitability of the brand as not only a premium brand, but also the British Royal brand is inimitable. There are no direct competitors of Jaguar Land Rover which are the British Royal brands. Lastly, the answer to organizational support for the value, rarity, and inimitability is yes. The company puts its hallmarks with quality and excellence as a premium brand (Jaguar Land Rover, 2017). In addition, the company provides specially customized Range Rover, the most premium model of Land Rover to the British Queen since 1953 to maintain the reputation of the company (DailyMail, 2016).

Secondly, the supply chain management of the company is valuable to customers in the consideration of the environmental effect. The supply chain management Jaguar Land Rover pursues is the sustainable management. As an international premium vehicle brand, Jaguar Land Rover not only pursues CO2 reduction from the vehicle, but also from the manufacturing process and the sustainability of the materials as

well (Jaguar Land Rover, 2017). Therefore, the company has partnered with suppliers who deliver sustainable procurement practices around the world (Jaguar Land Rover, 2017). The aluminum supplier of Jaguar Land Rover, Novelis, for example, it enabled Jaguar Land Rover to reduce 50,000 tonnes of greenhouse gas a year with a single model named XE, a compact sized sedan of Jaguar, which is equal to the weight of 200,000 XE's body shells (Novelis, 2016). However, this kind of environment concerned supply chain management that Jaguar Land Rover pursues is not only rare and inimitable but also comes with strong organizational support as it is an international trend among vehicle manufacturers. One of the biggest competitor BMW for example, it also manages the decisive factors such as choice of materials, production technologies, supplier selection, and recyclability of components, and it is even more well-organized than Jaguar Land Rover in the process of vehicle development, vehicle production, vehicle utilization, and vehicle recycling under strategy unit (BMW, 2017).

Lastly, the value that Jaguar Land Rover provides to customers is customization. The company has its customization division called Special Vehicle Operations (SVO), which extends not only the choice of customers to personalizing materials and colors of interior, but also the technology, and enhanced performance of its vehicles (Jaguar Land Rover, 2017). However, the customization is neither rare nor inimitable since its direct competitor Mercedes-Benz and BMW also have the customization divisions such as Designo and BMW-Individual respectively for the interior choice extension (Mercedes-Benz, 2017; BMW, 2017). In addition, both competitors have another divisions for the performance improvement: Mercedes-AMG, and BMW-m (Mercedes- AMG, 2017; BMW, 2017). Since Jaguar Land Rover highlights the customization service even to establish the separate division, the organizational support can be said that it is strong.

PART 1B - CONSIDERATIONS COMPANIES SHOULD CONSIDER WHEN TRYING TO CREATE A SOCIAL IMPACT

A company should consider corporate social responsibility to create a social impact when the corporate social responsibility means the commitment by the companies to behave ethically and contribute to economic development, improving the quality of life of the labor force, their families, the local community, and the society at large (Johnson et al., 2014). Jaguar Land Rover was honored with the 2015 Queen's Award for Enterprise in Sustainable Development, and was named Responsible Business of the Year 2013/14 by Business in The Community (Jaguar Land Rover, 2017). In order to measure how ethical and responsible the company is, the Triple Bottom Line would be an ideal model since it seeks to a firm's degree of social responsibility, economic value, and environmental impact with the goal of sustainability (Fontinelle, 2017).

Social Responsibility

The social, people, or human capital bottom-line claims beneficial and fair business practices toward workforce, community, and society (Szekely, Dossa and Hollender, 2017). As a British company, Jaguar Land Rover takes a huge responsibility to contribute to the society. According to global public relations director of the company, Finona Pargeter, the United Kingdom will face a shortfall of 300,000 skilled engineers by 2022, which is a critical matter to the firm, vehicle industry, society, and the

country as well (Jaguar Land Rover, 2017). The company has figured out the reason that the problem arose from the perception of all generations that engineering is a “spanner and hammer job for boys” (Jaguar Land Rover, 2017). Therefore, Jaguar Land Rover has reached out to universities and colleges to shape the educational curriculum, offering qualified academics with bright and healthy images that technology and engineering are open to all and are lifetime opportunities (Jaguar Land Rover, 2017). As a result, the company has engaged with two million young people in the UK and another two million world wide. Besides, more than 550 graduates of the curriculum have joined the company in 2016 (Jaguar Land Rover, 2017).

