



Report

Strategic Management

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Introduction

“Delicious” is a small fast-food restaurant which is currently based in London. The company's dedication to ease, quality, and speed is the foundation of its success. The food that is ready to go is freshly prepared on or around the premises, and small amounts of coffee are roasted weekly. It has long been popular among office workers and commuters because hot beverages are typically given in less than a minute. The importance of strategic management in developing appropriate plans for appropriate circumstances will be assessed in this paper.

However, strategic management is now more difficult than ever because of the increased market uncertainty and competition. Consequently, companies are eager to implement the most appropriate tactics. In the following evaluation strategy of the company, "Delicious", the vision, mission and objectives with an in-depth environmental audit will be carried out. Furthermore, in the following section, the report will select the best-fit strategy for the company to achieve sustainable competitive advantage, execute the strategy and apply different monitoring tools to monitor the strategy.

Vision, Mission, and Objectives for the company

Vision:

Delicious is a fast-food restaurant that targets expansion and strives to provide consistently tasty, reasonably priced, and conveniently accessible cuisine to customers in the UK market. Moreover, these goals, the company's value proposition, and its unique selling proposition within the fast-food industry are all included in the vision statement. Additionally, growing its branches and outlets to increase sales and additionally income and profits is one of the strategies it intends to use to outperform rivals such as McDonald's, KFC, and others. Moreover, to put it simply, delicious tailors its products, procedures, and services to the needs of the current market in order to carve out distinct competitive markets.

Mission:

The Delicious Company has the mission to become the jack of all trades with its design skills. In this context, the restaurant chain in London is interested in revitalising those skills and food products which are forgotten by society over time with the renewal of new aspects meaning the taste of old snacks, desserts, beverages and so on. As such, the management of the delicious organisation has the mission to cover those aspects of nutritious and mouth-watering food products that are often obscured by law. The Delicious organisation, with its innovative culinary skills, has taken up the mission to expose the attraction of those traditional food products that are forgotten by society. Therefore, the Delicious organisation, with the restoration of previously well-known delicacies is the primary mission of the London-based restaurant chain.

Moreover, Delicious organisation also has the mission of developing strategic initiatives to compete with renowned brands and restaurant chains in the UK's fast-food business. In order to achieve this, the Delicious organisation requires the development of several new underlying missions. This organisation has the mission of expanding the number of restaurants, retail outlets, and takeaway joints it operates. The firm has the mission of expanding to other parts of the UK outside London. Since Delicious is a small-scale restaurant specialising in fast foods, the organisation has the mission to identify those markets in the geographical territory of the UK that has a higher demand for fast foods. Therefore, the mission of the Delicious Company is to evaluate strategic options to further improve their commercial capabilities throughout the UK.

Objectives:

The Delicious Company is a fast-food retail chain that sells not only fast foods but also culinary dishes and taste that have been previously forgotten by society. Since the Delicious Company, with its restaurants and fast-food joints, is initially based in London, the firm has access to a wide range of culinary dishes from various cultures. This is because London, as a megacity, acts as a melting pot of different cultures, religions, and ideas. The objective of the delicious organisation in this regard is to restore forgotten recipes and food products through innovations, research and development. The restoration of such new fast-food products and making them available in the existing and new restaurants in and around London is thus one of the primary objectives of

Delicious. Also, the Delicious organisation also has to examine the popularity of the recipes of different fast foods among the various market segments in the UK. This identification of popularity is vital for the Delicious organisation to craft unique designs for its restaurants and fast foods so that they are adopted by the major sections of the UK population. Furthermore, the Delicious organisation also has the important objective of expanding its fast food business with the setting up of new restaurants as well as building a new department for innovating new food products. Therefore, the Delicious organisation requires an environmental audit and evaluation of strategic options, which are discussed further in the present report.

Environmental Audit (Internal and External) for the Company

Businesses can use environmental analysis to find internal and external elements that could have an impact on their operations. Examining the business environment and the larger globe can help with this analysis. A SWOT analysis can also be used to conduct an environmental analysis. Strengths, Weaknesses, Opportunities, and Threats are acronyms for SWOT (Lubis, Absah, and Lubis, 2019).

