**Long-term Sustainability Model: Strategic Change for SMEs independent**

**Dining Restaurants in the UK**

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**Abstract**

In the UK small and medium restaurant enterprises (SMEs) are major economic factors which helps to create more than 60% jobs in the private sector. Restaurant industry is the key part of the UK economy worth over 40bn GBP and consumer spending over 85bn GBP in cafe and restaurants of the UK. Although, large number of SMEs independent dining restaurants close at the early stage of their business. Long-term environmental protection and conservation while also fulfilling the economic requirements for growth and profitability. In this study, we investigate the ways in which methods employed by small and medium-sized restaurant can be improved by implementing projects on a smaller scale (SMEs). It can be difficult for small and medium-sized businesses (SMEs) to improve their sustainable practices because they are vulnerable due to their size, do not have significant resource bases, and have limited access to capital. In this study, we investigate the ways in which methods employed by small and medium-sized restaurant can be improved by implementing projects on a smaller scale (SMEs). It can be difficult for small and medium-sized businesses (SMEs) to improve their sustainable practices because they are vulnerable due to their size, do not have significant resource bases, and have limited access to capital. Limitations of the study are first time in this decade restaurant industry is showing a drop in their sales due to rise the in the cost, based upon the reason number of the restaurants are shutting down. Dining restaurants owners and manager required to do strategic change with innovative ideas to retain the sustainability by easing simulation and duplication of their available resource. The key problem with these SMEs independent dining restaurants is limited resources and funding which could be the reason stops them to apply new strategic change in the business. In addition, strategic change required in any kind of business if those businesses want to achieve sustainable advantage in the market and independent dining restaurants required to do apply strategic change for long-term sustainability and business success rate.A variety of factors, such as budgetary control, hotel management schooling, competitive strategy, site and integrate and manage, servqual model measurement techniques, and key performance indicators were investigated by researchers. However, the scholars did not address any specific marketing strategies for small businesses that operate restaurants. Prime purpose of this research is to develop the long-term sustainability model for SMEs independent dining restaurants in the UK through multiple qualitative cases of restaurants that running the business further than three years in the UK. Find about the past implemented strategic factors influencing failure and success. Find about successful marketing strategies and enhance those approaches for long-term sustainability model. Find the efficient way to apply strategic change for independent dining restaurant in the UK for long-term sustainability. Independent dining restaurant owners and their manager will be target population for qualitative approach in this research. Long-term sustainability model will not just help SMEs independent dining restaurants, but it will also add value to the economy as well as socially by increasing the employability in the market. Qualitative research approach investigates an observable fact to get insights in the course of valid, reliable and subjective personal in-depth interviews or stories. On the other hand, qualitative approach examines the statistical data which enlighten relationship between two or more than two variables (Yilmaz, 2013). In addition, mixed approach of research methodology helps the research with the combination of the qualitative and quantitative approach. In my opinion, the best data approach for this project was a numerous survey. The descriptive approach, ethnographic, and phenomenological are other descriptive methods of research. The best method I found to investigate why or how business executives maintain revenue throughout booms and busts was an innumerable amount of research. A research question is a focused inquiry to which the researcher hopes to find an answer through their investigation. It is the foundation of a methodical investigation, and it enables you to define a course of action for the process of conducting research more precisely. Conceptual frame work of this research is find out about the implemented successful and failure strategies in small and medium independent dining restaurants in the UK. Based on these successful and failure strategies, research framework provide help to identify influencing factor in success and failure strategies. Furthermore, based on influencing factors and past implemented strategies; new improved strategic changes will be design or strategies according to the restaurant resources and requirement for long-term sustainability. Therefore, this conceptual framework will help to propose strategic change for the SMEs independent dining restaurants in the UK for long-term sustainability. Finding of this research study provided help to the owners and managers of the restaurant sector in the UK, in relation to develop and imply the strategies for the long-term sustainable model and these innovative approaches would help in the extension of the restaurant business cycle beyond 3 years. Through improved business-community engagement, it might have encouraged beneficial change in society. Towns might establish a dependable manufacturing industry to support strong social structures and advance the socioeconomic prosperity of the area. A much more dynamic and sustainable society that fosters the formation of new ventures, employment, infrastructure investments, and improves the standard of living for citizens can be achieved by improving company durability. Assessing collected information in order to create a detailed understanding of a phenomenon under study is known as the qualitative approach. The aim of the present study was to examine how economic agents' attitudes evolved in the share market over the previous ten years. The information was recorded once it had been collected through interviewing witnesses. This part was created using data processing and audio transcription. The shared data was highlighted, coded, and sorted into ideas in order to conduct thematic content analysis. Each transcript was carefully examined separately, and then the most prevalent themes in the data were identified by comparing it to other transcripts. Carefully studied and categorized data was used to derive key themes from feedback. The codes created following the interpretation of the input were combined to form subcategories. Emergent themes were created by further combining categories. After carefully scrutinizing the aforementioned approach, the researcher condensed these concepts into more focused themes. To arrive at a logical conclusion, these concepts were put in order. After maintaining the survey's aim, goals, and research problem in mind, conclusions and outcomes were generated. To highlight the primary themes and provide an idea from the study, thinking maps were created using Nvivo 12. The identifying stakeholder’s series of interviews conducted for information gathering was made clear by the descriptive statistical component. The rising acceptance that shareholders may and should influence both ecological and judgement calls is reflected in the increased use of stakeholder engagement in managing resources. Shareholder strategy was applied to communicate coherently with the diverse experiences, minimize escalating disputes, and make absolutely sure that particular groups weren't being ignored. Statistical relating to the research survey was conducted in order to determine the shareholders' impact on the outcome and the factors that may have a bearing on the final outcome of the restaurant.

Chapter 1

# Introduction

## Foundation of the Study

In the UK small and medium restaurant enterprises (SMEs) are important part of economy which helps to create more than 60% jobs in the private sector. Restaurant industry is the key part of the UK economy worth over 40bn GBP and consumer spending over 85bn GBP in cafe and restaurants of the UK. Although, large number of SMEs independent dining restaurants close at the early stage of their business (Botief, Jones and Self, 2015). In addition, many influential factors could impact the failure of independent dining restaurants such as management operations, marketing, economic uncertainty and competition (Botief et al., 2015). By developing long-term sustainable model which contains innovative strategies for independent restaurants, would help businesses to add value and attain sustainability among their competition in the market.

The complex concepts of sustainability are now a top priority for the corporate world and all of the major participants in it, driven by the urgent concerns voiced about ecological, social, and economic challenges the numerous production chains (Sancha et al., 2016). In this sense, the idea of Practitioners and researchers are very concerned in organizational sustainability. Similar researchers, describing proactive actions (e.g. Linnenluecke et al., 2009) intending to support sustainability equilibrium. Such equilibrium concerns the combining factors of environmental and socioeconomic performance while addressing the fundamental relationships inside and beyond the time dimension essential stakeholders and the reporting structure as a whole (Lozano, 2012; (2015) Lozano et al. Since the 1990s, in fact, the idea of longevity and its’ agenda for action's many components have changed in a range of methods widespread among business people. environmental and social concerns in this way aspects with a triple-bottom-line, or aims that prioritize profit (TBL) Performance in terms of organizational sustainability is improving (Elkington, 2004). Increasingly significant to company management and decision-making in operations management in terms of its redefinition (Drake and Spinler, 2013) as well as supply networks (Carter and Rogers, 2008). Demonstrating systems thinking and Despite intertemporal conflicts, the idea of sustainability is compatible with the idea of planning for the future and analyzing the effects (Bansal and DesJardine, 2014). That is Organizational sustainability, in this context, relates to how company plans are set up and methods that support social cohesion while promoting sustainable development.

Long-term environmental protection and conservation while also fulfilling the economic requirements for growth and profitability (Robert et al., 2002, Seuring and Muler, 2008). In the context of a commercial entity, sustainability refers to a company's voluntary activities demonstrating the integration of social and environmental issues in company operations and stakeholder interactions (2003) Van Marrewijk and Werre In this situation, and on a broad scale, SM restaurants are crucial to sustainable development since they control a majority of the commercial sector of any nation, and their combined effects are therefore far from very little (Cassells and Lewis, 2011; Revell et al., 2010). a number of empirical investigations imply that sustainability performance and practices are crucial, and Operational strategy for businesses ought to include this (e.g. Pullman et al., 2009). These factors are no longer only relevant to huge organizations and Enterprises with a global presence (Masurel, 2007; Revell and Blackburn, 2007; Siegel, 2010; Madsen and Ulhi, 2016; Revell et al., 2009). Within the parameters of an ever the intricate and broad supply chain, and the growing globalization of the economy networks, growing to small and medium-sized businesses and posing a threat Both opportunities and severe managerial and operational concerns exist (Lawrence et al., Brammer et al. (2012), Hofmann et al. (2012), Bos-Brouwers (2010), Hörisch et al. (2012) López-Pérez et al., 2017; Jansson et al., 2015).

While maintaining shareholder value remains the for-profit sector's central tenet, organizations, the current business climate offers SMEs with additional obstacles which typically behave in a reactive manner to urgent and new stakeholder expectations or requires (Lewis et al., 2015). As a matter of fact, over through the past few years, business research the necessity of conceptualizing and creating efficient performance-relate a measure (e.g. Shepherd and Gunter, 2006; Rao et al. 2009; Taticchi et al., 2010) offering win-win solutions in formalized models and management information systems in terms of economic outcomes and sustainable production Carter (Bai et al., 2012). According to Rogers (2008), actively pursuing sustainable strategies is no longer necessary.

The long-term improvement of economic conditions is not choice, but rather an absolute need. Getting managers to create a lengthy vision for their company and producing results In this regard, challenging inquiries made to scholars, practitioners, and the following are the policymakers: Practices and results connected to sustainability influencing the expansion of SMEs? Which certain sustainability factors help the financial performance of a SME? Which association between the two is more appropriate? The latter from the viewpoint of statistical modeling? The aforementioned inquiries, as well as several current investigations (such as the studies of Revell et al. (2011), Brammer et al. (2012), Hörisch et al. (2014), and Jansson et al. (2015); López-Pérez et al., 2017), inspired us to evaluate the possible effects of particular The effects of sustainability actions and results on SM restaurants economic expansion. In addition, An evaluation of the most appropriate model selection procedures for the choice of the most appropriate associations between of response and the predictor factors, and to also determine which of them are crucial using a covariate selection process to be put into practice. In order to do this, novel In terms of design and variable selection, statistical methods has been employed with the objective of obtaining reliable and accurate outcomes, especially while taking into the type of data that was gathered. The rest of the essay is organized as follows. The following section displays a quick overview of the pertinent studies. The methodological facets of Section 3 include the main findings of the current investigation are then given. Section 4 includes a discussion of the conclusions are described. An outline of the research is included in the paper's conclusion ramifications and perspectives for upcoming study.

In this study, we investigate the ways in which methods employed by small and medium-sized restaurant can be improved by implementing projects on a smaller scale (SMEs). It can be difficult for small and medium-sized businesses (SMEs) to improve their sustainable practices because they are vulnerable due to their size, do not have significant resource bases, and have limited access to capital (Revell & Blackburn, 2007). (Carayannis & Rakhmatullin, 2014; Freeman, 1984; Hgevold et al., 2016; Mitchell, Agle, & Wood, 1997; Verbeke & Tung, 2013) Over the past few years, numerous stakeholders have ratcheted up the pressure they put on firms to improve the sustainability scorecards they've developed. Aguinis and Glavas (2012), Eccles, Ioannou, and Serafeim (2014), and Hgevold et al. (2016) are just a few examples of organizations from various industrial settings that have actively worked to improve their sustainability scorecards in response to such demand. Other examples of such organizations include Aguinis and Glavas (2012), Eccles, Ioannou, and Serafeim (2014), and Hgevold et al. (2016).

According to Akhtar et al. (2017), it is becoming increasingly crucial in this context to have a solid understanding of how and why organizations utilize sustainable efforts. Because of these findings, our understanding of the factors that contribute to sustainable development has significantly advanced. However, a significant portion of the research that has been done on this topic has focused on large multinational corporations. This is due to the fact that these companies have the resources and capabilities necessary to address concerns related to CSR and sustainability (for example, Brammer et al., 2015). In addition, a major focus of the research that has been conducted and published on the topic of sustainability has been on developing a knowledge of the macro-level components of sustainable behaviors. Academics have a critical stance towards the understanding of the function that is performed by contextual actions, such as those connected to administration, the special abilities of persons in promoting sustainability, and employee behaviors (Aguinis et al., 2017). In addition, research conducted to this point has not investigated the relationship between collectivism and micro-level activities, such as organizational-level sustainability initiatives, within the context of the source of energy view (RBV) of businesses and sustainability (Barney et al., 2015). This is something that needs to be investigated. In the sphere of corporate social responsibility and, more generally, in the study of sustainability, this subject is currently understudied (Akhtar et al., 2017; Frynas & Yamahaki, 2016). Because dispositional and binds to receptors are the key components of company heterogeneity, it is essential to investigate these micro-level aspects in order to gain an understanding of the dynamics that shape the corporate sustainability practices of businesses (Abell et al., 2017).

In light of the aforementioned, the purpose of this study is to gain a better understanding of the efforts that are being made by SMEs to ensure their long-term viability by concentrating more on the micro-level activities that are being carried out by managers and how these activities affect long-term viability at the organizational level. The context of this study is small and medium-sized enterprises (SMEs) operating in the culture and creative industries (CCI) in Italy and the United Kingdom. This sector is constructed on committed SMEs (Keskin, Diehl, & Molenaar, 2013) that pay very careful consideration to starting to develop social and economic dynamics (O'Connor, 2010). Additionally, this sector has a tendency to both "push out" and "pull in" liberal policies (Scuotto et al., 2017). This context is unique because the majority of research that have been conducted up to this point have focused on a single setting, and there are no methods that compare contexts in different countries that help us better understand this same contextual processes of sustainability. Unlike large corporations, small and medium-sized businesses (SMEs) don't have clearly defined policies when it comes to the social and environmental sustainability of their operations (Hammann, Habisch, and Pechlaner, 2009; Spence, 2007; Vázquez-Carrasco & López-Pérez, 2013). This is a significant difference between SMEs and large corporations. The shareholder of a small to medium-sized enterprise (SME), as opposed to the shareholder of a large corporation, plays a substantial role in everyday decision-making and has more independence when making key decisions, according to existing studies (Hammann et al., 2009). Having this level of autonomy in decision-making could be beneficial to the process of implementing sustainability measures in SMEs. In these kinds of circumstances, the personal responsibilities and motivations of small and medium-sized enterprise (SME) owner-managers are emphasized as critical factors that determine the strategic vision of these companies, which can lead to an increased level of involvement with society and the environment (Hammann et al., 2009). Giudice et al. (2016) found that due to their slow asset base and budget restrictions, small and medium-sized companies (SMEs) have limited capacity and possible reasons to participate throughout sustainability goals. This is due to the fact that SM restaurants have limited financial resources. However, according to Revell, Stokes, and Chen (2010), the contribution of SM restaurants to global pollution is projected to be above 70 percent. It has also been observed that the majority of SMEs have not yet developed any sustainable policies geared at limiting such involvement (Revell & Blackburn, 2007). However, recent research indicates that a growing number of small and medium-sized restaurants (SMEs) are already participating in a variety of social and environmental programs (Brammer et al., 2015). Despite the rising emphasis on comprehending the primary factors of SM restaurants sustainability, very little research has employed the micro-foundational approach to understand the sustainable business practices of SMEs. This is a significant gap in the research.

Even though segments and sub logic are relatively new conceptual frameworks for analyzing complex systems like duration (e.g., Abell et al., 2008). The use of such a methodology has helped an evaluation of the effects that employee attitudes and relationships have on the variability of an enterprise. According to Felin and Foss (2005), in their popular book, businesses are made up of their members, and there can be no structure without individuals. Businesses are structures. There is nothing more fundamental, and yet it appears that much contemporary strategic organizational research has lost sight of this underlying principle due to its increasing focus on architecture, procedures, functionality, civilization, organizations, and other cooperative conceptualizations. There is nothing more fundamental. In order and provide an aggregated analysis of how such acts contribute to the social attainment of Sustainable development as compared to large companies, it is crucial, as was mentioned above, to recognize the insight into the main tools and procedures that define SME sustainability initiatives. This will allow for the provision of an evaluation about how such acts contribute to the social adoption of Strategies. This article's primary objective is to examine the micro-level actions taken by the founder of SMEs in both the United Kingdom and Italy. Doing so will allow for a more accurate awareness of the environmental personal accountability of small and medium-sized restaurants (SMEs), which operate in two very different contexts.

The multimodal paradigms of environmental sustainability are now of the utmost relevance for the corporate world and also for the significant players in the many networks of manufacturing, spurred by the increasingly pressing challenges presented by ecological, societal, and economic troubles. This is because sustainability can have a good effect on each of these three sectors (Sancha, Wong, & Gimenez-Thomsen, 2016). In this context, both scholars and clinicians have shown considerable attention to the idea of continuous improvement and innovation (e.g., Linnenluecke, Russell, & Griffiths, 2009). This idea denotes proactive actions meant to support sustainable equilibrium. These transformations support bridge and cross-time dimensions while also taking into account the organizational structure as a whole and emphasizing the significance of incorporating factors of socio-cultural and environmental achievement (Lozano, 2012; Lozano, Carpenter, & Huisingh, 2015). In fact, since the nineties, the concept of sustainability—along with the numerous sub headings that comprise its platform for activity—has been making headway in the corporate sector. This relationship between sustainability goals and financial objectives is often referred to as a triple efficiency toward continuously raising standards (Elkington, 2004). According to managerial research and competitive directors' assessments of expanding operating effectiveness (Drake & Spinler, 2013), this integration is currently widely used in logistics (Carter & Rogers, 2008). The idea of protracted planning and effect analysis is inherently linked to the notion of sustainability. This is due to the fact that sustainable portrays a strategy process-orientated understanding and inter-temporal conflicts (Bansal & DesJardine, 2014). Business strategy in this sense describes the set of business approaches and techniques that ensure sustainability by actively promoting community stability and environmental stewardship over the long run while simultaneously meeting the need to earn the reliability of profitability and growth (Robert et al., 2002; Seuring & Müller, 2008). In other words, supply chain management is the arrangement of corporate methods and strategies that help society by supporting protection of the environment and societal cohesion. The term "sustainability" in the case of a corporation is used to describe "a firm's efforts, which are by design optional and which reflect the integration of sustainability objectives into the operations of the company and in consultations with shareholders" (Van Marrewijk & Werre, 2003). As a consequence, midsized firms (SMEs) remain dominant in the commercial sector of every nation, and as a consequence, their overall influence is by no means insignificant. In this context and from a macroeconomic viewpoint, SMEs have a pivotal function in development. This is due to the fact that SMEs control the business sector in every nation (Cassells & Lewis, 2011; Revell, Stokes, & Chen, 2010). Existing empirical studies show the value and necessity of incorporating sustainability practices and performance into business operating plans (e.g., Pullman, Maloni, & Carter, 2009).

Such issues are no longer relevant only to big companies and multinational commercial enterprises, claim Madsen and Ulhi (2016), Masurel (2007), Revell et al. (2010), Revell and Blackburn (2007), and Siegel (2010). In the context of a more and more globalized economy and through complex and extensive supply chain networks, they are expanding to small and micro businesses (SMEs) and trying to pose significant tactical and organizational threats and opportunities (Bos-Brouwers, 2010; Brammer, Hoejmose, & Marchant, 2012; Hofmann, Theyel, & Wood, 2012; Horisch, Johnson, & Schaltegger, 2015; Jansson, Nilsson, Modig, & Jansson, 2015; Jansson, Nilsson, Modig, & Jansson, 2016; Jansson,

For-profit businesses are going to prioritize protecting shareholder wealth, but small and medium enterprises (SMEs) have unique challenges since they frequently respond reactively to investors' urgent and developing demands or expectations (Lewis, Cassells, & Roxas, 2015). In fact, over the past few years, researchers in the area of corporations have demonstrated the need for phrasing and designing appropriate advancement initiatives with organized modelling methods and decision-making processes to provide win-win solutions in respect of monetary outcomes and environmental sustainability outputs (e.g., Rao, Singh, la O'Castillo, Intal, and Sajid, 2009; Shepherd and Günter, 2006; Taticchi, Tonelli, and Cagnazzo, 2010). (Bai, Sarkis, Wei, & Koh, 2012). The ability to participate in social sustainability, according to Carter and Rogers (2008), is no longer a choice but rather a pre-requisite. These steps assist managers in planning for the future of their business by focusing on the long-term promotion of economic results.

An excellent illustration of this is the hotel industry. In prior decades, the tourism sector has become one that significantly contributes to the international economy. Businesses in this industry include motels, resorts, and other lodging facilities; eateries; tour operators; transportation companies; and stores that sell handmade goods. Its net sales amount to over 3.4 billion US dollars, or about 5.5% of the world's gross domestic product. In fact, the tourism sector is among the most profitable in the world and is always growing (Perez-Salom, 2001).

The tourist industry is expected to continue its rapid expansion, which will likely result in increased environmental degradation. The following are some of the direct environmental impacts that are caused by the restaurant industry, which is a significant contributor to the success of a nation's tourism industries:

1. **The amount of energy that is used**: Energy is required for the processes of cooking, lighting, and cooling.

2. **Solid Generation Of waste**: They produce solid waste, which is primarily composed of waste from food production as well as materials used for packaging goods, which make up a sizeable portion of the stream of municipal solid waste.

3. **Emissions into the Air:** Emissions are produced by the vent hood systems found in food service equipment.

**4. Water Emissions**. Wastes of grease and food are typically disposed of directly into the sanitary sewer systems of municipalities.

5. **Food Safety and Illnesses** Caused by Consuming Unsafe Food Pathogens that cause foodborne illness can be passed on through food preparation and retail food operations.

6. **Refrigerants**: Restaurants serve use of chlorofluorocarbons, which contribute to the depletion of the ozone layer. Restaurants are the leading retail users of cold storage and one of the most significant commercial customers of cooling.

## The groundwork of the research:

About two out of every three new private sector employees are created by small enterprises in the U.S. (SBA, 2016). About half of all entrepreneurs fail in their efforts to maintain their enterprises for longer than 5 years (SBA, 2014). The researchers frequently focused on the marketing endeavors of global enterprises rather than the promotional campaigns of small and medium-sized businesses (Sorina et al., 2013). The study's authors, Sorina-Diana and colleagues (2013), hypothesized that small firms confront unique and different obstacles from bigger ones, and these distinctive traits are what make it difficult for entrepreneurs to assess performance metrics. The data analysis results suggest that there are numerous tactics for small businesses to flourish, notably sales tactics that helped eateries keep operating. (2016) Lee, Hallak, and Sardeshmukh). Thompson (2015) found that steadily increasing coordination between personnel in marketing and operations of a business led to improved organizational development. He noted adisconnect between personnel in marketing and operations of businesses. (Rosalin, Poulston, & Goodsir, 2016) Research discovered several reasons for the failure of independent restaurants, including limited funds when going to a restaurant, competitive pressure, foodservice flow rate, having failed to reconfigure to economic conditions, and management incompetence. Svensson et al. (2016) suggested to businesses that they should engage in sustainability strategy governed first by moral standards and then by the dynamics of the market. Svensson *et al*. (2016) advised business leaders that if they only focused on their organization's goals, they would be doomed to fail in their efforts to make their company more sustainable. This could be accomplished by encouraging active participation from both internal and external stakeholders. This study centered on analyzing the effects of various restaurant marketing strategies on the economic viability of small businesses. It is possible for restaurateurs to improve their prospects for sustainability by reducing waste and cultivating philanthropic relationships with local communities and stakeholders.

It is important to note the contribution that the hospitality industry makes to the economy of the United States. According to the National Restaurant association Forecast Report (2014) published by the National Restaurant Association, it is anticipated that sales in restaurants and foodservice establishments will total $683.4 billion in 2014. 624, 3 billion dollars of those projections are for the services provided by commercial restaurants. In the United States, there are 990,000 different restaurants, and those restaurants employ 13.5 million people, which is ten percent of the total workforce. The sales made in restaurants bring in tax revenue for the communities in which they are located, and the workforces that are employed in the restaurant industry contribute to the tax revenues of the state and the federal governments.

The national trends are reflected in the cultural facts and figures from Minnesota and Wisconsin, which indicate that Minnesota's restaurant industry is an important contributor to the state's economy. The sales of restaurants bring in enormous amounts of money for the state's coffers, and they also allow thousands of people in Minnesota to find work and advance their careers. The National Restaurant Association (NRA) reported that in the state of Minnesota in 2013, there were 246,300 jobs that could be attributed to the restaurant industry. This represented nine percent of the total employment in the state ("Minnesota restaurant industry at a glance," 2013). In 2011, the state of Minnesota had 9,767 restaurants and drinking establishments, which generated 8.3 billion dollars in revenue. According to the National Restaurant Association (NRA), the economy of Minnesota sees a supplemental $1.13 in sales for every dollar invested in the state's restaurants. Restaurants are responsible for nearly thirty supplemental jobs being created in the state for every one million dollars that are spent there. It is anticipated that there will be 262,800 people working in restaurants in the state of Minnesota by the year 2023. The restaurant business has a comparable influence on the state of Wisconsin. According to the National Restaurant Association (NRA), there were 12,121 establishments in Wisconsin that served food and beverages in 2011, generating 7.3 billion dollars in revenue ("Wisconsin hospitality industry at a glance," 2013). In the state of Wisconsin, an additional 29 jobs are created for every one million us dollars that is spent in the state's restaurants. Restaurants in Wisconsin had a total workforce of 254,100 people in 2013, and it is anticipated that this number will increase to 269,500 by the year 2023.

The impact of restaurants and other food service establishments across the United States, including those found locally in Minnesota and Wisconsin, is illustrated by the statistics presented here. The small, self-governing restaurant sector is the primary focus of this investigation into the restaurant industry. According to data provided by the NRA, locally owned and operated eateries make up a significant portion of the restaurant business. Over 36,000 brand-new eating establishments opened their doors for industry in the U.s. in 2011, according to "Facts at a Glance" (2011). Ninety-three percent of these restaurants had fewer than fifty people working for them, and 70 percent of the businesses were operated as a single location. This project did not include chain restaurants because the factors that contribute to their success are distinct from those that contribute to the success of independent restaurants. Franchises have greater resources and support, a characterized principle, codified procedures, and an established brand name. Restaurant chains also have a distinct competitive advantage (Camillo, Connolly & Kim, 2008).

Linear regression models have been used in the past in research applications that have been looking at associations between different aspects of SME sustainability. These models form the basis of a standard statistical specification. In particular, Ong, Teh, and Ang (2014) use multiple regression analysis to investigate the effect that environmental enhancements have on the economic performance of large corporations in Malaysia. The yield on total equity and return on assets are the economic variables that serve as dependent economic variables in this study. In a separate piece of research, Jayeola (2015) empirically investigates, by means of multiple regression, the connection between sustainable environmental practice and the economic performance of small and medium-sized enterprises (SMEs) in Sussex, United Kingdom, using as a sample 98 SMEs operating in the manufacturing systems, business services, and retail sectors. Through the use of a multiple regression model that incorporated both fixed or random effects covariates, King and Lenox (2001) investigated the effects of sustainability practices on the financial performance of 652 U. S. manufacturing organizations between the years 1987 and 1996. The data for this study came from the period between 1987 and 1996. Tobin's Q, which compares the current market market value of the company to the amount that it would take to replace its tangible assets, was utilized as the dependent variable in this study (Lindenberg & Ross, 1981). Waddock and Graves's study from 1997, as well as Hart and Ahuja's, are two examples of other studies on this subject (1996).

However, the dependent variable that is used in many applications for the purpose of expressing the economic performance is discrete, or the data have a tendency to be skewed (for example, response variables that present the answers in a dichotomous format, on a Likert scale, or as proportions and fractions) (Almeida eta al., 2014). Given that the primary presumption of the repetitive nature of the predictor variables in realm of normal recursive least square (OLS) analysis of variance is then breached, OLS regression will not always be the greatest suitable choice for evaluating such data as it is likely to yield incorrect results. This is due to the fact that the primary principle in OLS regression is that the dependent variable is continuous. As a result of this, the overwhelming majority of attempts to come close to normality centre on the utilization of the logarithmic transformation on the predictor variables (Jayeola, 2015). However, there is no research that examines the potential ramifications of these kinds of types of transitions and their influence on the outcomes of regression analysis, such as the distinctiveness that may emerge on the covariate shortlisting. This is a gap in the research that needs to be filled.

Other attempts include using binary logistic regression modelling (Hessels et al., 2011). This is done by recoding the continuous dependent variables that reflect companies' financial performance into a dichotomous format (0 and 1 values). On the other hand, this approach has been shown to be susceptible to criticism due to the fact that it overlooks vital information concerning the variations of the initial response variable.

Due to the existence of such methodological flaws, we decided to investigate the research questions of the study: Is there a linear relationship between the practices and performance of sustainability and the economic results of SMEs? How do different performance variables and sustainable business practices relate to the expansion of a small or medium-sized enterprise's economy? In terms of the significance of covariates, and what were the implications of converting the variable of economic growth of SMEs into a covariate? Which practices and performances related to sustainability have the most significant impact?

The discussion regarding the links between both the environmental and social aspects of the performance of SMEs and their economic strength can be advanced by the provision of responses to such research questions. Hoffman and Bazerman (2005, page 16) state that "...the best way to resolve this debate is the acknowledgement that (human and ecological) behaviors are sometimes income but often not." They go on to emphasize that when key actors accept this, it can be easier to persuade for-profit entities to implement mutually advantageous sustainability initiatives and move beyond the simple question of whether it pays to be environmentally conscious. As a result, the objective of this study is to make a contribution to the resolution of this problem by making comparisons and discussing the efficacy of linear regression in the analysis of non-normal data in contrast to the performance of potentially more appropriate model specifications. In particular, our evaluation makes use of a method that is methodologically sound and employs OLS regression; OLS generalized linear models with a transmogrified dependent variable, Poisson regression, and Negative Binomial regression.

## Background of the Problem

First time in this decade restaurant industry is showing a drop in their sales due to rise the in the cost, based upon the reason number of the restaurants are shutting down (Butler, 2018). According to (Butler, 2018) in 2017, each weak on average minimum two restaurants were closed in the UK including independent and well-established restaurant chains. There are some other reasons which guided the sector to the path of slow down such as decline in the British pound (GBP), economic uncertainty lead to low consumer spending and due Brexit restaurants faces labour supply challenge (Deloitte, 2017).

Dining restaurants owners and manager required to do strategic change with innovative ideas to retain the sustainability by easing simulation and duplication of their available resource. Approximately 40% of independent restaurants do well further than 3 year of business cycle (Botief et al., 2015). The key problem with these SMEs independent dining restaurants is limited resources and funding which could be the reason stops them to apply new strategic change in the business. In addition, strategic change required in any kind of business if those businesses want to achieve sustainable advantage in the market and independent dining restaurants required to do apply strategic change for long-term sustainability and business success rate.

Reason behind choosing this particular topic is my own strength and passion. Professional experience in business/financial consulting, especially in restaurant business consulting will add value in the research. Secondly, my analytical skills will help to create accurate themes in relation to the long-term sustainability model. In the last, in future I am looking forward to open dining restaurant and pub with the help of my investor clients. So, analysing each factor influencing successful and failure strategy will help research to develop long-term sustainability model for independent dining restaurants.