It takes another responsibility inside the company as well. The Employee Engagement Index, which measures how engaged the employees are on the basis of questions about the company, satisfaction, advocacy, and commitment showed that 74 percent of production employees and 81 percent of salaried staffs answered positively in 2012 and 2013 (Jaguar, 2017). This is much above outside the UK benchmark of 64 percent (Jaguar, 2017). Also, the company has 8 percent of female apprentices, which is 3 percent higher than the national average of 5 percent 9 (Jaguar, 2017).

Economic Impact

The economic bottom line refers to not only the economic value created by the organization, but also the economic impact to the society such as employment and charity (Szekely, Dossa and Hollender, 2017). Jaguar Land Rover showed approximately 4,000 employment growth a year since 2013 when the number of employees was 24,900 (Jaguar Land Rover, 2016). Not only the employment, but the company also pursued the growth in apprentices. The number of apprentices taken was 114 in 2012, and it increased to 193 in 2015 (Jaguar Land Rover, 2016). In addition to the employment, Jaguar Land Rover also promotes a number of charity programs for people who have worked, or work in the automotive and related industries, including their dependants (Jaguar Land Rover, 2016).

Environmental Impact

The environmental bottom line refers to sustainable environmental practices executed by an organization concerning natural resources or pollution (Szekely, Dossa and Hollender, 2017).

According to the United States Environmental Protection Agency (2017), the world's CO₂ emissions from fossil fuel combustion have increased by 90 percent since 1970, and 14 percent of the emissions are from transportation. Europe for example, 15 percent of the emissions come from the road transportation (European Commission, 2017). Moreover, 95 percent of the transportation energy comes from gasoline and diesel, which makes automobile industry responsible for reducing tailpipe emissions (EPA, 2017). Jaguar Land Rover therefore has been investing heavily in the development of ultra-clean diesel and petroleum engines alongside with electric vehicles since 2008 (Jaguar Land Rover, 2017). As a result, the company has achieved 32 percent reduction in European fleet average tailpipe CO₂ emissions in 2016, and has the new goal of 25 percent of further emissions reduction by 2020 (Jaguar Land Rover, 2017). Furthermore, the company not only focuses on the air pollution, but also on sustainable materials. The firm has a partnership with the biggest aluminum producer, Novelis, since aluminum has properties that it firstly has

high recyclability, and secondly it is lighter than steel, helping vehicles improve fuel economy at lower CO₂ emissions (Jaguar Land Rover, 2017). In addition, the company collaborates with other organizations. For example, the company provides its recycling expertise to a boat team of America's Cup class, which is the world's oldest international boat sport, and supports universities to pioneer sustainable materials with 100 percent recycled materials such as plastic bottles, textiles, and carpets (Jaguar Land Rover, 2017).

PART 2 - FUTURE PROSPECT OF JAGUAR LAND ROVER

The recent circumstance of the automotive industry for conventional vehicle manufacturers such as Jaguar Land Rover has been difficult since they had to come up with environmental friendly engine technologies, and light but strong materials such as aluminum and carbon fiber that could meet the requirements of both environment and safety authorities of governments. Today, considerable number of advanced countries such as US, UK, France, Germany, and Japan are approving legislation banning internal combustion vehicles by 2030, and the largest market China has set the date even shorter, in 2025 (The Guardian, 2017). In addition, new market players are entering to the industry year by year with electric vehicles due to the simpler structure. Even a vacuum cleaner manufacturer in UK, Dyson announced that it will launch electric vehicles by 2020 (The Guardian, 2017). Moreover, there was political influence such as Brexit that produced bad impact to Jaguar Land Rover. According to Reuters (2017), the loss of free and unfettered access to the European Union made the company go through a harsh time in managing the suppliers and recruitment due to the demand of complicated special conditions. Besides, failure in securing a good Brexit deals by the British government will jeopardize the company's viability of production in Britain due to the prospect of up to 10 percent of tariffs on its exports (Reuters, 2017).

