



STRATEGIC MANAGEMENT
LCMB 7003

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Executive Summary

The report revolves around proposing a strategic business plan for a UK based small-scale fast-food restaurant named 'Delicious' regarding expansion of their business out of London to other parts of the UK. Vision, mission statements and objectives such as 'becoming the most preferred destination for food lovers', 'serving delicious fast-food items using locally sourced and fresh ingredients', and others to be followed by 'Delicious' to launch their business expansion project successfully, are highlighted within the report. Internal and external factors such as threats generated by buyers, suppliers, rivals, substitutes and new entrants as well as political, economic, social, technological, legal and environmental that might create opportunities or threats for the business expansion project of 'Delicious' are highlighted within the report. Strategic options suitable for 'Delicious' such as market development, niche segmentation, focus strategy, multi-domestic strategy, concentrated targeting, and competitor-based positioning strategies for ensuring successful business expansion across the UK, are also highlighted within the report. Moreover, tools such as 'McKinsey 7Ss analysis', 'Strategy and Structure Fit', 'Performance Gap Analysis', 'SAFE Criteria' to monitor successful progress rates of their expansion project are also highlighted within the report.

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Introduction

The report mentions a thorough evaluation of the business planning of a small-scale fast-food restaurant named **‘Delicious’** which is currently based in London, regarding growth and expansion across varied other parts of the UK. Strategies suitable for **‘Delicious’** to ensure successful and effective growth and expansion across the UK are recommended within the report. The report also mentions the need for the conduct of an in-depth environmental audit and detailed strategic analysis.

Vision, mission, and objectives for the company

Vision

Vision statement generally acts as a direction to proceed towards for brands irrespective of sizes and background industries including small-scale fast-food restaurants through allowing the brands to set long-term goals and plan their operational activities accordingly to ensure achievement of that goal within the desired time frame (Education, 2020). The development of an appropriate vision statement can allow **‘Delicious’** to make proper decisions regarding the management of operational activities such as choosing right marketing tools, selecting proper suppliers, and others. Brands are also allowed to motivate and inspire their customers as well as their employees through developing a compelling vision statement and thereby generating a sense of responsibility amongst their employees to put their best efforts towards the achievement of short as well as long-term goals set by their employers (Laser, 2021).

Customers are found to get motivated and inspired towards compelling vision statements set by brands via shown loyalty towards those brands. The development of an effective vision statement can also allow **‘Delicious’** to avail competitive advantage by projecting unique principles, and values and thereby establishing a differentiated and unique brand identity within the market (Kaehne, 2020). Proper strategic planning is also ensured by brands through the development of effective vision statements and thereby adopting achievable short and long-term goals while evaluating resources available and capabilities held by the firms to practically implement and achieve goals successfully. Proper communication and transparency need to be maintained by **‘Delicious’** towards their employees regarding the effective vision statement being adopted by the brand management for ensuring organizational as well as employee development purposes,

ensuring the generation of high engagement levels within the employees towards their work environment (Education, 2020).

The management of a ***small-scale fast-food restaurant named 'Delicious'*** can follow the **vision statement** mentioned below:

'To become the most preferred destination for food lovers seeking wholesome and flavourful fast-food options, for maintaining a commitment to innovation, quality, and exceptional customer experience.'

The above-mentioned vision statement recommended for 'Delicious' highlights the distinct brand identity of offering freshly prepared fast-food items that ensure quality and inspiring factors for the customers including receipt of high-quality customer service and innovations, to be provided by the brand.

Mission

Brands irrespective of different background industries, sizes, and shapes, are found to follow clear and definite mission statements to ensure the outlining of fundamental values and purposes of operations to be followed by them (Lin *et al.* 2021). Lines of communication to be made with target customers, ensuring internal alignment between employees from varied levels, and instigating accountability within the employees can be ensured by mission statements developed by 'Delicious'.

The management of a ***small-scale fast-food restaurant named 'Delicious'*** can follow the **mission statement** mentioned below:

'Our mission is to serve delicious fast-food items using locally sourced and fresh ingredients, prepared with care and precision. We aim to establish a welcoming and comfortable dine-in environment for our customers including high-end standards for taste, service, and quality so that they can enjoy a delightful and satisfying culinary experience'.

The above-mentioned mission statement recommended for 'Delicious' highlights the benefits including decision-making regarding local sourcing of raw materials, the establishment of a comfortable dine-in infrastructure, and high ethical guidelines for the employees, to be achieved by the management of 'Delicious'.