Financial planning (Alonso & Krajsic, 2014), hotel management training (Agarwal & Dahm, 2015), marketing capability (Jakada & Gambo, 2014), venue and integrate and manage (Hua, Xiao, & Yost, 2013), quality of service metrics (Al-Tit, 2015), and quality standards were some of the variables that scientists looked at (Lin, Tou, & Yeh, 2014). However, the scientists did not discuss specific eatery promotional campaigns for small businesses. Restaurant owners and analysts may find it helpful if there are ways to improve the ways that new restaurants promote themselves so that they can stay in business.

Given that the food industry is one of the fastest-growing segments of the American economy, restaurateurs may be capable of having a favorable impact on the economic growth of the country (Délano, 2014). The National Restaurant Association (2016) published statistics from 2016 relating to (a) projected sales of $782.7 million (us $for the fast food industry; (b) more than one billion dollars in restaurant sites in the U.S.; (c) a 14.4 million workforce operating in the hospitality sector; and (d) an approximate 1.7 million new restaurant employees by the year 2026. Managers and shareholders in the hotel business are in charge of overseeing the percentage of services, including travel, food, and housing. Leadership positions in the hospitality industry sometimes include management responsibilities for one of these internal enterprises. Only 52.5% of the 46,528 restaurants and hotels that were inaugurated in 2011 are still open after five years (Bureau of Labor Statistics [BLS], 2016). Guchait, Paşamehmetlu, and Lanza-Abbot (2015) discussed the impact of customer happiness and service standards on a firm's ability to compete in various industries. Raja, Irfan, Akhtar, Muhammad, and Asad (2014) learned to put a focus on the standard of customer service as a crucial part of the foundation of any promotional campaign. Raja and colleagues reported that while there are several characteristics of kept-promoting restaurants, encompassing services, physical layout, customer pleasure, and budget, they discovered that service was indeed the single most crucial element in generating customer contentment.

A variety of factors, such as budgetary control (Alonso & Krajsic, 2014), hotel management schooling (Agarwal & Dahm, 2015), competitive strategy (Jakada & Gambo, 2014), site and integrate and manage (Hua, Xiao, & Yost, 2013), servqual model measurement techniques (Al-Tit, 2015), and key performance indicators were investigated by researchers (Lin, Tou, & Yeh, 2014). However, the scholars did not address any specific marketing strategies for small businesses that operate restaurants. Researchers and owners of restaurants could both benefit from the extra suggestions for improvements in the promotional strategies used by small businesses restaurants use to ensure economical sustainability.

The goal and objective of this qualitative multi-case experiment was to examine the existence of conceptual and other obstacles to trying to integrate CSSR within small and medium-sized food businesses (SMEs), as well as the reactions of management to these barriers. The owner-managers of these companies made a concerted effort to incorporate CSSR proposals and policy into their company's mission and to implement those initiatives within their operations. Participants were owner-managers of small and medium-sized enterprises (SMEs) who had decided to seek or were trying to seek to implement a CSSR effort to tackle the task and policy statements of their organizations. Reviewing the mission statements, corporate social responsibility policies, and press releases of SME food producers was the first step in the process of identifying potential candidates.

The findings of this research make a contribution to cultural progress by identifying distinct limitations that food production SMEs face at the firm level when planning for and carrying out CSR initiatives. Other findings included (a) the discovery of guiding principles for overcoming adversity in attaining CSSR goals; (b) a way to empower food companies to provide customers who are health conscious and eco-friendly access to products must meet consumers' CSSR expectations; and (c) assistance for practitioners such as business owners and incubator directors who wish to preserve the climate and progress the social safety nets of farmers, vendors, staff, customers, and communities

## Purpose Declaration

Prime purpose of this research is to develop the long-term sustainability model for SMEs independent dining restaurants in the UK through multiple qualitative cases of restaurants that running the business further than three years in the UK. Independent dining restaurant owners and their manager will be target population for qualitative approach in this research. Long-term sustainability model will not just help SMEs independent dining restaurants, but it will also add value to the economy as well as socially by increasing the employability in the market.

## Nature of the Study

Qualitative research approach investigates an observable fact to get insights in the course of valid, reliable and subjective personal in-depth interviews or stories (Chavan and Kemparaj, 2013). On the other hand, qualitative approach examines the statistical data which enlighten relationship between two or more than two variables (Yilmaz, 2013). In addition, mixed approach of research methodology helps the research with the combination of the qualitative and quantitative approach. Hence, mixed and qualitative research method approach would not be suitable for this research study as research proposed to get feedback from the participants on their Independent dining restaurants strategies for minimum 3 years of time period of sustainability. Therefore, qualitative approach is appropriate to this research which will include in-depth interviews of restaurant owners and manager. Research required multiple interviews for the clear understanding of restaurant business problems in relation to the past implemented strategies by the subject.

## Research Aim, Questions and Objectives

In my opinion, the best data approach for this project was a multiple-case study. other descriptive research techniques (Davis et al., 2016). In an exploratory study, a scientist aims to comprehend how others see, view, and comprehend a certain consciousness (Bliss, 2016). Because I was more interested in understanding the tactics used by small business owners to stay profitable through booms and busts than in capturing the essence of real life experiences, I did not take the phenomenological study model into consideration. When looking for a methodical, in-depth, and extensive investigation of a cultural or social phenomenon, ethnography is ideal (Vesa & Vaara, 2014). I decided against using anthropological design even Though I had no plans to research the history of any particular tribe or community, researchers that study narratives gather data in the form of narratives from people's experiences (Zurlo & Cautela, 2014). However, story investigation still wouldn't offer a framework to comprehend the strategic initiatives of company executives. Instead of queries that ask how many, countless research studies are helpful for discussing what, how, or why concerns (Neubert, 2016; Yin, 2014). So, I decided that a multiple-case study would be the best way to look at how and why business leaders keep making money when the economy goes up and down.

### Research Aim

What innovative sustainable strategic changes are required for SMEs independent dining restaurants in the UK for the long-term sustainability further than 3 years of business cycle?

Reason behind looking for required long-term sustainable strategic changes for SMEs independent dining restaurants in the UK because most of these kinds of restaurants close down during the 3 year of business cycle (Botief et al., 2015). Furthermore, first time in the last 8 year the UK restaurant industry is slowing down, and lots restaurants are going out of business (Butler, 2018).

### Research Questions and Objectives

Table 1. : Research Question and Objectives

|  |  |
| --- | --- |
| **Research Question** | **Research Objective** |
| 1. What strategies do small and medium independent dining restaurants exercise to sustain profitability? | 1. Find about the past implemented strategic factors influencing failure and success. |
| 2. What marketing strategies doo small and medium dining restaurants exercise to achieve sustainability beyond 3 years? | 2. Find about successful marketing strategies and enhance those approaches for long-term sustainability model. |
| 3. What are the hurdles for SMEs Independent dining restaurants in the UK to develop and implement successful strategic changes for long-term sustainability? | 3. Find the efficient way to apply strategic change for independent dining restaurant in the UK for long-term sustainability. |

## 

## Interview Questions:

**Term research questions:**

A research question is a focused inquiry to which the researcher hopes to find an answer through their investigation. It is the foundation of a methodical investigation, and it enables you to define a course of action for the process of conducting research more precisely.

**In most cases, that the very first step in a research project is the formulation of a research question.**

* Concentrating on a single challenge or predicament.
* Able to be researched using primary sources as well as secondary sources.
* Within the constraints of time and other factors, it is possible to provide an answer.
* Specific enough to allow for a complete answer.
* Complex enough that the solution can be worked out over the course of an entire paper or thesis.

**Procedure for developing questionnaire:**

* **Create a topic to discuss**: Choose Your Topic. Identify Keywords
* **Locate the information**: Strategy for Searching Books.
* **Evaluate Data**. Evaluate Sources
* **Write:** Start organizing / Take Notes
* **Cite Your Sources**: Formats for Citations
* **Use that is legal and ethical**: Copyright

**Manager/Owner**

* What advertising strategies do you attribute to keeping your company afloat for the first three years and far beyond?
* How much importance do you give to your marketing plans?
* How did you design the procedures for developing your marketing strategies?
* How do you evaluate the effectiveness of your marketing initiatives?
* What obstacles did you face when putting the marketing strategy into practice?
* How did you handle the difficulties you ran into when putting the marketing strategy into practice?
* How should your brand be positioned to gain the most competitive advantage?
* How are your company's financial changes affecting your ability to market?
* What marketing strategies should you implement to compete with other restaurants?
* Can you tell us more about the marketing techniques you used to keep your business going for more than three years?

**Staff**

* How long you are working in this restaurant?
* Previous experience before this job?
* What’s your job expectation from this job?
* What are the problems you are facing in the work?
* What do think that management should do to improve standard to working?
* What do you think that management should change to improve customer or food quality service to increase the customer at the restaurant?
* Any specific idea or strategy for increase the business in regards to customer or working culture?

## Conceptual Framework

Conceptual Framework of this research is based upon organizational theory of dynamic capabilities enlighten by (Teece, Pisano and Shuen, 1997). Theory of Dynamic capabilities is a branch of economic development theory and resource-based view theory (Schumpeter, 2004). However, resource base view theory is the concept which is more suitable for the large organization or franchise restaurant chain with huge resources to implement required innovative changes. So, in this research study multiple case of small and medium independent restaurant in the UK will investigate in relation to relation to the influential factor of their failure and successful strategies. In addition, dynamic capabilities of this particular sector will point out during this research and propose strategic change will be suggested for independent dining restaurants for their long-term sustainability and competitive advantage.



Figure 1. : Conceptual framework

## Development of strategic plan:

Conceptual frame work of this research will find out about the implemented successful and failure strategies in small and medium independent dining restaurants in the UK. Based on these successful and failure strategies, research framework will help to identify influencing factor in success and failure strategies. Furthermore, based on influencing factors and past implemented strategies; new improved strategic changes will be design or strategies according to the restaurant resources and requirement for long-term sustainability. Therefore, this conceptual framework will help to propose strategic change for the SMEs independent dining restaurants in the UK for long-term sustainability.

The owner-managers' judgements on the means to define, successfully implement, and obtain competitive positioning and competitiveness are grounded in strategy, which serves as the touchstone for these decisions. Traditional options for strategic positioning, such as reduced price, additionally, have given way to more developed strategies that superimposes other goals onto the process of developing a strategy. These newer methods are called "evolved approaches." A number of academics have provided frameworks that managers are able to use in order to implement CSSR ideas into their processes for the development of strategic plans. The assertion and elucidation of the values held by the employees who carry out a strategy, as well as those held by the various stakeholders who are represented, is an integral part of the process of developing that strategy (Freeman, Gilbert, & Hartman, 1988). According to the recommendations made by Venkatraman and Nayak (2015), the leadership of a company must encounter CSSR from a key strategic stance. In addition, they recommended there will be better managerial buy-in while there are substantial economic benefits to be gained from activities related to the environment and society. Inside the frame of reference of the crossroads of strategy and society, Porter and Kramer (2006) proposed a model of shared value as an organizational framework. First, leaders focus on the firm's linkages with society within the context of the competitive market; then, top management strategically pick the correct social problems to interrogate by allocating resources. Lastly, leaders evaluate the firm's success in addressing the selected social issues (Porter & Kramer, 2006). Once managers have selected the matter to take precedence, Porter and Kramer recommended that they devise a CSSR strategic plan in a sensitive manner that addresses pertinent societal problems and tries to avoid or reduces risk. This should be done in accordance with the recommendations made by the authors.

This strategy should be aligned with the goals and metrics of the business unit, which includes setting goals that can be measured. Meznar et al. (1990) proposed a framework that not only accounted for responsiveness in the process of strategic development but also a pre-emptive CSSR stance. To establish the severity to which economic, social, and ecologic objectives can co-exist within among the varied firm activities, managers can use their framework to "overlay" a desire for social return and aimed voting blocs onto the value chain. This allows them to determine the degree to which these goals are compatible with one another. The comprehensive framework is presented in figure 1.

## Limitation and Assumption

### Assumption

Most of the researcher put strong faith in their assumption and strategies in terms of the research method and sampling size. In this research study, qualitative approach looks to be perfect and this approach will investigate the phenomenon to attain insights in the course of reliable, subjective and valid personal experience stories from the restaurant owners and managers. Secondly, sample size of this research is acceptable based on other research studies exercised in the similar industry and same level. Qualitative approach has smaller sample size in comparison to the quantitative approach to attain the reliable data or information to provide the best solution (Baskarada, 2014).

### Limitation

Limitations in the research are the possible inadequacy in relation to validity and reliability of a research study (Connelly, 2013). There is possibility to not getting enough information from the participants in relation to the research problem (Yin, 2014). SMEs independent dining restaurants in the UK have more probability of failing in comparison to the big funded and franchised restaurants in the UK (Self et al., 2015). One of the main reasons behind the failure of independent restaurants is their limited recourses. So, to counter the limitation of not getting enough information required to have multiple case interviews to get the reliable and valid data.

### Delimitations

Delimitations refer to the limits imposed on the study as well as its scope (Hyett, Kenny, & Dickson-Swift, 2014). The participants in this study had to be owners of small, independent restaurants that had been successful in marketing for a period of at least 5 years. This served as a limitation on the scope of the research. This research was limited to the proprietors of small restaurants in Eugene, Oregon, who had been in business for at least five years and had achieved sustainability through the application of effective marketing strategies.

## Significance of the Study

Finding of this research study will help the owners and managers of the restaurant sector in the UK, in relation to develop and imply the strategies for the long-term sustainable model and these innovative approaches would help in the extension of the restaurant business cycle beyond 3 years. The application of dynamic capabilities by the restaurants will help in collaboration with other entities in relation to the restaurant operations growth such as customers and suppliers (Gambardella and Panico, 2014; Jin, Line and Goh, 2015). The success of restaurant operations would improve the growth of the employees through better income and addition of steady job creation in the UK economy (Baker and Mehmood, 2015). Furthermore, better income and steady job creation will add value to the UK economy as well as the society, which would encourage more entrepreneurs or business people to start independent dining restaurants in the UK.

The results of this study may help to advance positive social change by enhancing companies' presence in the neighborhood. Societies might establish a dependable business presence to support strong social structures and advance the social and economic prosperity of the area. Optimizing sustainable growth (Frame, 2013) can help create a more dynamic and long-lasting society that creates new economic opportunities, jobs, and financial assets and raises the standard of living for local people.

**Chapter 2**

# Literature Review

This part of the research proposal will enlighten the academic and professional literature in relation to explore strategic change for the small and medium (SMEs) independent dining restaurants in the UK for their long-term sustainability. During this section theories and concepts will be discussed such as theory of dynamic capabilities, Resource based View approach and economic development theory. In addition, to develop enhance marketing and management strategies concepts like customer relationship approach, customer behaviour, consumer loyalty approach, service and culinary innovations will be reviewed in terms gaining completive advantage. Furthermore, all these concepts are essential part of the dynamic capability theory, as well as proposing long-term sustainable model for independent restaurants in the UK.

There is no consensus on the definition of "restaurant disaster" despite the extensive study done to identify the causes of eatery failure. While some studies opt to define it broadly to include turnover rates, others choose to define it strictly in terms of insolvency. Failure as bankruptcies indicates a far lower proportion than turnover rates, which do not account for factors such as retirement plans, the inclusion of new partners, or the departure of existing ones (Parsa, Self, Njite, & King, 2005). Each of these descriptions has advantages and disadvantages, which is exacerbated further by the reality that evidence is frequently insufficient because no reports are necessary when a business ceases (Parsa, Self, Njite, & King, 2005). For the sake of his research, failing restaurants are those that are unable to sustain profitable profit margins. This term "failed business" was selected because it describes a restaurant that closes its doors because it can't turn a profit or bring in enough money to pay the bills.

On the basis of my theoretical model of choice and the area of study already available concerning the research issue, I have made an effort to critically analyze, categorize, and integrate this literature search. This chapter is a summary of the works I've found that are directly related to my topic and show a rich and thorough assessment of areas that may threaten the stability of a local restaurant company. These sections offer a thorough study of academic studies and reputable seminal works and are arranged using a thematic format. This survey of the literature starts with the analysis of the dynamic capacities theory and moves on to additional illuminating and opposing ideas, notions, and tactics. I conducted a review of the literature that was pertinent to the research article. What kinds of marketing techniques do owners of small restaurants employ to guarantee their companies will remain successful after the first five years? I investigated the elements that lead to the total performance of marketing tactics for smaller firms in the fast food industry as part of several case studies to try to address this question. In the expert review of relevant literature, I covered the history of advertising and its concepts; the 4Ps of brand marketing; the agency of advertising; the governance of advertising; the metrics of advertising; strategic orientation and identification; and the variations in advertising among large startups and private businesses in the expert review of relevant literature. I did a survey of the literature on many sustainability-related subjects, such as organic building, stakeholder engagement, sustainable morals, and longevity statesmanship, and the review is completed. In the research on the foodservice industry, I discussed subjects including marketing techniques, customer strategy implementation, performance metrics and statistics, administration, dietary choices, and budget control. Five competitive forces that shaped the foundation for this prosecution's theory I took a number of different approaches when reviewing the literature on Porter's five. I summarized the analysis of the literature by offering different theoretical models as solutions.

## Literature in Relation to the COVID 19:

Due to COVID 19 many businesses are suffering in this world and restaurant industry is one of them. According to the government guideline they cannot run their businesses as usual like before. They are only allowed to deliver and take away at this moment. Due to such condition many restaurants finding themselves to survive in the market. On the other hand, some restaurants are doing extraordinary sale even in this horrid situation based on one of the interviews for data collection with the restaurant owner. So, this part will enlighten the problem and opportunities in this situation; as well as, the government support for the independent restaurants.

According to Statista (2020) Hospitality sector of the UK got affected severely after government advice on 16th march not to visit restaurants sales drop 21%. Furthermore following week after announcement of closing of pubs and restaurants sales drop down to 56.4%. UK Hospitality sector is major part of the UK economy in comparison to the other sectors such as automotive aerospace and pharma industries all together.

In this horrid time the UK government introduce survival scheme for support the UK restaurant otherwise so many restaurants will lead to shut down soon. Government provide help with salaries which is 80% of total salary of any employee who earns under £2500 per month. In addition government provide Interest free loan scheme for small and big restaurants to survive during this COVID time. Covering 80% salary of employees will help them to retain the SME.

Graybeal and Lawrence (2022) examined how the restaurant industry in the United States made use of the digital ecosystem to help them adjust their business models in preparation for the pandemic of 2019 caused by the coronavirus. The pandemic was the catalyst for a reorganization of the business ecosystem, which resulted in a greater focus being placed on digital components. This was done in particular to transfer funds and services between contracting parties. We recommend numerous point of developing response to the changes in the foodservice landscape. The restaurant sector has faced a transition comparable to that of other sectors, which have seen the beginnings of delivery methods and a new wave of pop-up "digital hardly" brands, web server and ghost cooking models. This is in line with other sectors, which have seen the creation of online media that have developed into entrepreneurs in their own right. There is a good chance that many of these cutting-edge solutions will remain in use as digital business ecosystems become increasingly popular among companies seeking to integrate all aspects of their operations, reduce expenses, and boost profits.

Amel et al. (2020) studied an independent restaurant operator perspective in the wake of the COVID-19 pandemic. This research was conducted with the intention of determining the attitudes and perceptions held by self-governing full-service restaurant owners in South Carolina in relation to the effects that the COVID-19 pandemic has had on their businesses both operationally and economically. In this study, a mixed-methods approach was taken, the first step of which involved collaborating with local governmental and ‘management to distribute a brief survey to their constituents. The survey was available to respondents for a period of five weeks, beginning on May 4th, 2020. This date marked the beginning of the period during which restaurants were actually allowed to reopen their indoor dining areas, but they were required to impose seating capacity restrictions in order to maintain social distance. In the second qualitative stage, semi-structured post-survey interviews were conducted with a variety of independent restaurant owners and managers located all over the state. According to the findings of the survey, one quarter of the restaurants that were evaluated did not make it through the nearly two-month withdrawal. Fewer than a 1/4 of those who responded were unable to restore the number of workers at their company to where it was before the pandemic. The vast majority (81 percent) of the restaurant owners and managers polled supported the financial relief programs offered by the CARES Act. If the pandemic constraints were to remain in place until 2021, approximately 65 percent of those surveyed did not believe they would be able to continue operating their restaurants. Opinions among the respondents regarding the long-term validity of the tourism and hospitality industry were mixed. As the COVID-19 pandemic keeps progressing, the study provides guidance and organisational skills that other self- governing full-service restaurant operators can implement in their SME.

According to Madeira et al. (2020), the COVID-19 pandemic has consequences for the majority of countries that are always hard to assess. It is responsible for a medical catastrophic event and, concurrently, for a sharp decline in economic security measures, especially in the field of tourism activities. The goal of this study is to learn what restaurant owners believe will happen in the future in terms of policies, tactics, and future knowledge after the pandemic-related mandatory lockdown of eateries and entertainment venues. The framework was developed by a review of the extant literature and the use of path encoding on online survey questionnaires from Portuguese restaurant owners. The findings show that there are common worries for all restaurants and hotels regarding the post-pandemic era, the agencies' course of action, and the future goals and lessons to be learned. The biggest problems facing the restaurant industry are improving cash flow, worrying that the government isn't doing enough, making plans for markets that can be reached more quickly, and being brave about the future.

Rakshit et al (2021) examined the COVID-19 epidemic has produced a great deal of uncertainty in the business world, which is making it difficult for small and medium-sized enterprises (SMEs). This study investigates how small and medium-sized enterprises (SMEs) in emerging nations have made use of mobile applications to increase the effectiveness of their operations during the epidemic. In the midst of the financial crisis, many small and medium-sized businesses (SMEs) have turned to conducting business via mobile applications in an effort to improve their long-term viability. Our mission is to acknowledge the beneficial measures and actions implemented by these businesses. This study fills a gap in the existing research by applying the Theory of Purchase Behaviour and the Behavioural intention to small and medium-sized enterprises (SMEs) that conduct business using mobile applications. Data was obtained from 343 small and medium-sized enterprises (SMEs) in India's three Industrial Development Companies (IDCs). We studied the efficacy of a conceptual framework of smartphone business for SMEs using the quantitative structural equation modelling method. This method was used to analyse the data. According to the findings, consumer decision behavior, perceived behavioural control, subjective behaviour control, and attitude toward the mobile app all have an impact on the decisions made by SMEs and the business strategy they employ. As a result, small and medium-sized businesses (SMEs) require a robust business network that is built on mobile applications in order to be successful in the process of starting their own businesses. We found, through the use of instrumental variable analysis that greater utilization of mobile apps results in a considerable improvement in the long-term efficiency of SMEs. The investigation yields a number of repercussions, both theoretical and managerial.

Kim et al. (2020) examined the COVID-19 pandemic has caused major shifts in the way Korean restaurants are run, despite the fact that the country is widely seen as having successfully contained the coronavirus epidemic without imposing a lockdown. The purpose of this research was to investigate the impact of clean and safe food message framing as a means of survival for independently owned restaurants on the repurchase intention of customers as well as actual sales. According to the findings of this study, the application of message framing to specific restaurant menu items led to a considerable improvement in sales performance for those items. The study also found that customers' intentions to repurchase such items significantly improved. The consistency of these positive impacts led to the confirmation that clean safe process involves making can be a highly effective sales promotion approach for small, restaurants, particularly in the midst of a pandemic such as COVID-19. These findings can be used by restaurant chains to accomplish long - term competitive advantage through the progress of more acceptable types of clean safety promotion of its brand targeted toward consumers who are extremely sceptical to dine-in or order from restaurant chains. This can be accomplished by developing more provides the solutions of clean safety message framing.

### The hypotheses underlying the study

The incorporation of a messaging method, in which comparable results can be communicated in a variety of various ways, is required for framing theory (Kahneman & Tversky, 1979). For instance, a message that explains the number of people who are in need of assistance from other people can be phrased in a positive way in order to motivate people to make donations to a particular charity for the purpose of saving 200 lives. Alternately, the messaging can be phrased in a negative manner to emphasize the possible danger of losing two hundred lives in the absence of contributions from contributors (Blose, Mack, & Pitts, 2015). In support of this idea, Kim and Kim (2014) proposed that individuals have a more positive attitude about the message itself, their intention to visit the location, and their willingness to participate in environmentally friendly activities when the message is presented in a positive light and comes from a reliable source. In addition to this, they said that the utilization of information sources that can be trusted lessens the significance of communications that are favourably framed. In a similar vein, a large number of researchers have implemented and investigated the use of nudge methods and message framing techniques to influence changes in the purchasing and selection of individual foods. In specific, it should be noted that when these strategies were applied to issues relating to the environment and health, the effects found to be more positive in shifting customer motives to pay more for environmentally products including using recycled products. This is something that should be noted (Sharma, Chen, & Liu, 2020).

**Hypothesis 1**

When customers at restaurants are presented with a clean safety message framing, they demonstrate dramatically different intents to repurchase menu items than when they are presented with no message framing.

**Hypothesis 2**

When implemented with clean safety message framing, restaurant customers have a higher inclination to repurchase menu items, in comparison to when there is no message framing used.

**Hypothesis 3**

When compared with the use of no message framing, the application of clear safety message framing results in significantly higher sales of menu items.

### Methodology

Thaler and Sunstein, (2008) stated that the way in which a communication is framed can serve as a powerful incentive to put a nudge into action. As a result, the products on our experimental menu are conceived by framing themes that centre on the clean and safe preparation of food.

### Restaurant choices for the purpose of the study

During the COVID-19 pandemic in Korea, the purpose of this study was to verify the impacts of clean levels of resilience framing as an effective promotional approach in the hopes of increasing revenue for restaurants that are already in operation there. For the purpose of this investigation, a modest eatery that is privately owned and situated within a major city in Korea was chosen. The illustrative restaurant has a total of 14 tables and five wait staff members. The eatery provides dine-in service, as well as takeout and delivery options. This study was based on the sales data collected during March of 2020, which was during the peak of the COVID-19 pandemic, which was characterized by frightening levels of the transmission of dangerous diseases. In addition, in order to investigate the manner in which COVID-19 negatively impacted sales at this establishment, a comparison of the quantities of items sold on a daily basis from March 2015 all the way until March 2020 was compiled.

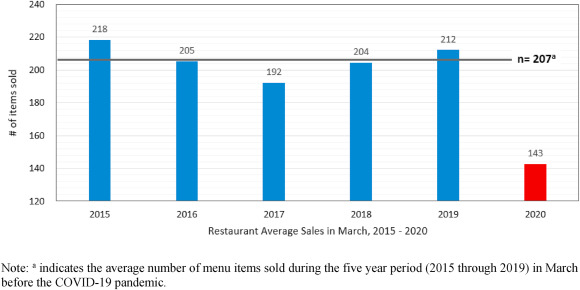


Figure 2. : Items sold during the five year

## Small and Medium-sized Restaurants Enterprises in the UK

SMEs define for small and medium sized enterprises. In the UK SMEs are categories based on the employment and total turnover. In the UK more than 95% business are small and medium-sized enterprises. SMEs play significant role in the UK economy and job creation.

## Strength and Weakness of SMEs in the UK

Table 2. : Strength and Weakness of SMEs in the UK

|  |  |
| --- | --- |
| **Strength** | **Weakness** |
| Fast decision-making process | Limited resources |
| Easy to identify the problem with regular audit | Limited Funding |
| Easy to implement strategic changes with minimal changes | Lack of highly educated and trained employees |
| Easy to set up | Currency value is highly co-related in terms of profit margin |

## Theory of Dynamic Capabilities

Theory of dynamic capabilities is the method of evaluation for sustainable modernization in the Information and technology sector (Teece, 2007; Eisenhardt and Martin, 2000). on the other hand, pragmatic researchers are relating and applying theory of dynamic capabilities to hospitality and food service sector. The classification of dynamic capabilities is clearly stated that an organization requires adapting with the situational change and gaining competitive advantage (Eriksson, 2014; Ganter and Hacker, 2013; Teece et al., 1997). Theory of dynamic capabilities relates in the direction of Porter’s five forces model (Porter, 1980). (Teece et al., 1997) had also enlightened that key aspects of dynamic capabilities theory are link to economic development theory.

Restaurant industry is a rapidly changing sector, where restaurant owners and managers exercise theory of dynamic capabilities in terms to apply organizational changes in an efficient way, which have an effect on restaurants competitive gain in the market (Eriksson, 2014; Ganter and Hacker, 2013; Teece et al., 1997). As researchers mentioned that dynamic capabilities help an organization to adapt situational change according to the market; so, restaurant owners and managers required to identify those facility required to part of the organization which help them to gain competitive advantage in the market as well as help anticipate new changes required according to the situation.

The central thesis of the DCT viewpoint is that strategic members may anticipate new benefits as a result of climatic factors and afterwards start to significantly shift, rearrange funds, and drive initiatives in order to benefit from the recently discovered possible opportunity and maintain competitiveness (Breznik & Lahovnik, 2014). When seeking out new settings, strategy modifications necessitate rearrangement or restructuring and include a variety of complex processes (Datsyk, Grudina, Avdonina, & Podgornaya, 2016; Kuipers et al., 2014). Continual improvement procedures are likely to be flexible in environments that change constantly, enabling the business to change its resource base gradually (Schilke, 2014). Arend (2014) says that studies focus on how business owners make short-term money by reallocating the organization's unique resources in a way that fits the changing environment.

Understanding that an organization will need paperwork, facilities, rituals, telecommunications, and the expansion of new functional and social networking sites to expand the basic business skills is the indispensable asset of DCT to research (Argote & Ren, 2012). Arend (2014) developed the DCT concept by stating that an organization's strategic flexibility consists of particular human traits, real resources, and capabilities of the company that are employed to carry out real-world strategies. Businesses can produce, use, and protect their intangible assets by understanding the various characteristics and practices that enable them to achieve flexible capacities for long-term survival (Eisenhardt & Martin, 2000).

The importance of dynamic capacities as a way to comprehend strategies for fostering firm long-term sustainable growth has been questioned by some authors. For instance, Winter (2003) critiqued the idea of dynamic capabilities for lacking a clear definition or any supporting empirical data. The idea was criticized by Wollersheim and Heimeriks (2016) for being nebulous and evasive. The theory was rejected by Peteraf, Di Stefano, and Verona (2013) because it was nebulous and unclear. But Pavlou and El Sawy (2011) created a model to counter the criticism's shortcomings. The conceptual model by Pavlou and El Sawy is based on the study on strategic flexibility and identifies a range of abilities including: (a) observing the environment to detect real economic innovations and emerging technologies; (b) starting to learn to update current operational capabilities with newfound information; (c) incorporating to merge current military capacity with available research; and (d) trying to coordinate to choreograph and implement duties, assets, and actions in the innovative core competencies. While not all-inclusive, these qualities point to a logical connection that, when properly coordinated, can influence organizational performance and produce a competitive advantage. Therefore, the DCT was a suitable theoretical structure to investigate methods for identifying the management, administrative, and technical procedures vital for food service companies across sector booms and busts.

Tibon (2014) studied the purpose of this research is to investigate the influence that SME organizational capabilities had on the execution of environmental strategies across 240 eateries in Manila that are classified as either small or medium in size. The findings suggested that organizational capabilities were responsible for environmental strategies. It had been discovered that the platform to build trusting relationships with organizations that had preferences in the organization, also known as stakeholder management, is the organizational capability that was discovered to be the most important in the process of putting environmental strategies into action. Other organizational capabilities included team learning, stakeholder management, and shared vision.

