



Master of Business Administration

Strategic Management

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**Assessment- Just Eat
submitted by**

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(Source: Delivery rider with Just Eat backpack, 2024)

<https://cloudfront-us-east-2.images.arcpublishing.com/reuters/32GO5RCPORJSNOJJE6NX2SXF7Y.jpg>

Table of content

1.Introduction _____	3
1.1 Company Background _____	3
2. Target Markets in the USA _____	4
3.Macro-Environmental Analysis of the USA Market Using the PESTLE Framework ____	5
3.1Competitive Landscape Analysis Using Porter’s Five Forces _____	8
3.2 Evaluation of the Analytical Frameworks _____	9
3.3 Critical evaluation of frameworks (effectiveness and limitations) _____	10
4. Market Entry Strategy for Just Eat in the U.S. Using Strategic Frameworks _____	11
4.1 VRIO Framework Analysis _____	12
4.2 SWOT Analysis _____	12
4.3 Proposed Market Entry Strategy_____	13
5. Balanced Scorecard (BSC) for Just Eat Takeaway.com – USA Expansion _____	14
5.1 Triple Bottom Line (TBL) for Just Eat Takeaway.com – USA Expansion _____	17
6.Ethical and Unethical Issues in Just Eat Takeaway.com Entry into the USA Market ____	20
7.Recommendation _____	21
7.Conclusion _____	22
8.Reference _____	22

1.Introduction

This report focuses on evaluating opportunities for Just Eat to enter a new international market by applying established strategic management frameworks. The macro-environment of the target market is analysed using the PESTLE framework in order to assess political, economic, social, technological, legal, and environmental influences that may affect business operations (Johnson, Scholes and Whittington, 2020). In addition, Porter's Generic Strategies are applied to evaluate how Just Eat may achieve competitive advantage through cost leadership, differentiation, or focus strategies (Porter, 2008). Internal organisational strengths and weaknesses are examined using the SWOT model, while the VRIO framework is used to assess whether the company's resources and capabilities can generate sustained competitive advantage (Barney, 1991). By integrating external and internal analyses, this report aims to recommend a strategic direction that supports sustainable growth and competitive positioning in the global food delivery industry (Grant, 2022).

1.1 Company Background

The company was founded in 2001 in Denmark by Jesper Buch, who identified an opportunity to simplify food ordering by creating an online marketplace where users could view menus and place orders online (Just Eat Takeaway.com, 2024). What began as a small start-up soon developed into an international business as global demand for convenience and digital services increased (OECD, 2022).

In 2006, Just Eat relocated its headquarters to London and expanded rapidly across European markets through strategic partnerships and acquisitions (Just Eat Takeaway.com, 2023). A significant milestone occurred in 2014 when the company was listed on the London Stock Exchange, reflecting its transition into a publicly traded organisation (Just Eat Takeaway.com, 2023). Furthermore, in 2020, Just Eat merged with Takeaway.com to form Just Eat Takeaway.com, creating one of the world's largest online food delivery companies with operations in more than 20 countries (Just Eat Takeaway.com, 2023). This merger strengthened international operations and improved the organisation's competitive position within the global digital services industry (Grant, 2022). Over the past decade, the rapid growth of digital platforms and changing lifestyle patterns has significantly increased global demand for food delivery services. (McKinsey & Company, 2023). However, rising competition, regulatory challenges, and shifting consumer expectations have made international expansion increasingly complex and strategically important (OECD, 2022).

