

Strategic Management (LCMB7003)

Strategic Analysis of Delicious



Student name: Neeraj Bhoiraj

Student ID: 2239556

Lecturer: Vasilios Tavlaridis / Gladius Kulothungan

Word count: 5000

Submission Date: 03/01/2024

Table of Contents

Introduction.....	4
Delicious Background.....	4
Delicious’s Mission and Objectives.....	4
Macro-Environment Analysis.....	5
PESTEL Analysis	5
Micro-Environment Analysis.....	7
Industry Life Cycle	8
Porter’s Industry Five Forces Analysis.....	9
Internal Analysis	10
Delicious Strategic Resources and Capabilities.....	10
VRIO Analysis of Distinctive Resources and Capabilities.....	10
Value Chain Analysis	11
Primary Activities	11
Secondary Activities	12
SWOT Analysis	12
Strategies to Sustain Competitive Advantage.....	13
Porter’s Generic Strategy.....	13
Best fit strategy	14
Growth Strategies.....	14
Ansoff matrix	14
International Strategies	15
Entry mode strategy	16
Green Strategy and CSR	16
Conclusion	17
Recommendation	17
• Recommendation 1	17

● Recommendation 2	18
● Recommendation 3	18
References.....	19
Appendix.....	23
Appendix 1: PESTLE analysis.....	23
Appendix 2: Industry Life cycle	24
Appendix 3: Porter’s Industry Five Forces Analysis.....	25
Appendix 4: Porter’s Generic Strategy	26
Appendix 5: Ansoff’s Matrix.....	27
Appendix 6: International Strategies	28

Introduction

In this report, a strategic business plan for Delicious is going to be described. This is a small-scale fast-food company based in London. This brand aims to expand its business in different cities in the UK. However, to expand the business, every organisation must give importance to making a strategic plan because it helps to reduce the business risk factors. The impact of external and internal factors on the mentioned brand has been portrayed in this report. The ability to expand business to the different cities of the UK is going to be illustrated in this part. This strategic plan can help Delicious to increase its business ability for expansion.

Delicious Background

Delicious is a small-scale fast-food restaurant currently based in London, and this brand has planned to expand its business in another city in the UK. As it is a small company, the employee base of this brand is 20-25. Delicious is a small fast-food restaurant that offers quality and delicious food to customers. This is a new company, and this brand started its business one year ago. Delicious financial situation is stable, and this brand only operates its business within London. This company has a small branch in this city, and this small business offers attractive facilities to customers that help this brand operate successfully in the selected market. Due to its vital business facility, Delicious can expand its business within the UK. Thus, this company can enhance its brand value and customer base to gain competitive advantages. Azeem *et al.* (2021) have stated that business expansion is necessary to increase brand value, business revenue, and customer base to hold a substantial business position. This company needs to identify the customer base while expanding the business in different cities in the UK. Apart from that, Delicious promotes its services through online and digital promotional strategies generally followed by this brand. In that case, after the business expansion, this brand can use social media marketing to target a large number of customer base and share their quality services as well as products. The manager of Delicious places importance on staff training to enhance their ability to execute all business activities smoothly. A skilled staff base is necessary to execute all business activities successfully and improve the ability for successful business expansion (Jamal and Chellakan, 2020). However, Delicious can select Liverpool as their new operating market after London.

Delicious's Mission and Objectives

The mission of Delicious is to offer quality food and pleasant service that caters to cost-conscious, health-conscious people. This firm is a small-scale fast-food business. Still, Delicious has focused on the customer needs and making yummy food by maintaining accurate nutrients in their dishes that attract health-conscious people in London. As per the viewpoints

of Chun and Nyam-Ochir (2020), in recent days, the tendency to visit fast-food restaurants has increased as the working people rate has increased and food habits have changed. Every person wants to consume the healthy and delicious food this brand offers to many customers in London.

On the other hand, the business **objective of Delicious** is to reach the highest customer satisfaction level. Along with that, to maintain a skilled staff base that can help increase business revenue. According to Slack *et al.* (2021), every company needs to give importance to creating a satisfied customer base by understanding their needs and modifying their services based on the audience demand. Therefore, Delicious business mission and objectives can help this brand expand its business within the UK. In the initial stage of business expansion, Delicious needs to analyse the food habits and trends of visiting the small-scale fast food centre in Liverpool. Then, business expansion can be executed successfully within the UK.

Macro-Environment Analysis

Macro-environment analysis is an essential business approach that helps an organisation identify potential opportunities and hazards that might impact the business (Sijabat, 2019). The PESTEL framework is one of the essential frameworks used to conduct the external analysis of an organisation.

PESTEL Analysis

This framework is generally used to analyse the impact of external factors on the business. It helps to change business strategy based on them to avoid the risk factors successfully [Refer to Appendix 1].

