

LEVEL 7 ASSESSMENTS

Programme: MBA – Masters of Business Administration

Module: Strategic Management

Module Code: LCMB7003

**Title: Strategic Plan to expand Business in UK for a
Restaurant named ‘Delicious’**

Student Name: Abhishek Patel

Student ID: 2239555

Lecturer Name: Gladius David Kulothungan, Amare Desta

Word Count: 6124

EXECUTIVE SUMMARY

The study is based on the London-based food retailer Delicious, evaluating different markets to expand in the UK. For the fast-food market UK has presented effective opportunities for businesses. The findings of the study have developed the vision and mission of the company, which is essential for the development of business strategies. Additionally, the PESTLE and Porter's analysis has determined that different trends in the UK food sector can affect the company in terms of development. Though the company needs to maintain the strategic aspect to gain better effectiveness, Different strategies were determined and elaborated with the help of a theoretical approach to determine the effective strategic plan for the company.

Table of Contents

1. Introduction.....	3
2. Set up a vision, mission and objectives for the company	3
2.1 Vision.....	3
2.2 Mission.....	4
2.3Objective.....	4
3. Carry out an in-depth environmental audit (internal and external) of the company.....	5
3.1 PESTLE Analysis	5
3.2 Porter’s Five Force Analysis.....	8
4. Evaluate strategic options available for the company and select the best-fit strategy which achieves a sustainable competitive advantage	10
4.1 SAFE model.....	10
5. Explain how to implement and execute the Strategy.....	15
5.1 Ansoff matrix	15
5.2 VRIO Analysis.....	19
6. Apply different monitoring tools to monitor the Strategy	21
6.1 SWOT Analysis	21
6.2 Business Model Canvas (BMC).....	22
7. Conclusion	25
8. Reference	26

1. Introduction

This report is based on strategic management, it is important as it assists firms in achieving their goals by creating steps for the latest strategy and effectively implementing them. Here the firm “Delicious” is taken into consideration which is a small-scale fast-food restaurant based in London and focuses on the expansion of the business in the UK. So further discussion on the firm goals, thorough macro and micro environment analysis, strategic option evaluation, implementation and monitoring is to be done. Each of these points will be discussed on the basis of the UK fast food industry, with proper real-life examples as per the requirements and recommendations wherever necessary.

2. Set up a vision, mission and objectives for the company

2.1 Vision

A vision statement can be stated as a written declaration which clarifies the business’s purpose and meaning regarding the stakeholders, especially employees. It also helps in describing the long-term results or outcomes concerning the firm's efforts (Businessnewsdaily, 2023).

The purpose of the firm Delicious is *to offer speed, familiarity and convenience for diners who might eat in the restaurant or want to take home*. In a lot of modern restaurants, customers now seem to prefer informal but fast service and a pleasant atmosphere. Thus, the core aim of the firm would be to serve the customers fast so that they would be able to enjoy their meal right away, whether it be in the restaurant or on the go.

One more view is that while some foods are healthier compared to others, there is nothing which can be deemed as bad food. As different foods can serve different purposes, our firm would also focus on providing nutrients and energy from the food we deliver in regard to what the human body needs. For instance, Pizza holds nutrients such as fat, protein, calcium, carbohydrates and others, depending on what kind of toppings a customer wants. To focus on the healthy side more, the firm will also have the inclusion of vegetables and fruits, with the same amount of flavours and tastes customers like.

2.2 Mission

A mission statement can be claimed as a precise statement which defines what the firm did and what purpose it serves. Other than this it also depicts empowering each person and each organisation on the planet to achieve more (Corporatefinanceinstitute, 2023).

In the 12 months to June year 2023, the number of consumers in the UK who are within fast food outlets seemed to have risen to about 45%, and the number who did order a takeaway went down by about 5% (Mintel, 2023). This highlighted that the customers are quite keen on returning to having an in-person experience following the pandemic or COVID-19. Other than there also seems opportunity in terms of food brands to attract the latest customers through offering inclusive and sustainable options. More than 5th of 16 to 34 years old seem to be drawn to fast food outlets which are working on environmentally friendly initiatives (Mintel, 2023).

Considering each of the factors our firm Delicious will be focusing the Gen Z and the millennials who fall in the criteria of 16 to 34 years. Along with working on the inclusion of ingredients from organic firms and locals, mitigate water or energy use and implement composting recycling in our supply chain.

Our mission is to enhance our fast-food service with the inclusion of sustainability, flavour, innovation, inclusivity and healthiness for new and older generations to enjoy.

2.3Objective

Offer the best menu:

Good food is naturally what people head towards the restaurant for. Therefore, our firm would be focusing on crafting the menu by keeping in mind a customer base which comes from various backgrounds and has diverse preferences. Not only this, the firm has decided not to hold on to the old boring menu, but rather step ahead and introduce the latest fusion dishes for the customers, as in Gen Z who indeed love experiencing various kinds of different food items.