2. Target Markets in the USA

Urban Young Professionals in Major U.S. Cities

Urban young professionals living in large U.S. cities such as New York, Los Angeles, and Chicago represent a strong initial target market for Just Eat Takeaway.com because of their lifestyle patterns, income levels, and heavy reliance on digital services. This group typically works long hours, socialises frequently, and prefers convenience over cooking, making online food delivery a regular habit rather than an occasional luxury in the U.S. food-delivery market was valued at over USD 30 billion in 2024, highlighting how embedded app-based ordering has become in everyday life (Statista, 2024). People aged 18–34 are the most active consumers of delivery platforms, often ordering multiple times per week and responding positively to loyalty rewards, discounts and app-only deals, all of which Just Eat can use to attract users from competing platforms (McKinsey & Company, 2023). From an operational perspective, dense city populations and high restaurant concentration significantly reduce delivery distance and time, helping the company control costs and improve efficiency in the last mile. Although competition is intense in major cities, this market gives Just Eat fast access to large volumes of customers and valuable data on ordering behaviour, menus and peak times, which can be used to personalise services and refine marketing. Digital advertising and influencer partnerships are more effective in urban settings, allowing the brand to build awareness quickly in smaller geographic areas. Entering this market positions Just Eat as a serious competitor in the world's largest food-delivery economy and provides credibility for future expansion into wider regions.

Suburban and Secondary-City Households

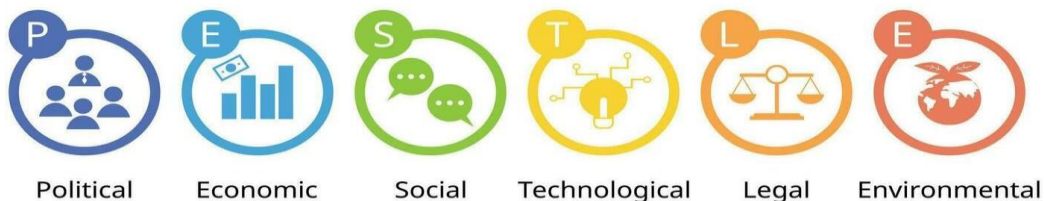
Households in suburban areas and smaller U.S. cities represent a second, strategically important target market for international expansion, mainly because they offer growth with significantly lower competitive pressure. Unlike crowded city centres, many suburban communities remain under-served by delivery platforms, with fewer restaurant choices and less aggressive marketing from competitors. Since the COVID-19 pandemic, many U.S. families have continued to rely on home delivery as part of their routine, even as restrictions ended (OECD, 2022). Suburban households also tend to place larger orders, usually for multiple family members rather than single meals, which increases the average order size and improves revenue potential (Deloitte, 2023). From a strategic angle, gaining customer loyalty is often easier in smaller communities, where local reputation and word-of-mouth strongly influence consumer decisions. Restaurants in these areas are also more dependent on digital platforms to reach customers, allowing Just Eat to form long-term relationships with local businesses through competitive commission rates and marketing support. In addition, rising remote work in the U.S. has encouraged

population growth in suburban areas, creating fresh demand for food delivery beyond major cities (Statista, 2024). By targeting these markets alongside urban professionals, Just Eat reduces its dependency on saturated city markets and builds a broader, more stable customer base across the country.

3. Macro-Environmental Analysis of the USA Market Using the PESTLE Framework

The macro environment is the bigger world around a business that it can't control but must pay attention to. It includes factors explained by the PESTEL model political, economic, social, technological, environmental, and legal influences that shape how a business operates and grows (Kotler & Keller, 2016).

PESTLE Analysis



(Source: PESTLE Analysis Desing, 2024)

<https://i.pinimg.com/originals/ef/e2/61/efe261472d63bacaf9fd6cddb6fa5e1a.jpg>

Political Factors

The United States provides a relatively stable political environment, which encourages foreign direct investment and international business expansion (OECD, 2022). However, the decentralised structure of governance creates complexity for companies because each state has the authority to introduce its own employment and commercial laws (Deloitte, 2023).

For online food delivery platforms, one of the most critical political challenges is the classification of delivery riders as either employees or independent contractors (OECD, 2022). Several U.S. states, including California and New York, have questioned the legality of the freelance model used by many digital platforms (Deloitte, 2023).

If platforms are required to reclassify drivers as employees, companies would face significantly higher labour costs due to minimum wage laws, employee benefits, and insurance contributions (Deloitte, 2023). Despite these challenges, the U.S. government generally promotes technological innovation and entrepreneurship through investment in infrastructure and incentives for digital industries (OECD, 2022).

Nevertheless, political uncertainty at the state level means that companies must develop flexible strategies tailored to local regulations rather than applying a uniform national approach (OECD, 2022).

