

Strategic Management (LCMB7003)

Strategic Analysis of Delicious

A fast food resutarant



MBA - Master of Business Administration

Module : Strategic Management

Module Code : LCMB7003

Name : Aashlesha Dipakkumar Dube

Student ID : 2242046

Date : 01/01/2024

Lecturer name: Amare Desta

Word Count : 6386

Table of Contents

Introduction	2
Company Background	3
Delicious Vision, Mission and Objectives	3
Macro-Environment Analysis	4
PESTEL Analysis	4
Micro-Environment Analysis	8
Porter's Industry Five Forces Analysis	8
Internal Analysis	10
Value Chain Analysis	10
VRIO Analysis of Distinctive Resources and Capabilities	11
SWOT Analysis	12
Strategies to Sustain Competitive Advantage	14
Porter's generic strategy:	14
Growth Strategies	17
Ansoff Matrix	17
Entry Mode strategies	20
Green Strategy and CSR	21
Implement and Execute the Strategy	23
Different monitoring tools to monitor the strategy	26
Conclusion	29
References	30
Appendix	33
Appendix 1:	33
Appendix 2:	34
Appendix 3:	35
Appendix 4:	36
Appendix 5:	37

Introduction

This comprehensive strategy report outlines the strategic initiatives and execution plans for Delicious, a healthy fast-food chain operating in the United Kingdom. The report delves into the company's background, vision, mission, and objectives, delivering a solid foundation for the subsequent macro-environmental and micro-environmental analyses. Through tools like PESTEL analysis, Porter's Five Forces, and SWOT analysis, the report assesses external and internal factors influencing Delicious's operations. Additionally, it presents growth strategies, entry mode strategies, Porter's generic strategies, and green strategy options. The report concludes with detailed execution plans for market penetration, product development, joint ventures, and sustainability strategies, highlighting the significance of monitoring tools in each case.

Company Background

Delicious is a healthy fast-food chain with over (10 locations) across the United Kingdom. It was founded in 2015. Delicious delivers a variety of salads, wraps, as well as healthy burgers. The menu is designed to be nutritious and sustainable, and all ingredients are sourced from local suppliers whenever possible. Delicious also has a powerful commitment to sustainability, as well as all of its restaurants are designed to be environmentally friendly. As of February 2018, Delicious had around (650) staff members. The firm has a strong financial position, and its turnover in 2021 was (£55 million). Delicious is currently operating in the UK only, but there are plans to diversify into other markets in the future.

Delicious Vision, Mission and Objectives

Vision:

Delicious envisions a world where everyone can enjoy delicious, healthy, as well as affordable fast food. Delicious believes that fast food must be made with fresh, natural ingredients as well as that it must be good for individuals as well as the planet. The restaurant is committed to delivering their customers with the best possible food experience, as well as they are always innovating to build new and exciting dishes. Delicious could play a leading role in changing the way individuals think regarding fast food, as well as they are excited to see what the future holds (Shcherbakova, 2020).

Mission: To make everyone's food future healthy and delicious.

Delicious believes that everyone deserves access to healthy, delicious, as well as affordable food. That's why they are on a mission to transform fast food, proving that it could be both good for people and the planet. Delicious is passionate regarding utilizing fresh, natural ingredients, sourced from local suppliers whenever needed. They believe that food must be packed with flavor, not artificial additives or processed ingredients. They also care about the

environment, and they pledge to use sustainable practices all through our business (Ringim et al., 2018).

Delicious desire to make it easy for individuals to make healthy choices, even when they are on the go. That's why they provide a wide variety of naturally fast food options, including salads, wraps, rice bowls, as well as sweet treats. The delicious menu is always changing to reflect the seasons, as well as they are always experimenting with new and innovative dishes.

Delicious believes that their food must be accessible to everyone, regardless of their budget. That's why they provide a variety of pricing options, including their famous Delicious Feed Me deal, which offers a complete meal for a great price (Ringim et al., 2018).

Objectives:

- To deliver healthy, delicious, as well as affordable food for everyone.
- To use fresh, natural ingredients.
- To decrease food waste.
- To assist sustainable agriculture.
- To make a positive impact on the world (Ringim et al., 2018).

Macro-Environment Analysis

Macro-environment analysis, also recognized as PESTEL analysis, is a strategic management tool used to analyze as well as access the external factors that could affect an organization. The acronym PESTEL stands for Political, Economic, Social, Technological, Environmental, as well as Legal factors. These factors represent the major elements of the macro-environment that could influence the business environment (Hill et al., 2017).

PESTEL Analysis

Political

- **Taxation:** Delicious is subject to corporation tax in the United Kingdom, which is currently (19%). Any transitions in tax rates might have a major influence on the firm's profits. For example, in 2023, the UK corporation tax rate was (19%). It is expected to remain the same in (2024). Any transitions in tax rates might have a major impact on Delicious profits (Lea, 2021).
- **Health and safety regulations:** Delicious is subject to a number of health as well as safety regulations, which are designed to secure the public from foodborne illnesses. These regulations could be costly to comply with, but they are important for considering the safety of Delicious's food.
- **Licensing:** Delicious is needed to have a license to operate in the UK. The licensing process could be time-consuming as well as expensive, but it is vital for considering that the firm complies with all relevant regulations (Lea, 2021).

Economic

- **Consumer spending:** Consumer spending in the UK is forecasted to grow by (2.3%) in 2023. Delicious is dependent on consumer spending, as a result any downturn in the economy might have a negative influence on the firm's sales.
- **Inflation:** The UK inflation rates are currently (9.1%). Delicious is also influenced by inflation, because it increases the cost of its ingredients and other inputs. This might put pressure on the company's margins.
- **Interest rates:** Delicious might also be impacted by transitions in interest rates, because this could influence the cost of borrowing (Vafin, 2020).