Go eco-friendly

This can work in two ways, one in which the firm contributes to the environment in the firm's own little way, while the other is able to save money. These two ways of dealing is quite good, which is why the firm indeed puts thoughts in term of considering the incorporation of eco-

friendly practices in the new restaurant outlet. The firm is going to have a Zero-waste policy, so as to encourage customers to follow it and educate chefs in cooking delicious food with minimal to about no waste.

Food Quality and Sourcing

Serving quality and safe food in each market, each day will be the firm's top priority and also a long-standing commitment. The firm will be utilising the influence of people in assisting positive impact on the people, animals and planet in the firm's supply chain. Specifically for the firm priority ingredients which can have a great impact as check, oil, coffee, palm, fish and beef.

3. Carry out an in-depth environmental audit (internal and external) of the company

3.1 PESTLE Analysis

Factors	Analysis	Influence
Political	- The UK corruption perception index in 2022 has been determined to be 73 out of 100 (Trading Economics, 2022). - The standard rate of VAT in the UK in terms of food items is 20% (Numble, 2022).	The tax rate increase in terms of food items can impact the business negatively due to the increase in prices. The elevation of the VAT rate will impact the financial viability as the increased rate can influence the rise of operational costs for Delicious.
Economic	The inflation rate in UK in the October 2023 is determined to be 6.7%, which significantly decreased from the past months, in 2022 it peaked at 11.1% because of different external factors such as the Russia-	inflation rate can be impactful towards the betterment of the business model development as increased prices and changes in customer behaviour can be impactful for the business performance of Delicious. In addition to this, the an increase in labour cost can impact the

	Ukraine war (Clark, 2023). The labour cost in the UK in the second quarter of the year 2023 is determined to be 117.70, which increased from 115.80 (Trading Economics, 2023).	process of the business by increasing the cost of operations. Therefore, it can be determined that for Delicious the economic aspect can be negatively impactful on the performance.
Social	- The rise in food prices has impacted 87% of UK shoppers, who are more inclined towards discounts to manage the cost (Bedford, 2023a). - In the UK more than 40.42% of people have agreed with maintaining a healthy and balanced diet in their lifestyle (Wunch, 2022).	The change in the consumer pattern in the UK food industry can be used for the development of revenue for Delicious. The company is required to use the change in the consumer pattern to gain better opportunities in the market. Additionally, the USP of healthy food products will allow the attraction of consumers to healthy diet habits.

Technological	• In the year 2020, the R&D expenditure in food-based products has been gathered to be 457 million British pounds (Bedford, 2023b). • The UK government has invested £1 million to fund the acceleration of a low-emission production system for food (Yahoo Finance, 2023).	The technological development in the UK food industry is essential for building sustainable and efficient businesses. An increase in R&D is required for the development of business prospects for Delicious to support the market requirement and gain a competitive edge in the market. Additionally, government funding is effective for developing self-sufficient food systems that will help Delicious gain supply chain efficiency.
Environmental	• In the UK, in the year 2012, 5.8 million tons of food waste was generated, which is determined one of the highest generated food wastes in Europe (Statista, 2023b). • Only 14% of the biowaste produced in the food industry is recycled, in regards to this recycling food waste is determined to be 46% of the priorities in reducing the carbon footprint (Waste Management 2022).	The environmental factors are concerning for the food businesses as waste generation is one of the main aspects that is required to be maintained to gain better sustainable business prospects. For Delicious developing a food waste management system will be effective in preserving ethics and eco-friendly aspects of the business, Additionally, it can be determined that recycling is a need for the company to mitigate any form of issue regarding food waste and packaging,

Legal	- The “Employment Rights Act 1996” refers to the rights of employees that are required to be maintained to ensure the meeting of workplace standards and ethics (Legislation, 2023a). - The “Health and Safety at Work Etc. Act 1974” determines the main principles of maintaining workplace health and safety concerns to create better workplace management (Legislation, 2023b).	The legal regulations are required to be maintained by companies in the UK food sector such as Delicious, as they provides legal security and help the company to maintain effectiveness by mitigating any form of legal issues in the business consideration. Health and safety are important for food businesses to maintain the wellness of the customers and employees' engagement in the workforce. Therefore, these legal frameworks are essential for the development of business in the UK food industry.
--------------	---	---

Table 1: PESTLE Analysis

(Source: Self-developed)

3.2 Porter’s Five Force Analysis

Factors	Analysis	Impact
<i>Threat of New Entrants</i>	The increase in retail crime has become an evident issue for retailers in the UK (Reuters, 2023). The companies are facing huge loss that is affecting the operational efficiency of the companies. Additionally, the change in business legislation due to Brexit has been impactful towards the new business development in the UK food sector. Therefore, it can be determined that Delicious will face fewer threats from new entrants due to market complications.	Low