Beske et al. (2014) studied Both Sustainable Supply Chain Management (SSCM) and Dynamical Capabilities (DCs) are relatively new research topics that investigate the rapidly shifting corporate environments and industries. SSCM and DCs are abbreviated as "SSCM" and "DCs," respectively. One sector that exemplifies this kind of dynamic environment is the food industry. Customers are looking for the safety of food, and there is an increasing demand for food that is produced in a sustainable manner. Companies that satisfy these objectives aim their marketing efforts at consumers who have a high level of understanding regarding all three aspects of sustainability, namely the economic, ecological, and social conditions that prevail during the production and distribution of food. The purpose of this article is to describe how SSCM practices make it possible for businesses to keep control of their supply chain and gain a competitive advantage through the application of dynamic capabilities. The SSCM practices that have already been identified have a connection to the DC theory, which sees them as fundamental procedures that comprise certain DCs. We look at publications (52 papers) on sustainable food value chain that were published in English peer-reviewed journals and conduct a literature evaluation, which includes conducting content analysis on the articles. By placing both SSCM and DCs under the same conceptual framework, we are able to establish a connection between the two. In addition, particular DCs in the distribution network of an industry focused on sustainability are identified. These DCs include sharing of information and re-conceptualizing the distribution network, for example. Following this, we analyse the food industry with regard to the SSCM and DC criteria, and we provide insights into the business tactics that are utilized in that particular market. The findings indicate that sustainable business practices and distribution centres (DCs) in the distribution chain are utilized, among other things, to improve transparency and monitoring and to satisfy the requirements of customers. Additional study is required in order to expand the operational definition of the conceptual frameworks that are already in place.

Teece et al. (1997) was the first to propose the concept of dynamic capabilities in order to explain competitive edge and efficiency in supersonic speeds and highly dynamic markets.  According to Helfat et al. (2007), dynamic capabilities are "the capacity of an enterprise to actively build, extend, or modify its natural resource." As a result, an organization with dynamic capabilities is able to achieve a higher socioeconomic value than its competitors. The financial value is linked to the advantages for the buyer (Peteraf and Barney, 2003), and as a result, it is not constrained to financial outlook but can be gained in other performance objectives as well; for example, in the case of SSCM, it can be gained within the other two dimensions of sustainable development. Dynamic capabilities (DCs) are the firm's processes that employ resources – particularly the procedures to merge, reconfigure, obtain and released resources – to meet and even drive market change." The organizational strategic processes that allow companies to attain novel resource configurations are what we mean when we talk about dynamic capabilities. As a result, distributed computing (DC) can be seen as packages of capabilities rather than just individual processes.

In accordance with the requirements set of Helfat et al. (2007) for a dynamic capacity, the proposed practices of the SSCM constitute the basis for the strategic flexibility as the capabilities to reconfiguration the natural resource, and they are the packages of practices that make up individual DCs. In other words, the dynamic capabilities are the capacities to change the configuration of the resource base (see Fig. 2.2).

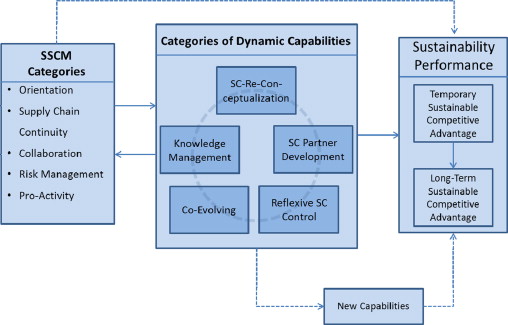


Figure 2. : Categories of Dynamic Capabilities

## Entrepreneurship Theory

The entrepreneurship theory is a theory that complements the DCT. The findings of Cantillon served as the basis for other investigations into entrepreneurial ideas. Richard Cantillon defined an entrepreneur in 1755 as a person who uses business experience to attain revenues and profits in the presence of uncertainty. An entrepreneur is a trailblazer who looks for financially valuable businesses, generates hypotheses, and moves swiftly in the face of danger to avoid closing down if gut feelings are wrong. Key components of an entrepreneurial spirit include longevity, ambition, a business degree, managerial skills, and smaller companies associated with growth and profit. Because this idea makes it possible to investigate the effects of local business conception and orientation, skills that are needed, human resources traits, sustainability plans, and entrepreneurial profit, it is applicable to the research of small businesses (Karimi & Hamedi, 2016).

Business owners, as businessmen, ought to have an understanding of the customers, allocating resources, the capacity to invent, and the capacity to adjust to changes in market conditions, according to Szczepaska and Woszczyna (2015). A business owner should be capable of managing their business to produce innovation, productivity, and job opportunities. Entrepreneurs must be capable of performing a variety of tasks, including assigning funds, adapting to their own strengths and limitations, and dealing with opportunities and risks in a dynamic environment (Schumpeter, 1939). Entrepreneurs transform the economic system by taking chances, driving innovation, and making choices that will give them control and success. Consequently, entrepreneurship theory combines novel ideas and components that have a big impact on the economy and society (Acs et al., 2013).

Sustainable entrepreneurship is the process of establishing, running, and growing a firm or enterprise while taking calculated risks and profit-making opportunities. Local business management can be hard, especially if the leader doesn't have any business skills or knowledge. Cantillon's idea of entrepreneurship says that a business owner's skills, knowledge, talents, and abilities can affect how well their business does and how long it can stay in business. To be successful in markets that are dynamic, a supervisor should be knowledgeable about the outcome and take into account their own advantages, limitations, prospects, and dangers. Small business entrepreneurs must learn to come up with ideas, identify their own strengths, take chances, get beyond obstacles and shortcomings, and seize opportunities. A manager's ignorance is another factor that contributes to small business failure. Business acumen may be essential to ensure revenue through budgetary control and personnel planning in a climate of ambiguity and shifting natural gas and oil prices (Frid, 2015).

.If our past is any indication of what lies in store for us in the future, then the impetus and drive behind our nation's economic recovery will come from the indomitable spirit of entrepreneurship that resides within each person. Why? Because it is the outcome of individual invention, passion, and determination on the part of the individual. That intellectual power is the engine that drives a market economy, and it doesn't matter if the innovations are created from within or outside of established organizations. Enterprise and the invention it generates is the only true force that can be said to endure over time. However, this very same force is gaining momentum in the rapidly developing field of education for entrepreneurs. We have witnessed enormous advances in the theory, process, and practice of entrepreneurship amidst the massive expansion of entrepreneurial intention that is currently taking place. This essay discusses all three components, emphasizes some of the crucial challenges that face entrepreneurial skills in the 21st century, and explains how educators in the field of entrepreneurship can be the answer to those questions.

## Application to the applied business problem

Due to the requirement for small enterprises in the food industry to integrate, develop, and coordinate domestic and foreign competences to deal with rapidly shifting surroundings, the DCT is suitable for this research. Only a few studies have examined how oil price volatility affects businesses in the oil and gas sector (Li, Cheng, & Yang, 2015). Even limited compiled publications are available where qualitative inquiry links fluctuating gas and oil prices to the success of small company service providers in the Rocky Mountain region of the US. However, some academics assert that company executives must incorporate new skills and abilities into their strategy regardless of the industry or region for firms to remain viable (King et al., 2017; Zapata-Cantu et al., 2016). For instance, Zaabouti, Ben Mohamed, and Bouri (2016) did a study to look at how variations in the price of raw materials affect the value of 19 manufacturing units in Tunisia. The researchers discovered that, despite the study's exclusive emphasis on businesses in the North African nation, business executives in other oil and gas industries might use the cost-control method to increase their revenues and profitability during phases of fluctuating raw material prices. Communication, employee involvement, evaluating operational efficiency, consciousness, and effectiveness mixed with simplification were beneficial tactics used in Calgary, Canada, to assure corporate health, income, and profitability (Braimoh, 2017). Small company leaders in northeastern Pennsylvania's Marcellus area provide benefits and adaptable responses to their shifting economic climate. Small firms that benefited the most from the shifting economy chose a particular approach, thought ad hoc about strategy, expressed cautious outlooks and plans, and hypothesized that demographic patterns in Pennsylvania state would be a significant factor in protracted economic consequences (Banks, 2013). With the appropriate leadership techniques, restaurant companies might remain successful and be in a position to provide more than enough employment opportunities despite the periodic fluctuations in crude oil prices (Braimoh, 2017).

Through an examination of how purposeful and responsive management affects the choices made by small business leaders in dynamic economic contexts such as the restaurant industry, these studies may advance future research. Future studies, according to the authors of any and all three studies, should focus on a different geographic region to ascertain the commonalities and dissimilarities in the decision-making processes of small business owners. For small business executives dealing with shifting economic conditions, the findings of research like this could be very useful in enabling stronger adaptation strategies, improved corporate procedures, and environmental practices.

The last component of entrepreneurship is putting theories and strategies into action. Over the past three decades, we have witnessed this principle being put into practice by thousands of prosperous business owners. They and the new initiatives they have undertaken have irrevocably altered our planet. However, it is essential to have a firm grasp on the distinctions that exist between producing money by opportunistic means alone and truly engaging in the entrepreneurial process. For instance, in the late 1990s, we went through the "dot-com" craze, where everybody thought they were businesspeople simply because they posted a business title on the internet. This occurred during the period in which the term "dot-com" was first used. The cash-burning internet beginning and the venture capital who sponsored them were not the only ones who felt the effects of the dot-com bust. This disease quickly spread throughout the land, putting a stop to the genuine entrepreneurial spirit of turning one's passion into a viable business. Our educational institutions developed an unhealthy preoccupation with the desire for investment and liquidity, rapid cash flow, rapid exits, and a lack of genuine commitment. We sought a "investment attitude" rather than enabling the search for a "enduring enterprise," but this decision was ultimately unsuccessful. We made it through that difficult time, but it has left us with a legacy that we can study. Many people were left wondering just what had been taught as a result of the financial crisis that occurred in 2008. Once more, we need to center our attention on the genuine objectives of business owners and the driving forces behind their actions. We need to educate the next generation of company owners so that they can draw lessons from the collapse of the dot-com industry and go back to the fundamentals of how businesses are started and grown. It's OK to have an exit strategy, but it shouldn't be the driving force behind your pursuit of entrepreneurial opportunities. One article referred to the individuals involved in the dot-com industry as "opportuneurs" rather than startups because they did not couple their wealth with their level of contribution, they faked risks rather than actually taking risks, and they focused on capitalizing on external opportunities rather than pursuing their own inner vision (Useem, 2001).

## Characteristics of Small Business Ownership

The DCT allows for business firms since their leaders may need to adapt rapidly, incorporating technology and taking consumer input into account in order to optimize commercial plans and systems. According to the SBA (2014), a small business is an organization or company that employs fewer than 500 people. But the definition of a small and medium firm can vary, and in other cases, it could employ just 10 people fewer (Atkinson & Storey, 2016; Augustine & Asiedu, 2017). According to their tax or legal status, small firms in the U.K. could fall under numerous classes. For instance, unincorporated enterprises operated by a single person as a sole owner are known as sole proprietorships (Cooper et al., 2016; Rassier, Braybrooks, Chute, & Krakower, 2016). Multiple owners can form an alliance, a limited liability company, or an S corporation, which are also known as turn corporations (Clarke & Kopczuk, 2017). Although these organizations exist, the phrase "small business" is most frequently used conceptually and is supported by data on employee rights, revenue, and industry factors (Alomar, 2015; Cooper et al., 2016; Rassier et al., 2016).

## Resource Based View Approach

Resourced based view approach is a progression that an organization employs to alter their resources into enhance products which are non-substitutable, rare, inimitable and valuable. Therefore, the change could help the organization in term of adapting the changing market and gain sustainable competitive advantage (Peteraf, Stefano and Veron, 2013). Resource based view approach help organization to use their resources for innovative strategies or products for internal external problem solutions of the organization with practical approach, which is rare and valuable.

In 1959, Penrose developed the groundwork for the RBV (Lockett & Wild, 2014). Wernerfelt later developed Penrose's theory in 1984 and proposed the concept of link in the supply chain obstacles (Barney, Ketchen, & Wright, 2011). This idea, which stresses the purposeful use of a firm's heterogeneous devices to stay ahead of the competition, was developed by Barney (1991). The RBV theory is predicated on two tenets: (a) the firm's assets are distinct from those of competing firms; and (b) such resources are priceless, uncommon, unique, and non-replaceable (Rezaee & Jafari, 2016). Due to competitors' incapacity to replicate the internal strengths, an enterprise can achieve a competitive edge if its strategy provides vital, rare, distinctive, and non-substitutable (VRIN) funds (Barney, 1991; Porter, 1998). The RBV theory could therefore help small business managers learn and put into practice techniques to stay profitable across boom and bust phases.

## Theory of Economic Development

The theory of economic development helps in internal and external matter of competitive advantage for the organization. Teece et al., (1997) and Eisenhardt & Martin, (2000) have elaborated the external and internal view of competitive advantage. Furthermore, researchers have the same opinion about the Schumpeter’s 5 elements in relation to the innovative strategies (Teece et al., 1997, Eisenhardt and Martin, 2000 and Schumpeter, 2004). Five key elements of the Schumpeter are ‘future, pro-activeness, orientation, risk-taking and creativity (Schumpeter, 2004; Harrington, Kearney and Ottenbacher, 2014).

Schumpeter (2004) elaborated the model of innovative destruction to organization in such a way to understand the need of strategic change in relation to modify the resources available to the organization. Innovative strategic change helps organizations being competitive in the market; which lead them new products and services for the consumers. In addition, five key element of the economic development theory helps add creative ideas, product, and service in term of rapidly changing restaurant industry to attain sustainably in the market. In contradiction, some dynamic capabilities researchers argued that Schumpeter’s theory and five elements focused on large organization to gain the competitive advantage in the industry (Kitenga and Thuo, 2014). But still organization could take valuable notes from this theory and by using five elements of Schumpeter develop constructive model for small and medium restaurants in the UK for the long-term sustainability.

Malesios *et al.* (2018) investigated how social, environmental, and organisational practices and performance were related to a company's overall financial performance, with a particular emphasis on small and medium-sized businesses (SMEs). Our goal is to determine whether or not there is a connection between the viability of small and medium-sized businesses (SMEs) and their financial performance in the context of economic development, as measured by the indexes of revenue and business growth. The relationship between SMEs' financial performance and their commitment to sustainability is investigated with the help of a dataset comprised of 119 companies from the United Kingdom, France, and India. The Bayesian regression modelling approach was selected, and a model comparison method was utilized, in order to evaluate the extent to which the outcomes were unaffected by the particular method of analysis that was utilized with regard to the form that the distribution of the dependent variable took. The findings as a whole suggest that reliable regression results were obtained, particularly for the significant positive covariates; however, extreme caution is advised when interpreting the results that were borderline. We found that various indexes of sustainability showcase affiliations with the two economic statistics, and the adoption of the former may affects the effectiveness of SMEs. This led us to conclude that there is a positive and significant association between certain aspects of sustainability and the financial performance of businesses.

## Factors of Sustainable Competitive Advantage

Organization managements which integrate theory of dynamic capabilities and resource-based view approach elaborated by the (Teece et al., 1997) and (Eisenhardt and Martin, 2000) could easily restructure the sources for the advantage of the firm that leads to the long-term sustainability. Similarly, small and medium restaurants also could use the available resource to restructure the strategies, product and service according to the situation to attain long-term sustainability and competitive advantage beyond 3 year of the business cycle. Teece et al. (1997) underlined that organization should employ the external factors in the direction of for sustainable advantage. In addition, (Eisenhardt and Martin, 2000) clearly stated that resource-based view and dynamic capabilities theories both add value to the organizations sustainable advantage in the market. Though, according to the pragmatic researchers SMEs add more value to their sustainability by exercising the dynamic capabilities for their benefit (Li and Lu, 2014).

Other factors which are important for the sustainable competitive advantage are size of the company, location, knowledge, investors and social capabilities. These factors are the key tools in relation to sustainable advantage model of the firm (Ganter and Hecker, 2013). However an organization might not need all the tools at the same time to build advantage but having all at the same time enhance the success rate in term of developing sustainable advantage model.

Many researchers have discussed that size of the organization and location has huge impact the competitive advantage (Ganter and Hecker, 2013). In term of restaurant sector location is very important which could deliver grate advantage to that particular restaurants. Furthermore, large organization have higher number of resources, but this research focus is small and medium restaurants in the UK, so they limited resources and their location play quite an influential role to the sustainability model (Grimaldi, Rippa and Quinto, 2013).

Knowledge is important factor for any organization, which play key role in the success and restructuring of that particular organization (Urbancova, 2013). Organization with educated and skilled employees will add great value to the innovative strategies. In restaurant sector organization required skilled chef to deliver quality food and knowledgeable manager who helps to increase the ability of success with available resources. Furthermore, organizations provide continuous facility to add skills and knowledge for their employees through education and training to enhance their ability to stay competitive (Kindstrom, Kowalkowski, and Sandberg, 2013). In strategic change for SMEs independent dining restaurants skills and knowledge of employees will add value the innovative strategies and implication of them in term to develop a long-term sustainable model.

Researchers discussed the psychological potential to persuade organizations to exercise innovative strategies based upon the resource-based view approach (Luan, Xie and Wang, 2014). In the fast pace restaurant industry competitive psychology help organizations broad, the base line. Educated manager, skill-full front-line employees and networking skills are the basic foundation of the competitive advantage (Kindstorm et al., 2013; Li and Lu, 2014). So, competitive psychology of employees really matters to attain competitive advantage in the process of developing the sustainable model for SMEs independent dining restaurants in the UK.

By analyzing the micro-level activities performed by shareholders and how certain activities were impacting participants in the development of increasing the sustainability growth of small scale firms, the article's goal was to bridge a technical vacuum in the amount of empirical research (SMEs). This study employs an inferential approach to analysis to draw important conclusions from the body of literature on micro-foundations and sustainable development as well as from conversations with legislators of five small and medium-sized cultural and artistic manufacturing companies in Italy and five such business owners in the U.K. The results showed that while seeking to participate in sustainability initiatives in collaboration with various stakeholder groups, shareholders played a crucial role. It is because individual activities strengthen group-level sustainability initiatives at the organizational level, and the researchers found that owner-managers are essential to this process. By outlining two opposing tactics for dealing with ecological sustainability in the situations of the U.K. and Italy, this report added to the increasing corpus of studies on the matter of how SME influences economic growth and success.

The concept of sustainability refers to the utilization of existing social and environmental resources in a manner that does not compromise the capacity of succeeding generations to provide for their own requirements (United Nations, 1987). The idea that companies should prioritize the adoption of laws and procedures that contribute to the improvement of the socioeconomic, economic, and climatic problems of the situations in which they operate is receiving an increasing amount of attention. This trend is expected to continue. When companies take into consideration all three of these factors, it is expected that they will achieve long-term sustainability. It is the generation of consistent profits, while consuming ecologic resources in a way that is both efficient and effective, causing no or minimal pollution to the environment, and going to add value to the community in which the company operates. However, because there is a lack of alignment between these dimensions and traditional profit-oriented behaviors, many businesses, even well-established ones, are finding it difficult to fulfilled such expectations. This is because of the lack of alignment between these dimensions and traditional profit-oriented behaviors.

It is a commonly held belief that in order for businesses to achieve economic, social, and environmental sustainability, they must break away from their traditional modes of operation and make significant improvements to their business practices. Due to the inherent risks associated with their size and lack of industry experience, small businesses typically have limited access to the resources necessary to implement significant changes conducted interviews with representatives of forty small and medium-sized businesses (SMEs) in the restaurant and construction industries in the United Kingdom. They found that these businesses were too preoccupied with managing the day-to-day demands of their businesses and had little opportunity to voluntarily consider environmentally responsible practices. These smaller businesses did not believe that the implementation of environmentally friendly policies would have a positive effect on their bottom lines or on the number of customers they attracted. Therefore, despite the fact that the sustainability agenda is going to become an essential part of business practices in the near future, the percentage of small businesses that adopt it is considerably low (Hammann et al., 2009).

New evidence suggests that in order for small businesses to successfully engage in sustainable development, any related initiatives need to be integrated with their as a whole missions and strategies. This ensures that any sustainability goals will add value to businesses rather than obstructing their ability to achieve their business goals. This paper sheds light on this by trying to draw key insights from micro-foundational thinking in strategy. However, amazingly little is comprehended, either theoretically or realistically, in regards to how smaller firms may effectively participate in accomplishing sustainability. Micro-foundational thinking has been getting a lot of attention recently because it seeks to understand how personal actions and factors lead to cooperative outcomes and impact organization-level phenomena. This line of thinking has attracted a lot of attention recently because of its focus. This point of view has the ability to contribute to a more in-depth comprehension of the topic of sustainability at the organizational level. The application of micro-foundational reasoning to the analysis of organizational consequences such as sustainability is, however, in its infancy as a field of research (Akhtar et al., 2017).

**The part that small business owners and operators play in ensuring the sustainability of their organizations**

The focus of contemporary research on micro-foundations has shifted more and more toward an understanding of the critical role that individuals play in creating and employing skillsets for the creation of long-term comparative edges for their businesses. This has been achieved by gleaning significant knowledge from previous research on RBV. By proposing that data and competencies are held indirectly by people who work for corporations rather than directly by businesses, such micro-level perception has increased our understanding. Organizational sustainability practices are shaped by these people's unique motivations, demands, and preferences. Since human psychology is so complicated, corporate strategy must be based on mechanisms that work at the individual and organizational levels. According to these scholars, the concept of human capital is fundamentally micro-level and goes beyond the concept of collective firm human resources that is covered in strategy literature. In line with any of these studies and their conclusions, we believe that the unique personality traits of senior executives, including those of the owners of small and medium-sized enterprises (SMEs), play a big role in how they interact with other stakeholders who have different goals (Bridoux & Stoelhorst, 2016).

The role that owner-managers of small businesses play is crucial when it comes to recognizing the prospective connections that produce interpersonal resources (Helfat & Peteraf, 2015) and building reliable networks of value to implement sustainability practices. It has been suggested that people might strengthen their networking opportunities by developing and nurturing relationships with both customers and suppliers that are useful and trustworthy. In order to integrate business goals, expectations, and commitments, owner-managers' capacity to attract, retain, and inspire workers as well as key parties (such as supply chain networks, legislatures, educational establishments, and localities) could be a crucial success factor.

This presumption becomes more obvious when taking into account the CCI, where a profoundly engaged variation can only be handled by depending on the owner-managers' ability to "read, mix, and use" a wide variety of specialized and generic knowledge and abilities in the most efficient manner. In this case, depending on the types of constituents they are engaging with at any given time, the owner-managers' representations of their interactions with different stakeholders may change. Owner-managers have a tremendous impact on how each stakeholder interacts with their major corporations and with one another, which helps to advance sustainability practices. The founders of SMEs may try to adopt different relational methods and postures depending on the social inclinations of their stakeholders and how the enterprises are viewed by their stakeholders in an attempt to optimise the sustainability initiatives of their businesses (Bridoux & Stoelhorst, 2016).

We contend that owner-managers are more likely to use an inspection ranking model when they collaborate with their staff members on sustainable activities. The effect of the superior's legal authority over the subordinate can be used to characterize this model. We contend that this paradigm is most likely to be used by drawing on the nearby models that Bridoux and Stoelhorst (2016) theoretically established. To ensure that the founders of SMEs see their goal of sustainability mirrored in the activities of their staff members, the distinctive features of this relational model would've been put into practice. The leadership's actions that are focused on green advocacy excite the staff and increase pressure on them to participate in activities that are orientated toward sustainability.

The interaction between the top management and their society, which includes the administration, institutions of higher learning, and the community as a whole, would be better highlighted by a communitarian approach, on the other hand. In this paradigm, the upper executives will probably view the community as an equal relationship striving together towards objectives, and they will provide selflessly to help these goals be accomplished. When these mutually beneficial objectives are geared toward achieving the sustainability goal, the partnership is mutually beneficial. Senior management is likely to use an equality matching paradigm, in which it perceives itself or its interpersonal communication partners as equal but separate, when it engages with competitor small and medium-sized firms (SMEs) and distribution networks. as opposed to when the senior management engages with rival companies. Every participant has an equal say in the choices made, and they are required to act in a way that is consistent with how their relational partners act. Supply chains and competitive SMEs are impacted by top management's sustainable aims, and inversely (Hutchins & Sutherland, 2008).

This makes it possible for different entities to collaborate and contribute in accordance with their own areas of competence in order to accomplish the organization's sustainability goals. For this joint action between positive characteristics and its decision makers to be successful, trust (i.e., the perceptions that people have from the behavior patterns of others), mutual interest (i.e., the norms of trust and understanding that people learn from socialization as well as from life's ups and downs), and notoriety (i.e., the personal characteristics projected by individual citizens) are essential. We use the three relational models that were previously discussed (i.e., authority leaderboard, communal ranking, and equality try to match) as well as the three roles in determining whether or not a joint action is effective to understand the impact that upper senior management perceptions of its partnerships with different stakeholders have on its involvement in sustainable development (i.e., trust, reciprocity, and reputation). By doing this, we meet the demand to investigate how the unique traits and behaviors of well-known individuals can be communicated with organizational processes in order to draw in, keep, and motivate human capital for teamwork, and we make it easier to comprehend organizational outcomes. We look at how the unique traits and actions of key individuals work with organizational structures to attract, keep, and motivate human capital to work together (Strauss et al., 2017).

It's probable that the strategies used by smaller enterprises will affect how owner-managers connect with different stakeholders to achieve sustainable goals. By engaging in self-reflection, owner-managers are able to create unique HR and stakeholder interplay practices and also the company strategy of their respective enterprises by engaging in self-reflection. As a result, these rules and practices have a different impact on stakeholder relations than typical company-level policies and procedures. These procedures and regulations have come under fire for hiding the fact that human capital is intrinsically multidimensional. A once-in-a-lifetime chance to incorporate sustainability goals into a company's core operations is provided by top management's involvement in the design of practices and interactions with stakeholders. The concept of business ethics emphasizes the importance of this aspect of business in achieving success. In order to attain sustainable goals in SMEs, it would be an intriguing inquiry to see how these peculiar behaviors interact with the connections that upper executives have with stakeholders. This would make it possible for us to determine, regardless of whether, if so, how someone with unique or eccentric policies and practices reaps the benefits of human capital. This would enable us to understand more about a topic that is being researched by the faculty of economics (Coff & Kryscynski, 2011). The critical framework that was developed by highlighting the unique and peculiar contribution by SME shareholders in achieving sustainability goals by overcoming the constraints posed by the legal duty of smallness and sensitive resource bases. The conversation that preceded this one served as a foundation for this one.

## Critical Success Factors

The implication of critical success factors is one of the important organizational management approaches for more than 50 years (Daniel, 1961). But on the other hand, this approach has not been investigated comprehensively in the restaurant sector (Engle, 2008). In addition, critical success factors approach is one efficient way of achieving the organizational targets and this approach has proven the successful process multiple times and multiple organizations (Engle, 2008). These success factors are the part of both internal and external proportions (Dickinson, Ferguson, and Sircar, 1984). As, this approach has not been investigated comprehensively in relation to the restaurant sector, which focus on the economy, market condition and competitor. These all external factors are key influencer in the sustainable model to survive the market place. Therefore, restaurant industry could use this approach for achieving target and market sustainability.

Camillo et al. (2008) used research to investigate the factors that contribute to the success of independent restaurant owners and employees in the San Francisco Bay Area. From 2003 to 2007, the cases of nine restaurants that were successful and nine restaurants that were not successful were investigated by means of interviews and questionnaires. These findings lend credence to earlier research by highlighting the internal strengths and weaknesses, such as confirmation bias and sentimental unfitness that contributed to unsuccessful outcomes. This research, which builds on an earlier model, is intended to be of assistance to aspiring business owners and investors in the restaurant industry.

## Critical Success factors

The issue of determining what constitutes success for restaurants is a challenging one. When restaurants are in their first year of operation, they will have a unique perspective on what constitutes success. In the first year of a company's existence, it is unusual for there to be a profit, hence it is more likely that success will consist of generating enough to pay off loans and employees, with very little remaining (Lister, 2011). The length of time a restaurant has been operational has been considered by a lot of researchers to be an indication of its level of success. Research conducted at Cornell University by Parsa, Self, Njite, and King (2005) revealed that after three years the rate of failure is dramatically reduced, and English (1996) noted that the rate of failure is lowered after five years. According to Camillo, Connolly, and Kim (2008), a restaurant was regarded to be successful if it had the potential to be open for business indefinitely. According to Healy (2014), there are other markers of success that come from the outside, in addition to the ones that come from the inside. Healy includes favorable reviews from publications such as newspapers, periodicals, and websites among the external signs he identifies. In addition to this, he made the observation that successful businesses might be indicated by the fact that they had won accolades for providing outstanding customer service or producing high-quality cuisine.

Others would say that achieving consumer, employee, and owner pleasure is the definition of success (Alter, 2014). It is a sign that your organization comprehends the requirements of its clients if it is able to provide satisfactory customer service. The degree to which employees are happy with their jobs is another important predictor of a company's level of success. Creating a culture at the restaurant that acknowledges and appreciates the efforts of the staff is an effective way to both recruit and keep good employees. The happiness of the restaurant's owners is another factor that influences its success. If the owner of the company isn't content with how things are going, it won't be long before that unhappiness filters down to the employees and, eventually, the consumers. Evan schitzky, Groening, Mittal, and Wunderlich (2011) conducted research to determine the effect that owner satisfaction has on customer satisfaction. They discovered that this effect is totally mediated by the satisfaction of front-line employees. They also discovered that a higher level of employee satisfaction not only directly contributes to a higher level of customer happiness but also indirectly helps to improve the relationship between customer satisfaction and the customers' intentions to repurchase.

While different people may have different ideas about what constitutes success, a restaurant's definition of success must always contain an awareness that the establishment must be profitable in order to remain in business over the long run (Carr, 2012). According to Carr, prospective investors are drawn to restaurant owners that strive to maximize profits. Carr also said that satisfied customers and high-quality products are variables that lead to the generation of profits. As a result, for the sake of this investigation, the term "successful restaurant" shall be defined as establishments that consistently generate a profit. Profitability was selected as the metric to use for defining success due to the fact that profitability can be measured and also serves as a signal of restaurants that are employing successful techniques. Additionally, the other proposed indicators of success that research suggests would all be captured within the definition that was chosen for this study, as restaurants that continue to maintain profitability will be those that have remained open, received positive reviews, and/or received awards or accolades for service and/or food quality, and will likely have achieved customer, employee, and owner satisfaction.

## Economics factors of Failure and Success

Economic factors are very important in terms of developing successful long-term sustainable model for SMEs restaurant sector. Current key problems such as low profit margin, GBP down fall, Brexit economic uncertainty and lower consumer spending are the factors which causing down fall in the restaurant industry (Deloitte, 2017). To develop long-term sustainable model restaurant owners and manager required to make sure all the decision and strategies should be based on long-term sagacity of economics (King, Parsa, Njite and Self, 2005). Further all the strategies should be cost-effective as small and medium restaurants have limited number of resources and most of them are self-funded venture (Camillo, Connolly and Kim, 2008). Therefore, owners and manager need plan their strategies based on economic conditions, which should not compromise food quality and service.

Stanworth et al. (2014) discussed about representatives of the Cruise Lines international Research Canter of the University of Westminster in England include Price and Nicos Zafiris. At its best, franchise model is a path into personality that is offered by franchise owners (owners of a "tried and tested" corporate structure) to franchise owners (typically aspiring small company men and women), in return for money of a one-time front-end fee accompanied by an on-going royalty. In other words, franchising is a win-win situation for everyone involved. One of the most important beliefs held by members of the franchise community is that there is a relatively low rate of franchise businesses failing. This belief is founded on the "cloning" of successful business models. From the perspective of those who study small businesses, entrepreneurship has been tried to argue to be of crucial concern. This is due to the fact that the majority of franchisors currently operate or have recently operated as small businesses, and the majority of the franchisees who pay royalties to the franchisor are also independent companies. Therefore, in theory, franchising presents a path to expansion for the other would franchisor and opportunities for small businesses with reduced levels of risk for the would-be franchisees. Problems with defining and measuring franchise failure rates have historically been a thorn in the side of discussions comparing those rates to failure rates for more traditional types of businesses. However, latest developments have helped to improve the situation, and what unfolds is a striking similarity in the rates of failure between the two types of businesses that are typically considered to be small: franchised and non-franchised businesses.