Political factor	• The UK government is stable, and parliamentary democracy has been followed. • Brexit has created an investment crisis for small-scale businesses.	Threat 
Economic factor	• 4.1% GDP growth has increased in the UK in 2023 (Statista, 2023). • 0.8% small business growth has been seen in the UK within 2023 (Gov, 2023).	Opportunity 

Social factor	• After the pandemic, the unemployment rate has increased. • Customer demand has changed drastically after the global outbreak.	Threat 
Technological factor	• The UK is an advanced technological country that increases business efficiency. • Small-scale business focuses on implementing different technologies.	Opportunity 
Environmental factor	• The Environmental Act 2021 has helped all small-scale businesses to reduce carbon emissions (Gov, 2023). • Environmental legislation of the UK helps small-scale businesses maintain sustainability.	Opportunity 
Legal factor	• The UK's restaurants need to follow the Food Safety Act 1990 and the Food Hygiene Regulations to maintain food safety (Gov, 2022). • This legislation helps in increasing customer satisfaction rates.	Threat 

Table 1: PESTEL analysis

(Source: Created by the author)

The UK government is stable and follows a parliamentary democracy that helps small-scale businesses expand and create business strategies based on the current market demand. Despite this, Brexit has posed an enormous threat to small-scale businesses' ability to maintain a solid investment base. As a result, in the UK, the growth of small-scale businesses is low. In that

aspect, Delicious can face difficulties maintaining a solid investment base. This threat needs to be overcome by this brand while expanding the business in another city in the UK. On the other hand, the GDP growth of this country is high, which can help Delicious maintain a flexible business in the UK, and this country also supports small-scale business development. Fatima *et al.* (2020) have stated that the high GDP growth offers a flexible business environment and business growth. Besides, after the global outbreak, most organisations in the UK have faced massive staff shortages that can threaten Delicious's ability to hire skilled employees who can execute all business activities smoothly. Despite these, the technological factors can allow Delicious to adopt advanced technologies to maintain flexible marketing and business promotion to attract customers. Through advanced technology, Delicious can promote its products online and offer online delivery, as after COVID, online delivery has become a trend. According to Dedeoğlu and Boğan (2021), after COVID, people have stopped visiting restaurants and preferred to purchase food online. In that case, Delicious can offer an online food delivery facility and maintain social media promotions effectively. Along with that, environmental factors have created opportunities to maintain business sustainability. Delicious can modify its business policies to make the business sustainable. The legal aspect has also created an opportunity for Delicious because it can help maintain food safety, which is necessary to enhance its brand image. Moreover, food safety laws must be maintained for fast-food restaurants to avoid any health hazards and offer secure health facilities to customers (Li *et al.*, 2021). Lastly, it can be stated that Delicious needs to identify a solid investment base to increase business resources. Thus, this company can expand its business in different cities in the UK. At the same time, efficient business resources need to be maintained by the organisation to implement different technologies such as Google Analytics and AI as well as SEIO to understand the customer's demand and track their orders effectively. However, with the Environmental Act, Delicious can adopt eco-friendly services such as a green supply chain facility and paper packaging to reduce wastage. This approach can help increase brand value and attract different investors who can show their willingness to invest in this brand. Therefore, before expanding the business in Liverpool, Delicious needs to do accurate market research, which is necessary to avoid any potential business risk factors.

Micro-Environment Analysis

Micro-environment analysis is necessary to understand the company's internal capacity to execute the business successfully.

Industry Life Cycle

This framework is generally used to understand the industry and modify new services as well as products to cope with the current market demand. The industry life cycle is necessary for an industry or business's evolution based on its growth and decline stages (O'Sullivan, 2021) [Refer to Appendix 2]. This framework has four stages that have been described below:

Introduction phase

In this stage, the new start-up opens its business with new ideas and services. New innovation strategies are generally created in this stage, which is necessary to maintain good production. Sheresheva *et al.* (2020) have stated that the introduction phase is necessary for every start-up to target a new customer base and implement new innovation strategies to manufacture products based on customer demand. In this phase, Delicious needs to identify its targeted customer base and adopt new technologies or innovations to execute marketing and promotions as well as track customer demand while serving its services.

Growth phase

In this stage, customers get to know the value of the products and start to keep them engaged with the brand. Business processes improved in this stage by modifying business strategy and achieving customer demand. In the growth phase, Delicious needs to give importance to updating its business strategy and understanding its customers while serving its services. Thus, the mentioned brand can grow its business by increasing revenue.

Maturity phase

In this phase, every organisation focuses on reducing extra expenses and smaller competitors to hold solid business positions in the competitive market. As maturity is achieved, barriers to entry become higher, and the competitive landscape becomes more clear (Mullen and Morris, 2021). Along with that, cash flow statement profitability became the primary goal of the business. In the maturity phase, Delicious can reduce business operation costs and enhance the potential to expand business in the UK's new cities.

Decline Phase

This phase refers to the end of the ability to support growth in the organisation. In this phase, an organisation can slow down their ability to expand its business in new places. Therefore, in the initial stage, Delicious needs to give importance to the growth phase that can help this brand increase its business potential and understand customers' demands to meet its business objectives successfully.

Porter's Industry Five Forces Analysis

This model is essential to understand the business position and its ability to compete with the competitors in the industry [Refer to Appendix 3].

