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1. Introduction

The aim of this paper is to create a business plan for Just Deliver, the online seafood retailer. The business description and brief industry analysis will be demonstrated here. Therefore, this paper will analyse business operations and the management team of the proposed venture. As a start-up company, financial analysis is important to define its future growth. A financial analysis, marketing plan and brief marketing research will be also discussed in this business plan.

2. Description of the proposed business

2.1 Overview of the business

Just Deliver is a small seafood start-up business which will provide low-cost home delivery throughout the UK. The proposed start-up will create a local supply chain for raw materials such as seafood. The headquarter of the company will be located in Croydon, London. The company will offer all products online through the company website and mobile application.

2.2 General description

The main products of Just Deliver will be raw seafood including lobsters, crabs, oysters, cockles, mussels, prawns, shrimps, scallops, cuttlefish, hake, Brixham crab, Dover sole, lemon sole and other items. Fishing boat operators and other vendors will be the key suppliers of the company. The company will have some different business operations for seafood collection, packaging and delivery. As a small start-up venture, Just Deliver will sell only raw food products but it will also include packaged readymade food items in future.

2.3 Company mission statement

The main mission statement of the company will be to deliver seafood throughout the UK locations at an affordable price range. Accordingly, the company will also become a global seafood distributor in the next five years.

2.4 Intellectual property considerations

The company has its own business logo and business name which are the key intellectual properties. Apart from that, the business website, copyrights, innovation patents of smart technologies and company applications are also other intellectual properties of the start-up venture (Odei and Hamplová, 2022). Other business patents and trademarks will be its intellectual property considerations as they will legally protect the venture (Bamakan *et al.*, 2022).



Figure 1: Logo for Just Deliver

(Source: Author)

2.5 Ownership structure and legal considerations

Just Deliver will be a partnership venture of three business partners. The legal structure of the business will be a limited partnership where all partners will be only liable for their investments (Allen *et al.*, 2021). As a limited partnership business, Just Deliver will not pay any tax itself. According to the UK taxation policies, all the profit will go directly to the partners and they will pay their individual income tax.

3. Industry analysis

3.1 Internal capability analysis: VRIO

Components	Valuable	Rare	Intimidate	Organised	Impact
Logistics	Yes	No	No	Yes	Low competitive advantage
Product	Yes	No	No	Yes	Long-term advantage
Delivery service	Yes	No	No	Yes	Long-term advantage
Technology	Yes	No	No	Yes	High competitive advantage
Facilities	Yes	No	No	Yes	High competitive advantage

Table 1: VRIO Analysis

(Source: Author)

According to the VRIO analysis of Just Deliver, five main components of the business have been identified. Logistics is one of the common components among its competitors which will provide a low competitive advantage to the company. On the other hand, the exclusive product and service range will provide long-term competitive advantages to Just Deliver. Implementing advanced technologies and customer facilities will make the company different from its competitors (Allen *et al.*, 2021).

3.2 External environment analysis: Porter's five forces model

Competitive rivalry: The UK market does not have high competition as there are only 26 large as well as over 100 small-sized fish and seafood companies. Food Group Princes is the largest seafood distributor in the UK (Intrafish, 2023). Apart from that, Nomad Foods, Atlantic Seafood, Unique Seafood and other large companies will be the main competitors of Just Deliver (Intrafish, 2023).

Suppliers' power: There are a limited number of seafood suppliers hence they can easily dominate the market (IBISWorld, 2023). Just Deliver needs to create a large and local supply chain in Croydon to manage the basic price range as well as the profit rate.

Consumers' power: Customer bargaining power will be low for Just Deliver. There are a limited number of seafood distributors (IBISWorld, 2023). Just Deliver can easily make a profit from the UK market.

Threats of new entries: Entering in the market is very easy for new businesses as it does not require a huge investment. Currently, the distributors are limited in this market, but Just Deliver can face high competition in future.

Threats of substitutes: Some people are allergic to seafood and they prefer its subsidies such as jackfruit, tofu, banana blossom, seaweed, mushrooms or other plant-based diet. Plant-based or vegan food will be the key substitutes for the company.

