Business Analysis Strategies for *KFC*

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1. Introduction

In today's world of competition across the globe with respect to food giants has increased the expectations of population around the world. The world's leading fast-food joints like McDonald's, Subway, Tim- Hortan's, Starbucks, KFC has variety of differentiation's that attract a customer base across the globe. KFC(Kentucky Fried Chicken) being the world leader in fast-food joint originated from Kentucky,United states. After McDonald, KFC is world's second leading fast-food joint in world operating in over 145countries and around 29,900 locations(Yum, 2024). KFC is mainly renowned for spicy and aroma-ted fried chicken menus on the list. KFC is also a subsidiary of Taco Bell and Pizza Hut brands and they have their herbs and spices combination which they still use in menus across the globe. KFC entering new market and sustaining in current market with the taste of spices and attracting customers in different continents with different taste. Operation management methodology and analysis of business strategy(Uddin, 2020).Analyzing factors affecting internal and external areas of a market with entry of KFC as a foreign investor for new and existing market. A company's survival in market by analyzing various external environmental factors affecting the growth of organization. KFC continuously has a cost-saving packages provided by bundled products and regular promotions (Nita Rimayanti, 2020).

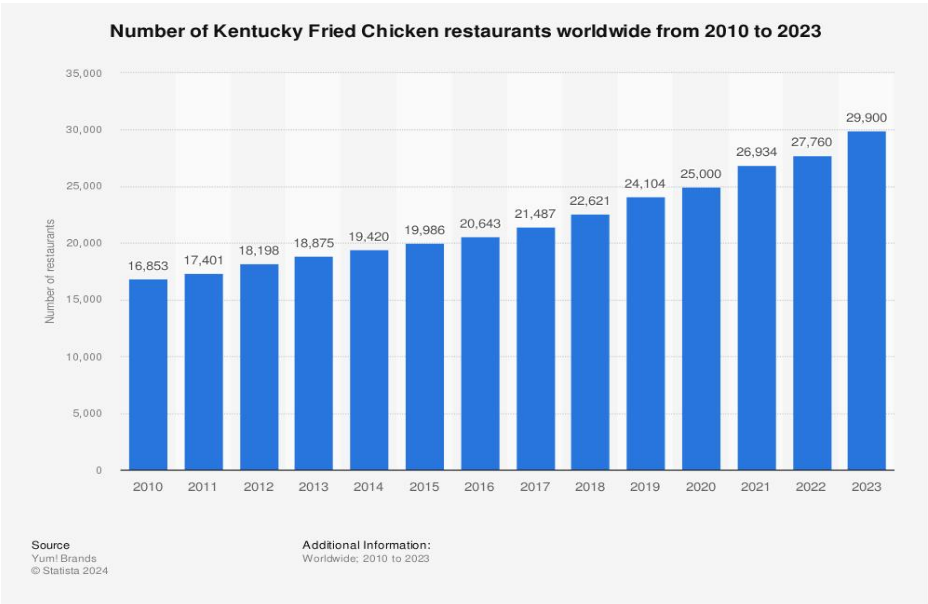

Figure 1. KFC locations worldwide Source:(Statista, 2023)

KFC was started in 1939 at Kentucky with original colonel Sander's recipe and ingredients. It was further acquired by Pepsi-co in 1986 and now KFC is under YUM! brands from 2002.

2. Macro Level Analysis

Macro level analysis frameworks like Pestel Analysis and Swot analysis explores KFC's external and internal factors affecting KFC as business in any market. It scrutinizes political ,economical,environmental, social, technological, legal factors affecting a business in that country before entering the market. It focuses mainly on the potential threats, currency exchange rates, infrastructure issues, and supply chain, governmental decisions impacting the business. It also focuses on external opportunities and threats and internal strengths and weakness.

2.1 Pestel Analysis at KFC

Pestel analysis is a framework based on external factors affecting the company's factors in decision making(Paramadita et al., 2020). These factors include Political, economical, social, technological, environmental, legal.

- **Political**

The regulatory bodies like government plays important role in KFC's operation to adhere to policies designed by them in any country. The policies include taxation laws, employment rules and most important is food safety regulations plays important role for decision making and revenue generation of KFC. Food and safety is important to maintain KFC's brand image in market(Wenas et al., 2023).