Bargaining power of supplier	• Many suppliers are present in the UK. • Suppliers can switch their brands whenever required.	Moderate 
Bargaining power of buyers	• Customers have many options to switch their brands. • Competition in the fast-food restaurant industry is high.	High 
Threat of substitution	• Popular fast-food restaurants are present in the UK. • The brand image is high for existing fast-food companies.	High 
New entrants	• The UK supports new business growth. • There are many companies present that already have a strong customer base.	Moderate 
Competitive rivalry	• There are many popular large-scale fast-food restaurant companies present in the UK. • Market share, employee number and investors are high in the large-scale companies of the UK in the fast-food industry	High 

Table 1: Porter's Five Forces

(Source: Created by the author)

Many fast-food chains are present in the UK, and the number of suppliers for fast-food chains is sufficient. Hence, the supplier power for Delicious will be moderate because this brand can identify potential suppliers and adopt green supply chain facilities to reduce the environmental impact. The bargaining power buyers will be high for Delicious because UK customers have many options to switch their brands easily. Hence, Delicious needs to give importance to their customers to keep them engaged with this brand for a long time. Hamzah and Shamsudin (2020) have stated that every organisation must give importance to maintaining a customer base to increase brand value and get competitive advantages. The threat of substitutes in the UK is high as many small-scale fast-food companies are in this country. The competition rate in this country has also increased as customers can change their tastes anytime based on the services. Hence, Delicious needs to give importance to the customers' choices and update its strategy based on their needs. Along with that, this brand needs to prioritise the marketing and promotional strategy to communicate with the staff clearly and solve their doubts quickly. Besides, the threat of new entrants is moderate because many famous companies are present in the UK, and this country also supports the growth of new companies. Delicious needs to identify potential suppliers and develop a solid investment base to help this company avoid any risk factors. Lastly, competitive rivalry is high, and the popular fast-food centres in London are Poppies, Nando's, and Burger & Lobster. Hence, Delicious must maintain a competitive industry position in London to increase business revenue, which can help expand business in other cities in the UK.

Internal Analysis

Delicious Strategic Resources and Capabilities

VRIO Analysis of Distinctive Resources and Capabilities

Resource and capabilities	Valuable	Rare	Inimitable	Organisation	Impact on competitive advantages
Skilled employee base	Yes	Yes	No	Yes	Temporary competitive advantages
Strong	Yes	Yes	Yes	Yes	Sustainable

business operation and marketing					competitive advantages
Quality food and services	Yes	Yes	Yes	No	Unused competitive advantages
Solid customer satisfaction rate	Yes	Yes	Yes	Yes	Sustainable competitive advantages

Table 3: VRIO analysis

(Source: Created by the author)

As per VRIO analysis, it has been identified that the critical resources of Delicious are the employee base, marketing functions, food quality, and customer relationships. In that context, this company is getting temporary competitive advantages in the skilled staff base. Being a small-scale restaurant, Delicious has a small staff base that is unable to serve many customers at a time. Therefore, this firm needs to enhance its staff base to maintain business sustainability. However, this brand has sustainable advantages because customer satisfaction is high. After all, it focuses on a limited, targeted customer base and offers quality services to them. This business approach can help this brand expand its business quickly in different cities in the UK. According to Tuncer *et al.* (2021), customer satisfaction also helps increase business resources, which is the necessary business pillar that helps in business growth. On the other hand, Delicious focuses on marketing and promotion that can attract more audiences in the existing market as well as in the new business area.

Value Chain Analysis

Primary Activities

Inbound logistics: Delicious will send an information message to customers whenever required to know their demand.

Operations: A green supply chain will be followed by Delicious to reduce the negative impact on the environment.

Outbound logistics: In that case, Delicious will modify its services based on the customers' experience and expectations.

Marketing and sales: Online and offline marketing approaches will be followed by Delicious to conduct the marketing and selling of their products.

Services: Delicious will gather customer feedback through their websites, and this brand will update its services as per the customers' needs to maintain a strong brand image.

Secondary Activities

Firm infrastructure: Delicious will follow a hierarchical firm infrastructure where managers and employees are equally involved in the business growth. The manager of Delicious will plan and follow an accurate recruiting process to hire skilled staff after expansion.

HRM: The HR of Delicious will treat their staff with respect and offer career growth opportunities that can help maintain employee retention rates and staff satisfaction.

Technology development: Delicious will use advanced technology such as SEO to execute digital business activities and track customer demand by promoting their services.

Procurement: This is the process of acquiring goods and services for an organisation (Carril-Caccia and Pavlova, 2020). Delicious will offer online payment options to customers, and cash facilities will also be available in London and after the business expansion in Liverpool.

SWOT Analysis

Strength	Weakness
• Delicious has a strong customer satisfaction base in London. • Delicious has the ability to expand its business in different cities in the UK.	• Small staff base. • Limited branches.
Opportunity	Threat
• Social media marketing • Sustainable business.	• Lack of investors • High competition in the fast-food industry.

Table 4: SWOT analysis

(Source: Created by author)

Delicious has a solid customer base in London, and this company has the ability to expand its business in another city in the UK. A satisfied customer base is necessary to get competitive advantages and increase business revenue (Hamzah and Shamsudin, 2020). On the other hand, it has been identified that being a small-scale restaurant service, Delicious has a small customer

base, which is a weakness in offering their services to many customers at a time. At the same time, the marketing facility of this brand has created business opportunities to grow and attract many customers at a time. Delicious's green supply chain facilities have created its business sustainability and an opportunity to increase its brand image and expand its business. However, from the external analysis, it has been found that after Brexit, small-scale businesses have faced difficulties maintaining a solid investment base, creating a threat to Delicious. Hence, this company needs to identify a potential investment base.

Strategies to Sustain Competitive Advantage

Porter's Generic Strategy

This model is generally used to understand the competitive advantages of an organisation, and this framework has four strategies (Islami *et al.*, 2020) [Refer to Appendix 4].

Cost leadership strategy:

This strategy helps reduce operation costs and gain market share by providing quality services to customers. This strategy aims to improve productivity, increase employee skills, and make intelligent investments (Simamora and Sulistianingsih, 2021). At the same time, the cost leadership strategy also helps to develop the organisational structure that is necessary to train staff and motivate them for better production.