Social

- **Health consciousness:** There is a rising trend towards health consciousness among consumers, which is benefiting Delicious individuals are searching for healthier food

options. Delicious is well-positioned to take benefit of this trend, since it delivers a wide variety of healthy as well as delicious meals.

- **Convenience:** Customers are also increasingly looking for convenient food alternatives, which is another factor that is advantaging Delicious. This is another positive trend for Delicious, since it provides a number of convenient ways to order as well as eat its food. Delicious provides online ordering, delivery, as well as self-service kiosks (Vafin, 2020).
- **Sustainability:** Consumers are also becoming more concerned regarding the environment, which is why Delicious's pledge to sustainability is a positive factor. Delicious sources its ingredients from sustainable suppliers, employs recyclable packaging, as well as has a number of initiatives in place to decrease its waste (Vafin, 2020).

Technological

- **Online ordering:** Delicious delivers online ordering, which is a suitable option for consumers. The firm is also investing in other technologies, like self-service kiosks, to enhance the consumer experience.
- **Delivery:** Delicious also delivers delivery, which is another way that the firm is making it easy for consumers to get its food.
- **Social media:** Delicious uses social media to connect with consumers and encourage its products. Social media is a strong tool that could be used to develop brand awareness as well as loyalty (Samengon, 2022).

Environmental

- **Waste reduction:** Delicious is pledge to decreasing its waste, which is a positive factor for the environment.

- **Sustainable sourcing:** Delicious sources its ingredients from sustainable suppliers, which is another way that the firm is decreasing its environmental impact.
- **Packaging:** Delicious uses recyclable packaging, which is a further step towards decreasing the firm's environmental influence (Samengon, 2022).

Legal

- **Employment law:** Leon is subject to a number of employment laws, which it should comply with. These laws could be complex as well as could change frequently, since it is significant for Leon to stay up-to-date.
- **Food labeling laws:** Delicious is also subject to food labeling laws, which it should comply with. These laws are designed to secure customers from misleading information.
- **Health and safety laws:** Delicious is subject to a number of health as well as safety laws, which are designed to secure its staff members and consumers. These laws could be costly to comply with, but they are significant for considering the safety of Delicious's workplace as well as products (Johnson et al., 2017).

Factors	Positive	Negative
Political	Tax stability (19% corporation tax)	Potential changes in tax rates (Lea, 2021).
Economic	Growing consumer spending (2.3% forecast)	High inflation (9.1%) (Vafin, 2020).
Social	Health consciousness and	Sustainability concerns

	convenience among consumers (Vafin, 2020).	
Technological	Online ordering, delivery, and social media presence	Potential technological disruptions
Environmental	Waste reduction, sustainable sourcing, and recyclable packaging	Environmental regulations and consumer expectations
Legal	Clear employment, food labeling, and health and safety laws	Compliance costs and potential changes in regulations (Samengon, 2022).

Micro-Environment Analysis

Micro-environmental analysis concentrates on the particular factors as well as actors that directly influence a firm's operations, performance, and capability to serve its consumers (Armstrong, 2021). Porter's Industry Five Forces Analysis evaluates the competitive forces within an industry: threat of new entrants, bargaining power of suppliers and buyers, threat of substitutes, and rivalry among competitors (Wheelen et al., 2018).

Porter's Industry Five Forces Analysis

Threat of new entrants

The threat of new entrants to the fast-casual restaurant industry is ***moderate***. There are a number of barriers to entry, involving the requirement for a powerful brand, a proven concept,

as well as significant capital. However, the industry is also becoming highly fragmented, which is making it easier for new entrants to achieve a foothold (Lynch, 2018).

Bargaining power of suppliers

The bargaining power of suppliers to the fast-casual restaurant industry is ***moderate***. Suppliers of ingredients as well as other inputs have some bargaining power because to the focus of the industry. However, there are a number of suppliers, and Delicious is not reliant on any one supplier (Lynch, 2018).

Bargaining power of buyers

The bargaining power of consumers to the fast-casual restaurant industry is ***powerful***. Customers have a number of alternatives, as well as they are price-sensitive. This is putting pressure on Delicious margins, since the firm should compete on price to pull as well as retain consumers (Lynch, 2022).

Threat of substitutes

The threat of substitutes to the fast-casual restaurant industry is ***moderate***. There are a number of substitutes, like quick-service restaurants, grocery stores, as well as home cooking. However, fast-casual restaurants deliver an exclusive value proposition that is not easily simulated by substitutes (Lynch, 2022).

Rivalry among existing competitors

The competitors among existing rivals in the fast-casual restaurant industry are ***strong***. The industry is becoming highly competitive, as well as there are a number of well-established players. This is putting pressure on Delicious margins, since the firm should compete on price, quality, as well as innovation to attract and retain consumers (Lynch, 2022).

Internal Analysis

Value Chain Analysis

Value Chain Analysis is a strategic management tool that analyzes a firm's activities, from inbound logistics to customer service, to determine sources of competitive advantage as well as optimize operational efficiency (Wheelen et al., 2018).