<i>Threat of Substitutes</i>	Restaurants in the UK have been facing significant challenges in the business due to the change in customer behaviour post-COVID. Additionally, more than 25% of UK buyers have preferred to cook food instead of going to restaurants due to financial reasons such as the cost-of-living rise (Bedford, 2023c). Therefore, the threat of substructure has been increasing in the food industry of the UK	Medium
<i>Bargaining power of customers</i>	The food market in the UK has been witnessing an increase in market size as consumption has increased in recent years. In the year 2022, the market size of the fast-food market increased to 21.37 billion British pounds, with the forecast to reach the amount of 22.04 billion in 2023 (Statista, 2023c). Additionally, it has also been found that more than 12% of the UK population has agreed to buy fast food in the UK on a weekly basis (Statista, 2023d). The increase in the food consumption rate is essential for developing the switching cost of the consumers as the food market of the UK is significantly competitive.	High
<i>Bargaining power of Suppliers</i>	Suppliers are essential in terms of developing the business in a highly saturated market such as the food industry in the UK. Due to the UK food industry being a highly competitive market, businesses attain the power in terms of decreasing the price for the suppliers. It has been found that 17,294 food-based wholesalers were available in the UK in the year 2021 (Bedford, 2023d). Therefore, it can be determined that the switching cost of suppliers is low.	Low
<i>Competitive Rivalry</i>	The food industry in the UK is expected to reach US\$164.40bn	High

by the end of 2023, which is expected to grow by 4.02% by 2028 (Statista, 2023e). In terms of companies in the fast-food industry of the UK, Starbucks, McDonald's and KFC are determined to be the main rivals in the market (Custom Neon, 2022). The companies are attaining significant market share, which might affect the business performance of Delicious.

Table 2: Porter's 5 Forces Analysis

(Source: Self-developed)

As the above Porter's analysis has demonstrated the supplier's number are high in the UK market, which will help Delicious to gain competitiveness in the market. The competitiveness of the market as well as the influence of customers in terms of sales performance can negatively impact the operational value attained by the company in the market.

4. Evaluate strategic options available for the company and select the best-fit strategy which achieves a sustainable competitive advantage

4.1 SAFE model

The SAFE matrix can be stated as a framework which evaluates the firm's strategic option for selecting on best fit, SAFE full form stands for sustainability, acceptability, feasibility and evaluation.

<u>SAFE Matrix</u>	
<u>Strategy 1</u>	<i>Cost leadership Strategy</i>
<i>Suitability</i>	Cost leaders are the ones who scale or tend to have more negotiating power, more flexibility in their pricing and the ability to withstand competition more effectively. In the fast-food industry of the UK, in the year 2022, this market did seem to have amounted to about 21.37 billion, up from the prior year of about 19.62 billion (Statista, 2023a). This means Delicious is in an

	industry with intense competition and scaling would provide the firm with the ability to offer prices that competitors cannot.
Acceptability	This strategy would assist the firm in gaining the latest customers and raising or increasing its market share. This is because customers have a high likelihood of selecting a firm which offers quality services or products which meet their budget or are sold at a lower cost. For instance: as per a report just 5% of Gen Z consumers stated they do not consume fast food, and the deterrent in terms of fast-food consumption was health consideration (Fermag, 2022).
Feasibility	Regardless of whether it going to be buying or renting, securing a restaurant premise will always need core expenses. There will certainly be requirements in hiring at least a few staff and their wage needs to be a core part in case of the costs plan. Then comes the equipment and supplies, dependent on how experiential and ambitious the business is going to be. There will be money spent on catering the ingredient equipment and so on. In terms of guidance, there is an expectancy of spending of about £100000 to £200000 in getting a decent-sized restaurant off the ground (Startups, 2022).
<u>Strategy 2</u>	Differentiation Strategy
Suitability	Effective differentiation might create brand loyalty for the customer if a business maintains the perceived product quality. For instance: If the firm Delicious is marketed by food bloggers and social celebrities then it will assist in raising brand loyalty as it helps enhance the value of the firm. For instance: prior environmental or health concerns did play in a lot of customers' purchase decisions but currently just about 6% of them buy

	products because they are healthy and environmentally friendly (Performancemarketingworld, 2022). As brand loyalty is not a huge concept now and they choose cheaper brands, the new firm with an innovative approach and lower prices can indeed attract customers.
<i>Acceptability</i>	Around 82% of the consumers in the UK agree that sustainability is quite and significant factor when they select what they want to drink and eat. There is the presence of the top 5 areas which are considered in terms of food and drink choices. In minimising food waste at 40%, minimal or recycled packaging at 33%, local sourcing at 39%, lower carbon footprint, and mitigate single-use plastics (Nestleprofessional, 2022). This depicts that the use of a differentiation strategy incorporating sustainability with the firm's supply chain can assist in attracting more customers and it can further help with expansion projects.
<i>Feasibility</i>	On the other hand, dining-out consumers expect to pay a premium in terms of more sustainable options. However, there is hesitance in the case of trying sustainable dishes too, with consumers asking for familiar receipts and having a chance to try before procuring. Furthermore, consumer attitudes are also shifting a lot, legumes and vegetables do seem to becoming more popular with about 39% and 24% of the consumers looking up to taking over the coming months (Nestleprofessional, 2022). So, with the use of a differentiation strategy, the firm “Delicious” can work on different kinds of options and also set lower prices and find sources in using a product which is healthy and does not cost more to the consumer or the firm.
<u>Strategy 3</u>	Hybrid Strategy