Economic Factors

The U.S. economy is the largest in the world, offering extensive market opportunities supported by high consumer purchasing power (World Bank, 2023). Long-term income growth has encouraged demand for convenience-oriented services such as online food delivery platforms (World Bank, 2023).

However, short-term economic conditions present significant challenges, including inflationary pressure and rising living costs (Statista, 2024). Fuel price volatility has also increased operating costs for delivery platforms by raising transportation and logistics expenses (Statista, 2024).

Rising wages and labour shortages further affect profitability by increasing courier compensation and recruitment costs (Deloitte, 2023). At the same time, consumers become more price sensitive during periods of economic uncertainty, which increases pressure on platforms to offer discounts and promotions (Statista, 2024).

Although market demand remains strong, food delivery companies must optimise cost structures and improve operational efficiency to maintain profitability in a volatile economic environment (World Bank, 2023).

Social Factors

Changing lifestyles in the United States are driving the rapid expansion of food delivery services, especially among younger consumers and working individuals. Tight work schedules extended travel time to and from work, and the growing number of women pursuing careers have made online food ordering a practical choice. These factors have

encouraged greater use of mobile delivery platforms as people look for faster and more convenient meal solutions (McKinsey & Company, 2023).

In addition, the cultural diversity of the U.S. population has created demand for a wide range of cuisines, which benefits platforms that offer extensive restaurant selections (Deloitte, 2023). However, customer attitudes are shifting toward greater awareness of health, affordability, and environmental sustainability (OECD, 2022).

Consumers are increasingly concerned about packaging waste, carbon emissions, and high delivery fees, which can reduce usage frequency and brand loyalty (McKinsey & Company, 2023). As a result, platforms must balance ease of use with ethical business practices to maintain customer engagement and public trust (OECD, 2022).

Technological Factors

The United States is a global leader in digital innovation, supported by advanced telecommunications networks and widespread smartphone usage (Statista, 2024). More than 90% of the population has internet access, creating favourable conditions for the expansion of app-based services (Statista, 2024).

However, technology also creates competitive pressure because customers expect seamless performance and continuous innovation (Deloitte, 2023). Even minor system failures may damage customer trust and brand reputation (Statista, 2024). Smaller companies often struggle to match the investment levels of major companies, making technological capability both a barrier to entry and an ongoing strategic requirement (Deloitte, 2023).

Legal Factors

The legal environment in the U.S. represents one of the most challenging dimensions for digital platforms due to complex and inconsistent regulations across states (Deloitte, 2023). Compliance with food safety standards, data protection laws, and employment legislation requires substantial investment in legal infrastructure (OECD, 2022).

Although U.S. data regulations are less strict than those in the European Union, individual states such as California have implemented strong privacy laws like the California Consumer Privacy Act (OECD, 2022). These regulations impose strict rules on how companies collect, store, and process customer data (Deloitte, 2023). These factors limit pricing freedom and force companies to seek alternative income sources such as subscriptions and advertising (Deloitte, 2023).

Environmental Factors

Environmental concerns are increasingly influencing consumer behaviour and corporate strategy in the U.S. market (OECD, 2022). Public awareness regarding pollution, food waste, and carbon emissions has grown sharply, particularly in large cities (McKinsey & Company, 2023).

Many local governments actively encourage the adoption of electric vehicles and environmentally friendly packaging (OECD, 2022). While sustainability initiatives increase short-term operational expenses, they contribute to long-term brand reputation and customer loyalty (Deloitte, 2023). Environmental responsibility has therefore become both a marketing advantage and a regulatory requirement for food delivery companies (OECD, 2022).

3.1 Competitive Landscape Analysis Using Porter's Five Forces

Threat of New Entrants

Entering the U.S. food delivery market is technologically straightforward but financially challenging (Deloitte, 2023). While website and app development is relatively accessible, building logistical infrastructure and achieving customer trust is costly (McKinsey & Company, 2023).

Large companies benefit from economies of scale, allowing them to offer lower prices and faster services, which makes entry at scale difficult for new competitors (Deloitte, 2023).

Bargaining Power of Suppliers

Restaurants hold moderate negotiating power as they depend on platforms for visibility but are burdened by commission fees (McKinsey & Company, 2023).