Objectives

Different objectives set by brands irrespective of size and background industries are found to aid the brands in ensuring the achievement of short and long-term goals set by them via assessing all operational activities and incorporating necessary rectifications to generate flawless outcomes (Gupta *et al.* 2021).

The objectives to be followed by the management of ***a small-scale fast-food restaurant named 'Delicious'*** are highlighted in the following:

- *To use high-quality ingredients in food preparation*
- *To deliver innovations within dine-in menus in a periodic manner*
- *To arrange community engagement options as philanthropic initiatives*
- *To ensure sustainable practices being maintained within operations*
- *To ensure continuous skills and expertise development scopes for the employees*
- *To ensure the maintenance of financial viability within the brand*

The above-mentioned objectives recommended for 'Delicious' highlight the utility of the same in aiding 'Delicious' to provide high-quality fast-food items to their customers through following sustainable practices, continuous skills and expertise development of the employees, and periodic implementation of innovations across operations and dine-in menus.

In-depth environmental audit (internal and external) for the company

In-depth external environmental audit of 'Delicious'

PESTLE analysis of the UK mentioned in the following has aided the 'Delicious management' to determine the opportunities and threats to be faced by them while expanding their fast-food restaurant business in different parts of the UK:

External environmental factors	Descriptions

Political	• Uncertainty regarding the export and import of goods and labor transfer post-implementation of the Brexit amendment that restricted trade operations between the UK and many EU countries (Blake, 2020) • A stable political scenario prevailing within the UK • Around '107.2 USD bn' hike evident within the FDI inflow received by the UK government between 2022 and 2023 (Ceicdata, 2023)
Economical	• A rapid decline in the inflation rate from around 9.1% to 7.5% is evident in between 2022 and 2023 (Statista, 2023) • A drastic increase in the interest rates levied on bank loans generated by the Bank of England from around 3% to 5.25% is evident between 2022 and 2023 (Inman, 2023) • A rapid enhancement within the corporate tax rate from around 19% to 25% is evident between 2022 and 2023 (Tax Summaries. pwc, 2023) • A nominal increase within the GDP growth rate of 0.5% only is evident between 2022 and 2023 (Commons Library.parliament.uk, 2023)

Social	• A nominal increase within the population growth rate of around 0.34% only is evident between 2022 and 2023 (Macrotrends.net, 2023) • A drastic increase in the unemployment rate from around 3.7% to 4.2% is evident between 2022 and 2023 (Statista, 2023) • Changing preferences are being displayed by consumers from the UK towards consuming food items that are ethically sourced, value-for-money, and include high quality (Barreto Peixoto <i>et al.</i> 2023)
Technological	• A large scale of advancements is evident to be occurring within the technology sector of the UK via the incorporation of automation by brands from almost all industries within their operations (Yang and Gu, 2021) • A large volume of FDI investment projects across the digital sector of around 19.8% out of a total of 25.2% of FDI investments received across all UK sectors are evident in 2022 (Ey, 2023)
Legal	• A rapid increase within the minimum wage supposed to be offered by British employees towards their employees is evident in 2023 (Personio, 2023) • The gradual decrease in average working hours to be imposed by British employees upon their employees is evident in 2023 (Statista, 2023)

Environmental	• Multiple policies about sustainability maintenance, climate change prevention, and renewable energy sourcing as implemented by the British government are found to impact British industries of all types (Lu <i>et al.</i> 2020) • Regulations imposed by the UK government over brands for carrying out business practices to ensure business-environment sustainability, carbon emission reduction, and waste management, are found to create pressure on businesses of all types running within the UK (Rume and Islam, 2020)
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Table 1: PESTLE Analysis of the UK

Analysis

The political scenario of the UK, including the existence of uncertainty regarding the export and import of goods as created post-implementation of the Brexit amendment, indicates threats to be faced by 'Delicious' management while sourcing raw materials needed for preparing fast food from EU countries (Blake, 2020). Threats such as sourcing of skilled labourers at low costs from EU countries for recruitment purposes within their new branches to be launched across the UK, might also be faced by 'Delicious' management'. However, the stable political scenario prevailing in the UK currently along with the increased FDI inflow evident within the country in 2023, might act as growth opportunities for 'Delicious' management in terms of availing governmental support such as funding support for their business expansion purpose (Schoeneman and Fullerton, 2023).