Differentiation Strategy:

This strategy refers to the approach a business can develop by providing customers with unique services and products (Mihailović *et al.*, 2020). Large organisations with solid business resources and an investor base generally follow this strategy. Differentiation strategy is also required to adopt an innovative approach in the organisation and enhance business profitability. Small-scale organisations face difficulties in maintaining this strategy as there are some risk factors to getting robust investment options and effectively coping with the competitive market.

Cost Focus Strategy:

This is an updated version of the cost leadership strategy that focuses on the business's cost and helps focus on the targeted market. The mentioned strategy seeks to develop a cost advantage while limiting its presence to a niche market segment (Clegg *et al.*, 2019). Small and large organisations can adopt this strategy quickly.

Differentiation Focus Strategy:

This is also an updated version of the differentiation strategy. However, it is challenging to use for small-scale companies as a huge market share and investment base are required to execute this strategy.

Moreover, from the above discussion, it can be stated that Delicious can follow a cost leadership strategy as it can help this brand improve its product quality and increase its market share by lowering the business operation cost. As it is a small-scale fast-food organisation, this brand needs to give importance to reducing operation costs and enhancing market share by increasing business revenue. The business revenue can be increased by offering quality products to customers and gaining their satisfaction. This strategy can help Delicious to expand its business in another city in the UK, such as Liverpool. In the business expansion, the primary requirement of Delicious is to increase its business revenue and develop a solid investment base to tackle any uncertainty and risk factors after expansion. Thus, Delicious can get sustainable competitive advantages in London and the new market of the UK.

Best fit strategy

This strategy emphasises the benefits of the organisation's HR strategy, and a solid **HR strategy** is also necessary to make the business sustainable. Nikam and Dhande (2022) have claimed that a sustainable HR strategy is necessary to motivate staff, and an efficient staff base is the pillar of a successful organisation. However, from the external analysis, it has been identified that the unemployment rate increased massively after the pandemic. Hence, the mentioned brand needs to make the HR strategy sustainable, such as a diverse work culture and collaborative working environment. Delicious HR must hire staff based on their skills and needs to give accurate training to enhance their skills to cope with the current market. Thus, the employee retention rate can be increased in Delicious and can make the brand sustainable, which is necessary to enhance the ability to expand the business in another city of the UK. On the contrary, Stone *et al.* (2020) have stated that a skilled staff base is necessary to maintain a customer satisfaction level, which is also essential to make the business sustainable. Therefore, through the best fit strategy, Delicious can modify its HR strategy to create a satisfied staff base and execute all the organisational activities smoothly.

Growth Strategies

Ansoff matrix

An organisation's management team generally uses this strategy to increase the business network and achieve growth initiatives for business expansion. Ansoff Matrix has four aspects with different advantages, and an organisation must follow one plan for business growth (Clarissia, 2020) [Refer to Appendix 5]. The concept of market penetration is to grow the business of the existing product in the current market. Market development refers to the selling of existing products in new markets. On the other hand, the product development strategy refers

to introducing new products or services in the existing market. Diversification is known as entering a new market with new products and services.

Delicious is a small-scale fast-food chain currently based in London but plans to expand its business in different cities of the UK. Therefore, the **market development strategy** can be beneficial for the mentioned company to increase its sales and grow its business successfully. After business expansion, fast-food companies can attract new customer bases for their existing products. Lan (2023) has claimed that the market development strategy benefits for acquiring a new consumer base and improving product quality. Therefore, through this strategy, Ansoff Matrix Delicious can develop its service quality for the existing products and maintain a solid satisfaction base with the new customers by delivering quality services. Thus, Delicious can gradually attract investors and improve its investment base. After Brexit, the growth of small-scale businesses has been reduced massively due to a lack of investment, but the stable government of the UK can help in business growth. Hence, this strategy of the Ansoff Matrix can be beneficial for the business growth of Delicious. At the same time, a market development strategy is also helpful for supporting the business's long-term growth. However, by following this strategy, Delicious can successfully enhance its business capital and achieve organisational goals.

International Strategies

Four international strategies are present, such as international, multidomestic, global, and transnational (Luo, 2022) **[Refer to Appendix 6]**. Delicious is a small-scale fast-food restaurant that operates only in London and plans to expand business within the UK. Therefore, it can be stated that a **multidomestic strategy** can be appropriate for Delicious to grow business locally. Besides, the mentioned strategy can help to gather customer support for business expansion and increase the investment base in the UK. A multidomestic strategy is necessary to expand the local community and network to enhance the brand image effectively. On the other hand, Tien (2019) has stated that a multidomestic strategy can be effective for small-scale businesses because it can be adopted to enhance the local customer base and investor base. In the small-scale fast-food restaurants, a solid customer base is necessary, and by following the multi-domestic strategy, the mentioned company can set short-term goals to achieve business objectives. Through this strategy, the said company can grow their employee base also by hiring skilled staff from the local area, which is effective in expanding business in the different areas of the UK. Besides, a multidomestic strategy can also help to give importance to the business functions by modifying the service facilities, such as adopting digital businesses and promoting their services online. However, the other strategies cannot be effective for Delicious

because it is a small-scale business and a small employee base presents. That can create difficulties in competing with the large organisations because the rest three strategies are generally used by the large organisations. In the initial stage, Delicious needs to give importance to developing business resources and making a satisfied customer base which is essential to enhance brand image and customer satisfaction rate. Thus, Delicious can expand its business in another city in the UK.

