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Greggs' Innovative Marketing Strategy

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Executive Summary

The purpose of this marketing plan is to use the SOSTAC framework to achieve a 10% growth target in Greggs' online business sales between September 2025 and August 2026.

The plan identifies technological opportunities and competitive threats by analysing the macro-environment, micro-environment and internal environment. Greggs uses multiple strategies to target high-frequency online ordering consumer groups and growth strategies, such as Ansoff's Growth Matrix and STP theory. Meanwhile, Greggs has developed a series of specific ways based on the 7P marketing theory, including price discount strategies and a self-diversity system. Additionally, Greggs also employs Gantt charts for execution planning and monitors through key performance indicators to optimize strategies. For instance, Greggs enhances online sales through online media marketing and various online promotional activities. Through these comprehensive market measures, Greggs strengthens its competitive advantages in online operations and expands market share in market.

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1.0 Introduction

With the development of the fast-food market, Greggs needs to innovate its marketing strategies to enhance its competitive position. The purpose of marketing plan is to develop a 12-month marketing strategy through the SOSTAC framework and SMART objectives, thereby helping Greggs achieve its strategic objectives from September 2025 to August 2026. This plan analyses Greggs' technological factors and leverages its core strengths and capabilities to enhance overall competitiveness.

Irwanto Murniati and Fauziyah (2021) found that SOSTAC is a strategic planning framework used for marketing and business planning, including situation analysis, objective, strategy, tactics, actions and control. It is crucial for formulating stable marketing strategies.

Reported by Chaffey (2022) and Broadhurst (2023), situational analysis is the foundation of planning, which must conduct a comprehensive evaluation of the enterprise to clearly present its current status. Objective is the core of a marketing plan, ensuring objectives are specific, measurable and closely

aligned with business priorities to provide direction for the organisation. Strategy focus on the overarching approach to achieving goals, ensuring alignment between work direction and objectives. Tactics are further refined into specific marketing mix strategies, such as product, price and channel. Actions are broken down into detailed execution plans, control dynamically monitors plan implementation through performance management processes, enabling timely optimization and adjustments to ensure effective strategy execution (Krisbiantoro, Sarmini & Rahmah,2023;Figure 1).

SMART goals include specific, measurable, achievable, relevant and time-bound (Indeed,2025). These can ensures the effective implementation of marketing plans and enables enterprises to establish goals efficiently (CFI, 2022;Figure 2).

The audit revealed that Greggs has the advantages of extensive stores and strong brand reputation, but faces weaknesses in digital marketing and online services. With the development of the widespread adoption of digital consumption, consumers preferred to obtain information and place orders

through digital channels. Therefore, Greggs has set increasing the proportion of online sales as its core marketing objective. By implementing targeted marketing plans to meet consumer demands, Greggs aims to drive its digital transformation and enhance its competitive position in the fast-food industry.



Figure 1: SOSTAC Planning

Source: <https://broadhurst.digital/blog/sostac-examples-a-proven-plan-for-strategic-marketing>.

S	Specific	Make your goal specific and narrow for more effective planning	
M	Measurable	Make sure your goal and progress are measurable	
A	Achievable	Make sure you can reasonably accomplish your goal within a certain time frame	
R	Relevant	Your goal should align with your values and long-term objectives	
T	Time-based	Set a realistic but ambitious end date to clarify task prioritization and increase motivation	

Figure 2: SMART goals.

Sources: <https://uk.indeed.com/career-advice/career-development/how-to-write-smart-goals>.

2.0 SOSTAC

2.1 Situation Analysis

2.2.1 Macro-environmental Analysis (PESTEL-T)

With the development of digital technology, consumers prefer ordering meals online, such as food delivery, self-service ordering machines and mobile applications, which enhance the speed of meal ordering. Khrais and Gabbori (2023) also mentioned the impact of technological development on marketing methods, as social media platforms have transformed into crucial marketing

channels, making product promotion more efficient through short videos and live streaming. Meanwhile, the application of AI and automation technologies can not only quickly meet consumer demands but also improve production efficiency. All these provide solid technical support for online sales.