The economic scenario of the UK indicates opportunities for generating desired profit margins across their new branches being expanded across the UK due to the decreased inflation rates evident within the country. Thus, 'Delicious' management would be able to source materials and overheads at low costs and attract customers to purchase fast-food items (Moorman, 2020). However, the increased interest rates levied on bank loans generated by the Bank of England and corporate tax rate along with nominal growth evident within the GDP of the UK in 2023, might impose threats for availing slow revenue growth for their newly launched branches across the UK. The social scenario of the UK including nominal increases and drastic increases being evident within the population growth rate and unemployment rate respectively might also cause

'Delicious' management to encounter threats of slow revenue progress for their business expansion project (Ku *et al.* 2020).

However, the progressive technological scenario of the UK might offer growth opportunities for 'Delicious' management' to generate the desired growth status for their newly launched branches across the UK by using advanced technologies to lower operational costs of manufacturing fast-food items and delivering high-quality services to customers. The legal and environmental scenario of the UK might impose the burden on 'Delicious' management by offering minimum wages to their workers from new branches to be launched across the UK and implementing practices such as carbon emission reduction and waste management via investing additionally (Chan *et al.* 2020). However, maintenance of adherence to policies and standards implemented by the UK government regarding sustainability maintenance, climate change prevention, and renewable energy sourcing, as done by 'Delicious' management' might be helpful for them to ensure the growth and development of their expanded business segments across the UK.

In-depth internal environmental audit of 'Delicious'

Threat generated by the bargaining power of the buyers (Moderate)

The presence of multiple players offering fast-food items at almost similar costs as be offered by 'Delicious' management' might cause the creation of moderate threats upon the brand by the bargaining power held by the buyers of fast food from the UK (Filimonau *et al.* 2020). Facilities of utilization of fresh ingredients and maintenance of the high quality of taste and food value by 'Delicious' management', within their food ranges, might help them to convert the high threat to be created by the bargaining power of the buyers for having the scopes to switch between multiple players, into a moderate one.

Threat generated by competitive pressure generated by rival brands (High)

The management of Delicious is supposed to encounter a high level of threat generated by the presence of multiple players offering fast-food items across the UK market at almost similar costs as be offered by 'Delicious' (Alalawneh *et al.* 2022). Survival of multiple players offering fast-food items at almost similar costs to be offered by 'Delicious management' within the competitive market of the fast-food industry of the entire UK depends upon growth strategies to be followed by the brand in the short and long run.

Threat generated by the bargaining power of the suppliers (Moderate)

'Delicious management' might encounter a moderate level of threat from the bargaining power being shown by the multiple numbers of suppliers of fresh ingredients required for preparing fast-food items, due to the benefits of negotiating lower prices held by large-sized food chains prevailing across the UK (Shukla *et al.* 2020).

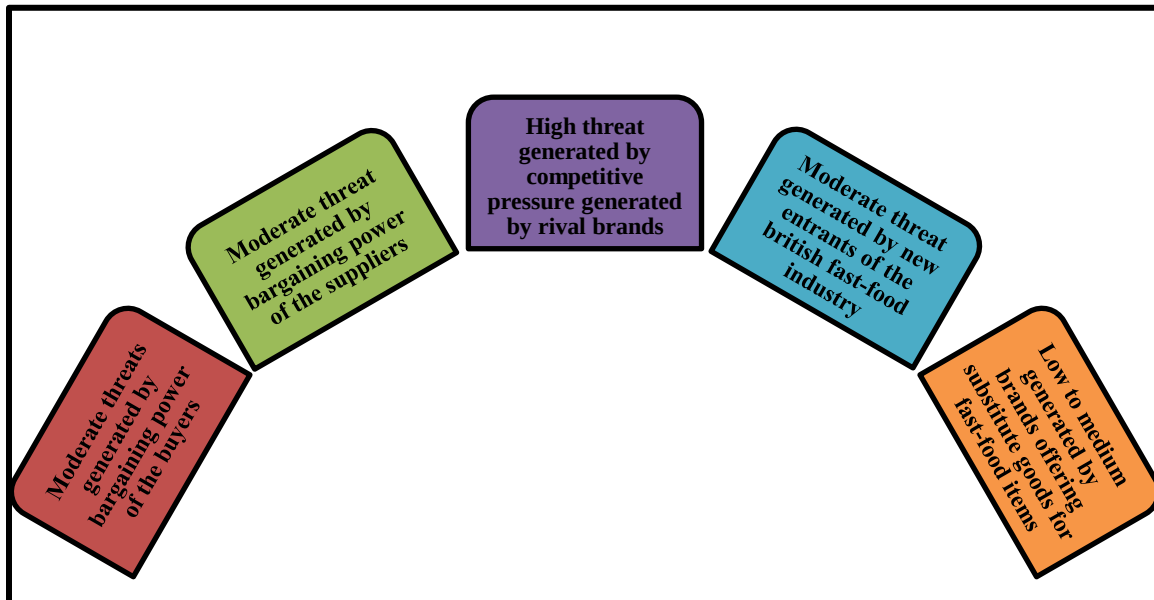


Figure 1: Porter's five force analysis of the fast-food industry in the UK

(Source: Filimonau *et al.* 2020)

Threat generated by new entrants to the British fast-food industry (Moderate)

Rising trends of substitutes of fast-food items being evident across the UK such as online food delivery services, and distribution of home-cooked meals might generate moderate levels of threats over 'Delicious management' as backed by changing preference shown by the British consumers to opt for the substitutes to save costs, time and maintain health safety as well (Frederick and Parappagoudar, 2021).