Independent restaurants are especially reliant on third-party platforms, while large restaurant chains can either demand better contract terms or establish their own delivery operations (Deloitte, 2023). Delivery workers also possess increasing bargaining power due to labour shortages and gig-economy regulations (OECD, 2022). This impacts service reliability and raises operational costs (Deloitte, 2023).

Bargaining Power of Buyers

Consumers have significant bargaining power because switching costs are minimal. Multiple apps are often installed on a single phone, allowing customers to compare prices, promotions, and delivery times instantly (Statista, 2024). This leads to weak brand loyalty and ongoing pressure to compete on discounts.

As a result, platforms are forced into constant promotional competition, which reduces long-term profitability (Deloitte, 2023).

Threat of Substitutes

The availability of substitutes such as meal kits, home cooking, and dining out reduces dependence on delivery services (World Bank, 2023).

During economic downturns, consumers frequently prioritise cost-saving behaviour by reducing food delivery usage (Statista, 2024). This makes platform revenues highly sensitive to economic conditions (Deloitte, 2023).

Competitive Rivalry

The U.S. food delivery market is characterised by intense competition, promotional campaigns, and subscription models (Deloitte, 2023). Market leaders dominate market share, leaving limited expansion opportunities for new firms (McKinsey & Company, 2023).

Low profit margins caused by marketing expenditure and rising delivery costs make operational efficiency a critical success factor (Deloitte, 2023).

3.2 Evaluation of the Analytical Frameworks

Effectiveness of PESTLE

PESTLE analysis effectively identifies political, legal, and economic risks faced by organisations (Johnson, Scholes and Whittington, 2020). The framework also highlights social trends and environmental pressures influencing business decisions (Johnson, Scholes and Whittington, 2020).

However, PESTLE oversimplifies reality by presenting factors as independent, despite strong interrelationships (Grant, 2022). The model does not rank issues by relevance or provide guidance for developing strategies (Grant, 2022).

Effectiveness of Porter's Five Forces

Porter's framework is valuable for evaluating competition intensity and profit potential within an industry (Porter, 2008). It explains how supplier power and buyer influence affect pricing strategies (Johnson, Scholes and Whittington, 2020).

However, it does not fully capture system innovation, digital platforms, or data-based competition (Grant, 2022). The framework also assumes industry stability, which does not reflect the fast-changing digital economy (Porter, 2008).

3.3 Critical evaluation of frameworks (effectiveness and limitations)

PESTLE — strengths and limits

PESTLE effectively surfaces external drivers and regulatory threats that influence strategic choice and clarifies why Just Eat faced state-level legal risk in the U.S. (OECD, 2022). PESTLE is limited by its descriptive nature, lack of internal capability assessment, and absence of prioritisation or linkage to dynamic competitive processes in platform markets. (Grant, 2022).

Porter's Five Forces — strengths and limits

Porter's model explains industry profit potential and highlights why dominant U.S. incumbents create a structurally unattractive environment for late entrants. (Porter, 2008). The model assumes relative stability and does not model data-driven network effects, platform pricing strategies or multisided market dynamics crucial to food delivery competition. (McKinsey, 2021).

Overall critique and practical implication

Using PESTLE and Porter together gives a robust starting diagnosis: regulatory fragmentation plus fierce rivalry undercut Just Eat's U.S. economics and helped justify the Grubhub sale. (Just Eat Takeaway, 2025; Porter, 2008).

However, to inform strategic choice (invest, pivot, sell), boards should combine these with capability-based, platform-centric analyses and quantitative scenario modeling to capture option values and ecosystem feedback loops. (Grant, 2022; Johnson, Scholes & Whittington, 2020).

Strategic recommendations for platform firms considering entry to the U.S. market

Prioritise local regulatory intelligence and modular operating models so the business can adapt to state and city rules without excessive stranded costs. (NYC Council, 2021; CivilLawJournal, 2023).

Focus on niche-led entry or partnerships (for example with national restaurant chains or advertising/tech partners) rather than full national roll-out, until the firm can match incumbents' scale in matching, logistics and marketing. (McKinsey, 2023).