Activity	Description
Inbound logistics	Delicious Sources ingredients from a network of suppliers, both local as well as international. Has an excellent commitment to using fresh, natural ingredients. Operate closely with suppliers to make sure standards are met (Yoon et al., 2020).
Operations	Delicious operates a network of fast-casual restaurants. Prepares as well as serves food to consumers. They concentrate on efficiency as well as quality control. Continuously searching for ways to enhance operations.
Outbound logistics	Delicious delivers food to consumers via online ordering, delivery, as well as self-service kiosks (Yoon et al., 2020).
After-sales services	Delicious delivers online customer support, a loyalty program, as well as a feedback mechanism.
Technology	Delicious uses a variety of technology solutions to enhance operations as well as customer experience.
Infrastructure	Delicious has a powerful infrastructure to support operations, involving its supply chain, distribution network, as well as IT systems (Yoon et al., 2020).

VRIO Analysis of Distinctive Resources and Capabilities

VRIO Analysis evaluates the Value, Rarity, Inimitability, as well as Organization of a firm's resources as well as capabilities. It evaluates how these factors contribute to a sustained competitive advantage within the industry (Whittington et al., 2020).

Resource	Value	Rarity	Inimitability	Organization
Brand	Delicious has a strong brand that is associated with healthy, delicious, and affordable food.	High	High	Delicious has a strong pledge to quality as well as innovation, which has assisted it to build a loyal customer base (Režek Jambrak et al., 2021).
Fresh, natural ingredients	Delicious uses fresh, natural ingredients that are sourced from local suppliers whenever needed.	High	High	Delicious has a huge commitment to sustainability, which has assisted it to differentiate itself from its rivals (Režek Jambrak et al., 2021).
Innovative menu	Delicious menu is continuously changing to the seasons, replicate as well as the firm is always experimenting with new as well as	High	High	Delicious has a team of talented chefs who are always searching for new ways to develop healthy as well as flavorful dishes.

	innovative dishes.			
Commitment to sustainability	Delicious is devoted to sustainability, as well as it has a number of initiatives in place to decrease its environmental impact.	High	High	Delicious devotion to sustainability is a differentiator that has assisted it to appeal to environmentally conscious customers (Režek Jambrak et al., 2021).

SWOT Analysis

SWOT stands for Strengths, Weaknesses, Opportunities, and Threats. It is a strategic planning tool that evaluates both internal (within the organization) as well as external (outside the organization) factors (Manktelow, 2023).

Strengths	Weaknesses
1. Strong brand: Delicious has a good brand that is linked with healthy, delicious, as well as affordable food (Kapoor, 2020). 2. Pledge to quality ingredients: Delicious uses fresh, natural ingredients, which is a key factor in its success. 3. Innovative menu: Delicious menu is continuously changing to reflect the seasons, as well as the firm is always experimenting	1. Limited number of locations: Delicious has a comparatively limited number of locations, which might limit its growth potential. 2. Price sensitivity: Delicious food is priced greater than some of its rivals, which might make it less appealing to some consumers. 3. Dependence on delivery: Delicious is

with new and innovative dishes. 4. Strong concentration on sustainability: Delicious is pledge to sustainability, as well as it has a number of initiatives in place to decrease its environmental impact. 5. Loyal customer base: Delicious has a loyal customer base, as well as the firm is always searching for ways to enhance the customer experience (Kapoor, 2020).	reliant on delivery, which could be costly as well as can make it challenging to control the quality of the food (Kapoor, 2020).
Opportunities 1. Growing market for healthy food: The market for healthy food is growing, which is a positive opportunity for Delicious. 2. Expansion into new markets: Delicious has the potential to diversify into new markets, both domestically as well as internationally. 3. Development of new products: Delicious has the opportunity to build new products that are healthy, delicious, as well as affordable. 4. Partnerships with other businesses: Delicious could collaborate with other businesses to reach a wider audience (Režek Jambrak et al., 2020).	Threats 1. Increased competition: The rivalry in the fast-casual food industry is enhancing, which could put pressure on Delicious margins. Competitors: Pret a Manager, Wasabi, and Snap Kitchen. 2. Rising costs: The rising cost of ingredients as well as other inputs might put pressure on Delicious profitability. 3. Changes in consumer preferences: Consumer preferences are constantly changing, and Delicious would require adapting in order to remain successful (Režek Jambrak et al., 2020).

Strategies to Sustain Competitive Advantage

Porter's generic strategy:

Porter's generic strategy highlights three approaches for companies to achieve a competitive advantage: Cost Leadership (being a low-cost provider), Differentiation (offering unique products), as well as Focus (narrowing on a specific market segment) (Wheelen et al., 2018).

Cost Leadership:

Delicious could concentrate on becoming the lowest-cost provider in the fast-casual restaurant industry. This will include establishing a number of cost-cutting measures, like negotiating lower prices with suppliers, decreasing waste, as well as enhancing efficiency (Tien & Ngoc 2019).

Advantages: A cost leadership strategy will enable Delicious to provide its food at lower prices than its rivals. This would make the firm more attractive to price-sensitive customers.

Disadvantages: A cost leadership strategy will need Delicious to concentrate on efficiency as well as cost-cutting at the expense of quality and innovation. This can result in a decline in consumer satisfaction as well as brand loyalty (Tien & Ngoc 2019).

Differentiation:

Delicious could concentrate on differentiating itself from its rivals by delivering unique as well as high-quality food. This would include building new as well as innovative menu items, using fresh, natural ingredients, and offering a superior consumer experience (Johnson et al., 2017).

Advantages: A differentiation tactic will enable Delicious to attract consumers who desire to pay a premium for greater-quality food. This will help the firm to gain higher margins.

Disadvantages: A differentiation tactic will need Delicious to invest increasingly in research as well as development, marketing, and customer service. This might be expensive as well as time-consuming (Johnson et al., 2017).