Threat generated by brands offering substitute goods for fast-food items (Low to medium)

A low to medium levels of threat might be faced by 'Delicious management' while expanding their small fast-food business across the UK due to the high capital investments needed for establishing such business afresh for new entrants and the scopes of new brands to use innovative technologies to avail competitive advantage over brands such as 'Delicious' (Marty *et al.* 2020).

Strategic options available for the company and selecting the best-fit strategy that achieves a sustainable competitive advantage

The strategic options available for 'Delicious Management' to ensure the successful launch of their business expansion project across the UK while eliminating all the probable threats and leveraging all growth opportunities, can be determined while using **Porter's generic strategy model**. The **generic strategy model proposed by Michael Porter** described different types of strategies such as **cost leadership, differentiation, and focus strategies**, being followed by brands in general, to ensure successful growth as well as long-term survival of their brands within the global competitive market (Islami *et al.* 2020). Both the cost leadership and differentiation strategies are followed by brands to achieve the common aim of generating competitive advantage for the brands and ensuring long-term growth and survival as well. Still, the strategies vary in terms of the application of each of the strategies by the brands following the same.



Figure 2: Porter's generic strategy model of strategic business planning

(Source: Anwar and Shah, 2021)

The **cost leadership strategy** is mostly followed and implemented by brands while targeting a mass market population with the lowered pricing range being offered against the goods and services being sold by the brands (Firoz Suleman *et al.* 2020). Limited areas of differentiations within the goods and services ranges are being offered by brands following cost leadership towards their targeted mass market population. On the other hand, brands following a **differentiation strategy** offer differentiated products and service ranges towards a small and

well-defined market population by incorporating different features within the existing goods or by manufacturing a completely new and differentiated range of goods (Ali and Anwar, 2021). High emphasis on research and development being conducted to develop innovative features and facilities to be incorporated within existing or new goods ranges being put by brands following differentiation strategy.

Thus, a major difference in terms of focusing on attracting a large customer base while emphasizing low-priced food offerings and attracting specific customer groups while depending upon differentiated and unique product features is evident between the cost leadership and differentiated strategies. For example, Amazon which is an e-commerce giant, and Walmart which is the world's leading retail brand are found to follow the cost leadership strategy by offering tangible goods from varied categories to global customers at low prices (Jindal *et al.* 2021). Both Walmart and Amazon follow a cost leadership strategy while emphasizing generating high volumes of goods being sold and low volumes of profit margins being received against each sold unit to ensure long-term survival and competitive advantage for the brands. On the other hand, Apple, which is the world's largest company, and BMW, which is the fourth largest automotive brand in the world, is found to follow differentiation strategies by offering premium-priced goods with differentiated and high-end features and qualities (Li *et al.* 2019).

Both Apple and BMW are found to prioritize generating high-profit margins through selling low volumes of goods and utilizing the surplus profit amount in conducting research and development followed by coming up with differentiated facilities for upcoming goods. Michael Porter also mentioned about '**focus strategy**' within the generic strategies model which is followed by brands targeting niche market segments belonging to a specific geographical location or from a specific industry customer (Islami *et al.* 2020). For example, AirAsia follows a cost-focused strategy by offering low fares for air flights to travelers to ensure high rates of aircraft utilization and thus, generate desired profit volumes.

Ansoff's matrix also describes several strategies such as '**market development, product development, market penetration, and diversification**' to be followed by 'Delicious Management' to ensure the successful expansion of their fast-food business chain across varied parts of the UK (Clarissia, 2020). The **market development strategy** allows brands to expand their business by launching their existing products within new market areas of their parent or home country or the markets of one or more foreign countries. This strategy causes brands to

invest moderately to arrange budgets only for establishing new infrastructure for launching their existing product range within their targeted market area and to promote their offerings amongst the new customer base (Sukma *et al.* 2019). Positioning of brands within the star or dog quadrants of the business planning tool named '**BCG matrix**' is generally ensured for brands choosing the market development strategy depending upon the levels of risks being adopted by them and levels of efforts to survive competition, and address market news being put by them.