One popular technique for environmental scanning is a SWOT analysis. To achieve organizational goals, it assists in identifying critical external and internal environmental factors.

SWOT Analysis

Strengths -Delectable Menu -Digital Platforms -Safety Procedures and Quality Control	Weaknesses -Lack of Teamwork and Supply Chain -Low Contentment Among Employees -Inadequate worker safety
Opportunities -Worthwhile Meal -Healthier Eating	Threats -Threat to Cultural Food -Fierce Rivalry

Strengths:

There is a distinct flavour in every item on the delicious menu. The fries are one of the most demanded items on the menu because of the softness and the special ingredients been mixed up at last makes it delectable. To enhance the customer experience, the company has implemented numerous digital initiatives (Indra *et al.*, 2022). They resemble self-servicing kiosks, internet ordering, and online payment systems. These technological initiatives are improving the company's brand image and providing several benefits. Furthermore, from the procurement of materials through the supply chain and final product preparation, Delicious consistently adheres to strict quality control and health and safety protocols. The total consumer experience is enhanced by all these little details.

Challenges:

On the other hand, The Company requires a steady supply of raw materials at multiple global locations. The organization finds it challenging to maintain seamless operations due to the restricted availability of ingredients. Nevertheless, a disrupted supply chain results in decreased sales, decreased profitability, and increased operational costs. The goal of passing legislation raising the minimum wage regulations has been vigorously pursued by employee rights movements. Workers across a range of industries are dissatisfied with their management. But in an effort to raise their minimum pay to \$15, the employees have also staged strikes and protests against the business. The case centred on the company's use of safety precautions, including masks, gloves, sanitisers, and other items during the pandemic crisis. However, similar views can be observed in McDonald's Company. A lawsuit was brought against McDonald's in 2020 by five employees who said the firm had not been adhering to government safety requirements.

Opportunities:

However, the consumer base has grown more mindful of diets and health. The corporation now offers very little in the way of healthy eating options, such as salad and low-fat milk (Mohammadi-Nasrabadi *et al.*, 2021). The restaurant chain should, therefore, include additional healthy dishes on its menu. The company began offering its valuable clients a special menu item for one dollar,

two dollars, and three dollars, as well as a significant deal for five dollars. The company's sales surged because of the excellent low-cost bargain.

Threats:

The fast-food and restaurant industries are fiercely competitive, and Delicious must compete with global giants like McDonald's and Burger King, KFC, Starbucks, and other companies are some of the rivals. Therefore, if the corporation decides to expand into other UK cities, cultural differences will be its biggest threat. Offering food to consumers that is culturally and religiously unacceptable, even if it only contains one ingredient, would seriously damage the company's reputation.

PESTLE analysis

Strategic management's foundational component is PESTEL analysis. It can assist companies in comprehending the external environment in which they function. Additionally, it can assist companies in recognizing outside trends and coming to wise conclusions. PESTEL stands for political, social, technical, environmental, and legal aspects of the economy. A company has no influence over these outside factors (Serova, Vorobyev, and Fainstein, 2019). The external environment of the Delicious organisation can be investigated with the help of the different factors in the PESTLE model. These are given as follows:

Political factors

The Brexit incident is an important political issue in the United Kingdom which has resulted in various barriers and protections in the cross-border movement of the different factors of production (Thissen *et al.* 2020). As such, the Brexit political issue has caused a shortage of workers in the UK, especially in the low-skilled job roles in various hospitality industry firms. This is because low-skilled workers from EU nations face difficulties in accessing the UK employment market. The Delicious organisation thus faces a shortage of employees in its waitressing and other low-skilled duties.

Economic factors

The cost-of-living crisis caused by the Ukraine-Russia conflict and corresponding Western sanctions has resulted in high inflation and an increase in the prices of food and fuel in the UK (Kasuwa, 2022). As such, the cost-of-living crisis has adversely affected the processes of sourcing raw materials and ingredients. Therefore, the Delicious organisation, which operates in the fast food retail chain in the UK, is encountering adverse economic conditions with the rising prices of the ingredients of its food products.