Entry mode strategy

Every organisation needs to follow an appropriate entry mode strategy to enter a new market. Based on the company details of Delicious, it has been identified that it is a small business and currently operates only in London. There are different market entry strategies present, such as joint venture, exporting, licensing, and franchising (Park, 2020). In that case, Delicious has decided to operate its business within the UK. Hence, the **franchising** market entry mode can be effective for Delicious. Through franchising Delicious can enhance the purchasing power of buyers and can reduce the business risk factors effectively. Along with that, the mentioned business can get ongoing support from customers to increase the business revenue and from investors. Market share and business operating revenue can be increased in Delicious after the business expansion in another city in the UK. On the other hand, the other market entry mode cannot be effective for Delicious because it is not perfect for the small-scale companies. Franchising is effective for small-scale brands because it enhances risk-taking ability and helps to increase the market share in the local market (Rosado-Serrano and Navarro-García, 2022). Therefore, franchising can be followed by Delicious as a market entry strategy for business expansion within the UK.

Green Strategy and CSR

The UK government has focused on maintaining business sustainability and reducing the carbon emission rate in the future. Shin and Cho (2022) have stated that the green supply chain and reducing industrial waste are some of the most essential green strategies followed in organisations. Therefore, Delicious needs to focus on green supply chain facilities to reduce carbon emissions and must reduce the use of plastics. This can make the business sustainable. Along with that, in the CSR strategy, Delicious needs to maintain a diverse work culture and maintain business accountability. In the diverse work culture, Delicious needs to train their staff to enhance their professional knowledge and must treat all staff with equal respect, which can help to maintain integrity in the organisation. An inclusive work culture is a main aspect of CSR strategy that enhances business integrity (Cajander and Reiman, 2019). Therefore, from

the above discussion, it can be stated that the green supply chain facility and diverse work culture can be effective strategies for Delicious to foster a positive brand image. Thus, many new employees can show their willingness to join this company. In this way, Delicious can make its business sustainable and can expand its business within the UK. The investors also can show their interest in investing in this business.

Conclusion

It can be concluded that Delicious is a small-scale fast-food restaurant that only operates its business in London. This brand has aimed to expand its business in the new city of the UK and Delicious can expand its business in Liverpool city. In that case, Delicious can use a cost leadership strategy to expand business at a low operation cost. The franchising market entry mode can reduce the business risk factors. At the same time, the market development strategy can be effective for Delicious to expand business in a new market with its existing product.

Recommendation

Based on the above discussion, some specific recommendations can be provided to the 'delicious' that they can apply for the effective management of their business. The recommendations have been discussed below:

- **Recommendation 1**

Application of the business strategy is not enough for ensuring the company's success in the market as companies are required to apply the different monitoring tools for evaluating the effectiveness of their business strategy. Therefore, it is recommended to delicious to apply the different monitoring tools in their business. The tools have been discussed below one by one:

Performance measurement tools

As per the viewpoint of Gartner (2023), customer choice 2022, AppDynamics, SolarWinds Server & Application Monitor, Azure Monitor, Datadog and others are significant performance monitoring tools that can be utilised by business firms. Therefore, Delicious can also apply these performance monitoring tools also for assess the business performance and transform the business strategy accordingly.

KPIs for business strategy

Apart from this, different KPIs can be applied by Delicious to understand the effectiveness of the business strategy with the numerical figure. For instance, Net profit margin could be helpful for analysing the profitable aspects of business. Moreover, the Net profit margin is useful for analysing financial health organisations. Thus, Delicious can be able to understand its financial return through this KPI in the market.

Customer feedback

Besides this, the company can take the help of customer feedback to understand the quality and quantity of their foods. Even by gathering customer feedback, it will be possible to understand and needs and requirements of the customers in a more appropriate manner.

- **Recommendation 2**

As Delicious is a newly launched food restaurant organisation in the UK therefore, it is recommended to follow the appropriate marketing strategy for the company. That is why Delicious can follow the social media promotional strategy specifically. It is obvious that social media has become an effective platform for promoting products, services as well and business operations to a huge number of digital audiences in a cost-effective manner. Moreover, it is noticed that in the UK, there will be around 57.1 million active social media users in 2023 (Dixon, 2023). Therefore, Delicious can utilise this digital audience base significantly for the promotion of their business and can enhance customer traffic continuously. For this purpose, different social media channels such as Facebook, Instagram, Twitter and others can be utilised by the company with aesthetic business posts.

- **Recommendation 3**

Lastly, it is recommended that the company include the technology in the maintenance of the business operations. It is obvious that Delicious has to gather and invest huge capital for the inclusion of the technology. Although, the company can get a massive benefit from this. As mentioned by Mirza *et al.* (2021), technology inclusion can enhance the operational efficiency of companies. That is why, for the maintenance of food processing, automated technology can be applied significantly to maintain the supply of the products to the customers on time.