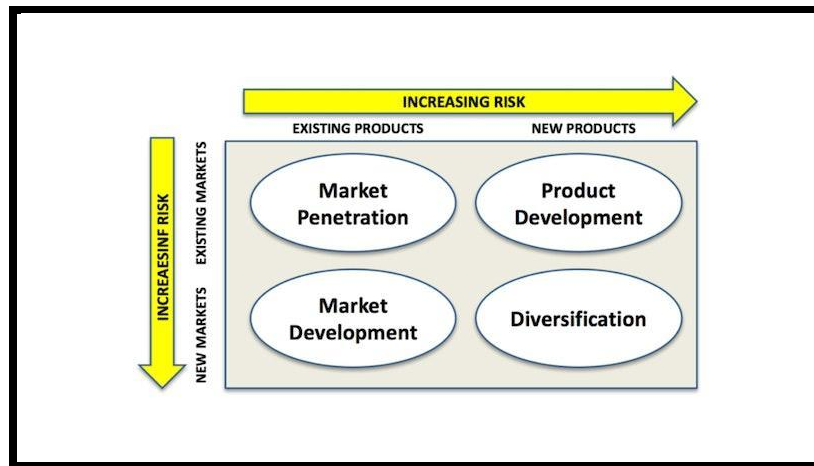


Figure 3: Ansoff's matrix of strategic business planning

(Source: Clarissia, 2020)

On the other hand, the **product development strategy** allows brands to conduct business growth through launching new product ranges within their existing market across their home countries (Yu, 2019). This strategy often allows brands to invest heavily in manufacturing and deliver unique products and services to their existing customers while arranging advanced technological equipment support across their manufacturing units. Thus, brands can position themselves within the '**cash cow**' or '**star quadrants**' of the '**BCG matrix**'. The **market penetration strategy** allows brands to launch their existing product range across their existing market of operations only, in a new approach by including innovative features and benefits backed up by advanced technological support (Khajezadeh *et al.* 2019). However, legal constraints including bans imposed by the respective country governments over certain features being included afresh by the brands within their existing product range to launch them in a new manner within the market might be faced by the brand.

Moreover, economic constraints such as poor acceptance of the existing products in a new manner and the new features being provided by the brands, being shown by the customers from

the existing market might also be faced by the brand following a market penetration strategy that would result in positioning of the brand within '*dog quadrant*' of the '*BCG matrix*'. The *diversification strategy* allows brands to conduct business growth by launching a completely new range of goods within a completely new market (Syuzeva and Zheltenkov, 2021). High risks are linked with the application of diversification growth strategy by brands via golding the probability of encountering poor acceptance of the brand and their offerings amongst the customers from the new country followed by generation of huge amounts of financial loss.

[Refer to Appendix 1]

Moreover, the sudden emergence of political rivalry or conflicts between the governments of the respective countries engaged within the diversification strategy application would cause the brand to adopt the strategy to their new business operations within the host country and thus, face financial loss. Thus, the management of the small-scale fast-food restaurant named '**Delicious**' which is currently based in London and is planning to expand the business within the UK, is **advised to follow the growth strategies such as focus strategy and market development strategy** for business growth purposes (Cooper, 2019). The focus strategy would allow 'Delicious Management' to target a niche customer segment from different UK locations and thereby launch their existing food items at low or competitive costs toward those customer segments. Thus, different markets from the UK would be developed by 'Delicious management' while spending a nominal budget for promotional purposes and infrastructure development only rather than new product development (Aaker and Moorman, 2023).

Positioning of the brand across the '*cash cow quadrant*' or the '*star quadrants*' from the '*question mark quadrant*' of the *BCG matrix* can be ensured by 'Delicious management' through adopting the risk of targeting new customers with their innovative levels of existing products. Scopes of generating high market share within the competitive fast-food market existing within the UK along with generating high market growth via creating boosted sales volumes can be ensured by 'Delicious management' through providing unique restaurant services and food qualities towards the new customer base from the different markets of the UK (Bellandi, 2022). An overall competitive advantage over all of the small-scale fast-food brand's present across the UK would be ensured by 'Delicious management' through launching their business growth project via choosing the focus strategy and market development strategy.