Lee et al. (2017) examined the difficulties that Klang Island's independent cafés faced when they were first starting out, as well as the critical factors that contributed to their overall success and the practices that were most commonly used by them. In a two-phase qualitative methodology, a total of 5 exemplification cases and local coffee technical experts were used as sources of information for the study. We came up with a list of eight challenges, and then we used thematic analysis to find the four critical success factors that are required to make it past the entry stage. These are (1) concept versus techniques; (2) an elongated notion of facility location; (3) constructing fundamentals; and (4) family influences and life and family management. Entrepreneurs in the food service industry can gain insights into how these critical success factors could be fully integrated into their corporate strategy to survive the entry stage by first gaining an understanding of the critical success criteria of the exemplar cafes. Furthermore, because this study focuses on the café culture of the Klang Valley, it contributes to a more comprehensive understanding of the characteristics of the Klang Valley as a destination. It also offers implications that are both realistic and practical, which help advance the development of the Klang Valley through based on culture and gastronomic tourism initiatives.

Healy and Mac (2019) examined the failure rates that are actually experienced in the restaurant business are commonly thought to be considerably higher than they genuinely are. This study is the first of its kind to calculate failure rates in the Irish Foodservice Sector (IFDS) using latitudinal census figures from the Central Bureau Of statistics (CSO) in Ireland. These data were collected in accordance with the European binary classification problems of economic output (NACE). The findings are examined in light of previously published research on the rates of business failure experienced by restaurants in the United States of America. This study also investigates the failure rates of IFDS in comparison to those of other industries in England (construction, manufacturing). The paper investigates restaurant failure rates in Ireland as well as internationally by drawing on Stinchcombe's 'liability of newness' theory, the unofficial fallacies theory 'Argumentum ad Populum,' and the key success factors (CSFs) for restaurant chains theory. According to the findings of the research, the median wage failures for the IFDS are 15 percent after one year in business, 37.62 percent after three years in business, and 53.06 percent after five years in business. These failure rates are marginally higher than those of other industries in Ireland, but they are significantly lower than the general public believes them to be. When compared to earlier research conducted in the United States of America, it has been found that the prevalence rates in Ireland are considerably lower, particularly in the early years. Using the NACE classifications, the technique can be reproduced provide the comparison study between other European countries. The findings might be used to help ensure that future government policies made by the governments, financial institutions, and other organizations in the restaurant and hospitality industry are more empirically based and fully educated.

## Innovative Strategic Change

In the restaurant industry innovation in terms of product, marketing and service is the foundation of the sustainable advantage (Arlbjorn and Paulraj, 2013; Sardeshmukh and Hallak, 2016). An organization’s manager can cultivate pioneering way to catch the attention of clients with same interest, country, culture and rituals with the help of innovative networking models (Kearney, Harrington and Ottenbacher, 2014). Restaurant sector is highly depending on the networking strategies to target their related customer, which helps them to increase their sales number.

## Strategy for long-term sustainability:

The idea of sustainability is still in the process of being refined. According to the perspective of some experts, sustainability strategy is a wide term that requires one to think holistically across all activities that comprise an organization's value chain (Montiel & Delgado-Ceballos, 2014). The vast majority of researchers, on the other hand, are in agreement that sustainability emphasizes the requirement of striking a balance between social, environmental, and economic objectives (Aarseth, Ahola, Aaltonen, kland, & Andersen, 2017). It is essential to have a solid understanding of sustainability techniques due to the fact that in prosperous economic times, sustainability can be maintained with relatively little effort. However, in times of limitation, periods of uncertainty, or when social requirements escalate, it is not as easy to uphold commitments, which makes sustainability difficult to achieve (Barnett, Darnall, & Husted, 2015). For instance, Bansal et al. (2014b) shown that when businesses are facing constraints, they differentiate between investments that are planned and those that are tactical in order to prioritize their spending.

Strategic investments demand more resources than tactical investments, but they concentrate on long-term activities that are difficult to replicate. In contrast, planned investments have an effect on the organization's competencies and are centered on the achievement of long-term goals (Barnett et al., 2015). Investments that are planned typically involve sizable commitments of organizational resources or structural alterations and are therefore more difficult for rival companies to replicate (Barnett et al., 2015). This research can benefit from a knowledge of sustainability strategies since small enterprises in the oil and natural gas industry can become stronger and more efficient by adjusting their plans to account for the economic restrictions and unpredictability they face.

The actions that are taken to guide the accomplishment of organizational goals are referred to as strategies. In order for a company to implement strategies that promote sustainability, its business practices need to be able to impact and support long-term growth goals, offer a competitive advantage, and encourage long-term profitability (Schmidt & Farkas, 2016; Strand, 2014). In order to get the resources they need, organizations could use any number of distinct techniques, each of which requires a unique amount of coordination (Malatesta & Smith, 2014). By employing several approaches, including those for managing risk, financial planning, administration, interaction or connection, marketing, and innovation, small businesses can increase their chances of success. Business executives must create strategies to consistently meet and surpass the objectives set by their enterprises (Hopkin, 2017; Strand, 2014). Finding strategies and gaps will help with the process of gaining a strategic position in the market.Scientists have observed what they think to be a lack of information in new business executives' understanding of how to implement their plan. For contrast, Barnett et al. (2015) made the claim that their analysis of earlier studies shows that businesses are becoming more purposeful with their environmental initiatives during periods of industrial downturn. However, the issue of how actions are controlled has not been addressed by scholars. Similar to this, Luederitz et al. (2016) found a dearth of empirical studies on how organizations are moving toward sustainability in smaller towns and how the achievement of one town might be replicated in other communities. Last but not least, Galpin, Whittington, and Bell (2015) identified a gap in the literature and suggested a model to close it. The model's objective was to help executives lay the groundwork for an organization's strategy and protracted sustainability. Due to the inadequacies found, scientific scholars and corporate executives have been forced to admit that sustainability is crucial to the long-term success of both small firms and the communities where they operate. Because environmentalism has become the standard, this was done.

Two guiding models have been created as a direct result of the research that has already been done on various sustainability criteria, namely a sales model for small firms and a concept of limits (ToC). French designers created the first model that was expressly intended for small businesses in 2009. This concept divides potential opportunities and challenges into three different groups: tactical, operational, and strategic. An organization goes through the process of strategic planning to determine how its resources should be allocated and to establish the company's future course (Elbanna, Andrews, & Pollanen, 2016). Strategic planning takes into account the organization as a whole rather than concentrating on a single department or unit (Bryson, Edwards, & Van Slyke, 2017). Tactical planning, also referred to as short-term planning, is primarily concerned with managing the people and material resources that directly affect how an event will turn out. Managers utilize tactical planning to identify, in close to real-time, the money, people, technology, and other resources that an organization needs to succeed (Cegarra-Navarro, Sánchez-Vidal, & Cegarra-Leiva, 2016; National Security Agency, 2016). Operational planning is the process of creating connections between strategic objectives and technical aims and priorities (Dror, 2017). Theoretical, tactical, and operational management, in turn, describe and list milestones, success criteria, and how a company's plan will be put into action within a certain amount of time.

A theory of constraints (ToC) model was proposed by Kohli and Gupta (2010) in order to assist small business executives in the process of formulating strategic plans. This is the second guiding model that has been presented. The Kohli and Gupta ToC model prioritizes increasing efficiency across the value chain of an organization rather than focussing on lowering associated expenses. Regardless of the definition of strategy or the model that is used, the first step in the development of a successful strategy is for leaders to ask pertinent questions that are specific to their company's circumstances, their industry, their level of competitiveness, and the level of expertise that their organization possesses in terms of planning (Banks, 2013). To use the French and ToC frameworks can assist small business owners establish a plan for managing risk by helping them better understand their businesses and how to put plans into practice.

## Risk management strategy

. Small businesses face opportunities, issues, and hazards due to the oil and natural gas sector's unpredictability, which can be mitigated by using risk management techniques. A risk management strategy enables managers to effectively manage uncertainty and the risks that go along with it, which enhances their potential to create revenue (Steinhoff, Price, Comello, Cocozza, 2016). The management and monitoring of risks coming both from internally and externally factors, that, if left unchecked, had a negative impact on a company's financial performance, success, or existence, are crucial tasks performed by an organization's risk management function (Brustbauer, 2016). Techniques for risk management process (ERM) have been regarded as being crucial for meeting demands for greater stakeholder openness by widening the reporting process, boosting performance, forecasting market dynamics, and responding to the complexity of risk as it has grown (COSO, 2017). In the end, a good effective risk management (ERM) methodology should help firms manage risks effectively within the framework of their strategy. As a result, there is a higher chance that the organization will succeed in attaining its main objectives (Viscelli, Hermanson, & Beasley, 2017).

For businesses of this size, managing risks presents a substantial problem. There are many small businesses, but the bulk of them lack the resources or trustworthy resources to promote their risk assessment activity (Brustbauer, 2016). Small businesses are less ready to take risk than larger companies since they frequently have fewer capital bases and less qualified employees, which makes them unwilling to make changes. This is because if small enterprises try something new, they are more likely to fail (Madanoglu, Altinay, & Wang, 2016; Sadgrove, 2016). Organizations that follow a sedentary risk management framework that invest minimal effort into hazard identification, analysis, and tracking do not succeed to the same extent as those with highly developed ERM processes (Brustbauer, 2016). Companies that treat risk the same way they treat other tactics run the risk of losing both their keeping a healthy competitive situation and their managed to stay economically self-sufficient.

Even while managers of small firms may be familiar with the day-to-day operations of their companies, it is doubtful that they will recognize all of the risks that are associated with those operations. As a result, having a solid ERM strategy in place may be able to assist them in increasing their risk awareness, evaluating and monitoring risks, and promote the taking of activities to adapt to the unpredictability of the environment (Brustbauer, 2016). In order to assist small businesses in the process of developing an ERM strategy, Hopkin (2017) categorized risk into four distinct categories. Risks related to compliance, risks related to hazards, risks related to control, and risks related to opportunities make up the four categories. In order for enterprises to effectively manage the risk of ambiguity, they will need to decide which actions they want to take (COSO, 2017; Hopkin, 2017).

Recent research suggests that risk management is a realistic technique for achieving sustainability. For instance, Aven (2016) conducted a comprehensive analysis of current developments in the risk industry, with a particular emphasis on the overarching concept of risk research. Aven came to the conclusion that risk management has become a recognized scientific area and has the potential to make significant contributions to the processes that underpin business decision-making. In a similar vein, Castro-Alvarez, Marsters, de León Barido, and Kammen (2017) examined the threats to the environment, socioeconomic systems, and towns in Mexico as a consequence of the rise of the shale business by demonstrating learnings from shale expansions in the United States. The results of Castro-Alvarez et al. (2017) suggest that adopting safety requirements could lower risks. Business leaders, government ministers, and schools could all use these methods because they have the resources to find ways to deal with and lessen any negative effects. In their third investigation, researchers Bai, Zhou, Zhou, Meng, and Ju (2016) sought to analyze the function that

## Financial strategy

To be able to create money and keep their firms afloat, managers of small enterprises need to have an in-depth understanding of finances. If the managers of small businesses are knowledgeable on how to implement various financial strategies in their companies, those companies have a greater chance of succeeding in any climate, including times of unpredictability (Bellavitis, Filatotchev, Kamuriwo, & Vanacker, 2017; Vahlne et al., 2017). According to the findings of a number of studies conducted on the business world, one indicator of an organization's level of success is its financial performance (Buowari, 2015). A significant number of prosperous businesses operating in the energy sector are aware of the advantages of coordinating their approaches to financial management, marketing, and operational hazards in order to improve their companies' sustainability strategies (Hopkin, 2017). However, the primary concerns of the administration of the finances of some businesses are the cost of the products offered and the hazards associated with research (Hopkin, 2017).

It may be crucial to a small business's success to identify strategies for acquiring the financial capital necessary to maintain operations. Many owners of small businesses and entrepreneurs have been put in a position where they are at risk of failing as a result of insufficient financial capital (Dutta & Folta, 2016). Financing might come from either the company itself or from outside sources for smaller firms (Rostamkalaei & Freel, 2017; SBA, 2014). Some options to explore in order to obtain money include creating a registration on a crowdfunding website, obtaining a small business loan, or participating in one of the investment projects provided by the Small Business Administration (SBA, 2017b). Hebert, Takupiwa, Honest, and Ephraim (2013) thought that a business may survive in a difficult financial situation by diversifying its products, services, or markets and keeping connections with current clients while acquiring new ones. They specifically thought that this would be the best course of action.

Due to a lack of proven financial history, a lack of widely accessible security, and the perception of risks involved in investing in new enterprises, smaller firms frequently have trouble obtaining capital. Small firms need financial solutions as a result to lessen the difficulties they encounter while trying to get financing. Some financial institutions are reluctant to lend money to some small businesses because those businesses rely too heavily on unreliable funding sources (Berger, Goulding, & Rice, 2014). Because they cannot access capital markets, certain small businesses have fewer options for raising funds than their competitors (Security Exchange Commission, 2017).

Many researchers have identified a lack of adequate funds as one of the key elements that contributed to the project's collapse. Scientists Baos-Caballero, Garcia-Teruel, and Martinez-Solano (2016) discovered that the need for working capital for survival is strongly linked to the changes that occur during a financial crisis. Hansson (2015) used a different method to discover this relationship. show that managers have implemented restructuring initiatives as a financial plan. This was motivated by the idea that, in order to succeed, downsizing measures would increase organizational success, agility, and total financial success. The study by Hansson was released in 2015. So, according to Zugrav (2015), a corporation's lack of economic awareness is frequently not the consequence of a single error in judgment on its part. Many times, failure is the consequence of a string of mistakes, the effects of which are not immediately felt but rather manifest over a period of some time (Zugrav, 2015).

## A tactic for effective leadership

It is reasonable to implement a relationship between an organization's effectiveness and the tactical choices made by those in leadership roles. The most significant decision-makers in a company, called leaders, use strategies to promote the goals of the organization (Bischak & Woiceshyn, 2015). A leadership strategy requires the person in a position of judgement to consistently consider, focus on, and evaluate all viewpoints and activities surrounding their firm, which affect the company's continued survival and profitability (Sarfraz, 2017). As a result, organizational leaders shoulder a number of duties. Leadership is the capacity to collaborate well with others, which involves the capacity to inspire others and to focus their efforts on the achievement of a common objective (Solomon, Costea, & Nita, 2016). The Bloom's taxonomy approach makes understanding strategic leadership simpler (Sarfraz, 2017). Benjamin Bloom defines strategic leadership as the capacity to: (a) recall facts and opinions; (b) comprehend the links between facts and ideas; (c) apply factual data, awareness, and methodologies in diverse manners in new or old circumstances; (d) evaluate, investigate, and start organizing information and ideas into portions through the proof of identity of reasons, presumptions, and facts to support simplifications; and (e) try to assess and merge the facts and information. Companies that are quickest to grasp the unique relationship between science, the marketplace, the environment, and the financial system will be in the perfect position to have a massive effect on one‘s chosen fields in the shortest amount of time when it comes to integrating strategic leadership strategies.

An organization may navigate difficult situations characterized by constant change and reach its destination if it has the correct kind of strategic leadership. The proactive establishment of an atmosphere that is conducive to the implementation of change, as well as the display of expertise and tenacity via problem-solving, are crucial elements of strategic leadership (Guerrero, Padwa, Fenwick, Harris, & Aarons, 2016). Recent studies have found that in order to actualize a leader's vision, there must be solid connections among leaders and managers (Fernandes & da Silva, 2015). Leaders who wish to demonstrate strategic leadership must actively listen in order to comprehend the needs of their team members or clients and figure out how to meet those needs. This will assist a strategy that utilizes implicit, explicit, and tacit information (Fernandes & da Silva, 2015). Many strategies are used to handle explicit, implicit, and tacit information to meet the demands of both staff and clients. Implicit knowledge is the phrase for knowledge that exists in people's minds but has not yet been shared with others (Rutten, Blaas-Franken, & Martin, 2016). People possess knowledge that is both not immediately apparent to them and not readily available, but also knowledge that may be activated through the process of self-discovery. Implicit knowledge is the term used to describe this kind of information (Rutten et al., 2016). Explicit knowledge, on the other hand, is comprehension that can be verbalized, stated, codified, accessible, and shared with others. In other words, shared knowledge is what is meant by explicit knowledge (Rutten et al., 2016). Tactic information cannot be transmitted orally or in writing; therefore, it must be done through other channels, such as through mentorship and tutoring experiences (Bratianu, 2016; Rutten et al., 2016). Leaders can give small businesses in hard-to-work-in industries tacit, implicit, and hidden information as part of their plan to add value to those businesses.

An effective leadership style, according to recent studies, can influence a corporation's success or failure. [Reference required] According to a study done by Bóna and Lippert, leadership tactics that involve close interaction with the client, the capacity to respond to market dynamics, and the ability to explain the business model will considerably improve the likelihood that the firm will be successful (2015). The study's goal was to determine whether or not businesses rely on hard or soft factors to succeed. Similar findings were made by Sirén, Patel, and Wincent (2016), who discovered that organizations perform better under the leadership of change-oriented individuals that exhibit a harmonized passion for encouraging change and a strategic vision. CEOs who exhibit an intense passion, on the other hand, do not gain from improved firm performance. An 80-person sample of chief executive officers was used in the study. In a third study, Smith (2015a) found similar results. He concluded that keeping up with work, getting students involved, and using best practice procedures are all good ways to keep a group's level of global competitiveness high.

## Plan for effective communication

Small business managers may consider chances for formal and informal interaction as well as collaboration as they support their business plans. Business executives frequently use speech as a strategy to establish, preserve, and manage their relationships with their clients (Buowari, 2015; Shen, Chiou, Hsiao, Wang, & Li, 2016). In order to attract and retain customers, small business managers also use strategies combining customer care, interaction, collaboration, and advertising (Pehrsson, 2016; Vera, 2016). In contrast, if conversation with the client is not sustained, the efficacy of marketing initiatives may be compromised. Establishing a network communication with consumers by meeting their requirements affects their retention and loyalty (Shen et al., 2016). Interaction and communication are two of the aspects that generate alignment of messages in a demanding business environment like that of the oil and gas industry (Braimoh, 2017). It is feasible to create communication strategies to help organizations communicate effectively in order to achieve the organization's goals. In the opinion of Kernbach, Eppler, and Bresciani (2015), effective communication tactics must be used for leaders to achieve organizational goals and gain a competitive edge. Similarly, Holmes and Parker (2017) proposed that enthusiasm, direction, and productivity cannot endure or develop in an organization without effective communication.Growth within an entity can be made possible by developing an effective communication strategy. Disclosure of new industries, which somewhat impacts the total capital structure but also impacts how customers behave, can both be made better through the use of communication patterns that prioritize transparency. Examples of communication techniques that can be used to alert the public include demonstrations, meetings, magazines, notes, and roadshows (Dezdar & Ainin, 2012). Collaboration breakdowns in small organizations might have a detrimental effect on how an entire commercial operation is implemented (Venkatraman & Fahd, 2016). No matter how seasoned or confident the people involved may be, miscommunication, poor communication, or immoral business activities can result in failure in any style of hierarchy, for example (Ruben & Gigliotti, 2016).

According to recent studies, communication techniques can be vocal, nonverbal, or visual. Furthermore, these findings imply that combining various communication techniques can help corporate leaders achieve the best results.For instance, Rim and Song (2017) revealed that social media is a successful way to spread corporate citizenship (CSR) initiatives through a study on multinational businesses (MNCs). According to the findings of Rim and Song's study, a company's communication responses help to improve the way that people feel about it. In a study quite similar to this one, Zerfass and Viertmann (2017) highlighted the importance of communication between various fields. They also developed a framework for setting up communication objectives in a way that is related to overall business objectives. In order to quantify communication, the scientists came up with four alternative methods, including facilitating operations, creating intangibles, adjusting strategy, and ensuring adaptability. In order to increase success, the metrics also comprise twelve different communication objectives that can be generated from the overall corporate plan. Last but not least, Herremans, Nazari, and Mahmoudian (2016) examined how companies in the same industry worked with outside parties to address concerns about the economy, the environment, and social resources.

The research team identified five traits as being related to the company's shareholder marketing communication as a result of their study, which are listed below: Directness in communication; clarity in stakeholder identity; deliberateness in gathering feedback; inclusivity of a wide range of stakeholder groups; and use of corporate governance for learning are just a few examples. These studies show that managers' communication strategies play a significant part in maintaining and enhancing clear channels of communication. strategies for supply chain management. Organizations may gain long-term advantages by implementing sustainable procurement management (SCM) solutions. Businesses can complete the processes that enable ethical integrity, operational efficiency, and continual improvement in the production and distribution of goods or services thanks to supply chain management techniques (Ellram & Cooper, 2014). It is possible to set up a supply chain so that it connects all operations, whether they are found inside or outside of a company, and takes them all the way to the clients for short-term tactics or routine duties (Cosimato & Troisi, 2015). Supply chains may also play a crucial role in achieving sustainability by influencing consumer behavior and the environment. This is so because SCM deals with many resources that are necessary for the organization's operation (Glover, Champion, Daniels, & Dainty, 2014). According to Chan, Nayak, Raj, Chong, & Chong) Manoj (2014) and Roh, Hong, & Min (2014), supply chain management, for instance, encompasses a wide range of resources, including computer technology, brand management, making purchases, logistics management, outbound logistics, and operations management. (Chan et al., 2014; Roh, Hong, & Min, 2014) All of these business processes are connected and necessary for a good supply chain strategy, which affects how well a company does its job.

It is likely that different academics and business executives will interpret SCM procedures differently.With real-time data support for recognizing market forces forces on merchandise, decision-makers may be able to better grasp how SCM approaches can relate to their organization as a result of technological improvements (O'Rourke, 2014). This is because the detection of buyers' and sellers' dynamics for goods or services is made possible by real-time data support. For instance, gathering information on lengthy distances can reveal longer lead times for deliveries, higher warehouse inventory levels, lower-quality products, and higher transportation costs (Stentoft Arlbjrn & Lüthje, 2012; Caniato, Ronchi, Luzzini, & Brivio, 2014; Ellram & Cooper, 2014). Additionally, information from the supply chain can be utilized to emphasize market demands, customer pressures, and the need for technological developments (Roehrich et al., 2017). There is pressure on companies to look for supply chain strategies that are sustainable because of their continuing existence; the availability of funds over the long run; and the scarcity of particular resources, which is important for sustaining sound financial efficiency (Karimi & Rahim, 2015). Therefore, in order to maintain the company's profitability and competitiveness, executives cannot ignore the value of leveraging genuine SCM data to identify costs. The sourcing, shipping, manufacture, and cost of the products and services that a business offers are just a few examples of the internal and external business operations that can be included in the supply chain of a corporation. A few studies have looked into how these internal and external supply chain and value chain components of a firm interact to compete in the market (Daniel, Adegoke, & Jan, 2016). To achieve greater performance, Daniel et al. (2016) asserted that both internal and external SCM activities inside an organization are essential. Superior performance can be attained by integrating supply chains and value chains (Prajogo, Oke, & Olhager, 2016). A supply chain is a mechanism by which companies enhance the value of goods or services at different points in their life cycles. This increases the chain's overall worth (Yu, Li, & Yang, 2017). Because of this, it's crucial to have a thorough grasp of the processes that occur along the value and supply chains. This is because reaching new levels of productivity makes it more likely for an organization to do a great job.

Studies have shown that a procurement strategy is dispersed throughout a company as a required qualification rather than existing independently of it. For instance, in order to better understand how logistics is assessed in relation to a company's success and a leadership position, Wagner and Kemmerling (2014) performed a study on the top executives of significant corporations in the United States. However, there hasn't been enough scholarly research on the idea of including a Chief Distribution Network Officer (CSCO) post in the top managers to establish a clear correlation between it and an organization's success. According to Wagner and Kemmerling, SCM activities like inventory reduction, just-in-time product delivery, or strategic supplier alliances can improve an organization's performance. Roh, Krause, and Swink (2016) made the case that having a Chief Security Officer (CSCO) on staff can improve its performance through economic power, globalisation, and diversification as a dynamical moderator to organizational decisions in a study that was carried out for the same purpose of evaluating the effects of having a CSCO in an organization. These studies demonstrate that regardless of the outcomes, an organization's performance can be enhanced by the components of a management and logistics system with organizational strategy.

## Competitive advantage strategies

A competitive advantage approach may be useful to this study due to the obvious holistic perspective, which enables executives of small firms to explore various experiences to ensure the firm's desirability in the market and, eventually, make a profit. The main goal of the strategy is to create and maintain a competitive advantage. As a result, the business should concentrate on creating new advantages that will outperform its competitors in terms of customer satisfaction (Popa, Dobrin, Popescu, & Draghici, 2011; Porter, 1998; Yenipazarli, 2015). A company's capacity to differentiate its products, resolve problems, and execute process improvements for better business performance constitutes its competitive edge. This distinguishes the business from its competitors (Huang & Chung, 2016; Nadarajah & Latifah Syed, 2014; Porter, 1998). The three universal methods that help create a strong advantage strategy are cost leadership, focused differentiation, and a focus strategy. These three techniques constitute a competitive edge (Porter, 1998).

When a business leader lacks a strategy to distinguish a good or service, they must use cost leadership to get a competitive edge (Porter, 1998; Tansey, Spillane, & Meng, 2014). Tansey, Spillane, & Meng (2014); Porter (1998); Tansey A technique called a "cost leadership strategy" is when a business lowers prices to boost sales and give itself a cost edge over competitors (Agyapong, Ellis, & Domeher, 2016; Porter, 1998). Cost leadership aims to gain a competitive edge over competitors by bringing operational expenses down to a level below those of other businesses in the same sector (Handoko, Aryanto, & So, 2015; Porter, 1998; Tansey et al., 2014). Linton and Kask (2017) say that small businesses with limited resources might not be the best fit for a cost-leadership strategy that requires a big investment in machinery to get economies of scale.

Differentiating oneself from the opponent is one tactic for acquiring a competitive edge. Differentiation is a strategy to satisfy customer demands in distinctive ways, such as through design processes, durability, timeliness, versatility, and other advantages that provide value (Linton & Kask, 2017). Differentiation is the ability to distinguish one's product or service from that of competitors in a market (Linton & Kask, 2017; Porter, 1998).(Porter, 1997; Linton & Kask, 2017). Customers may utilize brand recognition and the perfect fusion of reducing costs and innovation as two qualities to distinguish between the many competitors in the market. Branding is a powerful tactic used by businesses to distinguish their goods from those of rival brands and to increase client devotion (Karray & Sigue, 2016; Renton, Daellenbach, & Davenport, 2016). In addition to the product or service's inherent value, the consumer's familiarity with and experience with a particular brand all help to shape the consumer's awareness of the brand or service's branding (Linton & Kask, 2017; Reichart-Smith & Sanderson, 2015). Utilizing a company's services and fostering consumer relationships through innovative products can be done by combining cost-cutting measures with innovation initiatives and value development (Linton & Kask, 2017). 2017 (Linton & Kask). Despite the fact that the connection between price and innovation is primarily one of financial costs, from the standpoint of a buyer, the cost denotes a value of some sort to the holder. A company will be able to win a customer's loyalty if it can set its products or services apart from those of a competitor in terms of pricing or brand (Fernandes, 2015). In order to manage the complexity of both their own identities and the identities connected to the items they buy, consumers need help, which businesses may give them.

The third competitive advantage tactic is focus. Focus is a well-liked tactic for small businesses to compete with bigger incumbents by providing individualized interactions, flexible solutions, and improved stakeholder service (Linton & Kask, 2017). Due to the concentration strategy, the company is able to meet fewer of the varied demands that are made on it (Chari, Balabanis, Robson, & Slater, 2017). Companies might choose a concentrated strategy if they want to maintain their existing position, compete with larger companies, boost their profitability, and maintain steady market growth rates (Picone & Dagnino, 2015; Porter, 1998). For instance, a business may decide to focus on clients who are more likely to be interested in a competitor's offer in order to understand client behaviors relevant to pricing decisions or items that create uniqueness in order to set themselves apart from competitors (Rau, Zbiek, & Jonas, 2017). By focusing on certain products or services, it is feasible to collect buyer thoughts and actions as well as the entire organization. The DCT is in line with the organization's choice to include competitive advantage strategies when it works to build short-term economic views and then uses those skills to position the business for long-term comparative strategy.

Academics have studied competitive advantage tactics in an effort to find a solution to the issue of main contributions in a particular industry. For instance, in order to better understand competitive advantage tactics for newly created enterprises, Block, Kohn, Miller, and Ullrich (2015) polled 4,568 German business owners. The results of the researcher's study show that entrepreneurs who are starting a new company are more likely than some other entrepreneurs to use a cost leadership model, whenever they are less likely to adopt a differentiation strategy. Su, Linderman, Schroeder, and Van de Ven (2014) also completed a research project to ascertain how businesses might preserve a quality advantage after gaining a competitive edge. This study investigated how businesses can accomplish this. The authors found that three capabilities are required to maintain a better position in the market: (a) a meta-learning advanced capabilities, in which agencies are able to alter and adapt their processes swiftly; (b) a potential to detect false alarms, which will facilitate companies to address asset consistency issues; and (c) the capability of adaptability to quality interruptions, which helps minimize the impact of quality problems. If oilfield service companies want to stay in business in the volatile oil and gas industry, they will need to fully understand the market advantage methods discussed here.

## Obstruction for New Strategies

In Restaurant sector owners could anticipate resistance in relation to their long-term sustainable strategies even though their attempt to construct organized innovative team of employees (Adam and Cornescu, 2013). These obstructions could be caused by consumers, employees and suppliers based on observation in other organizations. These obstructions could be overpowering and insoluble which might lead the new implying strategies towards failure (Heidenreich, Handrich and Kramer, 2016). So, restaurant owner and management team required to suppress all the obstructions in relation to the innovative strategies, so the restaurant could adapt with the changes requires.

### Internal Obstruction for New Strategies

In non-franchised SMEs independent restaurants team of employees could be on the biggest internal obstruction in relation to implying strategies for their long-term sustainable model (Bockelman and Braun, 2013; Kearney et al., 2014). Restaurant employees mostly feel uncomfortable and unsecure when a manager or owner brings in new supplier or team member (Burcharth, Knudsen and Sondergaard, 2014). Furthermore, collaboration outside of team for enhancing the sale of restaurant displays dissatisfaction in the team (Burcharth et al., 2014). In addition, to imply new strategy require resources and SMEs restaurants have limited expense, finance and lack of resources struggle to imply new strategy.

### External Obstructions for New Strategies

Consumers play an important part as an external obstruction for the restaurants they imply new product or strategy (Laukkanen, 2016). As discussed, Independent SMEs restaurants do not have similar funds and recourses like other franchised or big restaurants, so they can radically replace the strategy or product (Adam and Cornescu, 2013). So, the restaurants require pursuing the assistance externally to solve the situation, which could create internal obstruction to the situation. Therefore, in the restaurant sector consumer is biggest external factor which determine adoption or dismissal to the new strategy or product.

## Gap in the Research Knowledge

Based on the research strategic change for SMEs independent dining restaurants in the UK in relation to the long-term sustainable model still required to be explored. Moreover, in the UK this the first time last 8 years restaurant sector sales have been dropping and due to that day by day restaurants are closing down (Butler, 2018). Secondly in the restaurants sector critical success factor approach has not been applied comprehensively (Engle, 2008; Hallak, 2016). In the last this research will focus more problems start arising after three years of business cycle because approximately 60% SMEs restaurants close down after 3 years of business cycle (Botief et al., 2015). So, developing a sustainable model for SMEs independent dining restaurant will help the restaurant sector, as well as economy because this sector important part of the UK GDP.