- **Economical**

KFC's should consider the unemployment rate in that country before entering the market and factors such as inflation percentage and currency exchange rates with a forecast. These factors may affect the KFC's raw material pricing eventually affecting the production cost and selling prices. Higher the graph of operations higher will be consume spending which grow the revenue for KFC(Monica et al., 2024).

- **Social**

KFC should focus on customer preferences and habit of eating. Factors affecting health awareness and environmental issues like chicken production,packaging should be considered by KFC. KFC has great impact of research and development to understand customer preference and products(Wijaya et al., 2022). KFC in India should be more concerned on meat eating preferences as per Indian market.

- **Technological**

Technological factors like improvising food ordering system, supply chain software, food processing machines can improve KFC's production and distribution process. Best products, services and reduce operational cost can be achieved by technological influence in KFC(Safitri and Pramudita, 2019).

- **Environment**

KFC as a brand should use eco-friendly packaging because that is where customer perception for KFC also matters with respect to brand image. Regulatory issues like waste management which will help to comply with government(Istichanah, 2022).

- **Legal**

KFC should follow all rules and regulations followed in specific country like KFC in India should adhere to employment wages and laws, food safety laws, government policies(Monica et al., 2024).

2.2 SWOT Analysis for KFC

Swot analysis is framework that analyses internal strengths and weakness along with external opportunities and threats.

- **Strength**

Strength is the added advantage a organization possess. Biggest strength that KFC posses is it brand image worldwide(Nugraha, Ramli and Das, 2024). KFC has its own ingredients and recipe which makes a unique identifier for itself. KFC has a good research and development team for launching new products in market as per customer preference.

- **Weakness**

Weakness is the area where an organization needs to improvise its process to streamline the operations more effectively. KFC buying raw materials from suppliers in India and the unethical way of supplier to produce the raw material, this is the areas KFC should focus more on. KFC needs to tighten up its logistics and supply chain so as to smooth functioning of operations and store in India with respect to geographical and climatic conditions in India(Uddin, 2020).

- **Opportunities**

Opportunities are nothing but marketing or campaigning for KFC to reach maximum customers in the country. KFC can collaborate with young consumers and capitalize more for trends in market and launch new products are per young consumers. KFC should strive hard in India to understand the growth and trends required for development and consumer preferences to design products as per need to gain more market share(Nugraha, Ramli and Das, 2024). KFC should do more franchising in India for maximum stores in tier 1 or 2 cities.

- **Threats**

Threats are hinder to organization causing obstacle in company's performance, in order to reduce threats KFC should have plans to mitigate the threats. KFC in India has biggest threat from its competitor which is McDonald's. KFC should constantly try to research and develop new strategies to compete with rivals and maintain the brand image in market by understanding the needs of culture.(Nurhayati, 2020).

3. Micro Level Analysis

Micro level analysis frameworks mainly focuses on granular examination of KFC's competitive landscape and clear understanding of factors competition needed. This framework helps KFC to analyse the strategies to enter a new market and expand their market share in existing market. Social thinking with respect to quality of food with existing competition and new products as per the market.

3.1 Porter's Five Forces

Porter's Five Forces model engages on competition of KFC in fast-food industry. KFC should analyse company's micro environment factors and how it affects the company.Following are the five forces KFC should take into account:

- **Competitive Rivalry**

Competitive rivalry is nothing but competition for KFC in the market. KFC in India should consider antagonistically price drops in products to attract customers and carry out high impact marketing campaigns to endorse KFC as a brand(Liu, 2022).

- **Threat of Substitute**

This force mainly focuses of substitute for products and services demand for KFC and threats for the same from competitors. KFC has low power for threat of substitute because of its inimitable products and services. KFC produces its own ingredients and herbs which makes competitor's chances low to create a same substitute for KFC's product(Liu, 2022).

- **Threat of new Entrants**

This force mainly focuses on KFC' entering new market and new rival entering into market as a threat to KFC. KFC in Norway can enter Norwegian market to compete with existing market as Norway can accommodate KFC because of its large brand value. On the other hand KFC in India has very low threat because of sturdy business set in the country and has high brand image with low chances of inimitable products(Goyal, 2020).