Social factors

The demographic changes in the UK are associated with changes in consumers' tastes and preferences towards consumable products (Feder *et al.*, 2023). This demographic shift, which occurs periodically, shapes the desirability of the fast foods manufactured by Delicious. The marketing initiatives of rival firms like KFC and McDonald's are devised to associate consumer segments with their various fast foods. However, the Delicious organisation has yet to develop products which can be socially associated with the UK population. Therefore, social factors like consumers' tastes and preferences shape Delicious product offerings.

Technological factors

Businesses' methods of product marketing are greatly impacted by the rapid advancement of technology. The alterations in marketing and management brought about by technology are innovative techniques for creating and delivering goods and services and new methods of reaching out to target markets, as well as goods and services (Shamim, 2019).

Legal factors

For businesses to function effectively and stay out of trouble for breaking the law, it is critical that they understand what is legal and illegal. There are many legal factors to consider for fast food restaurants in the UK. Every facet of the business needs to comply with legal standards, from employment legislation and food hygiene rules to IP protection.

Environmental factors

In the previous fifteen years, these elements have gained significance. There has been a recent increase in pollution, the carbon footprint problem, global warming, and the lack of raw materials (Barachnea *et al.*, 2022). Concerns over items derived from sustainable or ethical sources are growing among consumers these days. For businesses to succeed in the market, it is, therefore, essential that they conduct business in an ethical and sustainable manner.

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

Globalization and Diversification:

In the competitive fast-food market, Delicious, a UK-based firm, has several strategic alternatives at its disposal to meet its objectives. Moreover, Blind, Lorenz, and Rauber (2020) identified that to take advantage of the efficiencies of scale and expand operations, globalization entails standardizing products, procedures, and services as well as standardizing processes. Therefore, this can lower expenses and risks while increasing market share, clientele, and brand awareness. However, it also provides difficulties, such as adjusting to rivalry and outside markets. Due to the company's strict supervision over its franchisees, labour expenses may be very expensive. Additionally, Smith and McBride (2021) identified that retailers usually employ low wage rates, understaffing, restricted or zero-hours agreements, and other strategies to keep labour expenses between 15% and 20% of sales to remain profitable.

On the other hand, Vilkaite-Vaitone and Skackauskiene (2020) identified factors that might encompass the products or services provided, the price policy put in place, and the physical attributes of the shop. Additionally, customer satisfaction reduces price sensitivity while increasing a customer's readiness to spend more for recurrent business and loyalty. Also, customer loyalty may relate to brand, service, and retail loyalty.

Moreover, Smith (2020) identified that behaviour, attitude, and composite features are useful in characterizing loyalty. Customer satisfaction has several elements, including behavioural,

emotional, cognitive, sensory, and relational. In addition, Miao *et al.* (2022) identified that customer loyalty is strong when they are satisfied with the items, which impacts their intentions to repurchase. Due to the frequent increase in satisfaction among clients, concrete service marketing initiatives related to real-world domains are equally significant. Furthermore, customer satisfaction is increased by their purchasing experiences since one of the primary sources of pleasure in a person's life is pleasant social connection. However, there is uncertainty over the existence of the connection.

Product Development:

The management of Delicious Company, a fast-food business in the UK, pays close attention to customer trends and tastes to maintain its position as an industry leader. Additionally, Granheim *et al.* (2022) identified that it looks for those shifting nutritional demands by utilizing research on shopper preferences, cultures, and nutrition trends. Furthermore, this business may adapt its offers and make wise judgments by employing this data-driven strategy. Therefore, the company's approach to product development, which places a strong emphasis on innovation, fosters an environment that is favourable to multidisciplinary and creative work. Through client interviews, social media use, and direct client interactions, the institution actively gathers data to comprehend the evolving demands of the consumers. On the other hand, Zhong and Moon (2020) identified that customers base their assessment of the importance of an item or service on its price; hence price plays a critical role in producing consumer happiness. Fair prices have the potential to damage a business's reputation and encourage bad habits like brand switching and bad word of mouth.