Ways to implement and execute the Strategy

A complete '*STP or segmentation, targeting and positioning*' analysis of the markets from the UK other than London can be done by 'Delicious management' to select the niche customer segment preferable for launching their fast-food range. **Market segmentation** is the process of dividing a broader market into smaller, more defined segments based on specific characteristics or behaviors (Akkaya, 2021). Different segmentation styles or approaches can be used to categorize customers based on various criteria. The demographic Segmentation strategy allows brands to generate segments within their target market while considering demographic factors such as family size, marital status, occupation, education, income, gender, and age (Ajithaand Sivakumar, 2019). At the same time, psychographic segmentation refers to the segregation of the target market based on lifestyle, personality traits, values, attitudes, interests, and other psychographic factors.

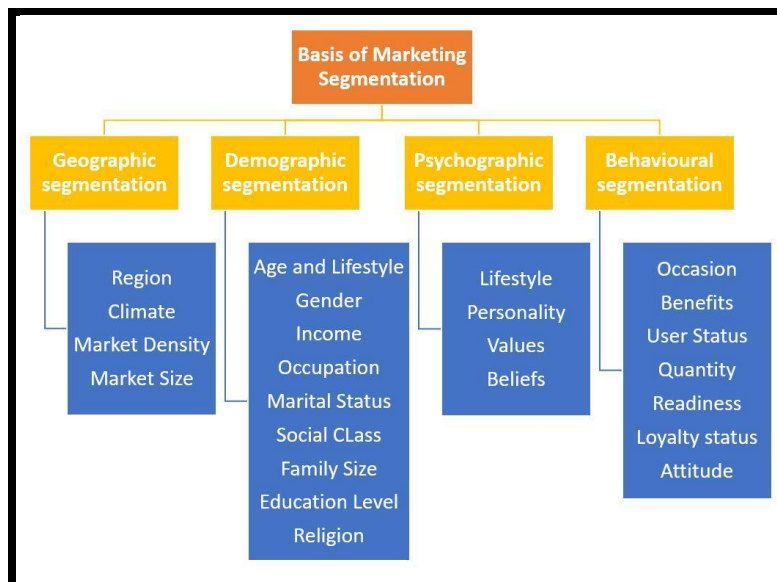


Figure 4: Different strategies for market segmentation

(Source: Akkaya, 2021)

Behavioural segmentation allows brands to generate customer segments within their target market while considering behavioural factors displayed by consumers such as response to marketing stimuli, brand loyalty, product usage, rates, and purchasing habits (Nadanyiova and Das, 2020). Geographic segmentation refers to the segregation of the target market based on geographic factors like region, country, city size, climate, population density, and urban-rural classification. Socioeconomic segmentation refers to the segregation of the target market based

on socioeconomic factors like social class, education level, occupation, and income level (Gajanova *et al.* 2019). Benefit segmentation includes the segregation of the target customer base while considering the perceived benefits expected by the customers from the services or products being launched toward them.

'Delicious management' can choose the geographic, demographic, and psychographic styles of segmentation to segregate the entire UK population based on volume, income levels, age groups, interest levels towards food consumption, and lifestyles that would allow them to choose a niche customer segment and launch their focus strategy towards them (Nica *et al.* 2019). For example, customer segments belonging to middle-income groups and age groups such as teenagers, young adults, and middle-aged having an interest in fast-food items and holding a lifestyle including healthy eating habits, can be chosen as the target niche customer segment by 'Delicious management'. Targeting styles refer to the different approaches and methods that businesses use to select and focus on specific customer segments or markets (Zhao *et al.* 2021). Undifferentiated Targeting style refers to the consideration of the entire market as a homogeneous group and offering a single product or marketing mix to all customers.



Figure 5: Different strategies for customer segment targeting

(Source: Zhao *et al.* 2021)

Differentiated targeting is the development of various marketing strategies and product offerings which is for different market segments (Gupta *et al.* 2020). In addition, concentrated targeting is the consideration of one customer segment by international or domestic brands during new business development, which aims to excel within the niche market chosen. Micro-targeting or niche targeting on the other refers to the consideration of a small, specific segment of the brand's market, which is characterized by its unique needs and preferences (Steenkamp, 2020). Mass

customization targeting is the distribution of products and services of brands for their target customer segment in a most customized manner. Behavioural targeting refers to the distribution of products or services by brands as per the needs of their target customer segment after the conduction of a thorough study of consumer purchasing behavior.