## Summary of the Literature Review

In review, research study has clearly stated the current problem of restaurant sector and why long-term sustainable model required in term to help SMEs independent dining restaurants in the UK. Restaurant industry plays an important role in the UK economy and society. Strategic for SMEs independent dining restaurants in the UK could be challenge due to the limited funds and other resources. So, in this research proposal suitable theories have been discussed which could help to develop this sustainable model with the limited resources available to these restaurants. Furthermore, influencing factor for success and failure has elaborated along with investigation on obstruction for new strategies. In addition, found some approach called critical success factor which is still not applied in the restaurant world comprehensively.

**Chapter 3**

# Research Methodology

Most of the Research study consider three main type of research methods; quantitative, qualitative and mixed method approach when researchers directing their study. In this research study, my opted research approach is qualitative method based upon my research questions and objectives. According to previous researchers in the similar area, a qualitative approach of research would help in attaining valid and reliable information to analyze the key issues in the restaurant industry.

## Research Methodology

In this research study qualitative approach will be used for exploring and explaining the long-term sustainable strategies for the independent restaurants in the UK. A qualitative approach of research will help the researcher to investigate the phenomenon to get credible and valid information via in depth interviews with research participant based on their past work experience in that particular sector (Kemparaj and Chavan, 2013). Qualitative research approach is method to get in-depth reliable information in relation to that phenomenon from the small size of research participants (Baskarada, 2014). Primary aim of the researcher through the qualitative approach is discovering the promising concepts based upon the research participant’s information and observation (Kavoura and Bitsani, 2014). For this research study, researcher does not require comparing variables to optimize the study result. So, other two methods of research are not valid for this research study of long-term sustainable strategies

## Research Design

Primary aim of this research is developing a long-term sustainable model for the independent dining restaurants in the UK by investing past implemented strategies by the restaurant owners and managers. In this study, researcher’s aim is to investigate the business problems and have good understating about these problems based on the research participant’s information and past experience in the restaurant sector. Multiple in-depth interviews of independent restaurant owners and managers will allow collecting valid and reliable information in respect to the business problems (Baskarada, 2014).

Researcher who implies phenomenological approach of study via research participants’ experience, and transfer features of participants’ experience to the researcher’s experience (Fox and Doran, 2013). A researcher phenomenologist transcript the research finding subjectively and infers the participants’ experience as the researcher’s experience (Gill, 2014). Researcher gain this experience through interviewing the research participants based upon the research aim and key research questions (Yin, 2014).

In this research study content analysis theory, grounded theory and thematic analysis approach will be applied to enlighten the findings in relation to the research aim and key research questions. To implement these all theories in study, researcher will collect the reliable and valid information through multiple in-depth interviews. In addition, for content and thematic analysis researcher use transcripts of the interview and analyze the based on the key research questions (Saunders et al., 2009). However grounded theory will help in filling the gaps based on previous researches and experience in that particular sector (Emerson, 2016).

Other descriptive research methodologies include descriptive approaches, ethnography, and existentialism (Davis et al., 2016; Yin, 2014). A phenomenologist describes the experiences of individual individuals in relation to a specific circumstance in order to better comprehend people's views and viewpoints (Doody & Bailey, 2016; Hancock, Amankwaa, Revell, & Mueller, 2016). The experiential design approach, however, was not appropriate for this study because it is more suited for studying lived experiences than the methods used by managers of small oilfield service companies to maintain profitability. Ethnography is appropriate for researching and monitoring significant occurrences in cultures and communities in relation to historical data or experiences (Toledano, 2017; Yin, 2014). According to Dunne (2016)'s recommendations, exploratory research was not selected for this study due to the challenges associated with accurately reproducing occurrences in a natural environment. Researchers use the narratives of the research respondents as a means of understanding and presenting real-life experiences in narrative research designs (Wang & Geale, 2015). The narrative method enables an involved analysis of all the meanings the respondents assign to their experiences as well as a rich description of such a personal experience. However, historical research does not offer a framework for comprehending the choices and decisions made by company executives in relation to the sustainability agenda. The story design was not chosen because of the narrative research goal and my intention to investigate the viability of small petroleum service companies.

In qualitative research, data saturation is the ideal (Hancock et al., 2016). When no new significant information is collected, attempts are shown to have been made through the gathering of evidence or the triangulation of information from several sources, and data is not artificially limited in the case study owing to resource exhaustion, data saturation is realized (Hancock et al., 2016; Yin, 2014). I carefully examined every piece of the archived data, reviewed participant interview responses until no new data was revealed, and then reached data saturation.

Opinion of the researcher and analysis validity depends on the number of interviews or case studies to obtain the data through qualitative approach (Baskarada, 2014). For credible data collection researcher should exercise the precise and extensive approach to have enough information in relation to the business problem based on key research questions (Yin, 2014). In this research study data access will take place by selecting SMEs independent dining restaurant owners and managers in the UK. This small research participant population most-likely provide credible and quality data based on their experience in the restaurant industry in relation to the research problem. Sufficient data will help me out to develop long-term sustainable model for the independent dining restaurants in the UK.

## Population and Sampling

In this research study population will be SMEs independent dining restaurant owners and manager and working team in the UK. According to (Butler, 2018) this sector has been affected first time in last eight years, due to that sales figures have been dropped significantly in the last one year. Dropping sales numbers are becoming the reason of closing down these independent restaurants. In 2018 total number independent restaurants were in the UK were 27,168 (Statista, 2018). But as mentioned above this research study will exercise qualitative approach, so number of research participants will be less in numbers in comparison to the qualitative approach of data collection. Based on previous research studies in relation to SMEs for long-term sustainability model strategies and similar research about independent restaurants in different countries like USA, this research study data sample size will be approximately 80-100 in-depth interviews of independent dining restaurant owners and manager and working team. This data sample size has calculated based on previous research study sample size, where researchers collected data from 4 detailed case study to 30 interviews. But as per the guidance by research supervisor this research will take in-depth interviews in categories manner, where categories are restaurant owners (20), manager (20) and working team (30) and restaurant chefs (10). My past experience in consulting in this industry will help in getting access for interviews with managers and owners, as well as for higher number of interviews researcher will apply snowball sampling approach. So, by applying snowball sampling strategy will help in achieving sample size interviews for this research study has decided to get the valid and reliable information to develop a long-term sustainable model for independent dining restaurants in the UK.

## Data Collection Method

In this qualitative research study, in-depth interviews of the restaurant owners and manager will be applied. The interview approach will be semi-structured, this style of interview allows the researcher to get more valid information from the research participant. Furthermore, semi-structured interviews could be modified during the interviews based on the participants’ answers in relation to the research questions. As the study based on the UK independent dining restaurant; so, in-depth interviews will be organized face to face in English language.

Through the use of an expert panel to evaluate interview questions, member verification following semi-structured surveys, and integration of data gathering techniques, research reliability and validity of the instruments can be attained (Birt, Scott, Cavers, Campbell, & Walter, 2016; Carter et al., 2014; Taylor & Thomas-Gregory, 2015; Wang, Xiao, He, & Bellis, 2014; Yin, 2014). I carried out member verification and data unification from various sources. Member checking entails doing the interview, writing down what a participant says, verifying the accuracy of the data with the participant again, and evaluating any developing themes that are in line with the participant's desired account of what happened (Marshall & Rossman, 2016; Strauss & Corbin, 2015). Researchers use data triangulation, a validity process, to base their findings on various sources of data (Bekhet & Zauszniewski, 2014; Cope, 2014). A researcher might, for instance, compare the findings from interviews to those from firm documentation or blogs and observations to make sure they are consistent. Authenticity is demonstrated when many patterns or parallels are found across multiple databases.

### Pilot Test

At the initial stage of the data collection, data collection approach will conduct a pilot test. In this pilot test at first only two interviews will be conducted to find issues in the interview method as well as find the loop holes in the interview and follow-up question. This pilot test will help the data collection method and its formation more reliable and valid for the research study. Therefore, pilot test will guide the data collection approach in right correction to develop innovative strategies for the independent restaurants in the UK for long-term sustainability.

**Pilot Survey Report**

**Introduction**

Key purpose of the pilot survey report is to examine method of data collection and the technology or instrument that will be used during the main data collection phase. It is important that any tools of data collection method should have a pilot survey study ‘in order to find out if there out any problems which you should be resolved before start the main phase of the data collection. In other words, the researcher in the pilot survey study is trying to find out two key things: ‘first, to take an interview such as a trial run according to the most realistic situation and second, try to get as much as detailed information possibly from the research interviewee in regards to researcher can interpret and analyse to the researche questions and main aim.

**Participants**

In this pilot survey, I took an in depth interview of the Owner of the independent Restaurant owner, in which her main revenue come from the delivery and catering business. Interview timing was approximately 30 minutes. This whole research contains 40 in depth interviews. As owner is the key stakeholder and main person in the independent restaurant industry based on the business strategies and development strategies decision taking.

Pilot survey Measures and methods of data collection

Due to the COVID 19, I took this interview via skype and recorded through a voice recording software in my laptop. It was just like face to face interview. This interview took place based on the questionnaire prepared by discussing with the research supervisor. Based on research interviews, researcher will right the finding based on the past successful and failed implemented strategies, as well as the impact of the COVID 19 on this industry.

**Pilot Survey Research Interview Report**

Total interview length is about 30 minutes with an Independent Restaurant owner. She is in the business for approximately 2 years. Previously, she had experience in the financial sector. She started this business 2 years back. Along with restaurant, she focused on the catering and delivery business. From where she is generating most revenue. She applied a unique strategy for delivery food via eco-friendly Jars, which could be used again and customers get £1 discount next when they return Jar. In other words this strategy helps to create loyalty to the business as well as create an awareness about the brand. Based on my research, this kind strategy have applied in the France to serve the food in such jar, so; due to better aroma food taste more delicious. After one year they strategies to target to more corporates to open their kitchen as well as enhance their delivery business where they are getting most revenues. Which turns out to be great idea. They focused on employee development and business development same time because loosing regular employees effect business as well as service and quality. Just before COVID 19 she was looking for expansion to open their kitchen in the corporate offices who doesn’t have such facilities but this idea got effected as well as restaurant sale went down. So, at the moment they are just focusing on the delivery business. In the local area they collaborated with some other businesses and set up a platform to get more delivery orders. According to her, even COVID 19 have effected their business ideas as well as sales through other platform but delivery business come out as winner. Furthermore, their sales have been increase exceptionally; they have hired more staff in this situation. Their Kitchen is running 100%. They have put hold on their other ideas at the moment. As well as they are looking back plan for their supplier if the condition get worse or apply future ideas of expansion because they can’t rely on just on supplier now. in addition to the raw material cost have not increased yet as they are not buying mostly from UK. According to her raw material cost have increased for those who have highly dependent on European or Asian countries, for example if someone depend Indian Mangos then costing of that dish have increased or the restaurants are not available to provide that dish. So, basically based on their experience now they are shifting more towards delivery as well as opening corporate kitchen.

## Interview Assessment

Based on the interview, we do need to ask about some more question about their future business strategies as wells what they think about their COVID 19 strategy in regards to pros and cons. Furthermore, in the questionnaire there should be a question in regards to the help from Government to the restaurants due to COVID 19. Interview Timing is perfect, I was able to finish in time. In the COVID 19 zoom call or skype is great solution keeping the government guideline in the mind.

## Data Collection Instruments

Data was collected by various instruments like phone calls, zoom and skype calls. Interviews were conducted online by calls and meetings.

## Data Collection Technique

For data collection online interviews were conducted by calls and zoom meetings. I was conducted session of 30 to 45 minutes and questions were asked by me to the respondents. My sample target was 100 but only 22 individuals respond my meeting calls. Respondents were stake holders, consumers, mangers and government legal agents. Questions were related to SME sustainability of restaurants in U.K. and its impact during covid 19 on economy when restaurants were closed for 2 to 3 years. The owners of SME asked how were they sustained their enterprises during pandemic condition and what strategies they choose to sustain their business on small level. I asked to customers how they found the new strategies that were followed by the stakeholders and how they got services in pandemic. The govt. agents are for legal ethics regarded restaurants owners to run the business in country.

## Data Analysis

For the qualitative data analysis content, thematic and grounded theories will exercise to understand the findings. These analysis approaches have opted because these approaches could support affirmations from the qualitative data as well as these approaches are perfectly suitable with in-depth semi-structured interview approach. NVIVO technical software will be employed to analysis the collected data, which will help researcher to draw the key results and themes in relation to the research aim and key research question.

I employed methodological triangulation to do data analysis because my research used a case study methodology. When researchers employ several sources to reach conclusions, they engage in triangulation (Cope, 2014). Data triangulation, research hypotheses, research approach, theory trilateration, and philosophical corroboration are the five different types of triangulation (Joslin & Müller, 2016). The final phase was to produce a conclusion by relating the major themes to previously published works of literature and the DCT conceptual framework. The conceptual framework serves as a link between the research's literature, methodology, and conclusions (Borrego, Foster, & Froyd, 2014). The ability to incorporate, develop, and coordinate competencies internally and externally to deal with rapidly changing contexts is a key tenet of the DCT as a theoretical model (Teece et al., 1997). The DCT provides guidance for communicating important aspects of impacting characteristics that could lead to small business failure to managers of small businesses, industry representatives, and future studies.

## Reliability and Validity:



Readers query the generalizability, validity, and trustworthiness of every research study. While these phrases are frequently used in relation to quantitative research, dependability, trustworthiness, validity, reliability, and transferability are the equivalent terms for qualitative research. Transferability is a comparable term for generality in qualitative research (Bailey & Bailey, 2017; Weis & Willems, 2017). In qualitative research, validity refers to ensuring that data evaluated reflects the idea it is intended to measure, while reliability refers to ensuring that the data introduced is accurate and inclusive and that the experiment or test produces the same results across multiple trials (Fikkers, Piotrowski, & Valkenburg, 2017). When organizing and reviewing findings and judging the caliber of their conclusions, qualitative researchers take the reliability and validity of their research into consideration (Devotta et al., 2016; McGannon & Smith, 2015; Yin, 2014; Yin, 2016). Reliability and validity need to be addressed because peers and subsequent researchers need to believe the research (Morse, 2015). Reliability, trustworthiness, internal consistency, and generalisability are terms used to describe a study's legitimacy (Wamba, Akter, Edwards, Chopin, & Gnanzou, 2015). The reliability of the research findings is further ensured by rigorous research study execution (Hadi & Closs, 2016; Morse, 2015). In order to assure reliability, I made sure my research study was rigorous.

### **Reliability**

When data collection is uniform and results are reproducible, researchers may be trusted. In qualitative research, reliability refers to a researcher's approach to durability (Bailey & Bailey, 2017; Hancock et al., 2016). I discussed the methodology, the methodology used in this study, the specifics of the data collection, and the assessment of the efficiency of the survey's procedure to show dependability. I carried out member checking and information aggregation from many sources. As part of member checking, the interview is conducted, the participant's comments are recorded, the data is reviewed for correctness with the participant, and it is confirmed that the themes are compatible with the participant's intended account of the events (Marshall & Rossman, 2016; Strauss & Corbin, 2015). Future scholars may relate to or apply the conclusions to their own investigation if they feel their circumstances to be similar to those presented in a study (Marshall & Rossman, 2016).

### Validity

This study's main goal was to comprehend small oilfield service firm managers' governance methods and effectively convey those approaches in written form. A study can be harmed by two factors: a lack of validity and incomplete or skewed knowledge (Marshall & Rossman, 2016). All aspects of the research method must be credible, transferable, and confirmable in order to be considered valid (Farokhzadian, Nayeri, & Borhani, 2015). According to Schaik, O'Brien, Almeida, and Adler (2014), researchers have developed a number of strategies to address validity. These strategies include (a) continual interaction, (b) convergence, (c) reviewers, (d) case analysis, (e) trying to clarify potential biases, (f) rich and thick summary, and (g) member checking. I tried to theoretically triangulate the data I collected until I had as much as I could get. This was to make sure the data was valid, reduce bias, and show that they could be trusted.

### Credibility:

Credibility in research studies refers to how much the message is believed to be believable by the audience. Examining the information presented's findings to determine whether results obtained from the analysis are accurate is a step in the process of establishing credibility (Anney, 2014; Birt et al., 2016). When people recognize the stories of human experiences and share the same experience, a qualitative study is trustworthy (Cope, 2014). Several strategies, including member checking interview responses, data triangulation, following established qualitative research methods, participating in focus groups, and participant monitoring, can assist researchers in increasing their trustworthiness (Cope, 2014; Hyett, Kenny, & Dickson-Swift, 2014; Marshall & Rossman, 2016; Yin 2014). I used data triangulation and member checking to make sure this research was correct and reliable.

### Transferability:

When study findings are generally applicable or transferable to various contexts or circumstances, this is referred to as interchangeability. Transferability is crucial in qualitative research if the findings are to be meaningful to people and readers who were not involved in the study (Cope, 2014). For research to be transferable, all research procedures, including data collection, the study's context, and the final report, must be fully explained by the researchers (Soares et al., 2015). The exchange of a researcher's findings is determined by transferability, which connects their completed study to other related research (Black, Palombaro, & Dole, 2013; Elo et al., 2014). Through interpretations of data gathering, analysis strategies for the research methodology, the question and answer session stateful firewall, achieving research aims and objectives, and a conclusion that meets the requirements of transferability, I showed how the results of this survey can be used by other people.

### Confirmability:

Results must be confirmable in order for them to be endorsed or confirmed by others. Validation is the capacity to demonstrate how the study results reflect respondents' responses rather than the researcher's prejudicial viewpoints or impressions (Cope, 2014; Kallio, et al., 2016). Some academics equate dependability with confirmability when discussing the objectivity and veracity of the data (Bailey & Bailey, 2017; Hancock et al., 2016). The objective of this study was to present factual data that fairly represents the opinions of the participants. To increase the veracity and trustworthiness of the data, I employed data triangulation, information from pertinent company records, answers to moderately questionnaire items, and member checks.

## **Data Saturation**:

Researchers utilize theoretical saturation as a measure to indicate the clarity and reliability of descriptive study. In descriptive study, theoretical saturation is the ideal (Hancock et al., 2016). When no new significant information is collected, attempts are shown to have been taken through the gathering of evidence or the triangulation of facts from several sources, and data is not artificially limiting the case study owing to resource exhaustion, data saturation is realized (Hancock et al., 2016; Yin, 2014). When research data reach saturation, it becomes repetitive and stops producing fresh insights (Elsawah et al., 2015; Onwuegbuzie & Byers, 2014; Smith & Chudleigh, 2015). Saturation of the information is necessary ensure the reliability of the results. I carefully examined all accessible firm documents and historical data to reach data saturations.

## Access and Ethics

This research study will conduct in-depth interviews of the independent restaurant owners in the UK for qualitative data. Based on the information in the class and University of West of Scotland’s guide line in terms of ethics, researcher will apply for ethics approval from university ethics committee to meet the research guideline standard with any ethical issue. Research participants initially contacted via phone calling or emailing process to explain the about the research study. Once researcher will get ethical approval from the university and research participant acknowledgement for interview will start collecting data. For data collection I have called my previous clients to be part of my research stud and I got acknowledgment confirmation from couple of them by now. Researcher will make sure that data collected from the participant will be secure and would not harm participants or their business. Participant will be allowed to withdraw at any point of research if he/she requires for certain reason.

# Chapter 4

# Results and Discussion

## Thematic analysis

### Qualitative Data Analysis

Analyzing collected data in order to produce a detailed understanding of the phenomenon under study is known as qualitative data analysis. The goal of the current study was to examine how individual investors' behavior evolved in the financial markets over the previous ten years. The information was transcribed once it had been collected through conducting interviews. This chapter was created using data analysis and interview transcription. The shared data was highlighted, coded, and sorted into themes in order to conduct thematic analysis. Each transcript was carefully examined separately, and then the most prevalent themes in the data were identified by comparing it to other transcripts. Carefully studied and coded data was used to derive key themes from responses. The codes created following the interpretation of the data were combined to form categories. Emergent themes were created by further combining categories. After carefully scrutinizing the aforementioned approach, the researcher condensed these concepts into more focused themes. To arrive at a logical conclusion, these concepts were put in order. After keeping the study's aim, objectives, and research questions in mind, conclusions and outcomes were drawn. Using Nvivo 12, mind maps were made to show the main themes and new themes that came up in the research.

### Ethical Consideration

 For this investigation, all ethical requirements were satisfied. The interviewees' consent and time were obtained beforehand. Participants were given access to the data, and its confidentiality was maintained by preventing its use for purposes other than the current study. When writing the report, the researcher tried to get across the real results of the study without using biased language.

## Stakeholder Analysis

Data analysis part will enlighten the stakeholder analysis based on the interviews for the data collection. The increasing use of stakeholder analysis in resource management reflects a growing acknowledgement that stakeholders can and should stimulus the environmental as wells as decision making. Stakeholder analysis can be used to avoid aggravating conflicts, ensure that the disregarding of certain groups is not supported, and fairly speak for the diverse interests. So data analysis based on research data will identify the stakeholders influence on decision making and influential factor in relation to the success and failure of the restaurant.

### Challenges

* Identify the key stakeholder
* Categorizing the stakeholders
* Prioritization of the stakeholder
* Legal issues.

These are key steps imply the stakeholder analysis, which will lead to the influential factor of the success and failure. Furthermore, this analysis will also outline the possible short-terms and long-terms impacts in regard to the development and sustainable model for SMEs independent restaurant in the UK.

### Research Aim

What innovative sustainable strategic changes are required for SMEs independent dining restaurants in the UK for the long-term sustainability further than 3 years of business cycle?

### Research Objective

* Find about the past implemented strategic factors influencing failure and success.
* Find about successful marketing strategies and enhance those approaches for long-term sustainability model.
* Find the efficient way to apply strategic change for independent dining restaurant in the UK for long-term sustainability.

### Research Question

* What strategies do small and medium independent dining restaurants exercise to sustain profitability?
* What marketing strategies doo small and medium dining restaurants exercise to achieve sustainability beyond 3 years?
* What are the hurdles for SMEs Independent dining restaurants in the UK to develop and implement successful strategic changes for long-term sustainability?

### Interest of the key stake holders in the UK independent Restaurants

This part will enlighten the key stake holders in the UK independent restaurants, as well as their interest in the successful development plan of a new restaurant and how the decision making could influence the success and failure of the restaurant

Five Key stakeholder in the restaurant industry:

Each stakeholder has its own interest in particular company or sector which influence on the decision making of the project and leads to failure or success.

#### ***Restaurant Owner***

Restaurant owner is one of the key stakeholders in the independent restaurant because idea behind the that particular independent restaurant is all belong to that person. Furthermore, he/she will most be likely the one of the investors in that restaurant project and this restaurant will the key resource for his/her income. So, restaurant success will be the prime object for the owner in terms of income and investment.

#### ***Investor***

One of the purposes behind in the restaurant industry investment is diversifying their portfolio. Second profit margin is higher side in the restaurant segment if the restaurant is successful in the long-term. But, at initial stage investor paly key role in the restaurant’s decision making in terms of development and strategies which drive to the restaurant towards

Success and failure. So, investor’s interest is getting higher return when he invests in the restaurants

#### ***Restaurant Staff***

Restaurant staff plays a vital role in the success or failure of the restaurant because quality of food, service and strategy implementation is mainly depended on the staff. Staff’s interest is get job satisfaction; get all facilities at work place and growth in their careers. So, they required great take care in regard to their requirements at the workplace, which will lead to great quality of service at the restaurant and its success.

#### ***Customer***

Customer is key for any business because without no business could be successful. So, to satisfy this customer restaurant needs to provide best quality of food as well as service; which leads to retaining and increasing the number of customers for restaurant. Furthermore, retaining and increasing the number of customers is the key of the restaurant success.

#### **Government**

Government is directly or in-directly part of the most businesses in the country. In the restaurant sector they get taxes from the restaurant as well as if the sector’s success rate is high; it gathers lots of investment for that particular sector. Which is key for the country’s economy? Secondly, restaurant sector generates lots jobs which are great public as well as government and government get increase the income tax collection which is great for the economy. So, restaurant industry is vital part of the UK economy and public in terms of jobs. Therefor success of the independent restaurants will be great for government as well as for people who live in the UK.

## Manager/Owner

1. **What marketing strategies do you credit for sustaining your business for the first 3 years and beyond?**

Main Theme: **Marketing Strategies**

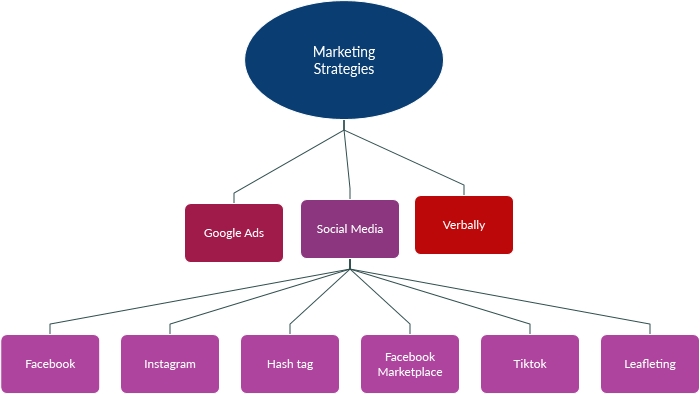


Figure 4. : Marketing Strategy

When the researcher asked from participants that, “What marketing strategies do you credit for sustaining your business for the first 3 years and beyond?” The responses of respondents are as under

### Social Media

Participant 1 and participant 3 said that they used Instagram and facebook as their marketing strategy

“I use Instagram. I used to have a separate Instagram, I have a big book. Basically, in terms of money, there's nothing because I'm using actually free platforms. Even in Facebook as well. I'm not going for like paid advertisements. I'm just using just normal Facebook marketplace. Because in Facebook marketplace, you can play some adverts which are free and you can just refresh them five times in a month. That's what I do usually, for the Facebook pages on the feed, which I use, tick tok it's quite generous. That's also use hashtags, basically, to pinpoint my restaurant in the area. In terms of advertisement, main investment I thought about for doing leafleting it’s a paid marketing company.

Participant 2

“if you're productive growth, you pocket it presented well in front of your customers, definitely the word spreads, and it spreads very fast in our case. And then their social media ads, we did that.”

Participant 4 response is quoted as below,

“We always relied on social media. And then people go and write on Google and TripAdvisor, that also helps a lot. Because it's not print media. It's more of social media. So we relied on that. benefited from that. And we did get a few articles and papers as well. So somebody wrote, and they didn't know that. And then we came into good, good food guide, which is a better guide. have their own independent reviewers, and they come and they eat and then they review the restaurant. So for two years, consecutive years, we got their local gym. So we got mileage from there, then the timeout London, love London awards, we got it for three years. And what is not happening, anything is not happening.”

### Verbally

Participant 2

Well, first two years, what we did was, we believe in word of mouth, which is slow. But that's beneficial in the long run.

1. **How much emphasis do you place on your marketing strategies?**

**Main Theme: Emphasis on Marketing Strategies**

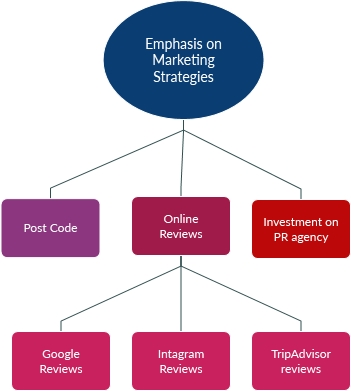
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Figure 4. : Emphases on marketing strategies

When the researcher asked from participants that , “How much emphasis do you place on your marketing strategies? Majority of respondents nodded that, by putting emphasis on marketing strategies they can get better profit and recognition from society. Some of the participant’s responses are as under

### Postcode

**Participant 1:**

“To be honest, if you go for an adventure, like one postcode I've done, like if you take you before postcode I've done that run around like the four COVID. It generated me like a couple of revenue for on a weekly basis, it generated around two to 300 pounds”.

### Investment on PR Agency

Participant 2:

We had a decent social media presence. Yeah. We relied heavily on what to mouth. That was one of our biggest strategy. We also hired a PR agency. And we went to the local business meetings and spread the word associations and speak about plays. So that really helped us. Yeah, so it definitely got really help.

### Online Reviews

Participant 3:

“Yes marketing strategies are helpful, through reviews on google and Instagram we get spotlight.”

Participant 4

**Google reviews** and TripAdvisor reviews, they help you a lot for the establishment. You need to have good reviews on your social media.

1. **What processes did you develop to create your marketing strategies?**

Main Theme: Process of Marketing Strategies

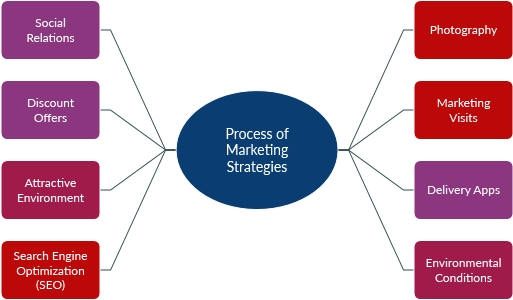


Figure 4. : Process of marketing strategy

When the researcher asked from participants that , “What processes did you develop to create your marketing strategies?” The responses of respondents are as under

3.1 Social Relations

Participant 1

It's basically all of these, in order to develop these ones. I think what others are doing, like I have some of some of my friends who are also running their businesses. So I usually on routine basis, daily basis, I just discuss what they are doing. Like some of the deals, which they are offering like lunchtime deals.

3.2 Photography

Participant 1

“I took good photos of Food, I know how to do the Photoshop and other stuff”.

3.3 Pamphlets

Participant 1

So I'll make pamphlets on my own on my laptop. And then I then I color print them and I put them on my windows.

3.4 Discount Offers

Participant 1

I just put some student discount offers and sometime other offers as well. Like due to COVID restrictions, we have to set the restaurant at 10pm. Just because you get some more public in the restaurant. So I just offered some discounts over there some more cheaper deals on the food items. So that's what I do. I usually discuss with with my other friends and they usually tell me like if they're doing any lunchtime offers and dinnertime offers a breakfast offer. I'll do accordingly with them.

3.5 Marketing Visits

Participant 1

Even if I go with some of the companies or some of the phones for the marketing world, they charge half the money for it. At the moment, I'm not in a position to give that sort of money to them.

**3.6 Attractive Environment**

**Participant 2**

Rather than I like to put that money and reinvest in my business place like for the refurbished customer lobby area so I bought some new sofa tables, which makes it quite good and quite good looking environment. Because of that I got some other orders like the families or stuff Typical more in my restaurant after that.

**437 Delivery Apps**

**Participant 3**

So that was a good thing of it in terms of the marketing strategy, because I use UberEATS and Deliveroo. The best thing about that about them is like they have their own marketing tools. So if you go in their platform, you have the ability to like change any offer, with any other offers, you can put some boosts in the area, you pay them like, for Justin, I paid like 20 pounds plus VAT for one postcode.

**3.8 Search Engine Optimization (SEO)**

Participant 3

“SEO really helped us, we had developed a very good network, we started developing a very good database through a system that we launched on our own. So that database helped us, we have a database of about seven and a half 1000 people as we speak. And this is a database of our core customer base. So as and when we are doing something, we send group mails informing that say, for example, during the lockdown, we are close to inform them, or open, inform them the day we inform them flooded with orders. And then they will reopen the restaurant not just takeaway reopen for people to sit down that they also inform people. So all these new our CRM system has really helped us. And I believe for any independent place, a robust CRM system is actually one of the most essential”.