Focus:

Delicious could concentrate on a particular segment of the market, like health-conscious customers or busy professionals. This will enable the firm to customize its menu, marketing, as well as customer experience to the particular requirements of its target market (Shcherbakova, 2020).

Advantages: A focus strategy would enable Delicious to become a leading provider of healthy, delicious, as well as affordable food to its target market. This will assist the firm to develop a strong brand as well as a loyal customer base.

Disadvantages: A focus strategy will limit Delicious capability to diversify into new markets or attract new customer segments. This can restrict the firm's growth potential (Johnson et al., 2017).

Best fit strategy:

The best-fit strategy for Delicious is ***differentiation***. This is because the firm has a number of strengths that it could leverage to pursue this tactic, like its strong brand, its commitment to quality ingredients, as well as its loyal customer base. Delicious also has a track record of innovation, as well as it is well-positioned to build new and exciting products that would attract to customers (Shcherbakova, 2020).

In order to successfully establish a differentiation strategy, Delicious would require continuing to invest in research as well as development, marketing, and customer service. The firm would also require being willing to experiment as well as perform risks. However, if

Delicious is capable to successfully execute this tactic, it will be well-positioned to gain sustainable competitive advantage (Shcherbakova, 2020).

1. The Delicious Selling Point:

Healthy Fast-Food Concept: Delicious stands out in the fast-food industry by providing a menu that values health without compromising on taste. It delivers a refreshing alternative to traditional fast-food options, emphasizing nutritious choices such as salads, wraps, and healthy burgers.

2. The Delicious Attraction:

Menu Variety: Delicious caters to a diverse range of tastes by delivering a variety of options, including salads, wraps, and healthy burgers.

Environmental-Friendly Restaurants: The pledge to sustainability extends beyond the menu to the restaurant design. Delicious prides itself on having environmentally friendly establishments. This could involve energy-efficient equipment, waste reduction initiatives, as well as other eco-friendly practices, making it an attractive choice for environmentally conscious consumers.

3. What Makes Delicious Unique:

Holistic Approach to Health: Unlike many fast-food chains that mainly concentrate on taste and speed, Delicious takes a holistic approach to health. It recognizes not only the nutritional content of the food but also the overall well-being of its consumers. This unique positioning sets it apart in an industry generally criticized for encouraging unhealthy eating habits.

Community Engagement: Delicious actively involves with local communities by sourcing ingredients locally. This not only assists the local economy but also encourages a sense of community as well as connection.

Future Market Expansion Plans: While currently operating exclusively in the UK, Delicious's plans for future market diversification sign confidence as well as ambition. The brand's success and financial stability in its home market might position it as a powerful contender in new markets, attracting investors and customers alike. This forward-looking approach distinguishes Delicious from rivals concentrated solely on their current market presence.

Growth Strategies

Ansoff Matrix

Ansoff Matrix is a strategic planning tool that assists businesses explores growth strategies. It categorizes tactics into Market Penetration, Product Development, Market Development, as well as Diversification, guiding expansion decisions for firms (Lynch, 2022).

Market Penetration	Delicious could concentrate on enhancing sales to its existing customers. This could be done by providing new menu items, encouraging its food via social media as well as advertising, and diversifying its delivery reach (Kapoor, 2020).
Product Development	Delicious could build new products that are healthy, delicious, as well as affordable. This will assist the restaurant to attract new customers as well as keep existing customers coming back for more.
Market Development	Delicious could diversify into new markets, both domestically as well as internationally. This would enable the restaurant to reach a wider audience as well as grow its sales.

Diversification	Leon could diversify into new business areas, like meal kits, grocery delivery, or catering. This will assist the firm to decrease its risk as well as grow its revenue (Kapoor, 2020).
------------------------	---

Best fit strategy:

1) Business strategy for Delicious:

It has been recommended that Delicious must concentrate on **market penetration as well as product development**. This will enable the restaurant to leverage its existing brand as well as customer base while also diversifying its product offerings (Cooper, 2019).

- **Market Penetration:** Delicious should concentrate on enhancing market share within the existing market. Utilize the established brand name as well as customer base to drive sales and alertness. This may involve aggressive marketing campaigns, loyalty programs, and targeted promotions to attract and retain consumers.
- **Product Development:** Delicious should expand the menu with new, innovative offerings. This could involve introducing new salads, wraps, or healthy burger options. Perform market research to determine emerging trends as well as customer preferences, considering that new products align with Delicious's commitment to health and sustainability.

2) Challenges and Mitigation:

Challenges:

1. **Operational Overload:** Delicious could experience the problem of managing enhanced demand as well as new product introductions that might strain existing operations.
2. **Consumer Resistance:** Some customers might resist changes to the menu or marketing tactics.

Mitigation:

- Operational Optimization: Delicious should establish scalable processes as well as technologies to tackle enhanced demand efficiently.
- Communication and Gradual Changes: Communicate changes transparently, as well as Delicious should introduce new products gradually to ease customer adaptation.

3) Opportunities and Exploration:

- Health and Wellness Trends: Delicious should leverage the developing trend of health-conscious eating by constantly exploring as well as incorporating new ingredients and menu options.
- Digital Platforms: Delicious should explore online ordering, delivery services, as well as digital marketing to tap into the convenience-seeking market.

4) Assessing Success/Failure:

Success Metrics:

- Increased Sales and Market Share: Delicious should monitor sales figures as well as market share growth.
- Positive Customer Feedback: Delicious should track customer satisfaction through reviews as well as feedback.

Indicators of Failure:

- Declining Sales or Market Share: A significant fall in sales or market share could indicate the strategy is not working.
- Negative Customer Feedback: Consistent negative feedback might signal problems with product development or customer service of Delicious.

