

# Alon Holdings Blue Square - Israel Ltd Fundamental Company Report Including Financial, SWOT, Competitors and Industry Analysis

https://marketpublishers.com/r/AE7BCA2D80DBEN.html

Date: May 2025

Pages: 50

Price: US\$ 499.00 (Single User License)

ID: AE7BCA2D80DBEN

### **Abstracts**

Alon Holdings Blue Square - Israel Ltd Fundamental Company Report provides a complete overview of the company's affairs. All available data is presented in a comprehensive and easily accessed format. The report includes financial and SWOT information, industry analysis, opinions, estimates, plus annual and quarterly forecasts made by stock market experts. The report also enables direct comparison to be made between Alon Holdings Blue Square - Israel Ltd and its competitors. This provides our Clients with a clear understanding of Alon Holdings Blue Square - Israel Ltd position in the Retail Industry.

The report contains detailed information about Alon Holdings Blue Square - Israel Ltd that gives an unrivalled in-depth knowledge about internal business-environment of the company: data about the owners, senior executives, locations, subsidiaries, markets, products, and company history.

Another part of the report is a SWOT-analysis carried out for Alon Holdings Blue Square - Israel Ltd. It involves specifying the objective of the company's business and identifies the different factors that are favorable and unfavorable to achieving that objective. SWOT-analysis helps to understand company's strengths, weaknesses, opportunities, and possible threats against it.

The Alon Holdings Blue Square - Israel Ltd financial analysis covers the income statement and ratio trend-charts with balance sheets and cash flows presented on an annual and quarterly basis. The report outlines the main financial ratios



pertaining to profitability, margin analysis, asset turnover, credit ratios, and company's long-term solvency. This sort of company's information will assist and strengthen your company's decision-making processes.

In the part that describes Alon Holdings Blue Square - Israel Ltd competitors and the industry in whole, the information about company's financial ratios is compared to those of its competitors and to the industry. The unique analysis of the market and company's competitors along with detailed information about the internal and external factors affecting the relevant industry will help to manage your business environment. Your company's business and sales activities will be boosted by gaining an insight into your competitors' businesses.

Also the report provides relevant news, an analysis of PR-activity, and stock price movements. The latter are correlated with pertinent news and press releases, and annual and quarterly forecasts are given by a variety of experts and market research firms. Such information creates your awareness about principal trends of Alon Holdings Blue Square - Israel Ltd business.

### **About Alon Holdings Blue Square - Israel Ltd**

Blue Square - Israel Ltd. operates as a food retailer in the State of Israel. The company also operates in the non-food sector, selling non-food items in its supermarkets and in retail outlets. It also operates in the yield-generating commercial real estate sector, in which it owns, leases and develops yield-generating commercial properties.

Through its supermarkets, the company offers a range of food and beverages products and also Non-Food items, such as housewares, toys, home textile products, small electrical appliances, computers and computer accessories, entertainment and leisure products, and near-food products, such as health and beauty aids, infants products, cosmetics and hygiene products. The company also operates various toy and housewares departments within its large stores. Through its non-food outlets, the company offers a range of houseware and home textile, toys, leisure and baby and young children products.

As of December 31, 2008, the company owned and operated 194 supermarkets under the brand names Mega, Mega in Town, Shefa Shuk, Mega Bool and Eden Briut Teva Market (Eden Nature). As of June 15, 2009, Blue Square owned 100% of Blue Square



Chain Investments & Properties, Ltd. (BSIP) and 85% of Bee Group Retail Ltd. (Bee Group), and 78.45% of Blue Square Real Estate, Ltd. (BSRE).

As of May 31, 2009, Bee Group and its direct and indirect subsidiaries are the owners of 76 of its non-food retail stores, while the remaining 171 of its non-food retail stores are owned and operated by franchisees of Bee Group and its subsidiaries

### Supermarkets

The company has five supermarket store formats - Mega Bool, Mega, Mega In Town, Shefa Shuk and Eden Nature. In the Mega chain stores, its larger stores which are located primarily outside residential areas, the company offers a selection of food, Near-Food and Non-Food items. In its Eden Nature stores, it focuses on offering organic, natural and health food products.

As of December 31, 2008, the company operated 19 Mega Stores, consisting of approximately 69,768 square meters space, 113 Mega In Town stores, consisting of approximately 122,784 square meters space, 36 Mega Bool stores, consisting of approximately 118,229 square meters space, 21 Shefa Shuk stores, consisting of approximately 36,473 square meters space, and 5 Eden Nature stores, consisting of 7,277 square meters. It operated, through Bee Group, its subsidiaries and franchisees, a total of 247 non-food retail stores, 171 of which are operated by franchisees.

Bee Group holds and operates through subsidiaries large retail chains in Israel of houseware and home textile, toys, leisure and baby and young children stores, with 247 stores, located throughout Israel, owned and operated mostly by franchisees as of May 31, 2009. The chain operates under a number of different brand names, including Naaman, which sells houseware products; Vardinon, which sells home textile products and accompanying accessories; Sheshet, which sells houseware and small electrical appliances; Kfar Hasha'ashuim (Toy Village), which sells toys; Rav-Kat and Dr. Baby, which sells baby and young children accessories; and All for a Dollar. The stores of the company's Naaman, Vardinon and Dr. Baby chains are primarily owned and operated by it, and the stores of its Kfar Hasha'ashuim, Sheshet and All for a Dollar chains are primarily owned and operated by franchisees.