**3.9 Environmental Conditions**

**Participant 4:**

“We're strategy wise, I mean, we haven't changed but yeah, market is up and down. It all depends on you know, the local sentiment because it's a local restaurant. So it all depends on because this area, people are mostly in business. So if the business sentiment shut down, the sale goes down and it depends on all of that”.

1. **How do you analyse the return on investment of your marketing strategies?**

**Main Theme: Analysis of Investments**

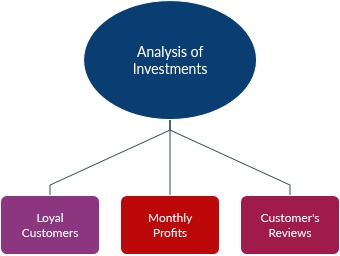
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Figure 4. : Analysis of investment

When the researcher asked from participants that , “How do you analyse the return on investment of your marketing strategies? ” The responses of respondents are as under

**4.1 Loyal Customers**

In terms of like, if you if you ask me about in a percentage, so I hardly investor on 20% of my sales. on annual basis, yes, whatever the annual return is, if I invest even, I hardly, maybe 20% or 15 to 20%, I hardly invest into the marketing side of it. But whenever I invest, I get more out of it. Like, which I do about just eat promotional promotion sales. So what I do, if I put any area on promotion with them, so after a month, they're going to ask me again, that they're going to offer me the same area at a discounted price, because they use their service before, so as to make them to make me their loyal customer. So they offer me a discount on it. So suppose if I spend around 30 pounds at one time, the next time they will be offering me attorney.

That's good. So that that's how I've just saved the money on the marketing steps as compared to other firms.

4.2 Monthly Profits

it's a very hard thing to measure right success of marketing I feel is easy to feel then measure we have had this issue we have had the discussions many times saying that okay. If we want to be argument's sake investing X amount of money, we should be able to see this grow over the course of next three months or whatever. Yes, you know, there are ways and means of understanding it. So, if you have spent 1000 on a marketing activity, what sort of growth has it given you in the following months, you can compare that with a normal growth one would have year to year maybe increasing your price and given other factors combined together, what more did you achieve? You know, for example, during the Brexit time, for example, I would say in marketing activity, which will give you the same sort of a sales level as previous year is a success. Right? Because you know at that time holding on to the sale as compared to the previous years was a challenge. So, it is measurement is is very you know, it depends on when you when you analyze like this in web marketing, the money you're putting in, do you add in brand value also, I know your marketing investment is getting some return like revenue, but it also adding a brand value.

**4.3 Customer Reviews**

Participant 3:

When we get to see over a period of four and a half years, we have got no regular customers. But whenever we see new the restaurant because I'm always the restaurant, my wife is always at the restaurant, whenever we see new faces, we definitely ask them like, how did you come to know about our place? So, you know, we then we see, okay, these people are coming from what are more than these people are? Many people are coming from either Google or TripAdvisor.

1. **What barriers did you encounter to implement the marketing strategies?**

Main Theme: Barriers

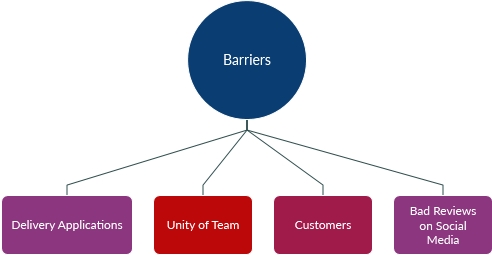


Figure 4. : Barriers for marketing strategy

When the researcher asked from participants that, “What barriers did you encounter to implement the marketing strategies?” The responses of respondents are as under,

**5.1 Delivery Applications**

Participant 1

“No, not at all because, they're quite simple. It's always one phone call away, even on UberEATS and delivery apps, I don't even give them a call. It's just on their boat to login into their portal. Usually promotional items, their promotional stuff. And I go from there”.

5.2 Unity of Team

Participant 2

Yes means the biggest challenge is to make the team understand our objective, that's the biggest challenge. I think, you know, as to say that the first whenever you're doing anything much customer you've got to sell is your internal customer which is your team before you start selling it outside. So we the biggest challenge is that when the team you have won half the battle, when the team understands what are your objectives and they work together as a unit to go for it.

5.3 Customers

Particpant 3

Customers and what if that makes in the market we have had those challenges making our team understand we have had challenges giving some narrative in terms of what we want to achieve out of it, our concept is based around those individually cooked items across the entire country. And sometimes that will confuse people that will make people feel that oh is it street food is it you know, Archie is it you know? No, we are not but we are not this one we go for very serious food not from the famous market.

5.4 Bad Reviews on Social Media

Participant 4

On social media, the only problem is that if you get a bad review on Google or TripAdvisor, bring down your rating people. But we do tackle that because sometimes that interviews either on the computers or so we do reply to go there because we are always impressed. Also, we know whether this is a genuine, genuine complaint or advertise is a big one. So we just answer those, we definitely answer to all the bad reviews. We try and do it for the good reviews as well, but for the bad reviews, we'll definitely answer them.

1. **How did you address the barriers encountered when implementing the marketing strategies?**

Main Theme: Barriers Encounter

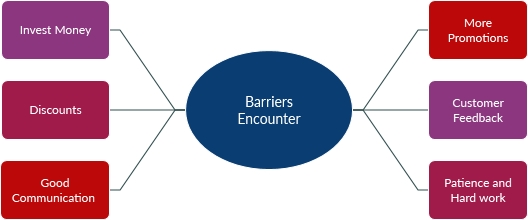


Figure 4. : Barriers Encounter

When the researcher asked from participants that, “How did you address the barriers encountered when implementing the marketing strategies?” The responses of respondents are as under

6.1 Invest Money

Participant 1

“Because, in terms of putting your restaurant on a top placement, we offer them more money. The reason is that I have couple of shops on the same braid, where I have my own shop. So what they do, if I'm paying 50 pounds, so they just eat for that month that they're still going to ask them, if you want your restaurant to be at the top basement, you have to pay a 60, then we'll put your one at the first one on the second”

**6.2 More Promotions**

Participant 1

“The first is that promotion, whoever paid at the price, so that they'll be at the belt.”

**6.3 Discounts**

Participant 1

“Whatever is on the promotional items, like if some restaurants they are giving discounts on their own, from their own pocket money”.

6.4 Customer Feedback

Participant 1

“Like the feedback in terms of targeting. So what I do, sometimes I don't buy their promotional areas. What I do I put discounts as well. Like if someone spends 20 pounds, I give them 10% discount. So that discount is not given by just it will be given by me from my restaurant. So this allows my This allows my restaurant to be at the second place at a cheaper price, rather than paying them more money in terms of competition to them.”

6.5 Good Communication

Participant 2

We should be very confident dealing with people we should be having that knowledge the product knowledge is extremely important. You know, that gives a huge, huge, huge confidence in the customer. Then the customer is able to speak to a team member and ask them what is this and they are able to give you an ancestry back there, and then rather than asking you to allow someone to come back, so those things really helped. And we had the luck that within the first 15 days of opening, or the first month of opening, we have had one of the biggest food critic in the country who gave us a very good article in the Evening Standard, that really, you know, offered our popularity to a different level altogether. So that was a good thing.

7.8 Patience and Hard work

Participant 3

No, it doesn't because we have customers. We have budgets. You know, social media continued with that. Even if it goes up and down doesn't matter. Keep on going.

Participant 4

“Yes. Yeah. So we don't go with the water mark is asking you and stick to the, what you want to do? You won't get very far hotter. I think that's the most important thing”.

1. **How do you position your brand to maximize competitive advantage?**

Main Theme: Steps to maximize competitive advantage

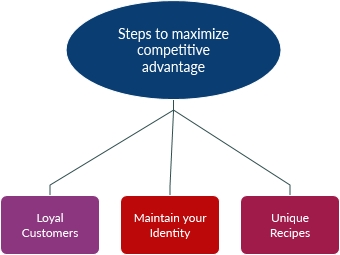


Figure 4. : Steps to maximize competitive advantage

When the researcher asked from participants that , “How do you position your brand to maximize competitive advantage?” The responses of respondents are as under

**7.1 Loyal Customers**

Participant 1:

“In terms of positioning the brand, it's like it's in the process of getting some more loyal customers. Because the hotel industry, what I believe it's like, two years is nothing. Some people, they make lots of money out of it, and they make quite good customers out of it. But at the moment, I'm in the middle. So I'm still in a process of making some good loyal customers and making a brand out of restaurants”.

**7.2 Maintain your Identity**

**Participant 2:**

I see you have your own identity in terms of the core service, holistic experience that people are getting out of coming to your case, those experiences has to be unparalleled. I'm not saying it has to be, you cannot food is a perception you can take the food to a level after which it is a perception of people, whether they like it or don't like it.

**7.3 Unique Recipes**

**Participant 3:**

So we did a lot of research on that, and came up with very specific and strict recipe control. I know exactly how to do it, and the moment they go on holiday or the moment they leave the job, it changes. Now, we said that we don't want to be a chef driven restaurant, we want to be a concept. So the soul of a concept driven restaurant has to be a recipe control, when the recipe control was brought in, we had a lot of consistency in terms of our product. So that helped us creating an identity. So, we very rarely we would have a customer saying after even 10 years or has your chef on changed or has a chef one on holiday we would never have those issue here or very rarely we have had those issues. But that was one of the challenges one of the hurdles to make sure that the chefs who are not used to the recipe are getting trained with this one. So that was a big hurdle that we jumped and cleared. Second was we create very innovative we created spice fix based cocktails for example, not many people were doing Indian spice based cocktail.

**Participant 4:**

We had initially we are the only Kashmir Restaurant in UK. But I believe we are the only Kashmir Restaurant in Europe. Because I have no idea when or not at the I didn't find any Kashmir Restaurant serving Kashmiri cuisine because most of the restaurant they would say Kashmiri cry Kashmir, especially that, but when you look at the menu because I'm from Kashmir, you look at the menus or even a single dish from the buffet.

1. **How do financial fluctuations in your business affect your marketing capabilities?**

When the researcher asked from participants that , “How do financial fluctuations in your business affect your marketing capabilities?” The responses of respondents are as under

**Participant 1**

“Yes, they do. Because obviously, the money is coming from the customers if they're not spending good on the food on the service on anything. So obviously my marketing capabilities are going to be restricted, like supposed to do the leaflet by the end of September. But I haven't done it yet. So I'm planning to do it by the end of November”.

**Participant 2**

“Yes, a financial, end of the day dictates what we can do on end of the day, that's the reality. So, we have always tried to give the better as and we started off with a very small budget because we are the first generation people working for other people, some African loan invested whatever we have in our bank and we launched this particular place now. It has definitely; just give me one second Sure. I have definitely been a factor that determines how do we do certain things, yeah. So, we, decided, sorry, we decided to reinvest and make the place you know, the facilities better every year, so we invest heavily back into the business. And we, finances definitely some years, we have had very good years of Brexit, it helped us the first three years, we were not definitely not in a position to do anything in a very thin line working in a very thin line.

Participant 3

Every year has been a very different outcome in terms of finances. So we are very steady. Now for the last five, seven years, we are very, very steady. We have grown, apart from probably this is the only year where we would have had not grown, we have grown every year in terms of our volume. Our profit has been determined by what extra we would have had done that particular year. So for example, we created a huge extension at the back, very big kitchen, because we felt that having a big kitchen would really change could really have a very big impact on on our offerings. And so we can say yes, and answers really dictated a lot in terms of what we have been able to do on a lot.

**Participant 4**

Just keep getting ourselves positive and working the same way. These are you know it's it's not me to everybody's selling the same board. So the only thing we can do is right now just stay positive and You know, decrease your overheads and just keep upload and when the things are right I'm sure everybody will do.

It affected it also it affected my profit margins. It was like for a short period of time, like for three weeks. So after those three weeks, the prices start to go back. And like I said, Now I'm getting cheaper than before. So it's better.

we had a COVID outbreak in our restaurant itself in March. So we were almost a third of the team got infected with COVID. So we shut down the restaurant. We were not doing any takeaway as well for about a month, and then we reopened it. When we reopened it our business safe for the month of May June was only takeaway, because the restaurants want open. Now, the takeaway business with a volume while it's doing very well, we're doing extremely well, considering the fact that the restaurant were closed. Our margins were really, really, really skewed. The reason being is that companies like Uber Eats or believe they end up taking anywhere between 30 to 40% of your income as commission. Not many people are aware of it, but they are the biggest benefactor of progress.

1. **How do you revise your marketing strategies to compete with other restaurants?**

**Main Theme: Revise Marketing Strategies**

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Figure 4. : Revise Marketing Strategies

When the researcher asked from participants that, “How do you revise your marketing strategies to compete with other restaurants?” The responses of respondents are as under

* 1. **Online Applications**

Participant 1, Participant 2

I do every quarterly like every three months. I do the leafleting in terms of online platforms, just the UberEATS and the liberal. I do it on monthly basis.

**9.2 Social Media**

Participant 3

We are we are definitely putting in more into social media these days because we need to get more new customers within COVID sufficient restrictions, we need to get more people because the regular people are coming but they have decreased and they can't come into groups. So that's why we are relying more on social media people are in and around when they reach social media for restaurant they should they should be on top we try and do that we are more emphasizing on social media.

**9.3 Deals and Discounts**

Participant 4

Even sometimes I do give discounts to those even customers to give me some positive reviews. It's because if you have some better reviews on your Google or even on your adjusted UberEATS, so you get more customers online. Because that welcome customer stays the same, they're gonna come and they're gonna see the food and stuff everything physically. But if you're ordering online, you can't see the physical shop, you cannot see how the things are making up in the shop and who is preparing which thing and how they're making the food. So basically, that's been done through the reviews. So that's why that's why I just asked the customers to give me positive reviews. Even sometimes I go out for delivery myself. When I hand over the delivery, I request them to to post some five star reviews and to leave some nice reviews.

1. **What additional information can you provide regarding marketing strategies you used to achieve sustainability longer than 3 years?**

**Main Theme: Additional Information to achieve Sustainability**

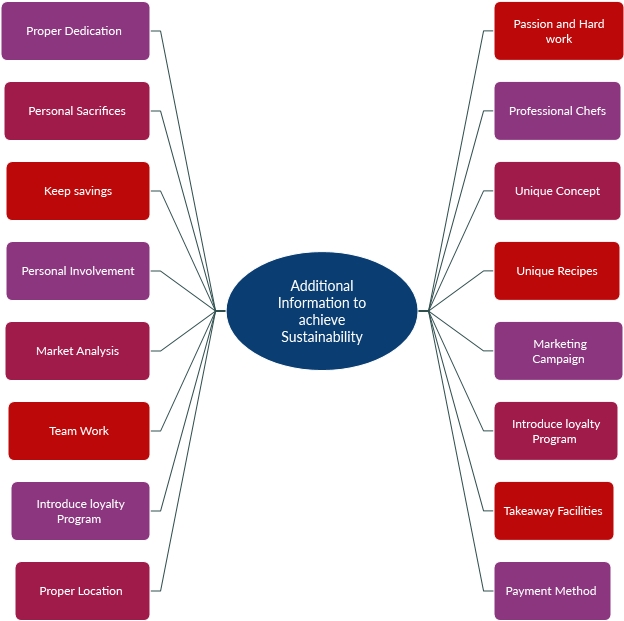
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Figure 4. : Additional Information to achieve Sustainability

When the researcher asked from participants that, “What additional information can you provide regarding marketing strategies you used to achieve sustainability longer than 3 years?” The responses of respondents are as under

**10.1 Proper dedication**

Participant 1

The first thing that I would say that there are two things one is I don't encourage them unless they are from the background because majority of the people when they think of opening a restaurant get painted as a second source of income, passive income Yeah, so passive income they feel that oh, you know, I've got my daytime job I'm going to be able to just you know, develop something on the side I've got extra cash lying and all those things and I tell them look, you don't get into a for money because you want to be able to make more money elsewhere.

**10.2 Passion and Hard work**

Participant 1

Growth come you only come if you're really passionate about this industry and athere are two types of Cooking at home where you want to be able to switch at home And you're doing on a for recreational purposes and you do it professionally. Hard work is a key to success you have to give extra hours for your restaurant.

**10.3 Personal Sacrifices**

Participant 1

This business demands many personal sacrifices, running restaurants and working in a kitchen or working in a restaurant is a lot of personalities, you have a lot of social challenges that you have, you're not there in the evenings, you're not there on the weekends, working on the holidays, you have all hours long hours. I always say that it's not an easy life. I don't want to discourage people, but I want to give them a reality. A reality check what they can expect when they started face.

**10.4 Professional Chefs**

Participant 2

Open a restaurant with a few chefs working there and be able to make some sort of an income out of it. But they are now very much stressed, neither they are able to do their daytime job properly, nor they are able to come out of this investment they have made. And say eight out of people they upload is they never end up opening a restaurant, to people who would end up working in restaurants, you know, would at least be knowing what what to expect out of it. And I know the fact that despite all those negative things that the industry has, they're still passionate users, the only thing that can take you forward. Now,

**10.5 Keep savings**

Participant 2

One thing that I would definitely tell them have extra cash lying around. That's the biggest challenge biggest weakness.

**10.6 Unique Concept**

Participant 2

I would say is have the concept in mind have a very strong concept. Don't just open it for the sake of opening it and have it generically have a menu or a restaurant, which tells a story. Because otherwise people won't take you seriously, it's like opening a, you know, going to a a generic High Street restaurant, which has absolutely nothing more than standard food to offer, you always, always have a concept in mind.

**10.7 Personal Involvement**

Participant 2

I would always tell people at be involved personally, you cannot make a huge success out of a place if you're not involved. Because nobody would feel as special about the restaurant as you would. So these are I would say these are the key factors which are going to be making the chances of making a restaurant successful hire.

**10.8 Unique Recipes**

Participant 2

For progress in this field you must have some sort of unique recipes that will attract more customers.

**10.9 Market Analysis**

Participant 3

I would just suggest them like to view the market first whenever they are going to open the shop. Because these days, lots of people they are selling their shops, as you mentioned, like in the first three years, they people, they just shuttered businesses, and they are not successful. So that's why most of the people that sell their businesses and their shops that are cheaper. So what I suggest them it's like, do a survey before going into that market, even in that area, like what's the ratio of the walk in customers? Does it have any? Any parking area? Or does it have any facility for dining so all of these things, it matters a lot. So just before started to invest anything just to review the local area. Because the marketing side of anything you can do marketing, even for a warehouse. That's not a problem. But the main issues is like some of the places that don't have a proper parking space. Because of that the people they are not they don't want to spend too much money on the parking it's like if they're coming to eat the food for 10 pounds. I'm not sure like who's gonna willing to pay four or five pounds for the parking

**10.11 Team Work**

Participant 3

To run this business of restaurants you have to select a team who can sacrifice for their job. They must know the objectives and then they all work together for making your idea successful.

* 1. **Marketing Campaign**

Participant 3

So at the moment, you kind of running any marketing campaign or just going with the flow, we just going with the flow we have, after our eat out, help out many restaurants continue doing some sort of discounts and so we haven't now we will be working on our next big event that we are working on is day one. Followed by Christmas. Yeah. So our marketing activity for Diwali has just started. We are starting as this week.

* 1. **Introduce loyalty Program**

Participant 4

Loyalty program, we haven't started the program but we are giving some loyalty, for example, to somehow lessen the burden of what gives us gives us we have launched something called when you order click and collect. So if someone orders reorder, they can order pre order one week in advance, or for the same day, the cut-off time.

1. **14 Takeaway Facilities**

**Participant 2**

Like now's not the right time to open a restaurant, if you're interested people open a takeaway, because are doing much better than the restaurant because very less as compared to a restaurant.

**Participant 4**

Online delivery will increase market customers So takeaway has gone up as compared to what it was, we were very strong in takeaway and interest rate earlier as such. So now we have now we have we are doing percentage or ratio wise, we are doing slightly more liquid than what we used to do.

**10.15 Proper Location**

Participant 4

And the foremost thing is a location. Yeah, you have to study the area? Well, you have to see, you don't know your product first, what kind of food to sell and then you to the area accordingly. And then, I believe should start from a small restaurant if not out area, and then go and depending on your financial capabilities, you have to plan your location and the size of the restaurant.

**10.16 Payment Method**

Participant 4

Payment method must be as simple as possible allow card payment and offer discount of card payments it will encourage people to visit your place because now a days mostly customers don’t keep cash they prefer card payments.

## Staff

### Demographic

Table 4. : Staff (Demographical)

|  |  |  |  |
| --- | --- | --- | --- |
| Participants | Age | Year of Experience | Previous Job Experience |
| 1 | 37 | 7 years | Translator, worked in Film Festival, worked as assistant of an artist, worked on cafes |
| 2 | 22 | 8 years | 1st job |
| 3 | 25 | 3 years | Administrative Job |
| 4 | 31 | 1 years | Worked in MNC |

1. **What’s your job expectation from this job?**

When researcher asked from participants that, “What’s your job expectation from this job?”

Their responses are as under



Figure 4. : Job expectation

**1.1 New Skills**

Participant 1

Yeah, okay. See what you mean? Yeah, I kind of been working like, three restaurants. So I think over the period of seven years, you know, I've had quite different experiences in three different places. And, yeah, I guess, my kind of career path is kind of changed a bit, because in the beginning, I was, you know, I didn't know much about the industry. So I was just seeing how, how it was going and, you know, like, learning new skills, kind of on a daily basis.

**1.2 Promotion**

Participant 2

And I think now I'm at the point where I kind of hopefully, I would like to become a head chef in the near future. I'm not quite sure about that. Because obviously, because of the situation with the Coronavirus, and then and the and the problems with the industry, relating to that. But also, I think, generally it's, it's a very demanding field. And, and it's to be a head chef, is a very demanding position to have, because, obviously, you're expected to work very long hours, to be always present and to, you know, to work six, seven shifts a week and things like that. So, you know, ideally, I would like to find a place where I can maybe a slightly slower pace and, and I didn't have to work incredibly long hours. So that will be a bit tricky, especially now, I think, after the pandemic and everything I think a lot of chefs will be required to work possibly even more than before.

**1.3 Good Behavior**

When I extend them is that they're always like, how do we explain that, that they're, like, always honest, and that they, like, understand, like, things like pressure and things like that, that we always understand that, you know, like, the guest is like, King basically, but that they, that they're also like, on our site too, and that, you know, that we're treated well, as well. And that they, you know, they screw that and like, just respect

Well, when you work in hospitality, you, they, they always expect you to be obviously always like, polite and to know everything, and to do your hours properly, and to sell as much as you can to interact with as many people as possible. And yet, always just be friendly, but that's normal.

**1.4 Career Growth**

It wasn't much to be fat pay for studies studies you didn't think about the your career growth in that particular six sector can you repeat you didn't you didn't think about the career growth in that particular sector when you work and while you working in those last three years, what kind of problem you faced at the workplace the main issues in the workplace and the nature of the walking can be quite repetitive quite difficult to work with people who are like wait two years to this year to get at one point

so you're talking about long shifts you're talking about long shifts, work shifts, shifts and any other problem you will face during those last three years like a bit you have no taste or any of your friend or colleague have notice.

* 1. **Clear Job Description**

Participant 3

Like, initially, when I, right now, I'm not working for restaurant anymore. So when I joined for the restaurant, it was basically I joined as a waiter. But so I was probably expecting that it will be just, waiting for the tables and kills and just clearing the tables and stuff. But later, as you get to know that interest rate, it's not job description is not very, you know, marginalized; they have like everyone needs to do all the work, basically. So that's kind of that kind of disappointed me for a while, because I was expecting, if you're a waiter, you just do the waiter job, if you're a cleaning staff, you do that. I mean, but when I started working here, I got to see that the managers also need to do the cleaning stuff. So it's, it was kind of, you know, it was not very organized.

Participant 4

So that they should be prepared that when they are hiring people, they just tell them that your upload stuff. And then I think they should be more open about it and tell them that it's a restaurant business. So if there is a crisis, you need to work anywhere in everywhere. That's how the business sustains it's like, because I have worked in MNC. And I have never worked in the restaurant industry, I was not aware because an MNC, or job roles are very strict. And you just follow whatever is your job description, you just don't have to do other things. So you're I think it makes nice while you're recruiting, you're more open with the people that yes, may or major job will be this, but at times they might be crisis, and you need to have everybody.

1. **What are the problems you are facing in the work?**

When researcher asked from participants that, “*What are the problems you are facing in the work?”* Their responses are as under

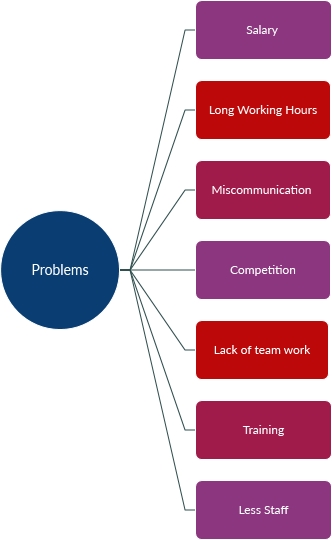
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Figure 4. : Problems

**Main Theme: Problems**

**Salary**

Participant 1

No, I think it's fine. I don't think the problem is anything to do with training? In the beginning I think the main problem, I think, with industry is more to do with what employers expect from employees and how the whole system and how it works. And especially in London, because rent is so expensive for venues, and, you know, the restaurants are so competitive, because there's so many of them. So the price is cannot become very high, because there's a lot of competition. This whole system is reflecting the fact that, at the end of the day, employees are not paid as much as they should be paid.

Participant 2

While I guess, at the moment, a major problem is the fact that I'll be furloughed again for another month or so. And which means I'm only getting 80% of my salary, which are really not a very high salary, especially considering that the tips are not including included in the in the furloughs. So, you know, tips make up for a very big chunk of anybody in the industry sector. So, I think that is a major concern for for me, and I think everybody else who works in the same sector. And it's, it's, I think it's a bit of a problem, because, you know, either all restaurants just increase their prices by 5%. In such a way that they can actually increase the salaries by 12%. But it's, it's a bit tricky, because I think a lot of people will probably not like the idea of that. I think it'd be, there will be a lot of customers who think that, you know, the products too expensive. And, you know, either everybody does this, I think it's a bit tricky for just some restaurants to do it. So I think this is quite a big issue at the moment. And I think it's always been a big problem. It's just that I think the pandemic has revealed this issue even more than than before.

Participant 3

I mean, as far as I'm concerned, I wasn't really, I didn't really have major problems in my workplace, I think. Probably the only issue that I have in our heads before the pandemic was genuinely the, you know, the pay. Considering that I have, you know, seven years of experience in the field, I think, you know, generally the pay for chefs is not, it's not great, but, apart from that, in my workplace, I'm pretty okay with other things, but there are the issues that I think are present in other workplaces.

Participant 4

I think that in terms of finance, I feel like you should do like that manager should do like, some tests. Sometimes like if, for example, I feel like a waiter who knows, like the whole wine list and the whole food menu and all the allergies, and everything should be paid more than someone who doesn't care about it as much. Or, like, do it like in terms of sales, like people who sell more, or wherever, and then I think that payments, like when you, go to a company to work there, you know how much you're getting paid for. So I feel like it's a bit kind of unfair to them later complain about how much you're getting paid, even though you've accepted it in the beginning, obviously, if you try to negotiate, or if you feel like you're worth more than you're getting paid, then you can go either somewhere else or ask for an upgrade or to raise your position.

Participant 5

Does the payment make any difference like the because most of the like in restaurant industry, the waitress staff and other staff they switch very quickly on the basis of payment because they getting payment from somewhere else extra. So what do you think about that side in terms of finance, how they should make manage to keep it loyal workers.

**Long Working Hours**

I admit that, some office workers also do long hours, and that's fine, but they're obviously generally paid a bit more and a bit under the don't work shifts, which I think should be taken into account. Because if you're working, you know, a lot of shifts one after the other, it's obviously more stressful, and it's got more of an impact on your body and on your rhythm and so on and so forth, then working, always the same hours, nine to whatever time that is in the evening. I think that is not really taken into account, for example. And I think a lot of people think that working in hospitality is a low skilled job, which I really disagree with, because for example, if you're a chef, you cook things that most people wouldn't be able to cook at home. So that is not really, that is really a skill, I think. And I think that's the case. Also, you know, if you're working as a Front of House member of staff, where, you have to juggle so many things at the same time, you have to take care of the customers, you have to make sure that the food is delivered, you have to make sure that you know, some orders are placed and skills that you need to have in order to do your job well.

**Miscommunication**

I think when there's miscommunication, managers or people like that, will, like take sides, or will not be neutral when it comes to you, or your colleague or the, or the guests, like they will, you know, sometimes they pick sides, and it's just complicated.

**Competition**

Participant 4 there's always competition and jealousy, that's the most annoying. I think they should set they should give the good example for, like, the waiters and stuff like that to follow. Because if they don't give the good example, then everybody will just do how, how their superiors will do and then it will just become a mess.

Participant 5

Yeah, I think that would be more fair, that people who work harder and try more their best, are paid more than the other ones. And then they can, because everybody, you know, everyone wants to get paid the most. So if the ones who try their best are getting paid more, and the ones who aren't trying that much see that they would get, I think they would get inspired to do more and also get paid more. What do you know, they're the faces of the company.

**Lack of Team work**

I think managers should not act like they are above the others, but act like a team more. And instead of there being like competition or whatever, that they just, you know, that they give you that feeling that you're a team or that you can always like come to them with anything. And that yes, so that you have like, so that your professional obviously, and that that they're also kind of like a friend to you, so that you can those are the best ones feel like because then you can just rely on them anytime.

**Training**

Definitely, because many of my interviews, the customer reviews, they said, sometimes they don't like the behavior of the workers. So they wish the vision put them off. And so they should provide a proper training. So that's why this question like they get it. The next question is also following like, what do you think the management should change to improve the customer service and full food quality service to increase the customer at the restaurant? Or, like similar places?

**Less Staff**

So while I was working, my restaurant had like, mostly it was a shortage of stuff in wherever you work, they I think they always want you want less people to work for, so that they can save that can do cost cutting and stuff like that. But I think it's better if you have the right amount of staff, because the customers will have a better experience, rather than, you know, small amount of people handling a bit tough. So I think this was a major issue.

1. **What do think that management should do to improve standard to working?**

When researcher asked from participants that, “What do think that management should do to improve standard to working?” Their responses are as under,

**Main theme: Improvements**

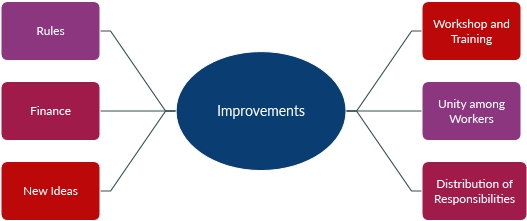


Figure 4. : Improvement

**Rules**

Participant 1

There are a lot of restaurants that don't actually follow that rule of one shift then other. But nobody ever checks. So I think there are actually already some rules and regulations set up by the government. But the problem is that sometimes those rules are not followed. And, and there is nobody there to check that they aren't followed. For example, restaurants that take the service charge, fine, 5%, or whatever that is. And I know that a lot of places actually keep some of that money, and don't give it to staff. So I think a lot of the problems that the industry faces, do you due to a lack of checks, you know, by by the government? And, and I think if it was, if employers were checked regularly and fines if if they go against the law, then I think the whole industry, you know, will be the employees that really benefit from that. Yeah, for example, this should be between shifts, there should be an 11 hours period. So for example, if you finish your shift at midnight today, you should only work 11 hours later, which is 11.