4. Business operations and management plan

4.1 Operation plan

Departments	Functions
Production and procurement	Just Deliver will directly collect the raw materials from local fisheries and fishing boat operators (Conboy <i>et al.</i> , 2020). There will be one warehouse in Croydon but the management will open a new one in Boston in the next six months.
Supply chain analysis	The company will create a local supply chain with the local boat operators and fisheries of England (Langley <i>et al.</i> , 2020).
Delivery and outcome	Just Deliver will use the road as the main transportation system. Therefore, it will use smart and eco-friendly packaging to maintain

	a sustainable business (Chen <i>et al.</i> , 2020).
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Table 2: Business operations of Just Deliver

(Source: Author)

4.2 Management team plan

All three partners will have equal administrative and managerial rights in this venture. One will be the operation head; one will be the head of supply chain management and the third partner will be the head of the delivery department. They will recruit a technical head and a marketing head as well. The company will initially hire 12 employees for overall business activities and will recruit more eventually. The company will use various low-cost delivery partners according to its delivery locations.

4.3 Rationale of chosen legal structure

Just Deliver will follow the limited partnership structure which will be highly beneficial for a start-up venture. As a limited partnership business, the company does not have to pay any business tax. Accordingly, the partners will be only liable for their investment and can secure their personal assets (Lerner and Nanda, 2020). Apart from that, Just Deliver will also easily get bank loans and raise funds as well.

5. Marketing plan**Marketing objectives**

- To create awareness about Just Deliver among the people in the UK and attract them.
- To enhance sales and become a profitable business within 1 year.
- To acquire new customers and new regions in the UK.

Segmentation and positioning

Segmentation			
Geographic	Demographic	Psychographic	Behavioural
Mainly cities in the UK and Regions above 2,500 people/ square kilometres will be its main target (UK Fisheries, 2023).	People aged between 18 to 55 years old. Both males and females along with businesses.	Housewives and chefs will be its main targeted customers.	Both regular and occasional buyers will be its targeted customers.
Positioning			
The seafood consumers want their seafood items delivered to their homes within a quick time. Just Deliver will deliver the products to the customers within a short time. Due to this reason, this company will be located in the winning zone of the Brand Position framework (UK Fisheries, 2023).			

Table 3: Segmentation and positioning of Just Deliver

(Source: Author)

Marketing mix (4PS)

Components	Description
Product	Cod, haddock, crab, lobster, tuna, mussels, oyster, shrimps and sawfish will be Just Deliver's main products (UK Fisheries, 2023). Additionally, delivery services of sea food will be its other main products as it will be a delivery company.
Prices	It will deliver products of its own branding and will also sell products of other companies. It will have a subscription pack and also customers need to pay

	delivery charges on products below £20. Products above £20 will be delivered free of cost.
Place	It will open its main branch in London for the first time and it will open distribution hubs in other parts of the UK.
Promotion	It will use both offline and online channels in its promotional activities. Additionally, it will use social media platforms like Facebook, Instagram, Threads and Twitter as its effective promotional channels (UK Fisheries, 2023).

Table 4: Marketing mix

(Source: Author)

Distribution and sales strategies**Distribution**

Just Deliver will have a distribution centre in London and it will expand its numbers in the coming years. It will partner with commercial transporters to maintain a smoothie supply chain. It will hire delivery executives on a partner basis to deliver orders to customers and will have 12 employees in its office.

Sales strategies

- Just Deliver will set a sales target.
- It will fix the targeted customers and promote marketing strategies.
- It will offer quick delivery, offers and free deliveries to enhance sales.