5) Action on Evaluation:

- Continuous Improvement: Delicious should frequently review as well as adjust the strategy on the bases of performance metrics as well as customer feedback.
- Adaptation: Delicious should be prepared to adapt to changing market conditions, customer choices, as well as industry trends.

Entry Mode strategies

1. Joint Venture: Delicious restaurant could establish a joint venture with a local restaurant in the target market. This will enable Delicious to advantage from the local firm's understanding of the market, its customer base, as well as its distribution network (Tien, 2020).

2. Licensing: Delicious restaurant could license its brand as well as menu to a local restaurant in the target market. This would enable Delicious to diversify its reach without having to invest in its own infrastructure or operations.

3. Franchising: Delicious restaurant could franchise its business model to local franchisees in the target market. This would enable Delicious to diversify its reach rapidly while also generating royalty income (Tien, 2020).

Best fit strategy:

It has been recommended that Delicious restaurant pursue a **joint venture strategy**. This will enable the restaurant to advantage from the local restaurant's knowledge of the market as well as its customer base, while also decreasing its risk. Delicious could collaborate with a firm that has a good track record of success in the restaurant industry as well as that shares Delicious commitment to quality as well as sustainability (Tien, 2020).

Green Strategy and CSR

Strategic Option 1: Concentrate on reducing waste

Delicious could concentrate on decreasing its waste by implementing a number of initiatives, like composting food scraps, recycling packaging, as well as using reusable containers. This will assist the firm to decrease its environmental influence and save money (Ringim et al., 2018).

Strategic Option 2: Increase sourcing of sustainable ingredients

Delicious could increase its sourcing of sustainable ingredients by working with more sustainable suppliers, using locally sourced ingredients, and choosing organic produce. This would help the company to reduce its environmental impact and improve the quality of its food (Ringim et al., 2018).

Strategic Option 3: Invest in energy-efficient technologies

Leon could invest in energy-efficient technologies, like LED lighting as well as low-flow plumbing fixtures, to decrease its energy consumption as well as save money. This will assist the firm to decrease its environmental influence and enhance its bottom line (Režek Jambrak et al., 2021).

Strategic Option 4: Expand CSR initiatives

Leon could diversify its CSR initiatives by assisting local communities via a variety of initiatives, like donating food to food banks as well as collaborating with local charities. This will assist the restaurant to enhance its reputation as well as attract new consumers (Režek Jambrak et al., 2021).

Strategic Option 5: Promote healthy eating

Delicious could encourage healthy eating by delivering a variety of healthy menu options as well as offering nutrition information to its consumers. This would assist the firm to enhance the health of its consumers as well as attract new consumers (Grand, 2018).

Best fit strategy:

It has been recommended to concentrate on a combination of **reducing waste, increasing sourcing of sustainable ingredients, as well as investing in energy-efficient technologies**. This would assist the restaurant to gain its sustainability goals while also saving money and enhancing the quality of its food (Ringim et al., 2018).

Delicious has a number of strengths that it could leverage to pursue this tactic. The restaurant has a strong brand, a pledge to quality ingredients, as well as a loyal customer base. Delicious also has a track record of innovation, as well as it is well-positioned to build new and exciting products that would appeal to consumers.

In order to successfully implement this tactic, Delicious would require continuing to invest in research as well as development, marketing, and customer service. The restaurant would also require being willing to experiment as well as take risks. However, if Delicious is capable to successfully execute this tactic, it would be well-positioned to gain both its sustainability objectives as well as its business goals (Ringim et al., 2018).

Implement and Execute the Strategy

1). Market Penetration Strategy:

Objective: Enhance sales to existing consumers in existing markets.

Implementation:

- Delicious could build new marketing campaigns to target existing consumers.

- Delicious could provide discounts as well as promotions to attract new customers.
- Diversify into new locations within existing markets. This could be done by examining demographic data as well as customer purchase history (Armstrong, 2021).

Execution:

- Delicious should track sales data to measure the success of the marketing campaigns. This would assist the restaurant to determine which campaign is most effective as well as need alterations.
- The restaurant should examine customer feedback to determine areas for improvement.
- Monitor sales trends to determine opportunities for expansion (Armstrong, 2021).

2). Product Development Strategy:

Objective: Build new products to attract new consumers as well as grow market share.

Implementation:

- Delicious could perform market research to determine customer requirements and wants
- The restaurant could develop a product development process that involves prototyping, testing, as well as refinement.
- The restaurant could introduce new products to market with effective marketing campaigns (Hill et al., 2017).

Execution:

- Delicious could track product sales data to measure the success of new products.

- Delicious could collect customer feedback on new products to determine areas for improvement.
- Delicious could monitor market trends to determine opportunities for new product development (Hill et al., 2017).

3). Joint Venture Strategy:

Objective: Collaborate with a local restaurant to diversify into new markets.

Implementation:

- Delicious could determine potential partners in target markets.
- The restaurant could perform due diligence to evaluate the financial as well as operational viability of potential partners.
- They could negotiate as well as finalize a joint venture agreement (Lynch, 2022).

Execution:

- Delicious should operate closely with the joint venture partner to build as well as implement a marketing plan.
- Delicious could monitor the performance of the joint venture as well as perform alterations as required.
- Communicate effectively with the joint venture partner to make sure alignment of goals as well as objectives (Lynch, 2022).

4). Sustainability Strategy:

Objective: Decrease waste, enhance sourcing of sustainable ingredients, as well as invest in energy-efficient technologies.