**Workshops and Training**

Participant 1

Yeah, I think managers should give it like, give more examples, and like, not like workshops, but like, sort of training. And then if you set the standard, and everybody knows, where when you work, everybody knows those standards, and they will follow them, then I think you will raise as a manager the bar higher, and the waiters will sell more or be more friendly, or be recognized more customers. And then, obviously, in the kitchen, they always want to, you know, if you've got chef, it also depends on the chef's but if you've got chefs who love to cook and love to who love their job, they will always want to sell the best stuff that they can make. So I feel like it's a motivation kind of between everyone just the manager does the right training and inspires the waiters and waitresses to do better than I feel like they would sell more and then the kitchen would maybe try more their best. And then you know, she's still out you can like change the menu a couple of times and kind of find creative ways around it.

Participant 3

Yeah, more like customers training

Participant 5

How do you behave with the customers and stuff like that, I think training is very important, mostly. In UK, they don't have a proper training period. So they just call you for two, three hours without payment. And then next day, they just put you straight on the job. So I think training is very important, because most of the people who are working in UK industry, hotel industry are newcomers to the industry, because they are mostly students, they're coming from a different background altogether. So I think they need proper training on how to hold the I mean, Display the Categories, because people who are coming from hospitality or hotel management background, they have gone through all this as a part of the education. But if you're hiring a new staff, I think to improve the restaurant standard, it's very important to train them.

**Finance**

So in terms of finance, I think they should invest more, because they are always aware, especially but I also have worked for two different restaurant in this time span. I work for Indian restaurant, but I saw that the cost cutting was a major thing. But when I worked for Italian restaurant, I saw that the management was ready to invest because their major thing was to make sure that the customer are happy.

**Unity among Workers**

Participant 4

So I think they should have mostly a, you know, team meeting set, and they should come up with any issues they are facing, because it's a kind of team job. So I think it's very nice. It would be really nice if people have a team meeting set and they can come up with their issue and they can find a solution to the issues. And and what do you mean by institutional,

Participant 5

I think people should be open to speak up with the idea if the newcomers have good ideas they should be it shouldn't be supported rather than just Don't thinking that okay, that person doesn't have much experience.

**New Ideas**

Participant 5 No, they are. Mostly people are very, you know very strict about it, because they kind of it works. It's the same thing everywhere people, those who are working for longer, they have more hold over things. And the management also tends to listen to them. But I think if they want to improve the business, they should have an open mind open, you know, they should take ideas from newcomers as well. I mean, of course, it's not that every idea you just implemented straight away, but they should have thought about it some time, it might work as well, because mostly people who are those who are newcomers, they have the perception as an outsider. So I think it might work at some times. And the management should also help the staff because I think the workload is not distributed equally in most of the restaurant.

**Distribution of Responsibilities**

Participant 5

I think this is good If you have a team meeting every day, so that they know who is gonna take what responsibility sometimes it's like, just because everyone is taking all the responsibility. Basically, nobody is doing anything. So it's nice if you give responsibility to people. So it's better. I mean, you can at least hold someone responsible if things goes wrong.

1. **What do you think that management should change to improve customer or food quality service to increase the customer at the restaurant?**

Main Theme: Suggestions for Management

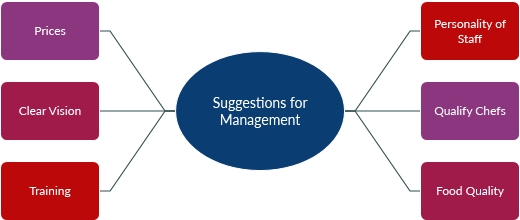


Figure 4. : Suggestions for Management

When researcher asked from participants that, “What do you think that management should change to improve customer or food quality service to increase the customer at the restaurant?” Their responses are as under

**Main Theme: Suggestions for Management**

**Prices**

Participant 1

I think it depends, because if we're talking generally, I think maybe? I don't know, actually, I think maybe the prices of the food should be increased in my opinion. But I think in a lot of places, I think it really depends on the restaurant, I think, you know, in some places, the quality of the food should be improved in some other places. Maybe the quality of the service should be improved. In other places, I think it's already good as it is. And

**Personality of Staff**

Participant 2

I think if you put waiters in your restaurant who have, like a personality, instead of because I know that a lot of them are being trained to be really formal, and all the same, I understand. But I feel like customers like more the ones with personality and who are open, and who are confident in what they sell, then people who don't do that.

**Clear Vision**

Participant 2

Yeah, I think that if you if you become like a restaurant owner, first, when before you even open the restaurant to get your vision straight of how you want it to look and what you want it to represent. And then once you, you have that vision. And then you go look for people, I think that if you have your vision in your head, and you'll have the people in front of you, that your mind will automatically like pick out the ones you feel like, will make your vision come true.

**Qualified Chef**

Participant 2

I think if you hire chefs who like work well as a team, and who are very passionate about what they make, and very excited to like work in your restaurant, I think he can put a really nice place out there. And obviously, you can like change your staff sometimes or change the food, sometimes you can work with the seasons, or like the vegetables that work in a certain season. You know, you can, like, enhance so much stuff when you own a restaurant.

**Training**

Participant 4

They should train the staff more on that. They should not be training, every time on hospitality but more like customer service, because at one point that just that selling job, the job where you have to, you're required to sell. So if you if you just know about the food and beverage, your wants know very much how to treats your clients, there's a lack of KYC.

Often it's promotions of like discount, discount is working a lot.

**Food Quality**

Participant 5

I think the manager management should be very strict about the food quality, and they should they stole the food in the beginning of the day, or every two hours, because when I was working in this Italian restaurant, even if something was not selling, and it has been online for some time, they used to throw it away, which I think is a good thing, because I'm sure the customers are paying the money and they expect something nice. And if the customer comes up with an issue that they had some problem or they give some feedback in the website, it's better to deal with that personally, like a lot of people, they just don't care to reply back to the customer or they don't reply, they just you know, let it be, it's just, it's not making a difference because I still have 4.5 Star one bad review is not going to do anything. But I think it's better to get in touch with the person and you know, give them certain option or ask them to come down personally and not like 50% off and all that it's it should be more meaningful like next time when they come down, you interact to them on one on one basis you go and serve the management should go and serve them so that they have the customer has a better experience that he has the management did something for me rather than just telling me bring your family and have 50% off which should be more personalized and I'm sure it will make a difference and request them that you know either just put something nice if you're happy with our service, maybe just put a battery or something

1. **Any specific idea or strategy for increase the business in regards to customer or working culture?**

When researcher asked from participants that, “Any specific idea or strategy for increase the business in regards to customer or working culture?” Their responses are as under,

**Main Theme: Ideas or strategy to increase business**

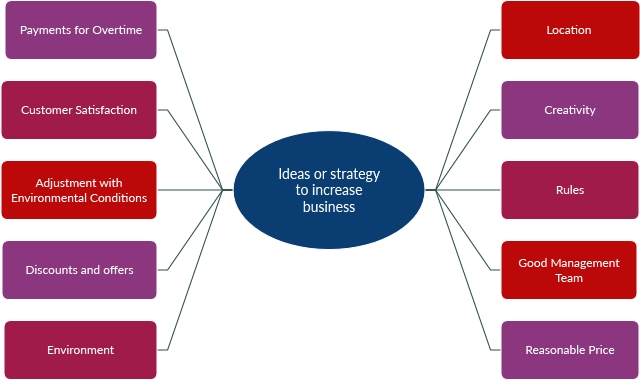
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Figure 4. : Ideas or strategy to increase business

**Payments for Overtime**

**Participant 1**

I think more kind of regular shifts double shifts and also to give every employee kind of like a doable amount of work to do and all of these things because, if you work too much, if you're not paid enough, if you work, really irregular, or too many shifts in a row. I think that doesn't really improve the productivity of anybody. And I think in the long run, it doesn't really help a business either. Because if you just force your employees to work, too much, or in a way that just die as them. They will not produce as much as they would, if you if you let them work in a more relaxed or sensible way, I think and like, you have a really good experience, like if suppose I'm opening a new restaurant at the moment, based on your experience, what kind of thing I should keep in mind. According to you

**Location**

**Participant 1**

I think it's very important not just to think obviously, about the employees, but also about what kind of restaurants you want to open the location. You know, the supplies that you're going to use, how much you're willing to pay in rent? I think so many different aspects. And I think they all contribute to the, to the outcome and to the success of the business.

**Customer Satisfaction**

Participant 2

If I talk about the customer perspective, if like you were, you have learned so many customers, if I am opening a restaurant, what I what kind of things I should keep in mind to attract more customers.

I think if you set yourself apart from other restaurants, that customers will come to kind of discover, because like so many restaurants, for example, in the UK do fish and chips. And it's just all the same and it's like a repeated process. So if you put out because if you know that already, like 100,000 restaurants put out fish and chips Why would you apart from this yours would be insane and out of this world and like a mixture of like new potatoes and stuff.

**Creativity**

Participant 2

But I think if if you're quite creative, and you bring out a really nice aesthetic that people in like customers would really appreciate it to like feel like they're kind of in another world when they come into your restaurant.

Adjustment with Environmental Conditions

Participant 3

If you have certain change in environment as it was during COVID, I think that even during this time, you can work your way around it and you can find ways to still make it work and keep your customers because obviously it was like the social distancing and stuff everything becomes way more difficult than the before because like normally your relationship as a waiter and customers like quite close. Like if for example members clubs, it's really close and now you like there's a lot of things that you cannot do. But I think that if you kind of work your way around it like doing takeaway, but not just in the in the simple box, but like give them the feeling like oh yeah, that's their place. It's not just the food. It's everything. If You know, if you find ways around it, then I think restaurants could work. But yeah, you have to have that creative side.

**Rules**

Participant 3

when everyone is aware of the rules, so mostly like detailing this type of service, closing opening way you have to behave at work and implementing a lot of like, online training, as with all of that is actually raising up standards in a restaurant because people are way more entitled to a place when they actually have different requirements and specific tasks.

Actually, that will be the main issue was the dispensation. And at one point, your restaurant is becoming like it's doing a bit like police kind of job like always on the customer back to tell them what to do, what not to do and so on. So it's, it's very much as far as the government detailing customers go to restaurants and so on is actually hard to fight against. cannot do anything that's regulation, I would say regulations.

**Discount and Promotion**

Participant 4

when you're opening a business, I mean, a restaurant was actually two to be very, very focused on the dish and on the drinks that you're offering to your customers. What tend to be good is an opening, some people try to raise their presence on the market by doing discounts. Because that's the main thing with restaurants is discounts or promotions of like what to forward or anything like that. And have a staff that is actually engaging with the customer. And other management was looking to prove what they can do rather than the management who was always was like relying on past accomplishments

Participant 5

I think they should come up with you know, discounts and stuff some restaurants are very strict that now we don't want to give discounts it was like it was not be a good bit. In the strategy because my sales, food industry, I think, overall, there's a huge profit because the raw materials and stuff, what is required and what we are charging them, it's, I think it's almost more than 80 90% of profit. So I think they should just come down with the profit thing. And they should focus more on the quality. Because if this Indian restaurant, which was just focusing on profit, it didn't do well, in seven or eight months span, it just, you know, just closed down. And the other place, the Italian restaurant, even if they are dealing with four customers, or five customers, they put a lot of effort on their quality. And that's why it's working. Well, it's still going on. I mean, the profit is not very huge, but it's sufficing them and they are growing. But this Indian place for two, three months, it did really well, they did a good amount of profit. But eventually it because they were not paying much attention to the quality and stuff, it just went out.

Environment

Okay, so I basically think a restaurant is all about the environment, you know, I can order from swig y and UberEATS, I can eat at home, I'll get the same food, why do I would want to go to a restaurant because it should be, I think it's the it's the decorations and stuff, it's the environment, it should be nice. So that's, that's the only reason I think people mostly have to go out and I can get get takeaways. So it's mostly the environment, the decorations, the way and the way people treat you the way yourself, instead of, you know, you taking your own, like, you have to be really good at the service, you have to make sure that you keep, if I'm a customer, I would make sure, I would like to make sure that my table is clean at all point of time, I don't have plates or cutlery is gathered. And of course, the cleanliness of the place the decor of the place. In a reasonable rate, if I can get good

**Good Management team**

So yes, I like to say that once I had a chance to work with a very good management team, they were very understanding and helpful towards the people and at times, or places get really busy, individual restaurants specialty and, you know, they're less staff. And it's very nice; I have had an experience where my manager was very nice. And she really helped me to serve the order or cleared the table at that time, I could really use a hand and she was there. So yes, you shouldn't be like very specific that even if I'm not doing anything, I would just watch people who were rude, better to, you know, than the man. So that is a good thing I have seen. And as a customer, I'll say that I have been to this place where the food was nice, but the better. The better than the food was the the people who were serving us, they were very nice. And they were very friendly. And they were carrying a happy face they were serving well. And as I said, the moment I finished my dish, I didn't have to they were keeping an eye on if I need something or I didn't have to wait a lot longer to order something

**Reasonable Price**

Participant 5

So I would say reasonable price when you're setting it of course depends on what kind of restaurant you're opening. If you're opening something very expensive and stuff then I wouldn't say reasonable price. But if you're opening something normal, like something reasonable then I would say go for reasonable price go for proper cleanliness.

**Quality**

Participant 5

Make sure that after every time the customer leaves your floor, your table everything is speaking span and nice decor It friendly staff and maintaining the quality of your food.

## Customer

Table 4. : Customers (Demographical)

|  |  |
| --- | --- |
| **Participant** | **Age** |
| **1** | **27 years** |
| **2** | **34 years** |
| **3** | **34 years** |
| **4** | 48 **years** |
| **5** | **34 years** |
| **6** | **52 years** |
| **7** | **36 years** |
| **8** | **39 years** |
| **9** | **58 years** |
| **10** | **51 years** |
| **11** | **33 years** |
| **12** | **52 years** |
| **13** | **34 years** |

1. **What kind restaurant you go for lunch or dinner?**

When researcher asked from participants that, “What kind restaurant you go for lunch or dinner?**”** their responses are as under

Majority of customers prefer to go to independent one while some of them used both independent and chain one. Some of the responses are as follows,

Participant 3

In London, it was a mix, I would do so in Canada, and when I used to work for a large part of the last 80 years, I would go to come to market, which was full of independent restaurants, so small businesses, individual run businesses. And sometimes I would also go to work a mother, Gigi rash. I will go to some burger places that were all chains that were like corporate, I go to Nando's sometimes. So that's also corporate. So I would say generally techniques I've done McDonald's and KFC for lunch, but also I've done loads of small independent food places like Thai cuisine. Like Chinese, Vietnam, Vietnamese, India, Turkey, I like to eat so my lunch is like I try a lot of different things i

Participant 4

I think it's a bit of both. I think for more special occasions, I would pick more independent restaurant, but maybe like, just to hang out like to go out for a weekend, it would be a chain

Participant 7

Generally, mixture If I had to say, I'd say, like, maybe 60%, the chains 40% independent

Participant 8

Both

Participant 9

Independent, if possible. Occasionally I will go to chain restaurants if that's the only option, or if a special offer. We have vouchers to blog for independent ones, if possible,

Participant 10

Well, I mean, at the moment, not much, although I did go on. I was out last night, actually, I went to be honest on this burger and train station near there. So that kind of those kinds of restaurant that I go to that God know as well, which is near my station? That's sort of that's an independent one. Definitely, But, I mean, as well, because of what's been going on.

Participant 11:



Don’t differentiate between the two.

Participant 12:

Both

1. **How often you go to an independent restaurant usually?**

When researcher asked from participants that, “How often you go to an independent restaurant usually?**”** their responses are as under

Participant 1 once, a fortnight

Participant 2 Once a week

Participant 3

So before COVID in London, while I was working full time at the office, I would probably do something like three times a week. So Monday to Friday, I would have dinner leftovers for lunch, maybe twice to save some money. And then maybe three times I would eat with small independent small independent providers. So I will go to Vietnamese or go to Chinese or but

Participant 4

When we would go out for dinner, maybe at the moment, once a week, before we had Killian, we were probably going out for dinner or two or three times a week. For lunch, we would go out at the moment, maybe once a week, when I was working, I was going out for lunch, maybe to, you know, credible J or to pizza restaurant maybe three or four times a week?

Participant 5

On weekends

Participant 6

A family of five once every two months,

Participant 7

Twice a week

Participant 8

So if I if I talk about weekly average,

Participant 9

Well, in the past before COVID Yeah, I would probably go once every couple of weeks. Yeah

Participant 10

I mean, I go, I eat i sub pub meal as well. So I suppose if you I mean, I suppose maybe about once a week,

Participant 11

Twice a week

Participant 12

Participant 13

once or twice a week,

1. **What kind of things attracts in a restaurant?**

When researcher asked from participants that, “What kind of things attracts in a restaurant?**”** their responses are as under

**Main Theme: Attraction in Restaurant**

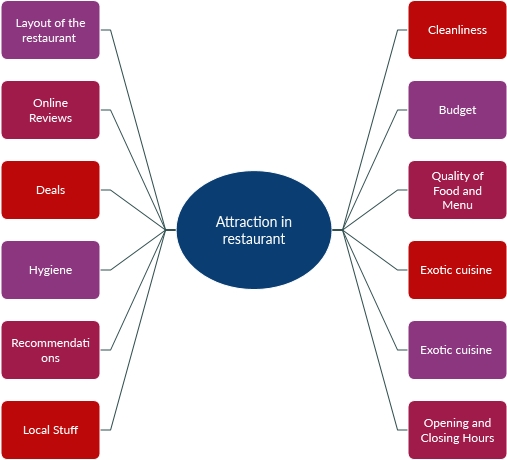


Figure 4. : Attraction in Restaurant

**Layout of the restaurant**

Participant 1

Okay,

well, the front of the restaurant, and the layout of the restaurant inside.

**Cleanliness**

Participant 1

The things which attract me most are cleanliness and **friendliness of the staff and menu.**

**Online Reviews**

Participant 2

I read online reviews if I read about it in a magazine like timeout then the menu I like to the restaurants that I like Experimenting a bit with Kittson and the plant is that they're not very expensive.

**Budget**

Participant 2

The budget like budget wise how much it costs per person or like for a course of between 20 and 40 pounds

**Deals**

Participant 3

if it's our lunch meal deal, or if they do a special offer for lunch, then that will be an incentive if they have a discount for people that work locally which company is very common, so they give you like a 10% discount because we work in that area. So that's another incentive shouldn't discount was also an incentive.

**Quality of Food**

Participant 3

And then of course I look at the appearance and smell of the food. So it matters to me if the food looks in an attractive manner so if the food is appealing if the food looks tasty if the food looks neat.

Participant 13

Well, definitely the food, the quality of food not so much on the price because we eat outside only once or twice a week. So as long as the food is tasty and quality is good, we don't mind of course, not very high priced.

**Hygiene**

Participant 3

if the place that I'm visiting has good hygiene standards so I look at labeling because now in London rarely most places they have a star rating on their hygiene so they are being. So I do look at the hygiene factors because if it has a low hygiene rating and obviously that's an immediate red flag and I would try to avoid a place sometimes I just look because sometimes you can just see behind the counter there's food lying on the floor if cooking areas greasy. If the place looks like it's not being I've tended to that's an immediate like the motivating factor so that would mean that I wouldn't be as interested in eating at the venue. So I think you know, we'd like the visual side of the place and also surreal sight like the smile you know, you come in and you certainly smell all the places smells really like they put really nice food because the seasoning or because the flavors you know, sometimes you just into a specific type of place as well because it can be down to your like preference like I like.

**Exotic cuisine**

Participant 3

Generally what I consider exotic cuisine because polish for me is not exotic is home cuisine. English is not so exotic, because it's kind of similar to home cuisine. But Thai foods for me is exotic Chinese is exotic Indian is exotic. Vietnamese is exotic. So you know, even Brazilian, or Arabic is exotic for me. So anything that is not what I'm used to every day, because it offers a variety. So I like the variation factor.

Participant 9

I like international food. I like global. I like trying different cuisines. So I like kind of cultural, I like to be a cultural experience, as well as a gastronomic experience. So I like to go, it's nice and quiet. So I can go with friends, and hear myself think. So I don't like to feel too crowded.

**Friend’s Recommendations**

Participant 3

Yes, but not for lunch. I mean, for lunch, generally, I don't do so much research, because it's usually just colleague’s recommendations. So they say oh, go to this Vietnamese place or go to this Chinese place? Oh, this Turkish place is really good. So a lot of it is word of mouth. So as my colleagues, they have experienced the place and they really liked it. And they will just recommend it to me too, I will go or I will find someplace random, I will just go there, like a Japanese place. And then I will really like it. So then I will recommend it to them. Or I will bring them there for another lunch so that they can try it. So a lot of it is word of mouth.

**Online Recommendations**

Participant 3

I have used online recommendations, Google Maps, just eat and what's the other one? There's another big one, just eat is one and the other one. Deliveroo. And then there's another one. I did over eat for lunch at Deliveroo I didn't just eat was the other one. There's one more. That's a big one. Just it just it's already mentioned. But this kind of thing. They all have reviews. So yeah, so I look at that as well. To be honest with you doing Google searches and checking the reviews online is more for me of a thing when I look at dinners.

**Environment**

Participant 4

I like that they're different. Yeah, I don't like something where you it's always the same. It's always like a formula, like individuality or like entrepreneurial ship. The concept of maybe having different menus, listen to different music. I definitely prefer a more relaxed, easy going environment. I don't really like that kind of formal series environment.

Participant 7

I think you're going to experience something different. So it might be different taste a different friend ambience. But it's all about, like the experience for me. So you know? Yeah, just after something like an atmosphere, and you could cook food.

Participant 8

For me if it is like I'm going with anyone, I always go with ambience for the first thing that I look at.

Participant 11

If I talk about the environment in independent, what kind of environment you prefer being a customer.

Participant 12

In terms of independent, I guess it's about original menu. Yeah. It's about the environment. It's about having positive experiences beforehand.

**Quality of food**

Participant 5

The thing which attracts me a lot is the quality of the food or variety of food or specialty. Maybe something is not as common as probably would be with a chain.

**Local Stuff**

Participant 10

Just tends to be friends have chosen a particular place to go to for particular, drinks or something like that and go to a restaurant tend to eat more sort of locally now? So I tend to eat more sort of local stuff now. Towards pack and Ryan, try, they are trying to feel the sort of independent stuff that's been popping up in pack and I actually there's a new court, there's quite good. I don't know whether you've seen that one

**Opening and Closing Hours**

Participant 11

I prefer a restaurant if they had longer opening hours for lunch on Saturday Sunday. I think invariably smaller. And so yes, a more intimate experience.

**Menu**

Participant 11

If I talk about you mentioned menu, you like the long menus or short menus.

Participant 12

I quite like a short menu, to be honest. It's always it always makes me feel confident that the chef and the management have a huge amount of faith in their cuisine if they're only offering a certain number of things.

1. **What is best practised marketing strategy you have noticed till now?**

When researcher asked from participants that, “What is best practised marketing strategy you have noticed till now?**”** their responses are as under

**Main Theme: Best Marketing Strategy**



Figure 4. : Best Marketing Strategy

**Personal Visit**

Participant 1

Okay, I'm not very big on marketing strategy. I go by word of mouth. If I'm in a restaurant, and I'd like to look of it, and I'm a creature of habit. So if I found one good restaurant, I'll go back to that restaurant.

**Online queuing system**

Participant 2

I like that the online queuing system they do so instead of reservations, which is very limiting you go there you give your name and your number but you don't have to wait there they just sent you a text

**Discounts and offers**

Participant 3

There are two things and I know because they worked for for in terms of attracting me to the place so one is the implementation of the local discount for the people that work in the area. So that was an incentive for me to go to the place. So that's, that's a discount of 10%.

Participant 13

Sometimes they make things personal, like birthdays, anniversaries and on the card they give you a discount and things like that. During even for holidays, they send you personal messages and emails saying We miss you. Please come back and do sensitive things like that with a with a discover about your code, which is quite quite often useful because we usually use those since we outside most of the time.

**Loyalty Cards**

Participant 3

And then the other discount was, comes in card. So it's a loyalty card for people that eat shop, and so on in Camden. So you can apply for it online. You just put your details and they send it to your home and once you have the contact card, you also receive discounts.

**Presentation**

Participant 4

I think it's the basics of having you know, if you've got good foods with a good price and good service, I mean, that always wins for me.

TripAdvisor

Participant 5

Not really. I think maybe like, No, I think sometimes I look probably like TripAdvisor and see if he has good reviews. And then I would go based on what they say. So probably TripAdvisor would be a good option.

**Location**

Participant 6

I probably the location would think what the restaurant is located it would be more important because he kind of gives you as well an idea of what that restaurant would look like more or less like a obviously you go to a certain areas in London work a bit maybe not as developed then you might not expect the same. Maybe like an ambience for the restaurant.

**Customer service**

Participant 7

I would say like, the customer service is just so important. Because it sets the tone of the restaurant and you the design as well. So, you know, before you even enter the restaurant, you have a feeling of how it's going to be and then the service should kind of back that up.

Participant 9

You mean strategies on behalf of the restaurants? Yes, yes. Yeah. I think welcoming people is a really important part of it. I think, you know, goo, good customer service is really important.

**Friends Suggestions**

Participant 8

So I certainly look for suggestions if someone has given some. And if not, then I do a Google search. Because I have to host someone or if someone is inviting me to a restaurant then I do just when I'm looking at the location I also look at the photographs and sometimes I don't go much in the view but I just see kind of stars

**Menu**

Participant 8

I think, a good I think menu set menus are a nice option, which are better value, I quite like AlphaGo for those because you get you get two choices, or three or four starters, through four main courses. Those are quite attractive. I mean, these are too long, because it just takes too long to read them. But not too short. There's there's a decent length of menus a good choice, but not pages and pages of things which are very similar. I'd like to take too long to wade through for you basically prefer to have a short menu. Because sometimes I think in Chinese restaurants resolved when you get pages and pages. And it's just simply too long, too much choice. It gets quite boring by the end when you're trying to decide what you want.

**Prices**

Participant 9

I can't afford to get really expensive restaurants. I think I think the the nice thing is when you have like set menus, which are a bit cheaper, yeah, they usually just have a choice of three or four things in each section. And then they have its own special offers on which which which are very effective.

**Letterbox Marketing**

Participant 10

I get a lot of flyers to the door around for takeaways and all that kind of stuff. I mean, that the occasional restaurant, I mean, some people obviously don't like that does make you then see a particular place that you probably wouldn't know about. So I quite like that sort of direct letterbox kind of marketing. To be honest, that's for the sort of local restaurants around here, that's about the only way unless you've kind of walking around and you see places, that's the only kind of marketing that really happens now. I mean, he used to have a cinema they used to do, maybe a little bit of marketing for local restaurants and stuff as well obviously, you know, really means a cinema for a designer.

**Good Services**

Participant 11

I think the ones that we go to more often the ones that are more well small children that's just because we have small children so somebody children to go makes it more difficult for them to go to

Participant 12

I think a good strategy has always been keeping a specials board up to date and change frequently.

1. **What is the worst strategy you have noticed by your experience?**

When researcher asked from participants that, “What is the worst strategy you have noticed by your experience?**”** their responses are as under

**Main Theme: Worst Strategy**

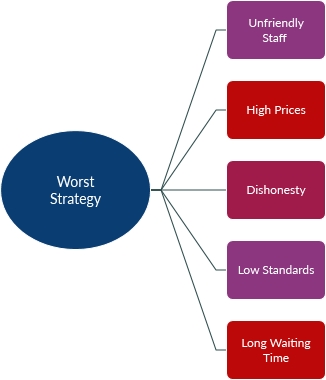


Figure 4. : Worst Strategy

Participant 1

No, not really not the restaurants that I would go to

**Unfriendly**

Participant 2

It's when you go to a restaurant and they let you chew and they don't talk about it. They don't talk to you. So there is no one to tell you how long you need to wait when people are unfriendly.

Participant 3

What I don't like is a guy standing in the front of the restaurant and trying to push me into it like, Oh, my friend is great deal here lunch, Kenny, can you come and see it? You know, so So he's like, like a street hustler, you know, they put him on the street. And his job is to convince me that I have to enter his restaurant so

Square sometimes in Brick Lane, they have these these guys as well. They just stand the industry. And they try to push the people into the restaurant, they say oh, hi special offer today, you know, but for some reason, that doesn't work, because I feel like it's too imposing, like they impose themselves too much. Like they invade my privacy, they invade my personal space. And then they try to force me to go to engage with their business. So I'm not a fan. You know, like, it's, I think it's like a step too far. Maybe some cultures it works well. But for me was, like, I don't like to feel like I'm pushed, I like to feel that. It's my choice, that I'm being encouraged them being incentivized, but I'm not being forced, because it's all about the like, the notions of freedom to choose. What do you want to do when you feel like something is forced upon you? Then it's like it takes away. Like, the fun factor is not there anymore, you know, because you were forced to go there. So, so yeah, so So I don't think I think it also depends on the manner of the person that is standing there. But generally, I don't think this is an effective strategy. I don't know maybe I'm wrong, but But it's not my favorite.

**High Prices**

Participant 4

I think sometimes when you go to independent restaurant, prices can be a little bit high. Because they because they're different. There's sometimes like, go for the best organic eggs and the best organic bread and you know, and that's great. But if you want to have scrambled eggs for breakfast, right, with some toast, you're paying six or seven pounds, when really you should only be paying forecasts. So maybe sometimes it's because they are just a bit too expensive.

Participant 5

Yes, I think was one of the restaurants I don't like is maybe when they do very small dishes like tapas style. Some restaurants are okay, but there are some it's a bit expensive. And it's not really I don't consider is important when it's a small dish.

Dishonesty

Participant 7

And he stressed to Jay sometime that brand image doesn't match. Yeah. Let me give you an example. So we went to a local independent shop coffee shop. And they had a slogan on the wall saying our mission is to make the perfect cup of coffee for you. But it was quite sloppy, like how they delivered it, how they put it, it wasn't anything special. So it kind of didn't tie up with what they're trying to achieve.

**Low standards**

Participant 8

I don’t really like the way some restaurants serves Greek food, it's a fine dining restaurant. And the kind of service they were providing is it was so personal experience. So what they do is they when you go to the restaurant, they make you sit on the table once you've seen the menu they take you to the fish and seafood storage bar, and then you choose your face or any other item whatever you eating that maybe octopus or anything. And then they will cook that and then once it is ready by the time because you might have had your standards and other things. And when they deliver it the chef him or herself would come along with one or two supporting staff with a totally of the food that is cooked for him and then he will take out the input from the mixing. If it is like mixing the dish and then sorry. I mean, you feel like you want that food and it is cooked for specifically for yourself. So that means very different experience then something which is just coming from directly from kitchen and you feel like they might have stopped it for 100 people and you are one of them.

Participant 10

I think because it makes you more that thinking that you might visit, if you're going to get a half price meal or something like that for the first time, and especially if you don't know the restaurant, you know, that's quite a nice way of getting people in as well. And about anything which put you off like anything, when you visited, you didn't like it over there something you have noticed in past years.

**Long waiting time**

Participant 9

I didn't like waiting a long time is always a bit frustrating without any information. Rudeness is really puts me off and saying I'm being too closely so you can overhear other people's conversations and when people are very loud. I think I prefer so don't accept large parties of hen nights or stag nights or rugby reunions, that kind of thing. I didn't like restaurants like that I can't say I can't say anything that I'm particularly disliked.

Participant 11

I don't like you have a table because normally I think people are less than two anyway we can only go on

Participant 12

I think we obviously need to know the particulars of each dish. And that's also very encouraging to know when waiting staff, another, another staff, front of house, know exactly what they've tasted the food so they can give you a recommendation. I quite often don't you know, I don't have a very strong opinion on a desert, for example. So I'll often ask their opinion, if I'm, if I'm torn between two choices, and it's always very encouraging for them to say, Well, I've tried both, and I prefer this one. So an experience an experience of both what goes in a knowledge of what goes into each dish, but also an experience having eaten everything is good thing.