Invest in differentiated capabilities data analytics, local restaurant relationships, sustainability credentials and a superior experience that are less easy to replicate than simple discounting. (Grant, 2022; OECD, 2022).

4. Market Entry Strategy for Just Eat in the U.S. Using Strategic Frameworks

The Ansoff Matrix helps determine growth strategies by evaluating products and markets (Ansoff, 1957).

Market Penetration

Just Eat can aim to capture a share of the U.S. market by forming strategic partnerships or pursuing acquisitions, using its European experience to streamline delivery operations and set competitive pricing (McKinsey & Company, 2023). By targeting high-demand urban centres with strong food delivery adoption, the company can increase sales while minimising initial market development risks (Business of Apps, 2025).

Market Development

Entering new regions or cities with tailored marketing strategies provides growth potential (Grant, 2022).

Just Eat can target underserved urban areas where current delivery options are limited, offering diverse cuisine options to capture local consumer demand (McKinsey & Company, 2023).

Product Development

Developing unique platform features such as AI-driven recommendations, sustainable delivery options, and loyalty programs could differentiate Just Eat in the competitive U.S. market (OECD, 2022).

Innovation in technology and customer experience can strengthen retention and enhance brand reputation (Deloitte, 2021).

Diversification

Strategic diversification into complementary services, such as grocery delivery or meal kits, could leverage the existing platform infrastructure (Business of Apps, 2025). This approach mitigates reliance on traditional restaurant delivery revenue and spreads risk across multiple consumer needs (Grant, 2022).

4.1 VRIO Framework Analysis

The VRIO framework evaluates resources and capabilities for sustainable competitive advantage (Barney, 1991).

Valuable

Just Eat's technology platform, data analytics capabilities, and brand recognition provide value in matching restaurants with consumers efficiently (McKinsey & Company, 2021).

Rare

Experience operating large-scale delivery platforms in multiple international markets is rare among new entrants and provides operational expertise (Just Eat Takeaway, 2025).

Inimitable

Proprietary algorithms, logistics networks, and partnerships with global restaurant chains are difficult for competitors to imitate (Grant, 2022).

Organised

Just Eat's organisational structure supports efficient integration of technology, operations, and marketing functions, enabling execution of complex strategies in new markets (Deloitte, 2021).

Implication: Just Eat can achieve a sustainable competitive advantage in the U.S. by leveraging these rare and valuable resources effectively (Barney, 1991).

4.2 SWOT Analysis

Strengths

- Strong European brand and operational experience in multiple markets (Just Eat Takeaway, 2025).
- A sophisticated technology platform that uses AI to optimize logistics and analyze customer behavior (McKinsey & Company, 2021).
- Established partnerships with large restaurant chains and delivery networks (Deloitte, 2021).

Weaknesses

- Limited recent experience in the U.S. market post-Grubhub divestment (TechCrunch, 2025).

- High operational and regulatory compliance costs in fragmented state-level legal systems (OECD, 2022).

Opportunities

- Consumer demand for sustainable, reliable, and user-friendly delivery platforms is growing (OECD, 2022).
- Potential for partnerships with local restaurants, grocery stores, and tech companies to expand service offerings (Business of Apps, 2025).

Threats

- Intense competition from DoorDash, Uber Eats, and other incumbents (Second Measure, 2024).
- Regulatory challenges, including labour laws, privacy regulations, and fee caps (California OAG, 2024).
- Price-sensitive customers and low switching costs increase the risk of market share loss (Statista, 2024).

By leveraging strengths and opportunities, while addressing weaknesses and threats, Just Eat can formulate a focused, competitive U.S. entry strategy (Grant, 2022).

4.3 Proposed Market Entry Strategy

Entry Approach

Just Eat should adopt a strategic partnership and regional rollout approach instead of national full-scale entry (McKinsey & Company, 2023). This involves partnering with local restaurants and delivery providers in high-demand urban areas to reduce initial investment risk and regulatory exposure (Business of Apps, 2025).

Competitive Advantage Creation

Just Eat can differentiate by:

- Leveraging proprietary technology for fast, accurate delivery and AI-driven recommendations (McKinsey & Company, 2021).
- Introducing sustainability-focused options, such as eco-friendly packaging and electric vehicle delivery (OECD, 2022).
- Offering loyalty programs and subscription models to improve customer retention (Deloitte, 2021).