Implementation:

- Delicious should perform a waste audit to determine sources of waste.
- Delicious should build a waste reduction plan that involves recycling, composting, as well as food donation programs.
- Delicious should determine suppliers of sustainable ingredients.
- Delicious should implement energy-efficient lighting, heating, as well as cooling systems (Wheelen et al., 2018).

Execution:

- Delicious should track waste reduction progress.
- Delicious should monitor the sourcing of sustainable ingredients.
- Measure energy savings from energy-efficient technologies.
- Communicate sustainability initiatives to staff members as well as consumers (Wheelen et al., 2018).

Different monitoring tools to monitor the strategy

Market Penetration Strategy:

In implementing the Market Penetration Strategy for Delicious, it is important to employ effective monitoring tools to track sales performance as well as customer satisfaction. Sales Tracking Software, integrated with **point-of-sale (POS) systems**, serves as a foundational element. Delicious could utilize POS software that delivers detailed insights into daily, weekly, as well as monthly sales figures, allowing the assessment of high-performing products as well as discerning patterns in consumer behavior. This data could be segmented to acknowledge which marketing campaigns or promotions are driving the most sales, delivering a quantitative basis for accessing the effectiveness of different tactics (Saeed et al., 2019).

To make sure the effectiveness of the Market Penetration Strategy, Delicious must not only concentrate on gathering data but also maintain a feedback loop for continuous improvement. Regularly examining both quantitative sales data from the POS system as well as qualitative insights from customer feedback surveys enables the restaurant to adapt its tactics in real-time (Saeed et al., 2019).

Product Development Strategy:

In executing the Product Development Strategy for Delicious, tracking the sales performance of new products is important for evaluating their success as well as informing future decisions. To gain this, Delicious could leverage **Product Sales Analytics**, utilizing analytics tools incorporated into the Point-of-Sale (POS) system. This comprehensive approach delivers precious insights into the reception as well as influence of newly introduced menu items. Delicious could begin by ensuring that its POS system is equipped with advanced analytics abilities (Fernandes et al., 2021).

By incorporating Product Sales Analytics within the framework of Delicious, the restaurant could perform data-driven decisions, optimize its menu offerings, as well as make sure that new products connect with consumer preferences. This approach encourages a dynamic as well as adaptive product development tactic, eventually participating to sustained growth as well as customer satisfaction (Fernandes et al., 2021).

Joint Venture Strategy:

In implementing the Joint Venture Strategy for Delicious, employing **Financial Analytics Software** is critical to accessing the financial viability of potential partners as well as maintaining a robust monitoring system for continuing performance (Chua et al., 2020). This strategy includes a comprehensive assessments of financial metrics to make sure the success as well as sustainability of the joint venture. Delicious could start by determining reputable Financial Analytics Software that connects with its particular requirements. The software must have the ability to integrate financial data from various sources, delivering a unified as well as comprehensive view of the joint venture's financial health. This involves major financial statements, like income statements, balance sheets, as well as cash flow statements, enabling for a thorough assessment of the partner's financial stability (Chua et al., 2020).

By incorporating Financial Analytics Software into the Joint Venture Strategy, Delicious could not only make informed decisions during the partner selection process but also establish a vigilant as well as proactive approach to financial management all through the joint venture's lifecycle. This participates to the overall success as well as sustainability of the partnership (Chua et al., 2020).

Sustainability Strategy:

Upon implementation, Delicious could use the **Waste Tracking Software** to maintain a baseline for the existing state of waste generation. This includes inputting data on the quantity as well as types of waste produced over a defined period. Categorizing waste sources is important; for instance, distinguishing between kitchen waste, packaging materials, as well as front-of-house disposables (Martin-Rios et al., 2020). Moreover, regular waste audits become a major component of the tactic. By performing periodic assessments employing the Waste Tracking Software, Delicious could track progress in waste reduction efforts. These audits include physically analyzing waste streams, weighing as well as categorizing waste, and inputting the data into the software. The software could then generate detailed reports as well as analytics; delivering insights into which areas participate most too waste generation (Martin-Rios et al., 2020).

By incorporating Waste Tracking Software into its sustainability initiatives, Delicious not only illustrates a commitment to environmental responsibility but also maintains a framework for constant improvement in waste management practices. This not only connects with consumer wants for eco-friendly practices but also participates to cost savings as well as overall operational efficiency (Martin-Rios et al., 2020).

Conclusion

From the above report, it has been concluded that Delicious, as a healthy fast-food chain, has outlined a comprehensive strategy encompassing market penetration, product development, joint ventures, and sustainability. Leveraging tools like PESTEL analysis, Porter's Five Forces, SWOT analysis, as well as various entry strategies, Delicious aspires to navigate the dynamic business landscape. The firm's commitment to sustainability, innovation, and a strong brand positions it well for future growth. With strategic execution plans as well as monitoring tools in place, Delicious is poised to not only gain its business objectives but also participate positively to environmental and social goals, connecting with evolving customer preferences in the fast-casual restaurant industry.