<i>Suitability</i>	Alnoor <i>et al.</i> (2022) stated hybrid strategy is a business strategy which combines differentiation and leadership strategy and achieves higher strategic performance. This strategy defends a dynamic environment which simultaneously pursues differentiation and low-cost approaches for the long-term and short-term survival of the firm. Thus, Delicious can use this hybrid strategy to provide the customer with more monetary value through the mitigation of cost and more amount of differentiation. Since the cost of living has increased quite sharply in the UK during the year 2021 to 2022, it is because the annual rate of inflation did react around 11.1% in the year 2022 October (Parliament, 2023).
<i>Acceptability</i>	A current IDC analyst brief did reveal that about 50% of the leader in HR does seem to plan on continuing and extending the hybrid work arrangement within their midsize businesses. The acceptance in terms of a hybrid model of operating is not a surrender to the workforce's refusal to return to office after COVID. It means the business leader thinks in a broader perspective to provide their organization and employees with the flexibility they need to succeed (Forbes, 2023). So, the implementation of this model not just focuses on the customers, but also on the expansion project as employees are going to be an integral part of the new plan. For instance: as per Gensler's findings, about 67% of the workers in the UK want a hybrid model of operations, which spend between 1 to 4 days in the office every week (Workinmind, 2020).
<i>Feasibility</i>	The hybrid strategy focuses on referring to ways a firm creates values in contrast to the competitors based on the rise of differentiation. The firm tries to gain a competitive advantage with the use of a cost leadership strategy and then focuses on the mitigation of internal procedures. Other

	than this kind of strategy also assists in improving a firm in improving their organisational performance (Alnoor <i>et al.</i> 2023). As the firm Delicious is focusing on spreading its launching in the UK it needs to use this strategy as it would offer more empowerment and flexibility and work help in boosting productivity and performance cutting unnecessary costs.
Evaluation	The three strategies as discussed do seem to best fit the firm delicious plan for expansion within the UK. Besides this having an effective kind of differentiation strategy will assist the firm Delicious in increasing its sales by letting the audience, or market know that the firm can save quickly despite its issues. A few benefits of utilising the differentiation strategy: • Mitigate the price competition, as it would allow the firm to be competitive in the new market with something other than having lower prices. The firm can even though it is a fast-food firm be different by improving its food quality or using healthier ingredients for cooking. • Another advantage in regard to the use of a differentiation strategy is that it would assist the firm in building on the latest trends regarding the firm product or survival. As in the firm, Delicious can work on the creation of a list of characteristics of its products that its competitors lack. For instance: McDonald's is the globe's biggest user of beef, and methane emitted through cattle-reared in terms of beef, is the core contributor in terms of the global warming crisis (Mcspotlight, 2022). So, Delicious can plan on not using beef or finding an alternative to it, which not only help in implementing sustainable measure but also provides a competitive advantage over its competitor.

Table 3: Safe Analysis

(Source: Self-developed)

5. Explain how to implement and execute the Strategy

5.1 Ansoff matrix

The Ansoff Matrix, which is most of the time stated as a market or product explosion Grid is a 2/2 framework utilized by analysts management teams and communities in assist evaluating and planning the growth initiating (Corporatefinanceinstitute, 2022). Specifically, the tools that assist the stakeholders in conceptualising the risk level in association with various growth strategies. It has included four inclusive parts which are market penetration, product development, market development and diversification (Corporatefinanceinstitute, 2022).

In regards to Delicious two growth strategies are to be incorporated which are

Market Development

It focuses on the development of selling the already existing product of a firm to an organisation in a new market. In the year 2022, the UK food-to-go channel will be worth approximately £18.9bn, which is about 3% more in comparison to its pre-COVID value in the year 2019. The market did seem to have performed better in comparison to the predicted since the pandemic, but it will slow down by the year's end and the year 2023 as consumers seem to be battling the already rising fuel, food and energy costs (IGD, 2022).