References

- Azeem, M., Ahmed, M., Haider, S. and Sajjad, M., 2021. Expanding competitive advantage through organizational culture, knowledge sharing and organizational innovation. *Technology in Society*, 66, p.101635.
- Cajander, N. and Reiman, A., 2019. High performance work practices and well-being at restaurant work. *European Journal of Tourism, Hospitality and Recreation*, 9(1), pp.38-48.
- Carril-Caccia, F. and Pavlova, E., 2020. Mergers and acquisitions & trade: A global value chain analysis. *The World Economy*, 43(3), pp.586-614.
- Chun, S.H. and Nyam-Ochir, A., 2020. The effects of fast food restaurant attributes on customer satisfaction, revisit intention, and recommendation using DINESERV scale. *Sustainability*, 12(18), p.7435.
- Clarissia, S.M.S., 2020. A study on Ansoff Matrix Technique: As a growth strategy and an adaptive learning technique adopted in the leading brand of products. *BIMS Journal of Management*, 18.
- Clegg, S.R., Schweitzer, J., Whittle, A. and Pitelis, C., 2019. *Strategy: theory and practice*. Sage.
- Dedeoğlu, B.B. and Boğan, E., 2021. The motivations of visiting upscale restaurants during the COVID-19 pandemic: The role of risk perception and trust in government. *International Journal of Hospitality Management*, 95, p.102905.
- Dixon, S.J. (2023) *Social Media penetration UK 2023*, Statista. Available at: [https://www.statista.com/statistics/507405/uk-active-social-media-and-mobile-social-media-users/#:~:text=The%20United%20Kingdom%20\(UK\)%20was,the%20population%20of%20the%20UK](https://www.statista.com/statistics/507405/uk-active-social-media-and-mobile-social-media-users/#:~:text=The%20United%20Kingdom%20(UK)%20was,the%20population%20of%20the%20UK). (Accessed: 13 December 2023).
- Fatima, S., Chen, B., Ramzan, M. and Abbas, Q., 2020. The nexus between trade openness and GDP growth: Analyzing the role of human capital accumulation. *Sage Open*, 10(4), p.2158244020967377.

Gartner, Inc. (2023) *Best application performance monitoring and Observability Tools Reviews 2023: Gartner Peer insights, Gartner*. Available at: <https://www.gartner.com/reviews/market/application-performance-monitoring-and-observability> (Accessed: 13 December 2023).

Gov, 2022. *Key regulations*. [Online]. Available at: <<https://www.food.gov.uk/about-us/key-regulations#:~:text=Food%20Safety%20Act%201990,-England%20and%20Wales&text=the%20food%20businesses%20serve%20or,is%20not%20f%20also%20or%20misleading>> [Accessed on 13th December 2023].

Gov, 2023. *Business*. [Online]. Available at: <<https://www.ons.gov.uk/businessindustryandtrade/business>> [Accessed on 13th December 2023].

Gov, 2023. *Environment Act 2021*. [Online]. Available at: <<https://www.legislation.gov.uk/ukpga/2021/30/enacted#:~:text=An%20Act%20to%20make%20provision,that%20fail%20to%20meet%20environmental>> [Accessed on 13th December 2023].

Hamzah, A.A. and Shamsudin, M.F., 2020. Why customer satisfaction is important to business?. *Journal of Undergraduate Social Science and Technology*, 1(1).

Islami, X., Mustafa, N. and Topuzovska Latkovikj, M., 2020. Linking Porter's generic strategies to firm performance. *Future Business Journal*, 6, pp.1-15.

Jamal, T.N.N. and Chellakan, R.S., 2020. Effect of entrepreneurial competence and expansion strategies on SMES performance of kingdom of Bahrain. *iKSP Journal of Business and Economics*, 1(1).

Lan, T.T.N., 2023. Market development strategy of renewable energy industry in Vietnam. *International journal of business and globalisation*.

Li, S., Tian, Y., Jiang, P., Lin, Y., Liu, X. and Yang, H., 2021. Recent advances in the application of metabolomics for food safety control and food quality analyses. *Critical Reviews in Food Science and Nutrition*, 61(9), pp.1448-1469.

Luo, Y., 2022. A general framework of digitization risks in international business. *Journal of international business studies*, 53(2), pp.344-361.

Mihailović, B., Radić Jean, I., Popović, V., Radosavljević, K., Chroneos Krasavac, B. and Bradić-Martinović, A., 2020. Farm differentiation strategies and sustainable regional development. *Sustainability*, 12(17), p.7223.

Mirza, F.M., Rizvi, S.B.U.H. and Bergland, O., (2021). Service quality, technical efficiency and total factor productivity growth in Pakistan's post-reform electricity distribution companies. *Utilities Policy*, 68, p.101156.

Mullen, E. and Morris, M.A., 2021. Green nanofabrication opportunities in the semiconductor industry: A life cycle perspective. *Nanomaterials*, 11(5), p.1085.

Nikam, V.P. and Dhande, S.S., 2022. A Best Fit Strategic Approach for Sample Selections of a Carrier to Minimizing Quantization Error. *Autonomous Vehicles Volume 2: Smart Vehicles*, pp.1-18.

O'Sullivan, M., 2021. Industrial life cycle: relevance of national markets in the development of new industries for energy technologies—the case of wind energy. *Innovation, Catch-up and Sustainable Development: A Schumpeterian Perspective*, pp.363-409.

Park, C., 2020. Market entry strategies in a high-tech successive generations market: a case study of three semiconductor firms with different entry modes. *Journal of Business & Industrial Marketing*, 35(11), pp.1751-1766.

Rosado-Serrano, A. and Navarro-García, A., 2022. Alternative modes of entry and unexpected events in franchising. *Journal of Global Business Insights*, 7(2), pp.94-108.