2.2.2 Micro-environment Analysis

Consumers: Consumers are prefer to choose online services. For instance, consumers can pre-order by mobile applications and then pick them up, which enhancing convenience (Ferdianto, Juwitasary & Dharma, 2021). Reported by Rane (2023) and Bose et al (2024), consumers' demands for digital services are also growing with continuous technological advancements. They hold higher expectations for delivery speed and quality.

Competitors: Greggs faces numerous competitors, such as McDonald's, Burger King and KFC. Many fast-food brands have already adopted technological applications and established mature online ordering and delivery systems. Patel (2023) and Firawi (2024) have both shown that McDonald's

well-developed automated ordering system has attracted a large number of consumers.

2.1.3 Internal Environment Analysis (SWOT)

Advantages: Greggs enjoys high consumer brand recognition and extensive store network, providing a trust foundation for technology-driven marketing innovation.

Disadvantages: The online ordering and food delivery service system needs improvement and social media marketing is insufficient.

Opportunity: Technological advancements provide Greggs with the opportunity to expand its online business. By leveraging data analytics and innovative social media positioning, Greggs can identify target customer segments and launch products that align with market demands. For instance, with the rise of the healthy eating trend, Greggs could introduce healthier food options to attract customers.

Threat: The fast-food industry is highly competitive and they leverage technological advantages to attract more consumers, leading to customer attrition for Greggs. This requires Greggs to continuously carry out technological innovation and application to seize market advantages.

Table 1

Greggs' TOWS Strategy

	S	W
O	Leverage brand awareness and store advantages to expand online business	Increase investment in digital marketing, improve and optimize the online ordering and delivery system, enhance the efficiency of online business operations.
T	Leveraging brand and product advantages to withstand technological competition, strengthen technological development, counter competitors	Strengthen the pace of technological innovation to adapt to market development trends.

2.2 Objective (SMART)

2.2.1 Marketing Objective

Increase the proportion of Greggs' online business sales by 10% between

September 2025 and August 2026.

2.2.2 SMART

Islam and Al Amin (2019) mentioned that SMART goals are used to help guide objective setting in order to assist enterprises in achieving their targets.

Specific: The goal should be clear and detailed. Greggs' objective is to increase the proportion of online business sales through technological applications, rather than boosting overall sales (Boogaard, 2023).

Measurable: Increasing the proportion of Greggs' online business sales by 10% serves as a quantitative target, which can be precisely measured through online sales.

Achievable : With the growth of consumer online demand, Greggs can leverage its brand influence and customer loyalty, combined with technological marketing, to facilitate the achievement of objectives.

Relevant: Monteiro et al (2024) found that technological advancements have led consumers prefer digital consumption. Greggs expanded its online business to increase the proportion of online sales, which is closely related to its digital transformation and enhanced competitiveness.

Time-bound: To be completed within 12 months, with clear milestones established for execution and monitoring.

2.2.3 Good Justification of Objective

Leung et al (2025) found that an increasing number of consumers have become accustomed to online shopping and food delivery. By achieving its online sales objective, Greggs can not only meet the demands of this consumer segment but also improve its market position. The expansion of online operations will enhance brand visibility and attract more consumers, who typically exhibit higher acceptance and reliance on digital services. Moreover, the growth in online sales will help reduce the operational costs of physical stores and improve overall operational efficiency (Fatema,2024).

With the development of online business, Greggs is expected to achieve broader market coverage, thereby increasing sales and promoting long-term development.

2.3 Strategy

2.3.1 Overall Strategic Direction

Greggs can adopt a differentiation strategy from Porter's generic strategies framework and Ansoff Growth Matrix to formulate growth strategies. For instance, Greggs can use technological innovation to optimize its online services and strengthen brand image in product, marketing and service. (Bhat, Agrawal & Barmpas, 2024). Greggs also can expand its online market share through market penetration and product development strategies, such as launching online-exclusive services and products to increase the proportion of online sales (Zugay & Zakaria, 2023),

2.3.2 STP Strategy

Segmentation: George (2025) mentioned that segmentation refers to dividing

customer groups according to different variables, such as demographics, geography and behavior. Greggs can conduct market segmentation based on consumers' online consumption habits and preferences, which can be divided into high-frequency online ordering, low-frequency online ordering, healthy food and traditional food respectively.