References

- Armstrong, M. (2021) *Armstrong's Handbook of Strategic Human Resource Management*. 7 ed. London: Kogan Page.
- Chua, B.L., Karim, S., Lee, S. and Han, H. (2020) Customer restaurant choice: an empirical analysis of restaurant types and eating-out occasions. *International journal of environmental research and public health*, 17(17), p.6276.
- Cooper, R.G. (2019) The drivers of success in new-product development. *Industrial marketing management*, 76, pp.36-47.
- Fernandes, E., Moro, S., Cortez, P., Batista, F. and Ribeiro, R. (2021) A data-driven approach to measure restaurant performance by combining online reviews with historical sales data. *International Journal of Hospitality Management*, 94, p.102830.
- Grant, R. M. (2018) *Contemporary Strategy Analysis*. 10 ed. NJ: John Wiley & Sons, Inc.
- Hill, C. W. L., Schilling, M. A. & Jones, G. R. (2017) *Strategic Management, Theory*. 12 ed. Boston: Cengage Learning.
- Johnson, G. et al. (2017) *Exploring Corporate: Text and Cases*. 11 ed. Harlow: Pearson Education Limited.
- Kapoor, N. (2020) *Strategic Analysis Of Fast Food Industry: Case Study Of India*.
- Lea, R., 2021. A Budget of two halves: a big boost for FY2021, but large tax increases pencilled in for FY2023, FY2024 and FY2025. *Arbuthnot Banking Group*, 8.
- Lynch, R. (2018) *Strategic Management*. 8 ed. Harlow: Pearson Education Limited.
- Lynch, R. (2022) *Strategic Management*. 9 ed. Harlow: Pearson Education Limited.

Manktelow, James. (2023) “SWOT Analysis: Discover new opportunities, manage and eliminate threats.” Mindtools. http://www.mindtools.com/pages/article/newTMC_05.htm

Martin-Rios, C., Hofmann, A. and Mackenzie, N. (2020) Sustainability-oriented innovations in food waste management technology. *Sustainability*, 13(1), p.210.

Režek Jambrak, A., Nutrizio, M., Djekić, I., Pleslić, S. and Chemat, F. (2021) Internet of nonthermal food processing technologies (Iontp): Food industry 4.0 and sustainability. *Applied Sciences*, 11(2), p.686.

Ringim, K.J., Ibrahim, F. and Kura, K.M. (2018) Application of hill's strategy development framework on fast food restaurant business in Brunei Darussalam.

Saeed, S., Nizamani, M.A., Shaikh, A., Memon, M.A., Abbasi, F.A. and Naqvi, S.M.R. (2019) Evaluating the Quality of Point of Sale (POS) Software. *University of Sindh Journal of Information and Communication Technology*, 3(2), pp.69-75.

Samengon, H. (2022) Consumer's motivations to used self service kiosk in fast food restaurant. *Journal of Tourism, Hospitality and Culinary Arts*, 14(1), pp.460-473.

Shcherbakova, E. (2020) Importance of Diversified Marketing Strategies for Fast Food Restaurant Chains. *Available at SSRN 3738461*.

Tien, N. H., & Ngoc, N. M. (2019) Comparative Analysis of Advantages and disadvantages of the Modes of Entering the International Market. *International journal of advanced research in engineering and management*, 5(7), 29-36.

Tien, N.H., Dana, L.P., Jose, R.J.S., Van Dat, N. and Duc, P.M. (2020) Analysis of McDonalds' entry strategy into Vietnam market. *International journal of advanced research and development*, 5(3), pp.23-29.

Vafin, A. (2020) Forecasting macroeconomic indicators for seven major economies using the ARIMA model. *Sage Science Economic Reviews*, 3(1), pp.1-16.

Wheelen, T. L., Hunger, J. D., Hoffman, A. N. & Bamford, C. E. (2018) *Strategic Management and Business Policy: Globalization, Innovation and Sustainability*. 15 ed. Harlow: Pearson Education.

Whittington, R. et al. (2020) *Exploring Strategy*. 12 ed. Harlow: Pearson Education Limited.

Yoon, B., Chung, Y. and Jun, K. (2020) Restaurant industry practices to promote healthy sustainable eating: A content analysis of restaurant websites using the value chain approach. *Sustainability*, 12(17), p.7127.

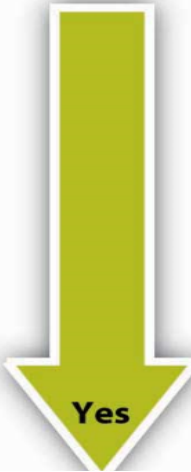
Appendix

Appendix 1:



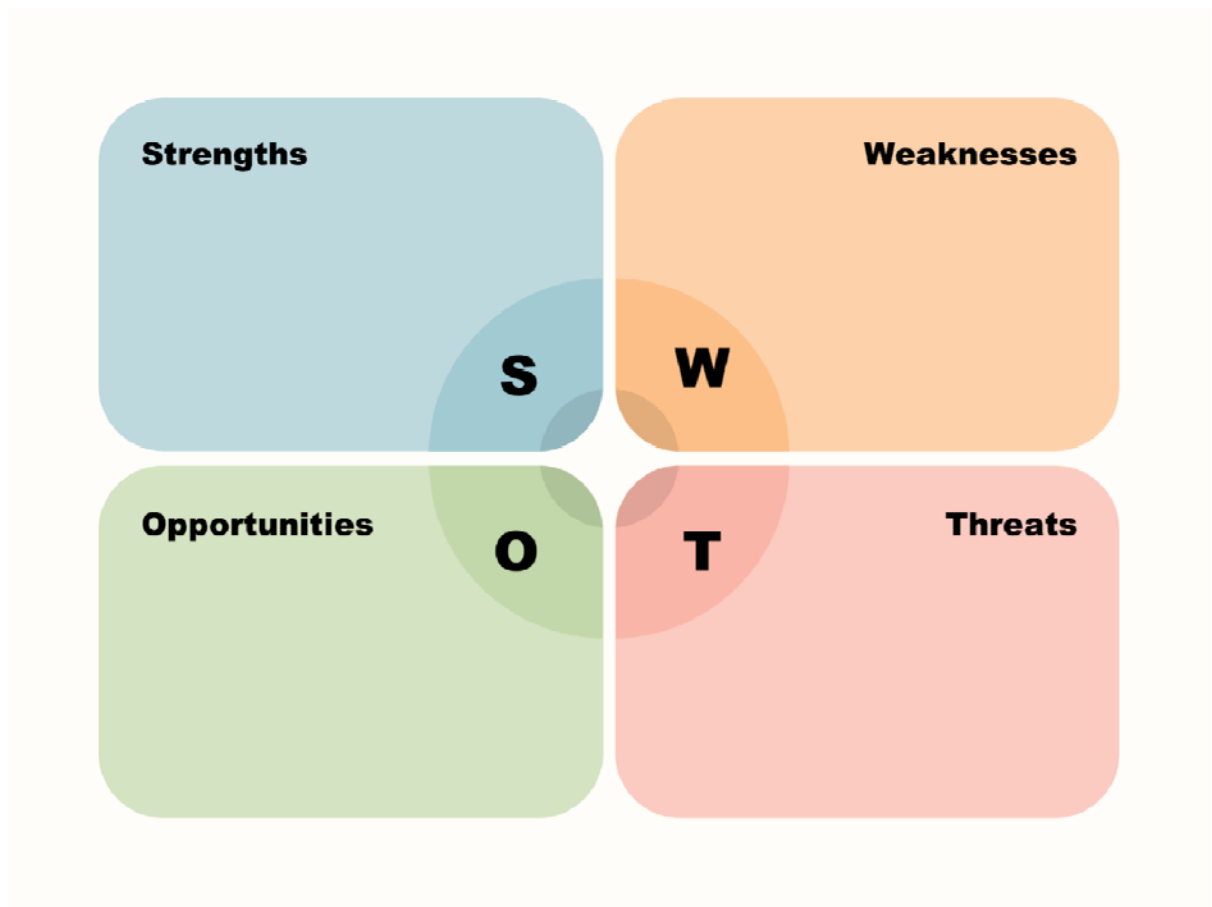
Source: (Lynch, 2018).

Appendix 2:

<u>Valuable?</u>	<u>Rare?</u>	<u>Difficult to Imitate?</u>	<u>Supported by Organization?</u>	<u>Competitive Implications</u>	<u>Performance</u>
No	----	----		Competitive Disadvantage	Below Normal
Yes	No	----		Competitive Parity	Normal
Yes	Yes	No		Temporary Competitive Advantage	Above Normal
Yes	Yes	Yes		Sustained Competitive Advantage	Above Normal

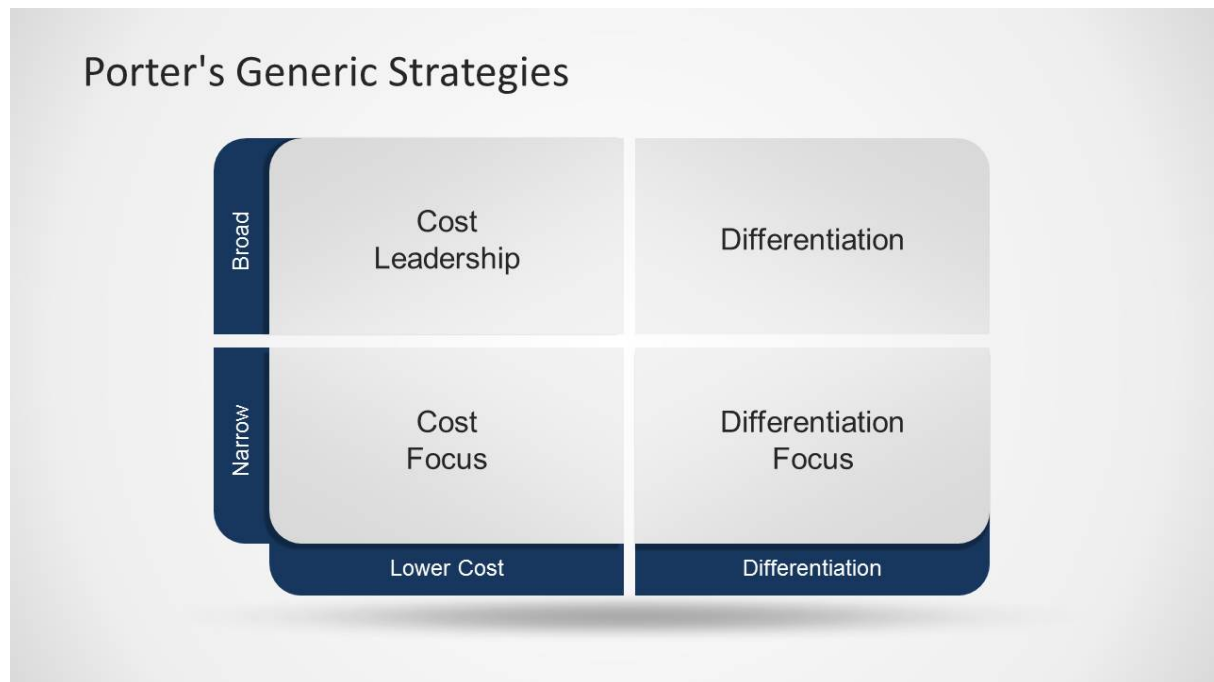
Source: (Lynch, 2018).

Appendix 3:



Source (Manktelow, 2023).

Appendix 4:



Source: (Martin-Rios et al., 2020).

Appendix 5:



Source: (Wheelen et al., 2018).