The company owns 85.8% of Vardinon Textile Ltd. (Vardinon), which imports, designs, and distributes home textile products and accompanying accessories, such as linen, towels and bathrobes under the brand name Vardinon and other products, such as blankets, bed covers, curtains, pillows, other houseware products, candles and spa



products. The products are distributed by Vardinon's chain of retail stores (36 stores as of May 31, 2009) and by wholesale to customers that include other wholesalers, retail chains, employee committees and catalogues. In January 2008, the company entered into a supply agreement with Vardinon pursuant to which Vardinon is to supply it with various textile products manufactured by Vardinon under a new private label, which are to be designed by it in collaboration with Vardinon.

The company owns 57.87% of Naaman Porcelain (Naaman), a branded houseware retailer, which imports and markets various houseware products, such as kitchen utensils, cutlery and dinner sets. As of May 31, 2009, Naaman had its own chain of 27 houseware stores, five of which are operated by franchisees, and is a supplier to BSIP. Naaman also sells its products to wholesale customers, including privately owned stores, retail chains, institutional customers, employee committees and sales promotion companies.

### Competition

In the sale of cosmetic, toiletries and hygiene products, the company competes against establishments that sell such products, including the drug store chains SuperPharm and NewPharm. It competes with the other major supermarket chain, Shufersal and Fourth Chain Company, Ltd. The company competes against retail chains and stores outside the food industry, such as Toys 'R' Us, Office Depot, and do-it-yourself chains such as Home Center and ACE.

### History

Blue Square - Israel Ltd. was founded in 1988.

The above Company Fundamental Report is a half-ready report and contents are subject to change.

It means that we have all necessary data in our database to prepare the report but need **2-3 days** to complete it. During this time we are also updating the report with respect to the current moment. So, you can get all the most recent data available for the same price. Please note that preparation of additional types of analyses requires extra time.



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<sup>1 –</sup> Data availability depends on company's security policy.

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### **ANALYSIS FEATURES**

### **SWOT Analysis**

SWOT, which stands for Strengths, Weaknesses, Opportunities and Threats, is an analytical framework that identifies the internal and external factors that are favorable and unfavorable for a company.

### **Enhanced SWOT Analysis**

Enhanced SWOT is a 3×3 grid that arranges strengths, weaknesses, opportunities and threats into one scheme:

How to use the strengths to take advantage of the opportunities?

How to use the strengths to reduce likelihood and impact of the threats?

How to overcome the weaknesses that obstruct taking advantage of the opportunities?

How to overcome the weaknesses that can make the threats a reality?

Upon answering these questions a company can develop a project plan to improve its business performance.

### **PESTEL Analysis**

PESTEL (also termed as PESTLE) is an ideal tool to strategically analyze what influence different outside factors – political, economic, sociocultural, technological, environmental and legal – exert on a business to later chart its long term targets.

Being part of the external analysis when carrying out a strategic assessment or performing a market study, PESTEL gives an overview of diverse macro-environmental factors that any company should thoughtfully consider. By perceiving these outside environments, businesses can maximally benefit from the opportunities while minimizing the threats to the organization.



### Key Factors Examined by PESTEL Analysis:

Political – What opportunities and pressures are brought by political bodies and what is the degree of public regulations' impact on the business?

Economic – What economic policies, trends and structures are expected to affect the organization, what is this influence's degree?

Sociological – What cultural and societal aspects will work upon the demand for the business's products and operations?

Technological – What impact do the technological aspects, innovations, incentives and barriers have on the organization?

Environmental – What environmental and ecological facets, both locally and farther afield, are likely to predetermine the business?

Legal – What laws and legislation will exert influence on the style the business is carried out?

### IFE, EFE, IE Matrices

The Internal Factor Evaluation matrix (IFE matrix) is a strategic management tool helping audit or evaluate major weaknesses and strengths in a business's functional areas. In addition, IFE matrix serves as a basis for identifying and assessing relationships amongst those areas. The IFE matrix is utilised in strategy formulation.

The External Factor Evaluation matrix (EFE matrix) is a tool of strategic management that is typically utilised to assess current market conditions. It is an ideal instrument for visualising and prioritising the threats and opportunities a firm is facing.

The essential difference between the above mentioned matrices lies in the type of factors incorporated in the model; whilst the latter is engaged in internal factors, the former deals exceptionally with external factors – those exposed to social, political, economic, legal, etc. external forces.

Being a continuation of the EFE matrix and IFE matrix models, the Internal External matrix (IE matrix) rests upon an investigation of external and internal business factors



integrated into one suggestive model.

### **Porter Five Forces Analysis**

The Porter's five forces analysis studies the industry of operation and helps the company find new sources of competitive advantage. The analysis surveys an industry through five major questions:

What composes a threat of substitute products and services?

Is there a threat of new competitors entering the market?

What is the intensity of competitive rivalry?

How big is the bargaining power of buyers?

How significant is the bargaining power of suppliers?

### **VRIO Analysis**

VRIO stands for Value, Rarity, Imitability, Organization. This analysis helps to evaluate all company's resources and capabilities and bring them together into one aggregate table that includes:

Tangible resources

Financial

Physical

Technological

Organizational

Intangible resources

Human

Innovation and Creativity



### Reputation

### Organizational capabilities

The result of the analysis gives a clear picture of company's competitive and economic implications, answering the questions if the resources mentioned above are:

Valuable?
Rare?
Costly to imitate?
Organized properly?



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