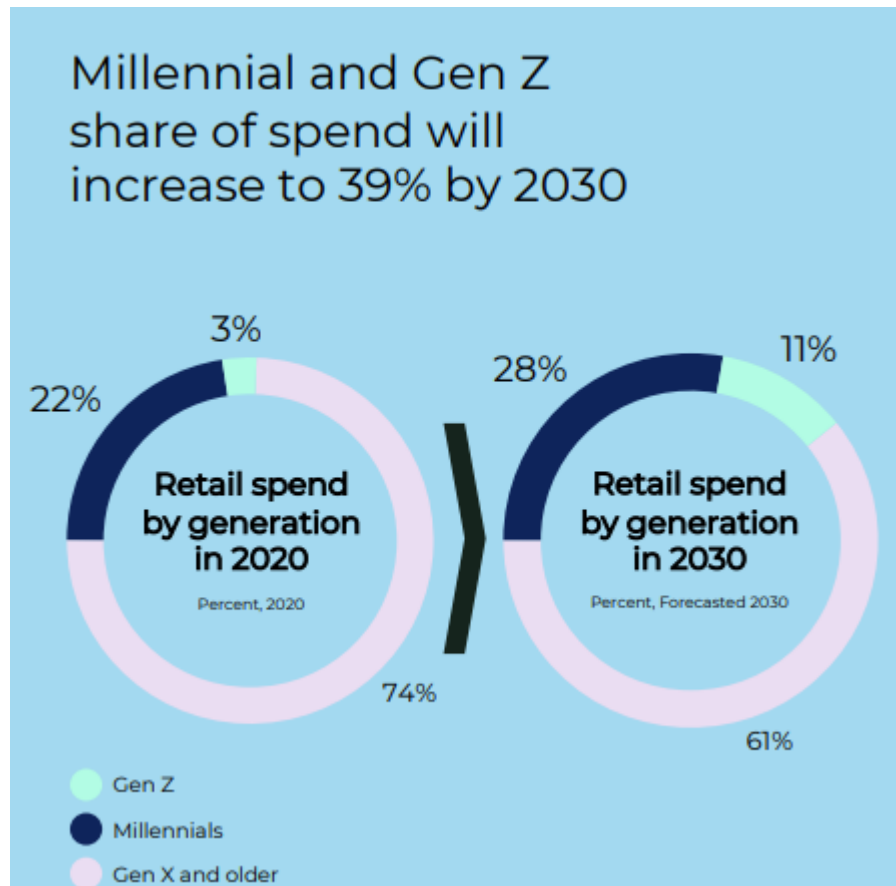


Figure 1: Millennials and Gen Z share of spending

(Source: Afterpay-corporate, 2023)

On the other hand, Millennials and Gen Z seem to becoming quite a powerful force within the economy. This is because both of these consumer segments seem to account for about 35% of total retail expenses within the UK. Their share in terms of expense will also grow by about 39% in the year 2030 (Afterpay-corporate, 2023).

So, from this, it can be stated that the firm Delicious can see from two perspectives, one is the bad side which depicts that due to the expectancy of a rise in pressure on the consumer can indeed affect their new market development as selling products in UK and London. But on the other, it can be seen that Millennial and Gen Z spending is expected to rise by the year 2023. So, if the firm prepared there USP specifically based on sustainability, focused on this category or

demographic of customers then it would be able to develop its product within the already present market.

Diversification

On the other hand, diversification is considered the concept of entering the market with altogether latest product. There is an opportunity in terms of fast-food brands to attract the latest customers by offering inclusive and sustainable kind of options. The young consumers are specifically interested in this kind of choice and also seem to be encouraged by them through the decision about where to eat. Because of all of these, the fast-food restaurant market seems to continue to post strong growth and is expected to reach about £36.3 billion in the year 2023 (Mintel, 2023). This growth is being driven by consumers who look for affordable options such as loyalty programs and meal deals.

Furthermore, within a monumental step towards a green future, the UK's government did announce its plan to ban single-use fast food packages initiating from 1st October 2023. This specific ban is expected to not only mitigate plastic waste but also encourage fast-food chains adoption of more eco-friendly kind of alternatives (Liverpoolfoodnetwork, 2023).

Thus, it can be stated that each of the initiatives the government is taking and the rise of the fast-food market, using food strategies and using them in the latest Delicious outlets in other locations of the UK can help in showing awareness and making sales.

Suggestion:



Figure 2: Ansoff matrix

(Source: Self-Developed)

So, lastly based on the above analysis of both the study it can be stated diversification growth strategy would be best for the firm to incorporate within its expansion plan. The firm Delicious is suggested in following the further steps for execution:

- Detailed kind of market research in terms of the new services or foods which Delicious is going to opt for
- Work on full assessment of the customer requirements or who are going to be target consumers
- Also, work on developing a product development strategy, to make environmentally friendly food, mitigate the use of beef and after that put those up for market testing.

- Then implement proper sales, supply and marketing operations with the new outlet which would be able to cope with the added demands.

5.2 VRIO Analysis

Resources	Valuable (V)	Rare (R)	Inimitable (I)	Organisation (O)	Impact on Competitive Advantage
Sustainable Raw Materials	Yes	Yes	Yes	No	<i>Unused Competitive Advantage</i>
Local Suppliers	Yes	Yes	No	No	<i>Temporary competitive advantage</i>
Technological Infrastructure	Yes	Yes	No	Yes	<i>Temporary Competitive Advantage</i>
Human resources	Yes	No	No	No	<i>Competitive Parity</i>

Waste Management Strategy	Yes	Yes	Yes	Yes	<i>Sustained competitive advantage</i>
----------------------------------	-----	-----	-----	-----	---

Table 4: VRIO Analysis

(Source: Self-developed)

The VRIO analysis is important for gaining knowledge regarding the resource capabilities utilised in the business process. This framework helps to develop an effective planning strategy for ensuring precise resource allocation.