In fact, the alert for the vehicle industry concerning the environmental pollution has been ringing to come up with countermeasures since 1894 when the first electric car made it to the starting line in Paris, and also when lithium-ion batteries were unveiled and proved that they could do better with longer range of kilometers with smaller size (The Economist, 2017). Jaguar Land Rover therefore, had set a guide called "Our Road to Zero" to develop the technologies for clean engines and ultimately for zero-emission technology. On its way to the ultimate goal, the electrification of the vehicles, the company firstly achieved 32 percent of CO₂ reduction compared to European vehicle fleet average CO₂ emissions in 2016 and still working for 25 percent of further reduction in CO₂ emissions by 2020 through EU6 diesel engines, which are the cleanest in the world, and which produce up to 20 percent less CO₂ than even petrol engines (Jaguar Land Rover, 2017). This is a remarkable achievement in terms of the company's future prospect since the European passenger vehicle fleet includes the firm's direct competitors such as Mercedes-Benz, BMW, and Audi, which are the dominant players in the whole industry with 20.8 percent of market share (Statista, 2017). secondly, Jaguar Land Rover has come up with several types of battery- powered vehicles from hybrid to full electric for the ultimate goal. The company will launch the alternative powered models in 2018 such as hybrid Range Rover, and a fully electric model, I-Pace, and also will launch enhanced battery-powered vehicles that would meet the differing needs of the customers in 2020 (Jaguar Land Rover, 2017).

While Jaguar Land Rover went through the political influence, the Brexit, the company began to expand its global footprint through distributing manufacturing plants globally when the UK was the heart of all process of manufacturing and therefore too concentrated in investments so far, considering eight plants out of 13 are in UK (Jaguar Land Rover, 2017). Today, two of the rest are under construction in Austria and Slovakia, and the other three began operations this year of 2017 or not so long ago (Jaguar Land Rover, 2017). The expanding global footprint did not just mitigate the political risk, but also made the firm retain strategic competences. The new engine manufacturing plant in Changshu, China, which went operational in 2017, as a part of joint venture with Chinese automaker Chery Automobile Ltd is the one. China is the country that is expected to surpass the world's biggest premium vehicle market, the United States, in 2025, and is already the biggest market for new energy vehicles with the support of the government's policy of banning internal combustion vehicles (China Daily, 2017).

Overall, the future prospect of the company would be not so different from current strategic position as a premium passenger vehicle brand. The development of the clean engines, electric vehicles, and expansion of global manufacturing plants will keep the viability of the company however, faster movement of the firm's development and expansion will help the company to gain better strategic competitiveness. BMW for example, it has unveiled a fully electric vehicle named i-3 in 2013, and a hybrid vehicle named i-8 in 2014 under its new sub-brand of alternative energy-powered vehicle, when Jaguar Land Rover was going to launch those kinds of models next year in 2018 (BMW, 2017). Another direct competitor Mercedes-Benz also made ahead start with strategic footprint expansion to China prior to Jaguar Land Rover. Mercedes-Benz founded a company named Denza as a joint venture with Chinese automobile company named BYD to produce and put on sale a full-electric vehicle with the range of 300 kilometers exclusively in China in 2014, and founded another company named Beijing Benz in a form of joint venture with Chinese company called BAIC Motor to produce Mercedes-Benz E-Class, and C-Class in 2016 (Just Auto, 2014).

It seems the switch of energy source of vehicle to electrification will be the future trend, considering policies of various governments, and the trend of technologies development. Automobile manufacturers have at least eight years to gain grounds on the electrification as the nearest date of banning internal combustion vehicles is in 2025, China. Besides, it is true that Jaguar Land Rover is falling slightly behind of its direct competitors such as BMW and Mercedes-Benz in terms of time but that is all. It has strength in technical skills over the competitors which take up 20.8 percent of market share in consideration of the mentioned achievement in CO₂ reduction on the way to electrification. In addition, Jaguar Land Rover has the reputation of not only as premium brands but also royal brands. Furthermore, the employees have the mindsets to face the significant challenge that the company encountered, considering the 10 percent higher score on "The Employee Engagement Index" compared to the world's score, and also the "BEST EMPLOYER TO WORK FOR IN THE UK" award, with the support of the firm's 100 GBP investment a year in education and training for them to be equipped with the skills necessary (Jaguar Land Rover, 2016). Therefore, the future viability of the company can be said that it is bright however, it will be even brighter if the firm takes action faster than the competitors on strategic and operational challenge such as diversifying electric cars.

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