Additionally, Bondikian (2019) identified that customer pleasure and loyalty are contingent upon the quality of the food, which encompasses presentation, flavour, menu diversity, healthfulness, and freshness. Furthermore, Fida *et al.* (2022) identified that customer loyalty and satisfaction are strongly impacted by service quality, and excellent levels can result in high satisfaction. Also, a restaurant's physical space has the power to improve customer pleasure, alter consumer perceptions, and enhance the brand image. Therefore, the combination of social, design, and ambient components can greatly influence consumer behaviour. Additionally, in the restaurant and

food service sector, the superior quality of both food and service combined with a welcoming environment may boost customer satisfaction and shape their future behaviour. Also, creating tailored, adaptable solutions that satisfy a range of dietary requirements is one of its other primary goals.

The “Delicious” company’s meals are improved by embracing the usage of seasonal and local cuisine. In addition, these are ephemeral products that leverage seasonality and local sourcing to create a sense of scarcity and anticipation among buyers. Moreover, Giesekam *et al.* (2021) identified the business practices of corporate responsibility in more ways than merely supporting regional vendors and committing to sustainability targets. Furthermore, Smidt and Jokonya (2022) identified the organization's supply chain system is strengthened throughout the nation or area when small-scale suppliers are supported, which further contributes to the development of the economic well-being of the many locations in which it works. Additionally, it expands on a chance that allows for the exploration of distinct regionally inspired flavours in the UK, drawing from the distinct palates of the nation's many regions.

Meanwhile, the Company makes use of technology to improve internal operations and consumer satisfaction. Regular purchases are encouraged via smartphone apps that allow online purchasing and a digital reward scheme. While retaining high-quality food, innovative cooking technology lowers expenses. Moreover, Wandosell *et al.* (2021) identified that by using less packaging and sourcing food responsibly, the firm places a high priority on sustainability. Delicious Business keeps a competitive advantage and appeals to environmentally sensitive consumers by integrating eco-friendly practices into its product production process.

Joint Ventures:

According to Nippa and Reuer (2019), joint ventures (JVs) are strategic alliances of two or more companies with the goal of expanding into new markets, creating new products, or pooling resources. The participants may choose between a consortium, contractual, and equity joint venture with different ownership, management, and legal structures. Nevertheless, the benefits of each kind of joint venture vary based on the goals and form of the partnership as well as the

characteristics and needs of the participating parties. On the other hand, Phelan *et al.* (2022) identified the service of food and beverages is sometimes referred to by the moniker F & B. One area of the hotel that offers services to satisfy visitors' appetites is the food and beverage department. Also, large hotels offer food and beverage services that may accommodate additional services that guests may want, such as banquets, buffets, and birthday celebrations. Additionally, every hotel unit's catering should be of the highest calibre since it meets the diverse and adaptable wants and preferences of its patrons. Certain clients have special dietary requirements, such as being kosher, halal, vegan, vegetarian, or gluten-free. However, customers may also enjoy a variety of tastes (spicy, sweet, sour, and salty).

Additionally, customers can have a variety of events, such as festive, formal, and informal. To satisfy a wide range of customer demands and guarantee customer happiness, food and beverage catering services are essential to a hotel's success. Both they and the industry as a whole benefit from higher hotel earnings. Events in the modern day are elegant, refined, and hygienic; patrons want a cosy, roomy setting at reasonable costs. F&B services also include photography, decorating, and entertainment. Also, Dogru *et al.* (2020) identified that by providing a possible source of revenue, these amenities may compete against other hotel products. Focusing on affordable rates, delicious cuisine, and top-notch service may help a food company gain a competitive edge and become the guests' first choice.

Implementation and Executing the Strategic Plan

McKinsey's 7S framework has been utilised to portray the implementation and execution of the joint venture strategy for Delicious Company. This has not only been effective in ensuring the shared values of the company but also initiated the necessary steps to boost the efficiency of the company.

Strategy

A joint venture option will not only help the company maintain a competitive advantage in the market but also help achieve its goals. The major key performance indicators or KPIs would be:

- Earning an effective amount of revenue
- Attaining the required market share to enable a joint venture with a famous company will help earn a competitive edge in the market.
- Customer satisfaction is the goal of an organisation, which determines the value that the company provides to the customer (Phillips, Thai, and Halim, 2019). Therefore, this strategic plan will not only help in improving the quality of the products but also meet consumer expectations, thereby helping in the creation of brand awareness.
- Innovation and quality are the core requirements in the F & B industry (Nam, Kim and Carnie, 2018). Therefore, in this context, innovation and quality will directly enhance the quality standards and outcomes of the product. With effective maintenance of strategy in a joint venture, the company will facilitate challenging the existing standards and thus improve the quality of the food and other services provided to the customers, consequently improving customer satisfaction.