The above VRIO analysis has determined the resource capabilities for Delicious in terms of attaining a competitive advantage in the market. Through the analysis, it has been found that the waste management strategy is determined to provide sustained competitive advantage through the effective use of the resources to develop the business model. In the FY 2020-21, it has been found that the sales revenue of ethical food in the UK has increased by 29% (Wunch, 2023). This determined that Delicious will gain better effectiveness of eco-friendly business through the use of a waste management strategy. Additionally, technological development and local-based suppliers are determined to be providing a temporary competitive advantage. The lack of organisational aspects affects the company in terms of gaining a competitive advantage through these resources. The use of technologies such as AI has been impactful towards the layoff in the industry (CNN, 2023). On the other hand, the lack of management of the suppliers creates supply chain-related constraints. Through, this it can be determined that Delicious is required to implement a strategic approach to enhance the capabilities in the competitive market to attain better opportunities to gain increased performance. On the other hand, it can be determined that sustainable business development is the required process for companies.

6. Apply different monitoring tools to monitor the Strategy

6.1 SWOT Analysis

Strengths	Weaknesses
- Delicious has been developing in an emerging sector that has been effectively increasing due to the change in customer perception. In the year of 2018, the fast-food restaurants have attained a market value of 4.9 billion British pounds (Statista, 2023f). - The e-commerce development of Delicious is determined to be effective in gaining better performance in the market. The online food delivery market is expected to reach US\$40.64bn in 2023 and US\$64.22bn by 2027 with a growth rate of 12.12% (Statista, 2023g).	- The competition in the UK fast food industry has been increasing exponentially due to the change in consumer demand and perception. Due to the competitors of Delicious being determined to be the first such as KFC and McDonald's the company will face challenges regarding brand awareness in the market. - By October 2023, the food prices in the UK have witnessed an increase of 10.1% as inflation is affecting the price hikes of different items (GOV, 2023). Additionally, the Russia-Ukraine war has affected the import and export affecting the food industry significantly. Therefore, it can be stated that Delicious may face supply chain constraints due to these.
Opportunities	Threats

• Consumer purchasing behaviour towards eco-friendly companies is the main opportunity as customers are more likely to develop positive customer engagement with the brand due to sustainability and quality service. • The health consciousness of the current generation has been determined to be the appropriate aspect that can be expanded with a strategic approach to Delicious.	• The price hike of the operational cost due to the inflation rate can affect the business exponentially. The lack of price maintenance can affect the increase of product and service cost affecting the change in consumer perception regarding demand. • The lack of a flexible supply chain can impact the process development of the company in terms of gaining a better advantage in the market for Delicious.
---	--

Table 5: SWOT Analysis

(Source: Self-developed)

6.2 Business Model Canvas (BMC)

Key Partners	Key Activities	Value Propositions	Customer Relationship	Customer segments
Eco-friendly Suppliers Online delivery service Distribution partners	Menu planning Recruiting cook/chef preparing/cooking food Maintenance of	Delicious, healthy fast-food options convenient, Quick and dining Healthier,	Customer ability in order online for pick up or delivery Dining out facilities Having	Health conscious Gen Z and millennials Food bloggers Athletes Social media



Business partners Manufacturers Local farmers	proper ingredient inventory Marketing Financial management Delivery services	customizable option for confirming food and fuel Sustainable food item Banning plastic use	opportunities in provide feedback and also make specific suggestions Educational resources and materials provided to the customers	influencers Families with children Young Professionals
	Key Resources Cooks/chef Financial Capital Brand-building materials Delivery personnel Restaurant/office space Equipment Food inventory Technology as in payment		Channels Delivery services. online rendering Word of mouth Social media platform Walk-in/in-store customers	

	processing and sales system			
Cost Structure		Revenue Streams		
Human resource		In-store payments and orders of the new outlet in a new location		
Food supplies				
Insurance				
Technology				
Delivery services				
Equipment		Online payment and orders		
		Fees needed in delivery service		
		Sponsorship/advertising		
		Catering & and special events		
		Customer loyalty Programmes		

Table 6: Business Model Canvas Analysis

(Source: Self-developed)

In the views of Dobrowolski and Sułkowski, (2021) as a tool which helps to design in being able to map out the business core product, activities, resources, value proposition, customer relation and financial matters. It also provides an overview in assist to identify the needs for delivering the service and more. As per the table provided above it can be seen that BMC is utilised for the firm Delicious focusing on the core model it would need while it focuses on expansion to new places with its innovative Products.

7. Conclusion

On a concluding note, the study has developed based on the UK fast food market analysis to determine the effective strategic approach for Delicious, and UK companies. The vision and mission of the company have determined service quality inclusivity and business development as the main mission. The suitable growth of the business has been determined as one of the main approaches taken by the company to attain eco-friendly aspects. The in-depth environmental analysis has determined the external factors that can influence the business operability. Additionally, the strategic development of the option has considered different implementation recommendations that can help Delicious to get the best outcome in the UK fast food business.