- **Bargaining Power of Suppliers**

This force mainly depends on the suppliers and the KFC's demand of goods. Suppliers offering price and KFC having number of suppliers in the market is important factor to consider here. KFC in India should rely on local suppliers/contractors to keep up the good relation along with create substitutes for the same. In future , more the suppliers less the chances of affecting productivity and operations in country. Even if later supplier increases cost , KFC can move to different low-cost substitute supplier(Wood et al., 2021).

- **Bargaining power of buyers**

This force mainly focuses on the buyer power of customer who can immediately shift to rivals with inexpensive products leading to cutting down in the profits of KFC. KFC should constantly keep an eye on research and development of the new products and market rivals to keep up the buyer power intact and increase its profitablity (Bhat,Agrawal and Barmpus, 2024).

3.2 Value Chain Analysis

Value chain is framework with analyzing external activities influencing the factors responsible for growth and smooth functioning of business. Value chain incorporates factors like inbound,outbound,operations, marketing, services, technology and human resources(Sharma,Moon and Strohbehn,2014).

Figure 2. Value chain analysis. developed by author

Factor's affecting business functioning and value for each factors is important part of value chain analysis which are interdependent on growth and smooth operations of organization(Antràs and Chor, 2022). Inbounds and out bounds are mainly considered with logistics and supply chain of the product. Operations include use of inbound materials to create a products designed and supply the same using outbound operation to customer with great packaging and marketing services in proper format are maintained. KFC should have great technology in place to reduce operation efforts and generate maximum profit and user friendly food ordering for customers. Value to employees is important part for KFC to value each individual at work via human resources.Value chain activities are classified as in Figure 3.

Criterion	Classification	Description
Degree of involvement in the production process	Primary Activities	Related to creation, production, logistics, marketing, and commercialization.
	Secondary Activities	Technology development, human resources and infrastructure management.
Role in the value chain	*Upstream* Activities	Early stages of the value chain, including natural resource exploration and *inputs*, design, and research.
	Middle-End Activities	Intermediate stages of the value chain, such as manufacturing and logistics.
	Downstream Activities	Final stages of the value chain, including marketing, advertising, brand management, after-sales services.
Source of competitive advantage	*Core* Activities	They are crucial to the company's competitive advantage.
	Essential Activities	Complementary and relatively important for the company's competitive advantage.
	Non-Core Activities	They bring low added value to the company and are not fundamental to its competitive advantage.

Figure 3. Value chain activities Source: (Carneiro et al., 2024)

3.3 VRIO framework

VRIO is a framework designed to assess strategic assets of organizations. Resources and capabilities of organization can be tangible or intangible to decide strategies based on competitive market(Ritthaisong et al., 2014). There 4 factors which decides the potential of KFC:

- **Value**

Value is factor that specifies if the resource is valuable to organization here. Valuable resources can mitigate threats and create new opportunities(Barney and Hesterly, 2008). KFC as an organization values its customer and employees as an asset/resource.

- **Rarity**

Rarity is factor that specifies if the resource is produced only by you as an organization in competitive market (Barney and Hesterly, 2008). KFC has its own ingredients of 11 herbs and spices which is rare than the competitive rivals in the market.

- **Imitablity:**

Imitablity is factor that specifies how resource has cost disadvantage in developing it easily. If the product is easily imitable than that product is not sustainable in competitive market(Aaltonen et al.,2015). KFC has its own recipe designed and secretly kept which is the best part for KFC because its hard to imitate for rivals due to capitalization issues. This is the most significant criteria for KFC.

- **Organization**

Organization is factor responsible for full exploitation of the products/resources that are traditional for organization. Even if its rare,imitable and valuable still capitalization for products in market to gain more competitive advantage(Kozlenkova et al., 2014). KFC should do re-branding of its old traditional fried chicken menu to make more advantage as its valuable,rare and imitable in competitive market.

4. Business Strategy and Governance Models

Models defining strategies for business with different frameworks and governance models needed to function a business are explained in brief in this section.

4.1 Mendelow's Matrix

Stakeholder management is important with respect to effective execution of strategy for an organization.Mendelow' matrix is used for categorizing the stakeholders based on their power in interest in organization.