Participant 13

No, I don't have anything in mind.

1. **What kind of strategies would you like to suggest or improve based on your experience?**

When researcher asked from participants that, “What kind of strategies would you like to suggest or improve based on your experience?**”** their responses are as under

**Main Theme: Suggestions**

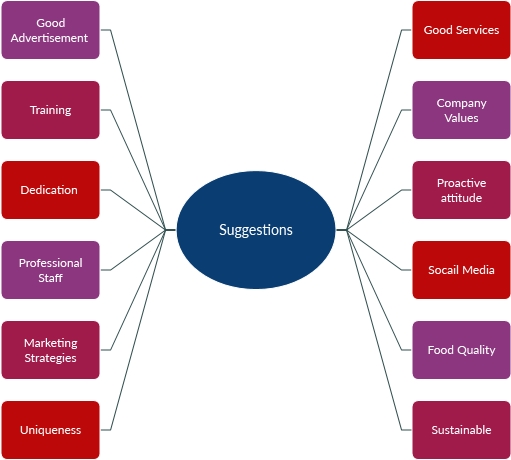


Figure 4. : Suggestions

Participant 1

**Good Advertisement**

I suppose have a good menu. Okay, have a good website. So the first thing you see is a nice picture of the front of the restaurant. That'd be a nice picture of staff. The inside the layout of the restaurant, and then option to Google the reviews if there are reviews.

**Staff**

Participant 2

I will suggest having staff that are really polite and give you recommendations about what to have and make you feel really welcome I don't know that much about the restaurant business but getting out the piece works for me. So this is what I read when I go to restaurants so for me this is a good strategy because it works so publishing in food magazines and newspaper on online reviews not when other people like write reviews about your restaurant.

**Training**

Participant 3

I think the business that I was part of so the events, agency events, the hospitality agency that I worked for, they had a very good, very convincing training scheme. So they will start once they recruit their new employees, by providing them with extensive training, in customer service, in how to approach the customers in how to deal with the day to day tasks related to the job, how to treat your colleagues, and how to treat your management and how to interact so there would be a lot of input. And this information would be mainly conveyed within company values.

**Company Values**

Participant 3

I would start with company values, you would say that the number one value in our company is respect, so you respect the customer, you deal with the customer, regardless of the approach, to limit, to an extent because if someone's obnoxious, and it's there, for example, breaking the law, you cannot, but if it's a reasonable demand from the customer, then obviously, you meet is So, the value of respect towards the customer the value of respect towards your colleagues, and the value of respect towards the management and this goes within the pyramid. So, so, the management also should be respectful towards the employees you know, so, so, this is a good problem solving strategy in my opinion that a company that has good value , those values go beyond respect to you also have work ethic.

**Dedication**

Participant 3

How would you say that your dedication, you know, your commitment towards fulfilling your work duties, your level of acquaintance with your with the world? Did he say you need to know, what? What are your tasks? What are your duties? What are you responsible? For what time, so you need to, have all this, all this training in terms of what do you do to open the restaurant then, during, during the working hours of the restaurant, what is your job? What position are you in, what does this position require? And how to fulfil those duties?

**Proactive attitude**

Participant 3

This kind of work ethic and commitment means that you have to ensure that you always fulfill your duties that you don't neglect your job, it doesn't look good when you have restaurant staff, who, for example, stand around in an empty place, and they either just mess around just chatting with each other having a laugh, or they are just on their phones, or restaurants, even if it's not very busy, should look busy, s the staff at least should look busy. So so they should always try to find something to do. So if there's something to clean, they should clean. So my agency that was training me they would implement something that was called the proactive attitude. So that means that you are proactive that that you have the initiative, and you always look for things to do yourself as if this was your own business. And if you lose this job, then then you're not part of the business anymore. So the proactive attitude is about addressing things addressing what needs to be done before somebody tells you what to do. So it's not about waiting for your manager to tell you what to do. It's not about waiting for the customer to tell you what to do. It's a About you using your own initiative to find out what needs to be done from your manager, from the customers, or if none of them are on the scene than just looking at the state of the venue and just making sure that the venue is clean, their machines tidy, that everything is ready, that everything is shiny, that everything is attractive towards potential customers. So, so you say this, there's a number of values that can be implemented in training of new employees, and then these values what's the one once the training is correctly implemented, and once once the employees understood the training, I think it can bring very high benefits to the business.

**Social Media**

Participant 3

There are a number of things that you do, especially in the modern day. Yeah. So let me maybe start with the kind of virtual things that you can do first, and then I'll go into the physical things that you can do about running your business. So virtual things, I would say definitely positioning, like web, access to having a website having an Instagram account, Facebook account, Whatsapp account, all the social media, you have to have social media and you have to have websites. So and you have to be on Google Maps, if you're not on Google Maps, you don't exist, because then people will not be able to find you. So you need to be on Yelp, on Zoopla. All the all these apps, you know, you have to be on Google Maps. So people can find you quite easily. And then you have to be on the social media so people can follow you, they can follow up promotional offers, they can follow us about your business and how it's going, so, so online presence, this will be the first thing that will attract more customers that I will distinguish the other part, I would say is like actual maintenance of your quality standards on the ground, so making sure that the food that you cook is of high quality within the within the price range.

Participant 10

For me appearance on social media can change whole game.

Participant 11

I mean there's obviously all the usual restaurants advertise on social media make sure you respond to that Google reviews because people read Google and don't get defensive and you respond to them so sometimes when people make excuses I'm so find restaurant managers just fail. They don't respond to bad reviews but responding

**Professional Staff**

Participant 4

I think you've got to hire really good people, I think the most important thing, but one of the most important things is, is hiring good, friendly professional people. You know, you want to have a good booking system so that I know if I can, get a table or not. And then when we're there, you just you want to have a nice environment, so that the lighting the music, you can go to a restaurant and have average food, but you can have a great experience.

**Marketing Strategies**

Participant 4

I think all of the other things are really important, not just the food, being a customer any out of the box idea, like have any marketing strategy with this can pull out the customer. I don't know if I can think of an out of the box. Strategy at the moment. Now, one of my view into corner mentioned online would be preferable. Yeah. So I liked the idea of online queuing. But I was trying to get into a restaurant about 10 days ago. And they had an online queue. And at the very minute that I tried to join the queue, they said oh we're not we're not running the queuing system anymore. Right? So it went for me from from being a good idea for this restaurant. And then suddenly I got annoyed with the restaurant because the queuing system stopped working. So I like it. But it needs to work. It needs to give people information on walk on the right. Yeah, if you're going to have a system The thing is, on that occasion, they just said the queuing system was closed. They didn't say the queue was an hour long or there's no more people coming in tonight. It was just a very basic piece of information. It should be more sorted like they should have venue joining the queue, this should give you an estimation of how much belong here. So they do that when you join the queue. But in this case, because they closed the queue, there was there was no additional information. So I always think people, like as much information as you can give them, it makes people feel in control.

**Food Quality**

Participant 5

I think it depends because actually now going back to your other question they that the big menu or this moment, I think it also depends on the type of food because for instance, we like to go to Burger and lobster. We absolutely love it and is not a very variety menu. But because what you were buying is quite good. So you're quite happy with just few options. So I think as long as what you're offering is really, really good quality is really well made. And it's good value for money, it doesn't really matter if the money is big or not. As a strategy, I think it's more having something that is like a signature dish, maybe that makes it different from everything else.

Participant 12

The personalized offers and the personalized little attractions are often quite warming I'd say because it makes you feel special. So yeah, those are nice and I'm not sure how that could get any better because yeah, because the food quality and taste matters above all so as long as that's fine, people will keep going no matter what your advertising or marketing strategies are if you keep your food tasty and quality served as fresh it really doesn't matter if we aren't getting a personalized message or anything I'll keep going back for the food itself.

**Music**

Participant 6

I rather have relaxed music. But I think it also depends on the sort of restaurant because sometimes you go to Latin restaurants, and they have like, more like salsa music on the background. And it's quite nice. So I think it depends on the type of restaurant maybe like the music that they have, it might be something related to the type of music or like the type of QC that they serve. So I think of why like that. But yeah, I think it depends on the sort of restaurant that you go to.

**Uniqueness**

Participant 7

I would say kind of know your specialism so like focus on what is your unique selling point, and perfect that because that's going to be the message that people recognize, for example, you know, you go into some restaurants and they just serve one type of thing. Maybe it's like one hamburger, but they keep it very simple. There's the one in London flat iron. They just have like, the meat. So it makes it very simple process and they specialize. So that would be my advice.

**Sustainable**

Participant 9

I think people also like these days, things to be more sustainable. So I think good ecological values are very popular these days with people. You know, buying organic, locally sourced products. Sort of, you know, recycled hand towels or whatever those I think people like evidence of an ecologically sustainable restaurant. I think that's, that would be a very good selling point as well that people like to go to a lot of people like to do that.

**Quick Services**

Participant 13

Definitely a time for service is definitely something we look forward to because when we are visiting a restaurant if it's an independent or a fast food giant like KFC or McDonald's the time is of supreme importance because you know we can go to this restaurant because they're fast they're quick. Whereas when we go to other restaurants which are probably a little high priced and you go on a Saturday evening to spend some time then the pace of food coming out if it's fine if it's slow because you enjoy the ambience as well. So yeah, the time for services is very restaurant and cuisine specific and that's probably something I look forward to like I will probably improve on that.

1. **Due to COVID 19 how much comfortable you are to visit a restaurant?**

When researcher asked from participants that, “Due to COVID 19 how much comfortable you are to visit a restaurant?**”** their responses are as under

**Main Theme: Restaurant Visiting**

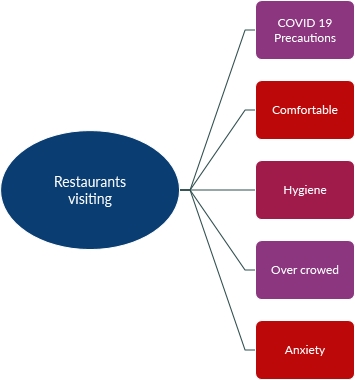


Figure 4. : Restaurant Visiting

**COVID Precautions**

Participant 1

We always go to that restaurant. And I know the layout of the restaurant. I know social distance Same would be very easy. And I know it's actually in the hotel. So I know that it'll be very good for COVID precautions,

Participant 2

I am not very comfortable. I still go through but I tried to go no more than once a week and I they fell last ones exit type which are not very close and the staff is wearing masks.

Participant 4

If staff wouldn't wear face masks, that there's some separation between the tables, that there's extra cleaning of menus on surfaces.

Participant 5

I'm quite comfortable. I think as long as the restaurant. Obviously, the servers are wearing the mask, and you're not. It's not crowded, like the restaurant is not overly crowded. I am quite happy to do that.

Participant 7

Pretty comfortable, I mean, providing that it's outside so we make sure that that's all the food is served outside the socially distance that the waiters are wearing masks. So when we're making an order we check with the restaurant before we do and the expectations

**Comfortable**

Participant 3

It's a complex question because I personally where we are at the moment in Brazil, I feel really comfortable. I don't know how it would be not because I have not been in London since the start of COVID. So I don't know, because I don't know what the coffee situation is like in London. I always think maybe I would be afraid because there's a lot of people there and there's a very high chance As you can get sick from someone, because I don't know how much the virus president and how dangerous it is in London, where we are at the moment, I was in a burger restaurant with a friend the other day, and they had dinner there without the mask, and I was completely fine. And I really enjoyed it because it was, after a long time that they went to have something to eat, I'm planning to have dinner with my wife tomorrow for my birthday, and I'm planning to have have it in the restaurant. So that's also, you know, like the COVID doesn't put me off from doing it, I want to celebrate, and I want to go for a nice pizza.

Participant 10

Yeah, it doesn't bother me at all, really, to be honest, something that I hear I expect. And I've always seen that restaurants have visited in this time have been adopting sort of safe sort of COVID procedures. And you know, you're very well spaced, and you've got to wear a mask before you go in. And you've got to do the track and trace stuff. So I feel, yeah, I feel comfortable going to restaurants at this time.

Participant 13

Because the restaurants open, we tried, we have been, as I said, a few minutes ago, when I was talking with him. We had been to Soho in an independent Chinese restaurant when it was opened, that was about three weeks ago. And we're pretty comfortable. But we really noticed that the number of customers have gone down drastically, and then we didn't have a chance to go back again. And we realize that even though things are open, people are still staying indoors. And so I think that's the wisest thing to do.

**Hygienic**

Participant 8

I mean, everyone has different asks from the restaurant, they are going to, some people go with price convincing some people go with food and space, some people will be comedians. And when I say a neon sign, I mean, not only the sitting and other anyone's aesthetics, but also present some food cleanliness, that kind of thing. So for me, that comes first, okay, food might be equal to restaurants, one with wood and one with not good ambience and services. So even if the price is 10 to 20%, higher in the good, which provides good service and better than clean ambience, I would prefer that paying even 10 Production price.

**Over Crowded**

Participant 9

No, no, not that one. Like, even though it's not COVID and I have a restaurant and you want to come to the restaurant. You say there's an online queue already, like 50 people already. Okay, I went to restaurant about two months ago, probably. But not since then I didn't feel comfortable.

Participant 11

When we go out once or twice a week we actually go visit trust

**Anxiety**

Participant 12

Yeah, I guess it's sort of if I had to quantify the sort of seven out of 10. Yeah, because of my anxiety level I avoid going outside that much.

1. **What kind of extra precautions you are hoping for beside government COVID 19 guidelines?**

When researcher asked from participants that, “What kind of extra precautions you are hoping for beside government COVID 19 guidelines?**”** their responses are as under

**Main Theme: Precautions**

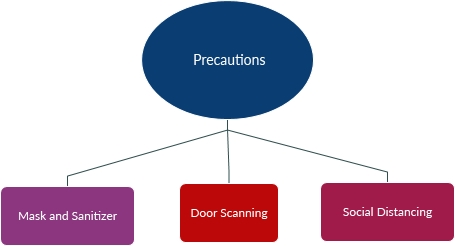


Figure 4. : Precautions

**Mask and Sanitizer**

Participant 1

I don't know if he can do better than what the government suggests, but obviously lots of hand sanitizer, and everything nice and clean. And the staff wearing masks or visors, whatever is appropriate.

Participant 3

The problem is of the COVID that the science isn't exact, but from what we understand is via virus is very hard to stop. And you would need a very sterile environment for this virus not to spread. So if you go into a place and the virus is there, then there's very little you can do to protect yourself if you're eating there because you will have to take a few months to eat. So of course, it will look encouraging, if you if you have the waiters wearing masks, and if you have the management and if you have the chef's wearing masks at all times, that will be encouraging, and if you see there's a policy of using alcohol gel. All of this making sure that they like the hygiene standards. Of course, like you know that that will be encouraging so that you know that will make you more comfortable that will make me more comfortable and that will be an incentive towards going to a place.

Participant 5

I think that's okay. I think as long as the restaurant maybe there because I think a lot of restaurants they're holding the reservation system as a way to to control as well, who goes in and in case something happens, obviously, it's, it's a way to track their cautions. But I think Yeah, as long as everyone keeps to the rules, so nothing should be okay.

Participant 7

No extra just that they are enforcing them. So, socially distanced that the staff are wearing masks sorry, I guess I missed something like the voice had gone sorry. So, extra precaution say like, government guidelines are fine but like here, a couple of restaurants are like this many of them like put separate hand gel on each table. Which kind of kind of stop cross contamination rather than putting one and head yeah, and have you noticed like any independent restaurant closed down during the due to the COVID-19.

Participant 12

I was just very conscious that I feel happier if they've made if gels if hand gels are available, and they're clearly washing everything down before sitting down. The waiting staff are obviously adhering to mask wearing. Yeah, so it's about it's mostly about cleaning. There's also using the bathrooms, you're aware that the bathrooms have been regularly cleaned?

**Door Scanning**

Participant 2

I like it when they have handles outside the toilet. Yeah. So when you that's the door handle you can clean your hands even though they don't have to do like to have a separate handle on each table.

Participant 13

Well, I've been to a couple of restaurants just before it shut down again, one was in Chelsea for a pancake place and other words, renounced. In weather school boards, or places have had extra regulation, which was quite good. I'd say. Before even going to the door. We had to scan, scan the barcode, and let us let them know about how many people if it's from the same household or we are mixing, and our phone numbers and email and track and trace app, they use the track and trace app and then they got us to see it. So that's something I really liked, because it shows an extra care has been taken to avoid further COVID cases. Yeah.

**Social Distancing**

Participant 7

I usually have my own so I don't know this. It doesn't mess but for other people. Yeah, I think it would be good. It kind of wanted to clean your hands more often.

Participant 8

I always go this kind of restaurants which are ACs. So then I don't get scared in this kind of restaurants. Sometimes they can someone's some people suggestion, I visited a restaurant, which was a Michelin star. Okay, food might be of course, food was good, but then I didn't like that because it was because like, tables were too close and there was small and that was not good. So I didn't like it even if the phone was good. So I would not visit that restaurant on my own again. So but the other kind of restaurant I'm saying and they are already nicely placed. So that gives you a confidence that they are very clean, they are very much conscious of hygiene. And so you don't feel like that because this kind of restaurant also gives you one plant so that itself is care that they want the Plex so there is no

Yes, exactly. So the restaurants should follow. Kind of it's not only about tick marking the government guidelines but they have to be careful based on the requirements of the time so government might have said mask was mask is one but if restaurant feels that there shouldn't be something more they should do them so it's not only tick marking what government is saying it's being careful by themselves and being watchful for their customers safety

Participant 9

Well, space. And when I went to the restaurant in Clapham, not only did they not ask me for my contact details, also our tables with five friends 4544 Friends vibratory together. And we were really quite closely packed in. And that was quite worrying. To talk about the toilets were out of action in that restaurant. So it's good to talk, we had to go to the next door restaurant, which did have a track and trace. And when I was there, the waiters weren't wearing their masks, which I thought wasn't appropriate. But this was two months ago.

Participant 10

I think is mainly that they are following the government guidelines, which is the restaurant means sort of the social distancing, really, so that the tables, the tables are a way away from each other. I think that's the most important really, and that they know, the waitresses, and all that whole lot is sort of wearing masks and all that kind of stuff. And this less sort of, well, yeah, I mean, ideally, you know, menus and all that kind of stuff around your phone, so you don't have to touch things. But then, if you do, you know, there's plenty of sanitizer and all that kind of stuff around so that you feel like, you know, you can use that if you want to. So yeah, I think it is just making you feel comfortable in that kind of situation as much as possible. I think the key thing for me is definitely the social distancing, which needs to be, yeah, good, because I wouldn't, I would not feel comfortable if the tables were too close together or that kind of

1. **Have you noticed any restaurant closed due to COVID 19 nearby your high street?**

When researcher asked from participants that, “Have you noticed any restaurant closed due to COVID 19 nearby your high street?**”** their responses are as under

Majority of participants noticed closing of restaurants in their surrounding their responses are as under,

Participant 1

Oh, yeah, of course. Yes. I have. I tend I don't eat much locally; I tend to eat in different places. So my high street No, I haven't noticed. But yes, I have. Yeah. There tend to be like cases like Cafe Rouge or the chair Chen's franchises.

Participant 2

Yeah. Yeah. Actually, I noticed a few. But I don't know if they closed forever, or not that they haven't opened yet.

Participant 3

Yes, in fact, we think smart we stopped going to the restaurants completely. And I've only ate in the restaurant since then. Maybe two or three times since in seven months, and Doris is generally completely afraid to go to a restaurant to eat and she's afraid to sit next to people because she doesn't want to catch the virus so so our approach would be to avoid going at all costs. Regardless if we are in Brazil or if she says it's a pandemic now the virus is out and I don't want to go I want to avoid the contamination with the virus and all costs I don't want to risk my house plate of food. So many restaurants are closing down these so many independent restaurants are closing down because they're not like nah surviving the need to pay rent. Now furlough scheme is over.

Participant 4

Yeah, there's a couple of restaurants that have closed on lordship land. So one is fall semesters. One is called sauces. So they're just further down the road. Now whether they close because of COVID, or because there was just you know, other issues, I don't know.

Participant 5

Yes, but there are restaurants like, yeah, there's some restaurants. But they're not chain restaurants. They're actually really like, and they're still close due to the COVID situation to be Sally a bit of a shame to lose that at this point.

Participant 8

Some of the restaurants including some chains I'm seeing they're not opening for quite long. So I'm not sure whether they are locked down or they are currently keeping close because of less customer base so I'm not sure but yes, I have seen many not one many. Even when I go to Covent Garden I see many of the restaurants are still not open.

Participant 9

I have seen on social media about several restaurants which are not [providing their services anymore.

Participant 10

No, I haven't actually I'm not around here. Everywhere that was open is still open.

Participant 13

Yeah, actually quite a few of them, because I remember before COVID I used to go bring food from Independence smaller restaurants where I live we used to often get pulled from a place I covered the name now obviously the Chinese place that has shut down permanently there are a couple of other restaurants which we haven't been frequenting them but we have been there a few times to break to collect food for takeaways they're also shut down so to my knowledge so far in my vicinity about three of them which out of out of the three one I used to visit regularly that has shut down are the two are enough we have got food from them as well and be able to shut down one wasn't the bunnies Another one was I don't remember right now.

1. **These days are you ordering more takeaways?**

When researcher asked from participants that, “These days are you ordering more takeaways?**”** their responses are as under

Participant 1

I don't have takeaways Okay,

Participant 2

No, I'm ordering a lot less. Especially at the beginning. I didn't order anything from Participant 4

Here we definitely ordered more takeaways during lockdown. We ordered probably pizza once a week we ordered maybe Indian or Chinese once a week. So we probably went from ordering takeaway twice a month to maybe six or seven or eight times

Participant 5

I think, yeah, sometimes I feel more comfortable taking the food away. But sometimes it's just because maybe like, if there's reservations, and things like that you might not have they might not have enough tables available. Sometimes it's just easier to to take away.

Participant 6, Participant 7

We don’t prefer takeaways.

Participant 8

No, frankly, I never do delivery or takeaway because if I go to a restaurant I go for ambience and services so it's not about the food and that's why I'm hardly sometimes in the middle of

Participant 9

Yes, probably yes. I don't want a huge amount, but yes, and it's certainly more than I used to do, I never did takeaways before.

Participant 10

No, no, it's not made no difference in that respect. I get the occasional takeaway. But that's all it is. And that's yeah, that hasn't changed with

Participant 11

Yes, but not because we are buying more from outside but because sometimes where we would have gone out to eat we are instead to take away because the restaurant now Laos takeaways.

Participant 12

Very seldom have takeaways,

Participant 13

Yes, I prefer takeaways

1. **How often you are ordering?**

When researcher asked from participants that, “How often you are ordering?**”** their responses are as under

**Main Theme: Takeaway Orders**

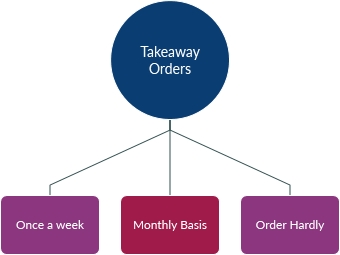


Figure 4. : Takeaway Orders

**Order Hardly**

Participant 1

I ordered hardly

**Weekly basis**

Participant 2

Once in a week

Participant 3

There is this QR code thing here as well. But also you just walked up the restaurant, but you want the lunch or you want dinner. You tell them what you want from their menu, because the menu is available on social media. So that's why I said the online presence is so important because especially now that people cannot physically experience everything. Sometimes they are just at home, isolating and they need a plate of food. So they order online and the people bring into their house. So so that's why you need an online presence because he needs to be there so that they can choose you for your delivery. So I ordered on weekly basis.

Participant 4

6 to7 times in a month

Participant 5

Once a week

Participant 13

Three four times a week now because Friday Saturday is always ordering from outside times on Sundays as well and now because of COVID we don't go out much to bring food so it's just ordering has gone up Yes.

**Monthly basis**

Participant 7

Maybe it's quite rare maybe once in every Month

Participant 10

Not very often, to be honest, it's a bit of a rare treat for me to get a takeaway. So it's probably once or twice a month.

1. **Which app or website you are using for takeaways?**

When researcher asked from participants that, “Which app or website you are using for takeaways?**”** their responses are as under

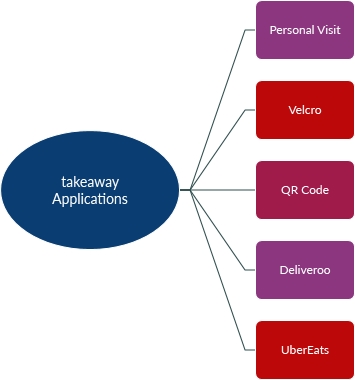


Figure 4. : Takeaway application

**Personal Visit**

Participant 1

Don’t have any application. I try to get food by visiting to their place.

Participant 5

I just use directly there you go the

Participant 7

Personal visit

Participant 13

Don’t have any idea about apps I personally visit restaurants for my food.

**Velcro**

Participant 2

I use just ate mostly the Velcro. And they also used to Good To Waste

**Q R Code**

Participant 3

Sometimes they are just at home, isolating and they need a plate of food. So they order online and the people bring into their house. So so that's why you need an online presence because he needs to be there so that they can choose you for your delivery. So the online presence. There is this QR code thing here as well. But also you just walked up the restaurant, but you want the lunch or you want dinner. You tell them what you want from their menu, because the menu is available on social media. So that's why I said the online presence is so important because especially now that people cannot physically experience everything. Sometimes they are just at home, isolating and they need a plate of food. So they order online and the people bring into their house. So so that's why you need an online presence because he needs to be there so that they can choose you for your delivery

**UberEATS**

Participant 4

So it's I think we've used like UberEATS and delivery to maybe just eat. So that's probably the three big ones I guess.

Participant 11, Participant 12

We use Deliveroo, UberEATS.

**Deliveroo**

Participant 10

I don't, I don't really use apps. I visit the places and get the takeaway direct. Yeah, I'm rarely ever got into using so you worry. So Deliveroo, whatever I mean, friends do so when I'm when he would be in a situation they would come to order on their phones and stuff, because they've got the app, but I don't really get involved, you know?

Participant 11, Participant 12

We use Deliveroo, UberEATS.

**Chapter 5**

# Conclusion

Data analysis part enlightened the stakeholder analysis based on the interviews for the data collection. The increasing use of stakeholder analysis in resource management reflects a growing acknowledgement that stakeholders can and should stimulus the environmental as wells as decision making. Stakeholder analysis was used to avoid aggravating conflicts, ensure that the disregarding of certain groups is not supported, and fairly speak for the diverse interests. So data analysis based on research data was identify the stakeholders influence on decision making and influential factor in relation to the success and failure of the restaurant.

Business owner and managers was used social media tools like Facebook, tiktok, Instagram and printed media like pamphlets for marketing strategy. In terms of advertisement, main investment they thought about for doing leafleting it’s a paid marketing company. When the researcher asked from participants that, “How much emphasis do you place on your marketing strategies? Majority of respondents nodded that, by putting emphasis on marketing strategies they can get better profit and recognition from society. Some of the participant’s responses are as under strategic development. They respond to be honest, if you go for an adventure, like one postcode I've done, like if you take you before postcode I've done that run around like the four COVID. It generated me like a couple of revenue for on a weekly basis, it generated around two to 300 pounds”. **Google reviews** and TripAdvisor reviews, they help you a lot for the establishment. You need to have good reviews on your social media. They took good photos of Food; they know how to do the Photoshop and other stuff. So they'll make pamphlets on my own on my laptop. And then they color print them and they put them on my windows. So that was a good thing of it in terms of the marketing strategy, because they use UberEATS and Deliveroo. The best thing about that about them is like they have their own marketing tools. So if you go in their platform, you have the ability to like change any offer, with any other offers, you can put some boosts in the area, you pay them like, for Justin, I paid like 20 pounds plus VAT for one postcode.

On social media, the only problem is that if they get a bad review on Google or TripAdvisor, bring down they rating people. But they do tackle that because sometimes that interviews either on the computers or so they do reply to go there because they are always impressed. Also, they know whether this was a genuine, genuine complaint or advertise is a big one. So they just answer those, they definitely answer to all the bad reviews. They try and do it for the good reviews as well, but for the bad reviews, they'll definitely answer them. In terms of positioning the brand, it's like it's in the process of getting some more loyal customers. Because the hotel industry, what they believe it's like, two years is nothing. Some people, they make lots of money out of it, and they make quite good customers out of it. But at the moment, they are in the middle. So they are still in a process of making some good loyal customers and making a brand out of restaurants.

So we did a lot of research on that, and came up with very specific and strict recipe control. They know exactly how to do it, and the moment they go on holiday or the moment they leave the job, it changes. Now, we said that we don't want to be a chef driven restaurant; we want to be a concept. So the soul of a concept driven restaurant has to be a recipe control, when the recipe control was brought in, we had a lot of consistency in terms of our product. So that helped us creating an identity. So, we very rarely we would have a customer saying after even 10 years or has your chef on changed or has a chef one on holiday we would never have those issue here or very rarely we have had those issues. But that was one of the challenges one of the hurdles to make sure that the chefs who were not used to the recipe are getting trained with this one. So that was a big hurdle that we jumped and cleared. Second was we create very innovative we created spice fix based cocktails for example, not many people were doing Indian spice based cocktail.

Some responants respond that we had a COVID outbreak in our restaurant itself in March. So we were almost a third of the team got infected with COVID. So we shut down the restaurant. We were not doing any takeaway as well for about a month, and then we reopened it. When we reopened it our business safe for the month of May June was only takeaway, because the restaurants want open. Now, the takeaway business with a volume while it's doing very well, we're doing extremely well, considering the fact that the restaurant were closed. Our margins were really, really, really skewed. The reason being is that companies like Uber Eats or believe they end up taking anywhere between 30 to 40% of your income as commission. Not many people are aware of it, but they are the biggest benefactor of progress.

I asked questions to staff during interview then they said that Yeah, okay. See what you mean? Yeah, they kind of been working like, three restaurants. So they think over the period of seven years, you know, I've had quite different experiences in three different places. And, yeah, they guess, my kind of career path is kind of changed a bit, because in the beginning, they were, you know, I didn't know much about the industry. So they were just seeing how, how it was going and, you know, like, learning new skills, kind of on a daily basis. Well, when you work in hospitality, you, they, they always expect you to be obviously always like, polite and to know everything, and to do your hours properly, and to sell as much as you can to interact with as many people as possible. And yet, always just be friendly, but that's normal.

When I asked from customers as participants that, “What kind restaurant you go for lunch or dinner?**”** their responses are as under Majority of customers prefer to go to independent one while some of them used both independent and chain one. I think it's a bit of both. They think for more special occasions, they would pick more independent restaurant, but maybe like, just to hang out like to go out for a weekend, it would be a chain. Generally, one of them customers , mixture If I had to say, I'd say, like, maybe 60%, the chains 40% independent. Some responants said that they don’t differentiate between the two. So before COVID in London, while I was working full time at the office, I would probably do something like three times a week. So Monday to Friday, I would have dinner leftovers for lunch, maybe twice to save some money. And then maybe three times I would eat with small independent small independent providers. So I will go to Vietnamese or go to Chinese. When asked to him about price of menu he said that I read online reviews if I read about it in a magazine like timeout then the menu I like to the restaurants that I like Experimenting a bit with Kittson and the plant is that they're not very expensive. And then of course I look at the appearance and smell of the food. So it matters to me if the food looks in an attractive manner so if the food is appealing if the food looks tasty if the food looks neat.

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