Risk Mitigation

- Focus on regions with clear regulatory frameworks to minimise legal complexity (California OAG, 2024).
- Gradually scale operations based on performance metrics and consumer adoption (Grant, 2022).
- Use local partnerships to share operational and labour risks, reducing exposure to gig worker classification challenges (Deloitte, 2021).

Strategic Growth Path

The strategy follows the Ansoff Matrix by targeting market development through expansion into new U.S. cities, enhancing product offerings with improved app features, and exploring diversification into grocery or meal kit delivery services (Ansoff, 1957; McKinsey & Company, 2023).

Integration of VRIO insights ensures that Just Eat leverages unique resources and capabilities to maintain competitive advantage (Barney, 1991).

5. Balanced Scorecard (BSC) for Just Eat Takeaway.com – USA Expansion



(source: images.shiksha.com)

<https://images.shiksha.com/mediadata/images/articles/1702387060phpsBxqcy.jpeg>

Balanced Scorecard for Just Eat U.S. Expansion

The Balanced Scorecard is a strategic performance measurement framework that translates an organisation's vision and strategy into a coherent set of financial and non-

financial performance indicators. It integrates four perspectives—financial, customer, internal business processes, and learning and growth—to provide a balanced view of organisational performance. The framework was developed by Kaplan and Norton to overcome the limitations of relying solely on financial indicators (Kaplan and Norton, 1996; Kaplan and Norton, 2001).

❖ Financial Perspective

Revenue Growth in the USA Market

This KPI measures the growth in gross merchandise value (GMV) generated from the USA, indicating whether the expansion strategy is successfully capturing market demand (Kaplan and Norton, 1996).

Profit Margin from USA Operations

This metric evaluates whether USA operations generate sustainable profits rather than growth driven solely by heavy promotions or subsidies (Kaplan and Norton, 2001).

Cost per Delivery Order

Cost per delivery monitors logistics, courier payments, and platform costs to ensure operational efficiency in a competitive US market (Neely, Adams and Kennerley, 2002).

Return on Investment (ROI) for USA Expansion

ROI assesses whether investments in marketing, technology, and partnerships in the USA generate acceptable financial returns (Kaplan and Norton, 1996).

❖ Customer Perspective

Customer Satisfaction Score (CSAT)

CSAT measures customer perceptions of service quality, delivery speed, and app usability in the USA market (Kaplan and Norton, 2001).

Net Promoter Score (NPS)

NPS evaluates customer loyalty and the likelihood of recommending the platform, which is critical in the highly competitive US food delivery sector (Reichheld, 2003).

Market Penetration Rate in Target US Cities

This KPI tracks the proportion of potential users adopting the platform, indicating brand awareness and competitive positioning (Neely et al., 2002).

Restaurant and Courier Partner Satisfaction

Partner satisfaction reflects the strength of relationships with restaurants and couriers, which directly affects service availability and reliability (Kaplan and Norton, 2001).

❖ Internal Business Process Perspective

On-Time Delivery Rate

This measure tracks the percentage of orders delivered within promised time windows, a key determinant of customer satisfaction (Neely et al., 2002).

Order Accuracy Rate

Order accuracy measures how often customers receive the correct order, reducing complaints, refunds, and reputational risk (Kaplan and Norton, 1996).

Average Fulfilment Cycle Time

This KPI measures the time taken from order placement to delivery completion, indicating operational efficiency in US cities (Kaplan and Norton, 2001).

Platform Reliability and System Uptime

System uptime measures the stability of the digital platform, which is essential for handling high transaction volumes during expansion (Neely et al., 2002).

❖ Learning and Growth Perspective

Employee and Courier Training Hours

Training hours reflect investment in workforce capability, supporting consistent service quality and compliance with local regulations (Kaplan and Norton, 1996).