Structure

A joint venture is a strategic agreement which requires one or more parties to undertake an economic activity (Dinu, 2018). Therefore, as a present strategy to be implemented in the company, an incorporated organisational structure would fulfil the needs of the company and the existing employees. This could be applied by maintaining the legal structure of a limited liability partnership. According to Patil *et al.* (2023), a limited liability partnership enables the company to maintain a limited liability, therefore providing flexibility to the partnership business. This will help the company in continuing its existence irrespective of the changes in the partnership. This will further enable the maintenance of an effective company culture and improve the process.

Systems or timeline

Gantt chart

Particulars	December	January	February	March	April	May
Vision and Strategy						
Company						

Incorporat ion and funding						
Market Research						
Plan Marketing strategy						
Costing of services						
Initial Cash Flow Analysis						
Finalise plan with stakeholde rs						
Apply for funding						
Distributio n of staff						
Train the staff						
Creation of a new menu						
Marketing in social media						
Opening a new outlet						

Style

Democratic leadership, which is also known as shared leadership, has been chosen as a leadership style in the implementation of a joint venture business plan. According to Rosing, Boer, and

Buengeler (2022), democratic leadership helps facilitate an improved decision level where the managers and employees communicate ideas to the management. Al Khajeh (2018), on the other hand, has also mentioned that democratic leadership enables the participation of the group in the decision-making process, thereby also being acknowledged as shared leadership.

Encouraging the employees to facilitate decisions not only improves the performance of the company but also recognises and rewards the hard work of the employees working in the company. It is extremely important to maintain an open leadership style that would empower the employees to practise different skills, including communication, relationship building, and critical thinking apprehensions. However, there might be an issue where the minority opinions given by the employees might be overridden. This problem can be reduced by encouraging the employees to provide creative solutions and work in collaboration.

Staff

Since it is a joint venture, there will not be an extreme requirement of recruiting a new staff due to the existing staff of the two companies. However, in some cases, there might be a requirement for recruitment if new departments are created. According to Leonard *et al.* (2020), in Joint venture arrangements, the respective business goal is fulfilled by the employees of both companies and the expertise is also distributed equally to one single goal, which is to achieve profitability and maintain a competitive edge in the market. Therefore, in this context, both the company's employees will help provide the expertise and, therefore, connect to the core strategy of the company with regular engagements and shared values.

The team will include servers, a cashier, a general manager, an assistant manager, a chef, a kitchen manager, a bartender, a dishwasher, and a line cook. Further, a new department would be created, which is the marketing department, to facilitate improvement in the awareness of the brand in the market. The marketing department structure would comprise managers and a specialised team of marketing professionals, which would ensure an increased rate of brand leverage in the market.

Skills

According to Ogbonnaya (2019), the success of an organisation is determined by the productivity of the team. The productivity of the team is directly related to their competencies and skills. An effective team must include a blend of interpersonal and technical skills. Guzmán *et al.* (2020) mentioned that interpersonal skills include communication, leadership, problem-solving, time management and conflict-resolution skills.

On the other hand, the technical skills in the context of F&B include ideas regarding the consumer trends of food in the market, innovation, and the creation of new menus in the company. Moreover, providing food and beverage service at the maximum level of skills by maintaining the required ethics in the F&B sector is also the goal of the company. This will not only help increase the ability of the team to work in any situation but also achieve the vision of the company, which is to provide innovative culinary skills with the inclusion of traditional food products or a traditional menu.

Shared values

The core value of Delicious is to provide innovative culinary skills with a blend of traditional menus. This will not only help in achieving the required attention of the consumers but also fulfil the desired goal of the company. Execution of these values with effective collaboration of skills and decision-making factors will help the company thrive and attain the required objective.

Stakeholder mapping provides a visual representation of the individuals, or the stakeholders interested in the project, or the idea created by the company (Freeman, 2023). Stakeholder mapping will help identify the stakeholders and understand their influence on the implementation of the joint-venture strategy. The stakeholders of the company maintaining a low level of interest include employees part-time, whereas customers and the government maintain a high level of power. Furthermore, full-time employees, suppliers, lenders, shareholders, and the chairman of directors maintain high power.