Sheresheva, M., Valitova, L., Tsenzharik, M. and Oborin, M., 2020. Industrial life-cycle and the development of the Russian tourism industry. *Journal of Risk and Financial Management*, 13(6), p.113.

Shin, S. and Cho, M., 2022. Green supply chain management implemented by suppliers as drivers for smes environmental growth with a focus on the restaurant industry. *Sustainability*, 14(6), p.3515.

Sijabat, R., 2019. Macro-environment analysis of the tourism industry in Indonesia: Findings from the PEST analysis. *Innovative issues and approaches in social sciences*, 12(3), p.101.

Simamora, V. and Sulistianingsih, I., 2021. Effect of Environmental Turbulence, Value Creation on Cost Leadership Strategy and Its Impact on Competitive Advantage of Coffee Shop SMEs, Jakarta, 2021. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, pp.16273-16286.

Slack, N.J., Singh, G., Ali, J., Lata, R., Mudaliar, K. and Swamy, Y., 2021. Influence of fast-food restaurant service quality and its dimensions on customer perceived value, satisfaction and behavioural intentions. *British Food Journal*, 123(4), pp.1324-1344.

Statista, 2023. *United Kingdom: Real gross domestic product (GDP) growth rate from 2018 to 2028*. [Online]. Available at: <[https://www.statista.com/statistics/263613/gross-domestic-product-gdp-growth-rate-in-the-united-kingdom/#:~:text=Gross%20domestic%20product%20\(GDP\)%20growth%20rate%20in%20the%20United%20Kingdom%202028&text=The%20statistic%20shows%20the%20growth,compared%20to%20the%20previous%20year](https://www.statista.com/statistics/263613/gross-domestic-product-gdp-growth-rate-in-the-united-kingdom/#:~:text=Gross%20domestic%20product%20(GDP)%20growth%20rate%20in%20the%20United%20Kingdom%202028&text=The%20statistic%20shows%20the%20growth,compared%20to%20the%20previous%20year)> [Accessed on 13th December 2023].

Stone, R.J., Cox, A. and Gavin, M., 2020. *Human resource management*. John Wiley & Sons.

Tien, N.H., 2019. Comparative Analysis of Multidomestic Strategy of P&G and Unilever Corporation. *International journal of foreign trade and international business*, 1(1), pp.5-8.

Tuncer, I., Unusan, C. and Cobanoglu, C., 2021. Service quality, perceived value and customer satisfaction on behavioral intention in restaurants: An integrated structural model. *Journal of quality assurance in hospitality & tourism*, 22(4), pp.447-475.

Appendix

Appendix 1: PESTLE analysis

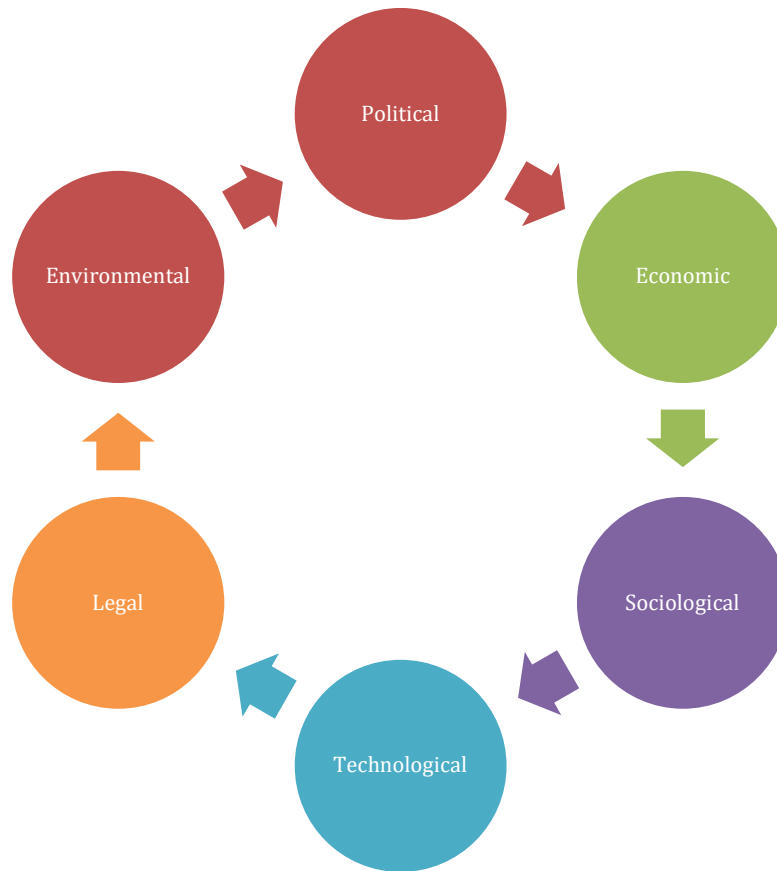


Figure 1: PESTLE analysis
(Source: Created by the author)