Targeting : It is the process of evaluating the attractiveness of market segments to assist businesses in selecting the most suitable market (Thomas & George,2021).Greggs can focus on consumer group that frequently orders online and has a preference for healthy food. They not only possess potential consumption but can also quickly adapt to market changes. This presents an opportunity for Greggs to expand its online business by leveraging technological means.

Positioning : It emphasizes unique value by analysing competitors' market positioning to clarify its own advantages. Greggs can establish convenience, affordable pricing and personalised online services as the brand's core, leveraging technology to meet consumers' demand for convenient, high-quality

dining while differentiating itself from other fast-food brands to shape a distinctive digital brand identity.

2.4 Tactics (7P)

2.4.1 Product

Hanifah, Nuringwahyu and Krisdianto (2022) pointed out that products refer to the goods and services provided by enterprises to meet consumer demands, such as quality, packaging, core functionalities and design.

Greggs can leverage digital technologies to analyse online consumer needs and launch customised products. For instance, ingredient combinations can be tailored based on nutritional and taste preferences. Greggs also can optimize takeaway packaging, such as by using reusable insulated bags, which not only ensures product quality but also protects the environment (Lia et al., 2024).

2.4.2 Price

Price refers to the amount consumers pay to obtain a product or service,

including pricing strategies, discounts and payment methods. (Xia, 2023).

Greggs could implement online promotional activities such as spend-and-save offers, discounts or free shipping to encourage online orders. Additionally, Greggs could learn from Chinese ChaYanYueSe's launch a membership card top-up campaign. For instance, offering £5 bonus for every £10 top-up, to effectively enhance customer loyalty (Sherry, 2023; Ziliani, 2025).

2.4.3 Place

Place refers to how a product reaches consumers, such as distribution channels and logistics (Pandey & Wang, 2023). Greggs could strengthen collaborations with delivery platforms and establish its own delivery system.

For instance, Domino's successful self-delivery enables real-time order tracking for customers and ensures delivery within 30 minutes. Upon successful implementation, Greggs would not only expedite delivery speeds but also more effectively meet consumer demands (Ahuja et al,2022). Through

these measures, Greggs will be able to manage its distribution channels and logistics more efficiently, thereby improving customer satisfaction.

2.4.4 Promotion

Maghfur and Dahda (2022) found that promotion refers to the methods enterprises use to market their products, such as advertising and social media marketing.

Greggs could draw inspiration from Luckin Coffee's promotional strategies, such as buy two get one free and group purchase activities (Li, 2022; Liu, Sima & Zou, 2023). Greggs could introduce delivery vouchers and discount coupons to attract more consumers to online purchases. Additionally, Greggs could strengthen collaborations with influencers to promote online-exclusive products and leverage social media to advertise online promotional campaigns.

2.4.5 People

Mak (2023) shows that people refers to employees and customers associated with products and services, where employee professionalism impacts a company's service quality and brand image.

Therefore, Greggs should provide training in service delivery, digital marketing and professional knowledge to enhance communication skills. Greggs can draw inspiration from Haidilao, which could elevate its reputation through warm service and complimentary snacks while linking performance evaluations to service performance (Liu, 2022; Li & Wang, 2023). Greggs could establish incentive mechanisms that bonuses and compensation to online service levels and sales performance, thereby boosting employee motivation and customer satisfaction.

2.4.6 Process

Process refers to the procedures and efficiency of service delivery, which affects customer experience (Siripipatthanakul & Chana,2021). For online

sales, including ordering, production and delivery processes.

Therefore, Greggs needs to optimize its processes, such as encouraging online orders to reduce waiting times and using professional systems to monitor production and delivery processes to enhance transparency (Ithayan et al, 2024). Meanwhile, Gremyr et al (2022) found that customer feedback should be valued, encouraging customers to provide reviews and continuously improving services to enhance customer satisfaction.