8. Reference

Afterpay-corporate, 2023. *Key takeaways on how consumers spend*. Available at: https://afterpay-corporate.yourcreative.com.au/wp-content/uploads/2021/08/Clearpay_NextGen_UK.pdf (Accessed: 18 November 2023)

Alnoor, A., Khaw, K.W., Al-Abrow, H. and Alharbi, R.K., 2022. The hybrid strategy on the basis of Miles and Snow and Porter's strategies: An overview of the current state-of-the-art of research. *International journal of engineering business management*, 14, p.18479790221080214.

Alnoor, A., Khaw, K.W., Chew, X., Abbas, S. and Khattak, Z.Z., 2023. The influence of the barriers of hybrid strategy on strategic competitive priorities: evidence from oil companies. *Global Journal of Flexible Systems Management*, 24(2), pp.179-198.

Bedford, E. 2023a. *Food shopping behavior in the UK - statistics & facts*. Available at: <https://www.statista.com/topics/9073/food-shopping-behavior-in-the-uk/#topicOverview>. (Accessed: 10 November 2023)

Bedford, E. 2023b. *UK food, beverages and tobacco businesses: R&D expenditure 2002-2020*. Available at: <https://www.statista.com/statistics/411117/food-beverages-tobacco-united-kingdom-uk-research-and-development-spend/>. (Accessed: 10 November 2023)

Bedford, E. 2023c. *Changes in eating behavior for financial reasons in the UK in 2023*. Available at: <https://www.statista.com/statistics/1402820/changes-in-food-related-behavior-for-financial-reasons-in-the-uk/>. (Accessed: 10 November 2023)

Bedford, E. 2023d. *Number of food, beverage and tobacco wholesalers in the United Kingdom (UK) 2008-2021*. Available at: <https://www.statista.com/statistics/292473/food-beverages-tobacco-number-of-wholesalers-in-the-united-kingdom-uk/>. (Accessed: 10 November 2023)

Businessnewsdaily, 2023. *Vision Statement*. Available at: <https://www.businessnewsdaily.com/3882-vision-statement.html> (Accessed: 10 November 2023)

Clark, D. 2023. *Inflation rate in the UK 1989-2023*. Available at: <https://www.statista.com/statistics/306648/inflation-rate-consumer-price-index-cpi-united-kingdom-uk/>. (Accessed: 10 November 2023)

CNN, 2023. *AI is already linked to layoffs in the industry that created it*. Available at: <https://edition.cnn.com/2023/07/04/tech/ai-tech-layoffs/index.html> (Accessed: 12 November 2023)

Corporatefinanceinstitute, 2022. *Ansoff Matrix*. Available at: <https://corporatefinanceinstitute.com/resources/management/ansoff-matrix/> (Accessed: 17 November 2023)

Corporatefinanceinstitute, 2023. *Mission Statement*. Available at: <https://corporatefinanceinstitute.com/resources/management/mission-statement/> (Accessed: 11 November 2023)

Custom Neon, 2022. *Restaurant Statistics in 2022: Britain's Favourite Bites*. Available at: <https://customneon.co.uk/restaurant-statistics> (Accessed: 12 November 2023)

Dobrowolski, Z. and Sułkowski, Ł., 2021. Business model canvas and energy enterprises. *Energies*, 14(21), p.7198.

Fermag, 2022. *Generation Z Loves Fast Food*. Available at: <https://www.fermag.com/articles/generation-z-loves-fast-food/> (Accessed: 13 November 2023)

Forbes, 2023. *How Growth-Focused Businesses Turn Hybrid Work Strategies Into A Differentiating Advantage*. Available at: <https://www.forbes.com/sites/sap/2023/08/04/how-growth-focused-businesses-turn-hybrid-work-strategies-into-a-differentiating-advantage/?sh=4651056e62a6> (Accessed: 16 November 2023)

GOV, 2023. *Rising cost of living in the UK*. Available at: <https://commonslibrary.parliament.uk/research-briefings/cbp-9428>(Accessed: 12 November 2023)

IGD, 2022. *UK food-to-go market recovers faster than anticipated but challenges lie ahead, forecasts IGD*. Available at: <https://www.igd.com/articles/article-viewer/t/uk-food-to-go-market-recovers-faster-than-anticipated-but-challenges-lie-ahead-forecasts-igd/i/29969> (Accessed: 18 November 2023)

Legislation, 2023a. *Employment Rights Act 1996*. Available at: <https://www.legislation.gov.uk/ukpga/1996/18/contents>(Accessed: 22 November 2023)

Legislation, 2023b. *Health and Safety at Work etc. Act 1974*. Available at: <https://www.legislation.gov.uk/ukpga/1974/37/contents>(Accessed: 22 November 2023)

Liverpoolfoodnetwork, 2023. *UK Government to Ban Fast Food Packaging from October 2023*. Available at: <https://liverpoolfoodnetwork.co.uk/uk-government-to-ban-fast-food-packaging-from-october-2023/> (Accessed: 19 November 2023)