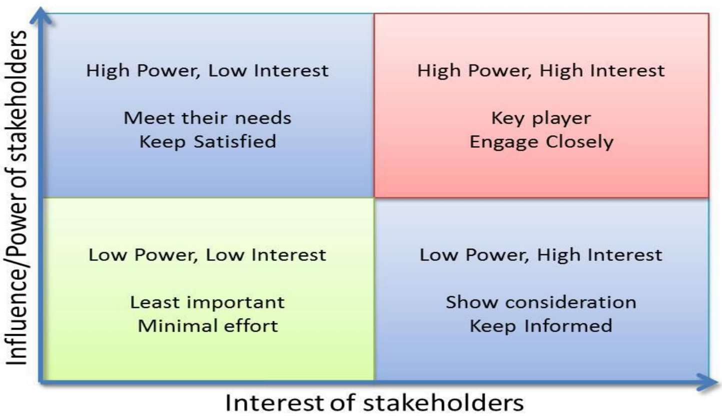

Figure 4: Mendelow's matrix developed by author

- **High Power High Interest**

This category of stakeholders have significant impact to drive organizational change. They are considered as key players in organization impacting the strategy. It can be KFC's regulatory body, customer's, shareholder's, employees(Amlou,2024).

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- **High Power Low Interest**

This category has low interest but eventually their power can grow and keeping them satisfied is important . They are potentially influential stakeholders like government bodies, regulatory bodies responsible to impact or influence decisions of KFC indirectly(Amlou,2024).

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- **High Interest Low Power**

This category of stakeholders have no direct influence on organization but there interest needs attention to be resolved which may impact brand image. They are informed stakeholders in KFC like activist, environmentalist who should be informed about activities in KFC . KFC can use them as marketing to endorse CSR(Amlou,2024).

- **Low Interest Low Power**

This category of stakeholders have less power and less interest but eventually they need to be informed. They are low priority stakeholders in KFC like suppliers, vendors, contractors(Amlou, 2024).

4.2 Boston Consulting Group (BCG) Matrix

Boston Consulting group (BCG) is a matrix responsible for strategic planning of business. KFC should evaluate its products to achieve long term strategic planning helping to utilize capital in proper way and resulting customer with good value(Umema and Japee, 2024).

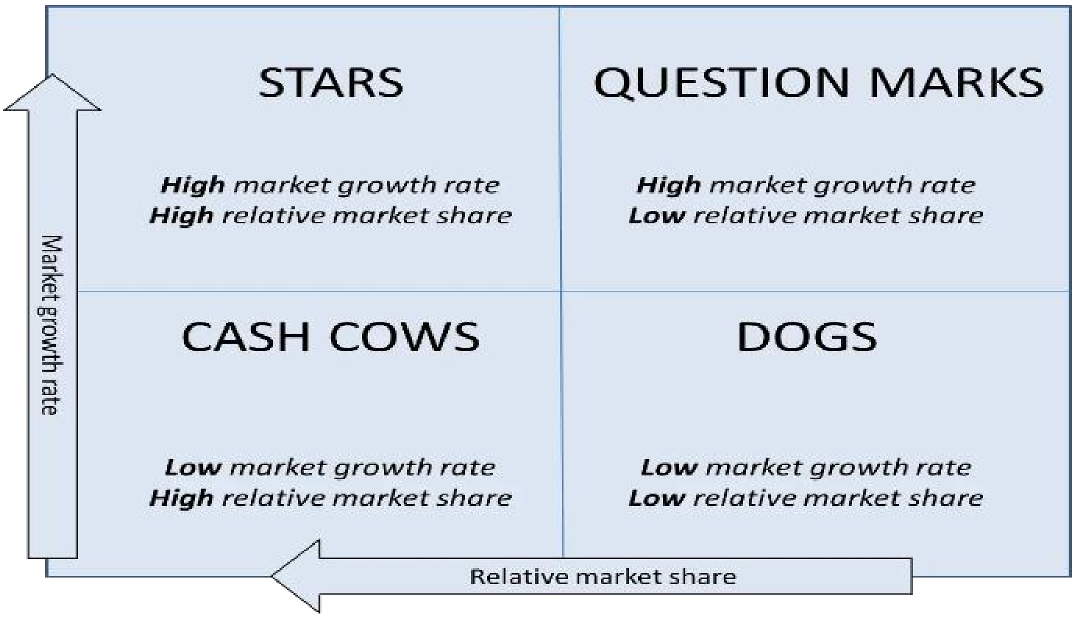

Figure 5: BCG Matrix developed by author

- **Stars**

This product has high market growth and high market share. KFC India has star product called zinger burger which has market share and high market value which makes the product the highest profitable with most revenue generation in market(Ye, 2022).