Appendix 2: Industry Life cycle

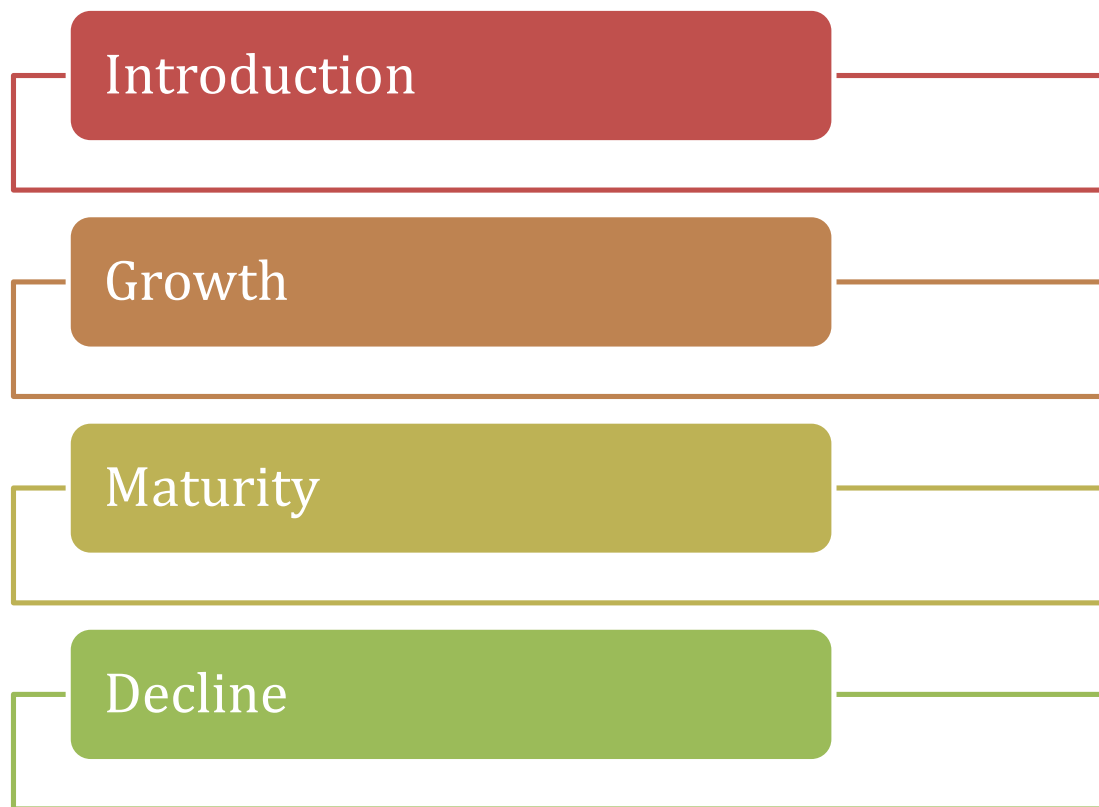


Figure 2: Industry Life cycle

(Source: Created by the author)

Appendix 3: Porter's Industry Five Forces Analysis



Figure 3: Porter's Industry Five Forces Analysis

(Source: Created by the author)

Appendix 4: Porter's Generic Strategy

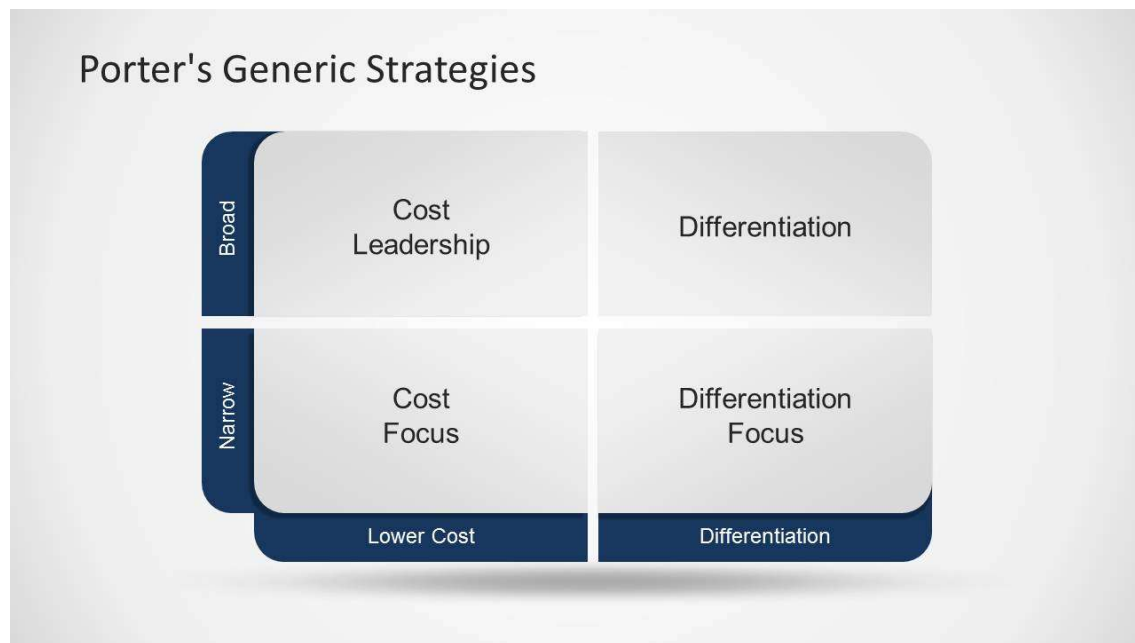


Figure 4: Porter's Generic Strategy

(Source: Islami *et al.*, 2020)

Appendix 5: Ansoff's Matrix



Figure 5: Ansoff's Matrix

(Source: Clarissia, 2020)

Appendix 6: International Strategies



Figure 6: International Strategies

(Source: Luo, 2022)