2.4.7 Physical Evidence

It primarily refers to the perceptible tangible elements in the service environment, such as store decoration and online page design. This can attract more consumers (Nurhayaty, 2022).

To enhance consumer trust, Greggs needs to improve its online page design by establishing dedicated sections for new product displays and consumer reviews, utilizing images and videos to showcase products and feedback.

Additionally, Greggs can learn from Haidilao's eco-friendly packaging by adopting vacuum nitrogen-flushing technology to maintain ingredient freshness and prevent flavor mixing (Song, 2024), thereby attracting consumers through distinctive packaging.

2.5 Actions (Gantt Chart)

2.5.1 Greggs Key Action Chart

Table 2

Project Execution Timeline

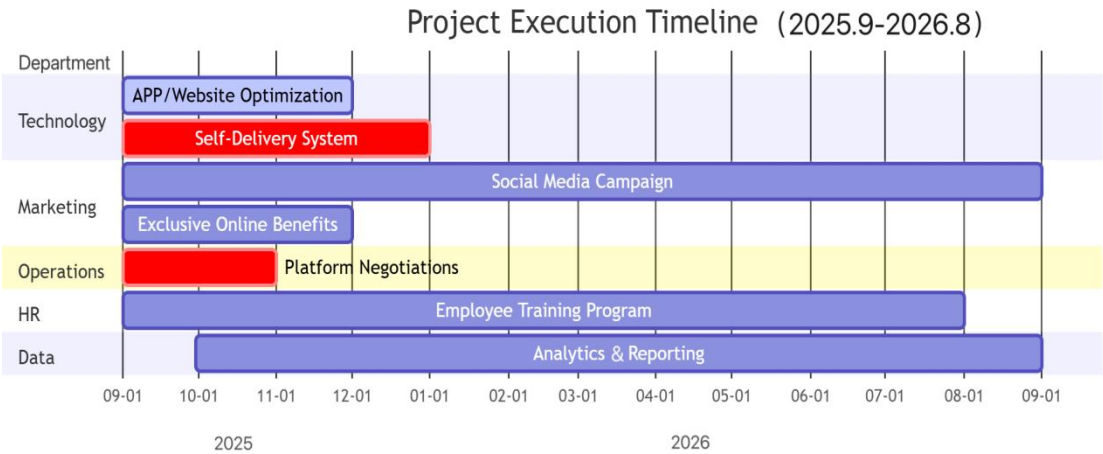


Table 3*Greggs Key Action*

Task	Lead Department	Specific Actions	Start Date	End Date	Key Milestone
APP and website optimization	Technology	User experience analysis reveals areas for optimization, such as page layout and order placement process. Release a trial version to collect user feedback and make corresponding improvements.	2025.09.01	2025.11.30	New feature experience
Develop a self-delivery system	Technology	Establish a route optimization, customer privacy protection, and order supervision system. Develop AI customer service to rapidly respond to customer inquiries. Conduct comprehensive testing of the self-delivery system and optimize immediately upon identifying issues.	2025.09.01	2025.12.31	Self-delivery system release
Social media marketing	Marketing	Publish at least 3 short videos weekly to showcase the production process of new products and online consumption discounts. Implement a lucky draw activity in the comment section.	2025.09.01	2026.08.31	Weekly effectiveness evaluation
Negotiating discounts with food delivery platforms	Operations	Apply for online free shipping service and platform exclusive event placement.	2025.09.01	2025.10.31	Food delivery Platform agrees to offer discounts
Set up exclusive online benefits	Marketing	Launch customized membership products and offers. Develop exclusive group-buying activities for members.	2025.09.01	2025.11.30	Welfare implementation
Staff training	HR	Training employees in product innovation and professional services After establishing the self-delivery system, provide professional training for delivery riders and online customer service personnel.	2025.09.01	2026.08.01	Quarterly Training Assessment
Data Analysis and Reporting	Date	Monitor the online order placement rate, track order growth after the establishment of self-delivery and the enhancement of online benefits, as well as online customer service and delivery satisfaction.	2025.09.30	2026.08.31	Monthly Effectiveness Evaluation

2.5.2 Ensuring Employee Performance

Greggs needs to establish a performance appraisal system to link employee performance with rewards, rewarding outstanding employees and boosting work enthusiasm. Simultaneously, Greggs should create effective communication channels to encourage employees to provide suggestions. This can promptly resolve the issue, thereby enhancing a sense of belonging and loyalty (Asiaei et al, 2021). These measures will help improve employee performance and support Greggs' development.