Mcspotlight, 2022. *McDonald's*. Available at: https://www.mcspotlight.org/campaigns/translations/trans_uk.htmlAccessed: 17 November 2023)

Mintel, 2023. *UK Fast Food Restaurants Market Report 2023*. Available at: <https://store.mintel.com/report/uk-fast-food-restaurants-market-report> (Accessed: 11 November 2023)

Nestleprofessional, 2022. *Sustainability in Food Service: What Customers Say Revealed*. Available at: <https://www.nestleprofessional.co.uk/news/sustainability/food-service-what-customers-sa> (Accessed: 15 November 2023)

Numble, 2022. *VAT on Food and Drinks for Cafes, Restaurants, Bakeries and Caterers*. Available at: <https://www.numble.co.uk/vat-food-drinks-cafes-restaurants-hospitality/> (Accessed: 10 November 2023)

Parliament, 2023. *Rising cost of living in the UK*. Available at: <https://commonslibrary.parliament.uk/research-briefings/cbp-9428/> (Accessed: 15 November 2023)

Performancemarketingworld, 2022. *Brand loyalty*. Available at: <https://www.performancemarketingworld.com/article/1807283/brand-loyalty-window-64-consumers-switch-cheaper-brands> (Accessed: 14 November 2023)

Reuters, 2023. *UK retailers demand government action on rising crime*. Available at: <https://www.reuters.com/world/uk/uk-retailers-demand-government-action-rising-crime-2023-09-30/> (Accessed: 12 November 2023)

Startups, 2022. *start a restaurant business*. Available at: <https://startups.co.uk/guides/how-to-start-a-restaurant/> (Accessed: 13 November 2023)

Statista, 2023a. *Market size of the fast food and takeaway industry in the UK 2013-2023*. Available at: <https://www.statista.com/statistics/1282676/fast-food-and-takeaway-industry-market-size-uk/> (Accessed: 12 November 2023)

Statista, 2023b. *Food and drink waste in the UK - Statistics & Facts*. Available at: <https://www.statista.com/topics/4930/food-and-drink-waste-in-the-united-kingdom-uk/#topicOverview> (Accessed: 12 November 2023)

Statista, 2023c. *Market size of the fast food and takeaway industry in the UK 2013-2023*. Available at: <https://www.statista.com/statistics/1282676/fast-food-and-takeaway-industry-market-size-uk/> (Accessed: 12 November 2023)

Statista, 2023d. *Fast food restaurants in the United Kingdom (UK) - statistics & facts*. Available at: <https://www.statista.com/topics/8974/fast-food-restaurants-in-the-united-kingdom-uk/#topicOverview>(Accessed: 12 November 2023)

Statista, 2023e. *Food - United Kingdom*. Available at: [https://www.statista.com/outlook/cmo/food/united-kingdom#:~:text=Revenue%20in%20the%20Food%20market,\(CAGR%202023%2D2028\)](https://www.statista.com/outlook/cmo/food/united-kingdom#:~:text=Revenue%20in%20the%20Food%20market,(CAGR%202023%2D2028))(Accessed: 12 November 2023)

Statista, 2023f. *Fast food market value in the United Kingdom (UK) 2018, by type*. Available at: <https://www.statista.com/statistics/711976/fast-food-market-value-united-kingdom-uk-by-type/>(Accessed: 12 November 2023)

Statista, 2023g. *Online Food Delivery - United Kingdom*. Available at: <https://www.statista.com/outlook/dmo/online-food-delivery/united-kingdom>(Accessed: 12 November 2023)

Trading Economics, 2022. *United Kingdom Corruption Index*. Available at: <https://tradingeconomics.com/united-kingdom/corruption-index> (Accessed: 10 November 2023)

Trading Economics, 2023. *United Kingdom Labour Costs*. Available at: <https://tradingeconomics.com/united-kingdom/labour-costs> (Accessed: 10 November 2023)

Waste Management, 2022. *Food waste recycling on top of UK businesses' green agenda*. Available at: <https://waste-management-world.com/resource-use/food-waste-recycling-in-top-of-uk-businesses-green-agenda/>(Accessed: 12 November 2023)

Workinmind, 2020. *Hybrid work models: Gensler survey*. Available at: <https://workinmind.org/2020/11/27/hybrid-work-models/> (Accessed: 16 November 2023)

Wunch, N. 2022. *Individuals following a healthy and balanced diet in the UK 2019, by frequency*. Available at: <https://www.statista.com/statistics/1085381/healthy-eating-in-the-uk/>. (Accessed: 10 November 2023)

Wunch, N. 2023. *Ethical food and drink sales growth in the UK 2021, by product type*. Available at: <https://www.statista.com/statistics/1399337/ethical-food-and-drink-spending-growth-in-the-uk/>. (Accessed: 10 November 2023)

Yahoo Finance, 2023. *UK Government awards Clean Food Group funding for £1 million project to accelerate novel low-emission food production systems*. Available at: <https://finance.yahoo.com/news/uk-government-awards-clean-food-090000433>. (Accessed: 10 November 2023)