The management of 'Delicious' is ***thus advised to follow the concentrated targeting strategy*** while launching their business expansion project within varied markets from the UK other than London, by targeting niche customer segments being segregated (Paul, 2019). The positioning approach includes imprinting a brand's image within the minds of their target customer segment in a way desired by brands to avail competitive advantage. Price-based positioning done by brands through emphasizing upon low costs facilities of their product range generates the perception of the affordable brand within their customers' minds (Iyer *et al.* 2019). Positioning done effectively and properly allows brands to create a credible brand image within their customer's minds and thereby manipulate the customers in purchasing. 'Quality-based positioning strategy' generally refers to the positioning initiatives adopted by brands to highlight high-quality features existing within their product offerings towards their target consumers to attract them to their brands while satisfying quality needs held by those consumers (Guo and Xu, 2023).



Figure 6: Different strategies for positioning of brands within the chosen target customer segment

(Source: Iyer *et al.* 2019)

A 'differentiated positioning strategy' generally allows brands to position themselves within the market specifically amongst their target consumer groups while providing distinct features that are not available with their rival brands and standing out of the crowds of their rivals. A value-based positioning strategy at the same time, allows brands to place the values such as products or services benefits to be availed by customers through opting for their brands over pricing and quality factors and thus, generating a significant customer base quickly. However, the application of quality, differentiation, and value-based positioning strategies often cause brands to face the risks of poor acceptance of their offerings amongst the customers from new market segments being targeted by them due to the presence of other alternatives within the market in a convenient manner.

A competitive positioning strategy is being followed by the brand in case of having the aims of developing a new customer base within a quick span, generating a competitive advantage, and developing a brand image as well (Paul, 2019). A ***competitor-based positioning strategy is recommended to be followed by 'Delicious management'*** via expanding their fast-food business into varied markets of the UK while the pricing of the food, ambiance of restaurant premises, and quality aspects of the foods at par with the offerings of the rivals' brands existing within the markets. A ***'multi-domestic strategy' of business expansion'*** is also suggested to be followed by 'Delicious management' through launching their fast-food services in a customized manner within the local market segments from the UK being chosen according to the needs of the customers from those segments (Hong, 2021). Other strategies of business expansion generally include international expansion of the business of brands that is not the focus of the 'Delicious management' and thus, are not recommended for them.

Application of different monitoring tools to monitor the Strategy

The effectiveness and success rates of ***business expansion strategies such as focus strategy market development strategies niche segmentation, concentrated targeting and competitor-based positioning strategies*** to be adopted by a small-scale fast-food restaurant named 'Delicious' can be evaluated and monitored while using the following tools of performance evaluation of brands:

McKinsey 7Ss

Success rates of all the business growth and expansion strategies to be followed by 'Delicious' can be achieved by comparing the customer footfall received by them across their new restaurant premises, and revenue growth received by them as projected (Kumar, 2019). The effectiveness of the organizational structure to be followed by 'Delicious' such as a centralized one via the existence of headquarters in London, across their new business locations can be determined through assessing the enhancement of stakeholder satisfaction levels. The effectiveness of internal systems and processes to be followed by 'Delicious' including local sourcing of raw materials and preparation of food items in high quality manner, would be accessed through assessing customer satisfaction levels while checking receipt of customer complaints, if any (Thapliyal *et al.* 2021). Success rates of shared organizational values of high quality, innovative services being offered by 'Delicious' across their new branches from the UK, can be ensured through the new customer footfalls received by them based on word-of-mouth promotions done by their customers for being satisfied with the employer's services and restaurant's ambiance and food quality. Success rates of leadership styles, staff management processes, and skills development measures to be followed by 'Delicious' across their new branches from the UK, can be ensured through assessing employee retention levels, as well as revenue growth levels of the brand. **[Refer to Appendix 2]**

Strategy and Structure Fit

The management of 'Delicious' needs to assess the strategy and structure fit for their project of expansion of the fast-food business across varied locations from the UK out of London, to ensure success rates and effectiveness of the expansion project (Cosenza and Bivona, 2021). The same assessment can be done by 'Delicious' management by checking the availability of structural resources required for implementing growth and expansion strategies being recommended for them such as capital funds, skilled employee strengths, equipment and machinery, innovative technology support, and others. Availability of all these resources with 'Delicious' management would ensure a strategic fit of the growth and expansion strategies being recommended for them to avail business development within the UK market (Yazici, 2020).

Performance Gap Analysis

'Delicious management' needs to conduct a performance gap analysis to ensure success rates and effectiveness of the growth and expansion strategies such as market development, niche segmentation, focus strategy, multi-domestic strategy, concentrated targeting, and competitor-based positioning strategies, being applied by them (Wu *et al.* 2023). Metrics such as sales, market share, and customer satisfaction levels, need to be assessed by them through comparing current values for the same generated by them across their new restaurant premises being established across varied markets from the UK, with their planned values. Thus, gaps existing within the expected and received values of the performance measurement metrics, if exist, can be identified and eliminated through the application of ratification measures on an urgent basis.