2.6 Control

Reported by Dipura and Soediantono (2022), Key Performance Indicators (KPIs) are quantifiable metrics that measure the degree to which corporate objectives are achieved. Greggs deeply integrated this theory into its online business management system, continuously optimizing operational strategies through systematic KPIs design and dynamic monitoring.

Greggs has established a multi-dimensional KPIs monitoring system to

effectively evaluate the outcomes of online business expansion, such as evaluating the sales proportion of online business and customer satisfaction. To achieve the goal of increasing online business sales by 10% between September 2025 and August 2026, Greggs needs to assess the proportion of online sales monthly and real-time comparison of actual data with target values to ensure the implementation effectiveness of the plan. Greggs has also implemented an online customer satisfaction rating system, setting the target score at 8 (out of 10). By conducting monthly online surveys, it comprehensively collects customer feedback on platform experience, product quality and service attitude, forming quantifiable evaluation results.

In addition to core KPIs, Greggs should also establish monitoring mechanisms.

For online operations, Greggs needs to compile weekly statistics on the production and delivery times of online orders, comparing them with historical data to evaluate the actual effectiveness of process optimization measures.

Furthermore, Greggs should track in real-time the view counts, likes and interaction frequencies on its social media accounts to quantitatively assess the impact of online promotional campaigns. Dynamic data monitoring will

provide a scientific basis for strategic adjustments.

If the proportion of online business sales fails to meet expectations, Greggs should accurately identify the root causes by comparing multi-dimensional data, such as customer satisfaction, order processing efficiency and social media engagement. This will enable Greggs to adjust its marketing strategies.

For instance, Greggs needs to collect relevant data to analyse the causes and implement solutions in the event of delivery issues, such as upgrading delivery services. Meanwhile, continuous data monitoring is conducted to verify the effectiveness of adjustments and ensure the marketing plan progresses steadily.

This management model that combines KPIs with dynamic data monitoring, this not only allows Greggs to promptly detect market changes but also provides a solid foundation for the company to enhance its competitiveness in the highly competitive online market through a data-driven decision-making mechanism.

3.0 Recommendation

In order for Greggs to better achieve the strategic goal of increasing the proportion of online sales by 10%, Greggs needs to stay attuned to market trends and flexibly adjust strategies based on monitoring feedback to ensure the plan remains adaptable to evolving market conditions, thereby fostering Greggs' continuous progress.

In addition, Greggs needs to maintain close ties with consumers, understand their needs and expectations, thereby assisting Greggs in technological optimization. Through regular market research and customer feedback collection, Greggs can ensure its products and services remain aligned with market demands, further strengthening brand loyalty and market share.

4.0 Conclusion

This strategic marketing innovation plan adopts the SOSTAC model to analyse external and internal conditions within a technological context, thereby formulating specific and measurable marketing objectives. Moreover, it uses

the Ansoff Growth Matrix, STP strategy and 7P marketing mix to ensure Greggs maintains a leading position in the highly competitive market. Through continuous market research and customer feedback collection, Greggs can not only meet the current demands of consumers but also adapt to future market trends. This plan also emphasizes the importance of KPIs to ensure effective strategy implementation and smooth achievement of objectives.

Overall, this strategic marketing innovation plan provides a comprehensive and actionable framework to drive Greggs' sustained growth and success of its objective.

In the future, Greggs should continue upholding innovative concepts and optimize marketing strategies to provide consumers with higher quality products and services, thereby maintaining its competitiveness in the fiercely competitive market.

(2,577 words)

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