6. Financial plan

6.1 Financial plan

Basis	Year: 2023 (Amounts in £)
Revenue	
Net revenue	0
Operating costs	
Management Department	3,000
Customer Service Department	1,200
Financial Department	2,000
Human Resource Department	1,200
Packaging Department	800
Marketing Department	900
Delivery Department	1,500
Total costs	10,600
Net income (Predicted)	6,000
Projected fund raising	4,000

Table 5: Financial plan for Just Deliver

(Source: Author)

6.2 Different types of financing

Types of financing	Advantages	Disadvantages	Possible fundings (£)
Bank loan	1. It will be able to execute its all activities without any interference from banks (Faster Capital, 2023). 2. It will not lose any of its business if it takes loans (BBC, 2023).	1. It has the chance of penalties if it will not repay loans on time (Faster Capital, 2023). 2. It will take a long time to apply for a bank loan.	5,000
Venture capital	1. Just Deliver will have the chance for raising a fund of large amounts (Faster Capital, 2023). 2. There will be no obligation for this organisation to repay this fund.	1. It will have the chance of losing control over its organisation. 2. This organisation will have high pressure to become successful.	10,000

Table 6: Different types of financing for Just deliver

(Source: Author)

6.3 Six-month cash-budget forecast

Components	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Cash Collection (All amounts in this table are in £)						
Account receivable	1,000	2,000	1,000	2,000	1,000	3,000
payments						
Cash sales	13,000	15,000	10,000	15,000	19,000	17,000
Interests	500	1,000	1,000	500	1,000	2,000
Cash inflow	14,500	18,000	12,000	17,500	21,000	22,000
Cash payments						
Departmental expenditures	10,600	10,600	10,600	10,600	10,600	10,600
Overhead costs	2,400	400	2,400	1,400	2,400	3,400
Other spending	1,000	1,000	1,000	1,000	1,000	1,000
Total cash outflow	14,000	12,000	14,000	13,000	14,000	15,000
Total cash outflow (O) / Inflow (I)	500 (I)	6,000 (I)	2,000 (O)	4,500 (I)	7,000 (I)	7,000 (I)
Closing balance	28,500	30,000	26,000	30,500	28,000	29,000
Target cash balance	28,000	28,000	28,000	28,000	28,000	28,000
Cash surplus / deficit	500	2,000	2,000	2,500	0	1,000

Table 7: Six-month cash-budget forecast for Just Deliver

(Source: Author)

6.4 The processes of achieving financial sustainability

Components	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Total sales	53,000	70,000	60,000	80,000
Cost of sold goods	53,000	54,000	47,000	60,000
Gross profit	0	16,000	13,000	20,000
Operating expenses	5,000	6,000	5,000	8,000
Operating profits	-5,000	10,000	8,000	12,000

Table 8: Proposes sales statistics for Just Deliver

(Source: Author)

Proper marketing will be a good strategy for Just Deliver to enhance its sales as it will be a newly launched company. Additionally, proper delivery, logistics and quality of products will support this organisation to enhance its sales in the coming times.

7. Market research

7.1 Macro factor analysis of industry

The total size of the seafood market in the UK is about £272.22 million in 2023 and it is growing by 14.40% in recent times. It will reach £473.83 million by the end of 2027 and its total customer numbers in the UK is about 4 million (Statista, 2023). The Cornish Fishmonger, Rockfish and Rick Stein's Online Fishmongers are some popular seafood delivery companies. This growing market and lower bumper of competitors will support Just Deliver to become successful (Statista, 2023).

7.2 PEST analysis

Factors	Description	Impacts
Political	Approximately 40% of total whitefish comes from Russia to the UK and high tension between NATO as well as Russia will enhance the costs of sea food for Just Deliver (Fishing News, 2023).	High
Economic	Current inflation rate in the UK is about 6.4% and it will increase the prices of raw materials (Gooding, 2023). Due to this reason, this company will need to expense a lot and face a reduction in profit margin.	Moderate
Social	About 37% of total British people eat sea food regularly and this huge number of people will enhance the chances for increasing sales of Just Deliver in the coming years (Dinic, 2023).	High
Technological	The use of internet, mobile application and social media platforms will assist this company to reach customers quickly. Additionally, it will enhance the selling opportunities for this company in the coming years (Dinic, 2023).	Low

Table 9: PEST analysis

(Source: Author)

8. Conclusion

This assignment has been developed to represent a business plan for a seafood delivery company named Just Delivered. Eventually, it discussed the business overview, industry analysis and operations along with the management team plan in a detailed manner. Finally, it

has assessed the marketing plan, marketing research and financial plan adequately supported by proper information.

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