SAFE Criteria

The 'Delicious management' also needs to apply the 'SAFE Criteria' by assessing the suitability, Acceptability, Feasibility, and Ethicality aspects of the business expansion projects launched by them to determine success rates and effectiveness of the growth and expansion strategies applied by them (Gadke *et al.* 2021). The suitability of the growth and expansion strategies applied by 'Delicious management' can be accessed through checking the levels of similarities availed within the projected and generated values of customer satisfaction, and customer footfall levels. Acceptability of the growth and expansion strategies applied by 'Delicious management' can be assessed by checking the levels of similarities availed within the projected and generated values of the employee engagement, and stakeholder engagement levels (Shneiderman, 2020). The feasibility of the growth and expansion strategies applied by 'Delicious management' can be accessed through checking the levels of similarities available within the projected and generated values of the sales volumes, and revenue growth rates. The ethicality of the growth and expansion strategies applied by 'Delicious Management' can be assessed by checking the levels of similarities availed within the projected and generated results about fund support being received by 'Delicious Management' from the UK government for further business progression.

[Refer to Appendix 3]

Conclusion

The small-scale fast-food restaurant named **'Delicious'** which is currently based in London and is planning to expand its business within the UK is advised to follow growth and expansion strategies such as market development, niche segmentation, focus strategy, multi-domestic strategy, concentrated targeting, and competitor-based positioning strategies.

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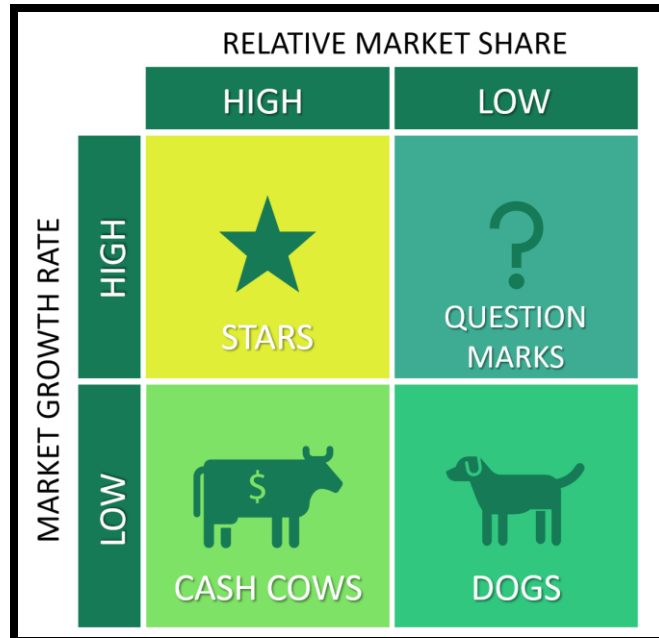
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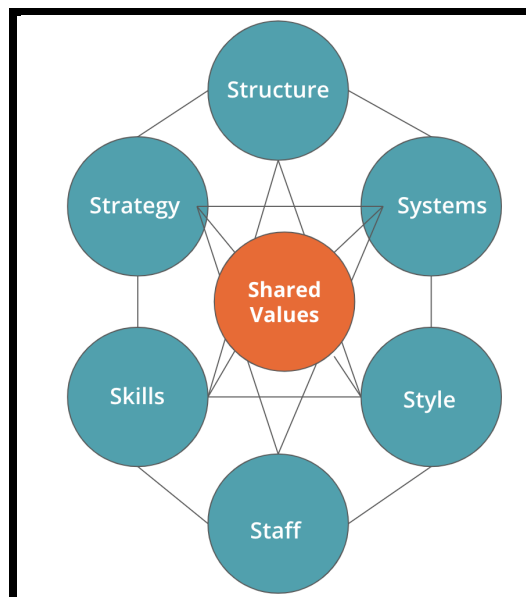
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Appendices

Appendix 1: BCG matrix



Appendix 2: McKinsey 7Ss



Appendix 3: SAFE Criteria

Suitability	Does a proposed strategy address the key opportunities and threats an organisation faces?
Acceptability	- Does a proposed strategy meet the expectations of stakeholders? - Is the level of risk acceptable? - Is the likely return acceptable? - Will stakeholder reactions be positive?
Feasibility	- Would a proposed strategy work in practice? - Can the strategy be financed? - Do people and their skills exist or can they be obtained? - Can the required resources be obtained and integrated?
Evaluation	Which of the strategies that are suitable, acceptable and feasible satisfies best these three requirements?