- **Question Marks**

This product has high market growth and low market share making it a product of less profit but still high demand in market growth. KFC in India has sides like chips, beverages, wraps which are of low cost but buyers share is more(Omsa, Hasan and Afdaliah, 2024).

- **Cash Cows**

This product has low market growth rate but high market share. It contributes more to the revenue share but market growth is low still it is demanding product in market for KFC as it generates high profit. KFC's chicken bucket in India is traditional product in India with higher price but has traditional customers to buy the product for KFC's recipe. As compared to percentage of people buying it is low but still contributing to revenue share. KFC can utilize this revenue or capital generates to invest in some better fresh ideas and improvise more SK U's in market to attract more customer base(Dathe et al., 2024).

- **Dogs**

This product is low market growth and low market share. This is kind of failed product that KFC introduced to Indian market like Arabian Rice bowl which didn't go well for KFC and procuring some loss in that product. KFC to improvise based on research and development to add some new recipe to that as per customer preference and launch based on feedback received. KFC can introduce new product and shut down this product based on customer feedback(Kader and Hossain., 2020).

4.3 Ansoff Matrix

Ansoff matrix is used to analyze strategy for business with respect to competitors and check how KFC as organization will survive in new or existing market with new or existing products(Ansoff, 1975).

Figure 6: Ansoff Matrix developed by author

- **Market Development**

Market Development allows KFC to expand its business with respect to existing products and new markets. By exploring different countries worldwide or franchising with existing player and selling KFC's product. KFC is not available in Norway currently(Askar and Do, 2024). They can explore Norwegian market and setup business with existing player with franchising it or open new stores based on research for Norwegian consumer market with a differentiation and brand image.

- **Market Penetration**

Market Penetration allows KFC to expand its business in existing market with existing products. KFC should start loyalty programs to engage customer using KFC products(Zhylinska and Sviderska, 2024).

KFC to encourage new campaigns to endorse their product reaches maximum customer base to increase more market growth.

- **Product Development**

Product Development allows KFC to launch new products in existing market. Based on extensive research development of consumer preferences KFC in India should launch plant based chicken options for vegetarian customer(Zhylinska and Sviderska, 2024). KFC should target health conscious customers to buy KFC product by providing small portion of food with some bean burgers or plant based options.

- **Diversification**

Diversification allows KFC to launch launch new products in new market. Diversification in Norway to take initial step would be making people believe in frozen food and making small vending machines outside store or any grocery markets to sell KFC products in small share and cost effective which can attract customers in high percentage(Mustafa and Shkurti, 2023).

5. Business Proposal for KFC

Analyzing KFC's external factors and internal factors along with competitive advantage there's a derived business proposal for KFC based on business strategies and governance models.

The desired framework provides competitive advantage for KFC overall in world to generate great revenue and profitable organization and maintain the brand image. The framework mainly consists of four elements Imitablity, Cost differentiation, Buyer power, Rivalry:

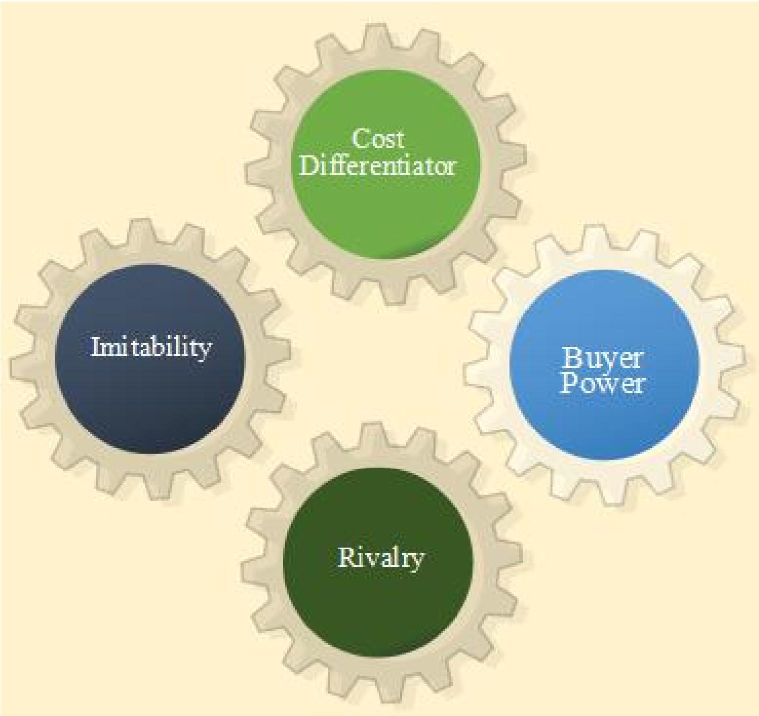

Figure 7: Business Proposal Framework developed by author

- **Imitability**

Imitability is significant property defining the product that is non imitable or cannot be duplicated by the competitors. Imitable behaviour is added advantage for KFC because KFC has its own recipe with 11 herbs and spices with colonel sander's image. Competitors cannot capitalize more to imitate a product like KFC so imitablity is important aspect for great market growth and market share.

- **Cost Differentiation**

Cost Differentiation is a factor as KFC’s biggest rival is McDonald’s which also has similar food menus which can attract customers to purchase low cost products. KFC should always focus on quality food and recipe as that is key factor of KFC. Cost cutting is always not a solution as KFC to reduce the cost because that may hamper quality. KFC can produce low portion of food like wraps and target students for low budget food and health conscious customer’s to have healthy and small portion food.

- **Buyer Power**

Buyer Power is most significant and important factor that depends on how the brand marketing is done and how customers attract to KFC. McDonald's has good strategies having low cost products but KFC with its own recipe can attract customers by social media influencer to endorse product more and more. Campaigns in near by areas and most dense areas to endorse more about products that can eliminate competition. Loyalty programs to engage customer to get loyalty points which will be converted for some attractive offers. CSR(corporate social responsibility) is program where people from corporate companies can connect and business will be expanded throughout.

- **Rivalry**

KFC has biggest rivalry which has large impact on fast food chains in market. But producing fried chicken with aroma-ted spices is distinguished product for KFC. KFC should maintain its brand image and endorse products to be in competitions.

6. Implementation Proposal

Implementation plan is proposed for two years plan segregating two different values important with respect to KFC :

Quality

- ✓ Research and development based on campaigning done.
- ✓ Understand customer preferences.
- ✓ Follow different trends based on range of customers who prefer fast food, health conscious food, traditional KFC products.
- ✓ What are the changes that could be made to existing products based on customer feedbacks.

Value to Customer

- ✓ Based on customer inputs developing best recipes keeping KFC’s fried chicken concept in mind.
- ✓ Customer attraction programs like designing a online ordering system and connecting them online to gain loyalty points.

Based on key values designed the implementation plan would be divided into two years plan as follows:

Year 1

- ✓ Research and development with extensive market research based on competition.
- ✓ Understand the trends and preferences opted by customers.
- ✓ Collaborate with local suppliers to develop regional taste to procure raw materials
- ✓ Perform and develop product using diversified local ingredients and develop taste tests based on inputs from research.
- ✓ Design a new marketing strategy that can enable customers to attract and feel local or regional taste with KFC’s touch to keep main streamline brand image value.
- ✓ Design menus which will be based on research like small portions, health conscious menus, plant based chicken, bean burgers.
- ✓ Keep some space to update some ingredients based on inputs when product is launched.

Year 2

- ✓ Launch the new menus to the market.
- ✓ Feedback options online and offline to get exact outcomes from customers.
- ✓ Based on input values tweak the ingredients as per needs but very rarely used.
- ✓ Expand new locations and eventually increase market share by localising with franchise.
- ✓ CSR activities to reach out to large events as KFC brand with new menus designed.
- ✓ Collaborate with social media influencers to promote the products.

7. Conclusion

KFC should execute best business strategies to maintain its brand value in international market. KFC as an organization should follow best frameworks to maintain quality of product, service and value to customer. Further these strategies could be more effective by implementing KFC online, providing home delivery services. Collaborating with more with franchising and opening more stores in all small areas and large areas by having small vending machines at grocery stores so people can grab and go.

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