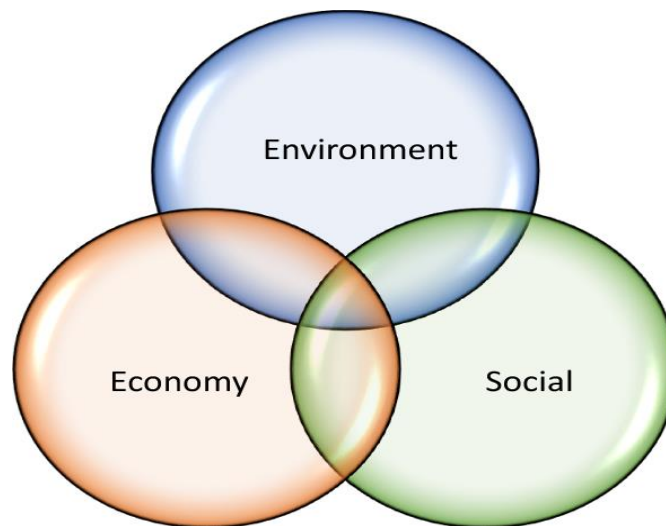
Innovation and Local Adaptation Rate

This KPI measures how quickly the platform adapts features such as payment methods and promotions to US consumer preferences (Kaplan and Norton, 2001).

Employee and Courier Engagement Score

Engagement scores indicate motivation and retention, which influence productivity and customer experience (Neely et al., 2002).

5.1 Triple Bottom Line (TBL) for Just Eat Takeaway.com – USA Expansion



(Source: Nasrollahi et al., 2018)

Triple Bottom Line for Just Eat U.S. Expansion

The Triple Bottom Line framework expands traditional performance measurement by evaluating organisational success across three dimensions: economic (profit), social (people), and environmental (planet). Introduced by Elkington, the TBL approach emphasises sustainable value creation for multiple stakeholders rather than focusing solely on financial outcomes (Elkington, 1997).

❖ Economic (Profit)

Sustainable Profitability of USA Operations

This measure evaluates long-term profitability while accounting for investments in labour, technology, and sustainability initiatives (Elkington, 1997).

Contribution to the US Economy

This KPI measures job creation, partnerships with local restaurants, and tax contributions resulting from expansion (Carroll, 2016).

Brand Value and Market Reputation

Brand value growth reflects trust, recognition, and competitive advantage in the US market (Porter and Kramer, 2011).

❖ Social (People)

Local Employment and Courier Opportunities

This indicator measures employment and income opportunities created for local workers and gig-economy couriers (Carroll, 2016).

Fair Pay and Working Conditions Compliance

This KPI assesses compliance with labour standards and ethical treatment of couriers and employees (International Labour Organization, 2021).

Community Engagement and Social Initiatives

Community engagement measures involvement in local programmes and partnerships, strengthening social legitimacy (Porter and Kramer, 2011).

Customer Accessibility and Inclusivity

This metric evaluates whether services are accessible to diverse demographic groups, supporting inclusive growth (Carroll, 2016).

❖ Environmental (Planet)

Carbon Emissions per Delivery

This KPI measures emissions per order, encouraging lower-carbon delivery solutions in US cities (Elkington, 1997).

Sustainable Packaging Adoption Rate

This measure tracks the proportion of restaurant partners using recyclable or biodegradable packaging (Porter and Kramer, 2011).

Energy and Fuel Efficiency

Fuel efficiency indicators assess reductions in energy use through route optimisation and green transport methods (Elkington, 1997).

Waste Reduction Performance

Waste reduction metrics track improvements in food waste and packaging management practices (Carroll, 2016).

How the BSC and TBL Work Together

The Balanced Scorecard ensures that Just Eat Takeaway.com USA expansion strategy is translated into measurable financial and operational outcomes aligned with strategic goals (Kaplan and Norton, 1996).

The Triple Bottom Line complements this by incorporating social and environmental performance, ensuring that expansion delivers sustainable value for multiple stakeholders (Elkington, 1997).

Together, these frameworks provide a holistic assessment of expansion progress, balancing profitability with responsibility and long-term impact.