Monitoring tools to monitor the Strategic Plan

Delicious joint venture ship strategy involves the use of democratic leadership in its implementation. Since democratic leadership requires the incorporation of the various opinions, perspectives and ideas of subordinate managers and employees, the development of communication processes is essential (Bulovsky, 2019). The Delicious organisation can monitor the maintenance of democratic leadership throughout its joint venture strategy by developing effective communication patterns. The fast-food chain can apply communication tools among its employees at different hierarchical levels through regular briefings by supervising managers as well as one-to-one correspondence.

However, Rodríguez-Fernández (2019) has opined that organisational communication implies interactions among different workers and employees in organisations for the achievement of common objectives. As such, the delicious organisation, with its joint venture ship strategy, requires the building up of communication practices so that it can propagate essential information among its workforce as well as with its suppliers. Therefore, democratic leadership in the joint venture strategy can achieve successful outcomes only with the monitoring and maintenance of optimum communication methods.

Next, the joint venture strategy of the delicious organisation also requires the reformation of both management staff and employees in charge of different stages in the production and delivery of fast food. According to Specchia *et al.* (2021), the engagement of employees is vital to the success of organisations as it is closely linked with the degree of job satisfaction and morale of workers. As a result, the delicious organisation can monitor the optimum functioning of its staff and workforce by engaging its employees in different ways to improve their morale. The use of employee engagement also maximises their dedication and enthusiasm in the work environment.

In this context, the best application of monitoring tools is the use of incentive-based schemes, which can motivate the workers of Delicious in the joint venture ship strategy to provide high effort. Delicious management can also devise milestones and performance evaluation programs for its employees. These initiatives keep a check not only on the efforts of workers in fast-food restaurants but also on the quality of customer service they provide. Therefore, effectively engaging employees is paramount to monitoring the joint venture ship strategy.

Furthermore, the joint venture scheme of the delicious organisation also requires skill development activities to improve the productive capabilities of workers. According to Plant, Barac, and Sarens (2019), organising different types of workshops for preliminary training and skill development is necessary to align with entrepreneurial and commercial objectives. Since the objective of the delicious organisation is to expand its operations in the UK with the generation of traditional fast-food recipes, the firm is required to devise workshops for different job roles. The performance-based analytics of the different active workshops and the participation of different employees can help the delicious organisation monitor the joint venture strategy. This is vital to adjust the requirements of workers Delicious in its various fast food production processes. Therefore, the skills gaps and development of workers by the delicious organisation can be monitored accordingly so that it can cater to the different interests in the provision of fast foods and beverages.

Moreover, the Delicious Company also has the issue of shared values in its joint venture ship strategy. As per Hamidi, Shams Gharneh, and Khajeheian (2020), shared values are the implicit and explicit elementary principles, concepts, and beliefs that underpin businesses. The existence of such values in businesses like Delicious fast-food chains thus plays a mandatory role in shaping the behaviours and guiding decisions of workers and managers.

As such, the joint venture ship of the delicious organisation requires the propagation of its own ideals, vision, mission and values to its counterparts and supplier firms in the supply chain. This is vital to ensure that subordinate firms and organisations in the collaboration strategy understand the quest of the delicious organisation in its market expansion strategy. The shared values of the firm in the joint venture ship strategy must be monitored with the help of the stakeholder analysis, where the net contributions of various entities in the joint venture ship can be identified. Therefore, the monitoring of the propagation of shared values depends upon examining the performance and net contributions of subordinate employees, managers, and suppliers of the Delicious Company.

Conclusion

In summary, this report addresses the value of strategic planning in the current market, emphasizing the difficulties businesses, including "Delicious", have in creating sensible strategies. Additionally, the goals, vision, and purpose of the business are examined, along with tactics for surpassing competitors like KFC and McDonald's. The firm intends to grow its restaurants, retail stores, and takeout branches to compete with established brands and fast-food restaurants in the UK. Using the PESTEL and SWOT frameworks, the market is also analysed in this report.

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