6.Ethical and Unethical Issues in Just Eat Takeaway.com Entry into the USA Market

Ensuring fair pay and safe working conditions for delivery couriers is an important ethical issue, as gig-economy workers in the USA often face income instability and limited protections (International Labour Organization, 2021).Respecting local labour laws and employment regulations is ethically essential to maintain legitimacy and avoid exploitation in a highly regulated US market (Carroll, 2016).Protecting customer data privacy and cybersecurity is critical, as US consumers expect transparency and responsible handling of personal and payment information (Martin, 2018).Supporting local restaurants and small businesses ethically contributes to community development rather than displacing independent food providers (Porter and Kramer, 2011).Reducing environmental impact through sustainable packaging and low-emission delivery options reflects ethical responsibility toward climate change and urban pollution (Elkington, 1997).

Offering low courier pay or excessive delivery pressure to reduce costs may lead to worker exploitation, which is a common ethical concern in the US gig-economy (International Labour Organization, 2021).Using aggressive pricing or predatory promotions to eliminate competitors could harm market fairness and small platforms (Porter and Kramer, 2011).Imposing high commission fees on restaurants may financially strain small food businesses and reduce their long-term sustainability (Carroll, 2016).Failing to provide transparent data usage policies could violate customer trust and

ethical data governance standards (Martin, 2018). Ignoring environmental responsibilities, such as excessive packaging waste and high emissions, would conflict with sustainable business practices (Elkington, 1997)

7.Recommendation

1. Adopt a Phased and Region-Specific Expansion Strategy

My reading let me believe Just Eat should avoid a nationwide rollout and instead enter the U.S. market gradually, focusing first on carefully selected cities and states with clearer labour regulations and high delivery demand. This reduces regulatory risk, controls costs, and allows the company to adapt its business model to state-level legal differences (OECD, 2022; Grant, 2022). A phased approach also enables performance monitoring through the Balanced Scorecard before committing further capital (Kaplan and Norton, 2001).

2. Compete Through Differentiation, Not Price Wars

Rather than relying on aggressive discounting, Just Eat should differentiate itself through superior service quality, ethical practices, and sustainability initiatives. Porter's analysis shows that intense rivalry and buyer power make price-based competition unsustainable in the U.S. market (Porter, 2008). Investing in customer experience, platform reliability, and restaurant partnerships improves long-term loyalty and brand equity (Porter and Kramer, 2011).

3. Build Long-Term Partnerships with Local Restaurants

Just Eat should prioritise collaborative relationships with local restaurants by offering competitive commission rates, marketing support, and data insights. This strengthens supplier loyalty in a market where restaurants have increasing bargaining power (Deloitte, 2023). Supporting small businesses also enhances social value creation and aligns with ethical expansion principles (Porter and Kramer, 2011).

4. Embed Sustainability into Core Operations

Environmental performance should be integrated into delivery operations through route optimisation, electric vehicle partnerships, and sustainable packaging initiatives. Although these measures increase short-term costs, they improve long-term brand reputation, regulatory alignment, and customer trust in environmentally conscious U.S. cities (Elkington, 1997; OECD, 2022). These actions directly support Triple Bottom Line environmental KPIs.

5. Financial and operational KPIs system

Financial and operational KPIs should be reviewed alongside social and environmental indicators to ensure expansion progress remains profitable, ethical, and sustainable over time (Kaplan and Norton, 1996; Elkington, 1997).

7. Conclusion

This report examined Just Eat Takeaway.com's prospects for re-entering the U.S. market by assessing target consumer segments, the broader macro-environment, competitive dynamics, and organisational strengths. Findings indicate that, despite strong demand for online food delivery, the U.S. market poses significant challenges due to high competition, regulatory complexity, and structural barriers for new entrants (Porter, 2008; OECD, 2022). Key opportunities exist among urban young professionals and suburban households, but success relies on strategic regional focus and differentiation rather than competing solely on price (McKinsey & Company, 2023). Analyses using PESTLE and Porter's Five Forces underscore risks related to labour laws, cost management, and market rivalry, while the Balanced Scorecard and Triple Bottom Line frameworks offer comprehensive measures for financial, operational, social, and environmental performance (Kaplan and Norton, 1996; Elkington, 1997). Effective U.S. expansion will therefore require a gradual rollout, adherence to ethical labour standards, strong local partnerships, and long-term value creation across stakeholders (Grant, 2022).

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