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Summary

This Document addresses the main trends around healthy eating in the global, Latin American, and Peruvian environment related to the proposed business plan. Analysis shows that with an increase in the population around the world it is important for food producing organizations to introduce new food products in order to be in the race of famous food brands. Based on qualitative and quantitative data from various sources, it is possible to know the opportunities for a plant-based burger business. This assignment aims to recognize if there is a favorable evolution for the proposal of this business plan at the different levels of the environment. The brand focused on this assignment is KFC. A plan for introducing green burgers in Peru and other regions of Latin America was developed in this paper.

An introduction to the concept of Globalisation and its analysis in terms of cultural, economic, political and social dimensions

Globalization is a multidimensional phenomenon with economic, social, political, technological, and cultural aspects. Is globalization a relatively recent phenomenon? The answer to this question is contingent on the extent to which the researcher is willing to extend the chain of causality that led to the social and technological arrangements that many scholars have linked to globalization. Early technologies such as the steam engine, cotton ginning, typewriter, telephone, and electrical appliances served as the foundation for today's technological developments such as supersonic jet jets and computers. These inventions are built on prior inventions such as the development of the wheel, the domestication of wild animals and plants, and the migration of African ancestors at the birth of human invention.

To comprehend the modern elements of globalization, some scholars have purposefully narrowed the scope of globalization to the previous four decades. Others are looking for globalization connections in the 19th century's groundbreaking innovations. Others are studying the beginnings of industrialism and capitalism in order to comprehend globalization. Finally, some experts disagree that globalization can be contained in a few decades; rather, they believe that globalization is a millennia-long process (Meskhi et al 2020).

Investigate and explain the key driving factors of globalisation in relation to cost, market, environment, competition, international economic integration, foreign direct investment, international business and trade. How they drive global commerce and trade:

It was in the late 1970's that globalization, in a way, accelerated to become the basic principle of our planet's geographical, economic and cultural "performance". The purpose of opening markets was to intensify all kinds of trade between different countries. The goal of this liberalization is to create a huge global market where goods, people, technology and much more can move across

national borders. Although the concept of globalization is not new, the end of World War II, the subsequent spectacular economic growth and the fall of the Berlin Wall, the end of the Cold War, allowed for greater exchanges between countries.

Fifty years later, today we can draw many conclusions from the adoption of this model. It is undeniable that globalization is at the heart of strong global economic growth and has enabled millions of people to improve their living conditions, but at what cost? Development inequalities, detrimental effects on the environment, the transfer of millions of jobs, are often cited as examples to expose the dark side of this strong growth.

This means that it is extremely fruitful to understand globalization as a multidimensional phenomenon, economic, social and political for example, following the proposal of Meskhi et al. (2020). The dimensions of globalization can exert contradictory influences on international migration, creating social and political tensions in source countries, migrant families and host countries. While economic globalization encourages migration, it also poses the threat of cultural changes that may prompt host countries to join forces to stem migration through treaties and agreements on border control. While the possibility of an increase in international migration crystallizes the xenophobic reactions conducive to the emergence of measures to limit it, migration itself generates hybrid identities and creates cultural bridges within and between countries. Inevitably, globalization makes migration a field of contradictions, conflicts and paradoxes.

[Analyse the significant impact of digital technology on globalisation](#)

Digital globalization is the integration of advances and technical tools around the world, thanks to the exchange of knowledge or activities between different countries that generate advantages and benefits to people in various areas: from the use of raw materials to the quality of life (Smirnov, 2019). Digital globalization can help companies have the transformation or improvement that will

keep them current, in addition to being the most valuable solution for the people who approach them. As long as it is implemented responsibly, it can be a great strategy that you may not yet take advantage of.

Explain the challenges of globalisation for global businesses trying to enter new markets.

Nowadays companies must think big, because it is practically unheard of to continue thinking about being the best on a block or a town. They must think about being the best in the world, since globalization has reoriented the efforts of companies to the quality, that which Karol Ishikawa presented to us in the 80s and that led Toyota to be the number one automotive in the world; the one that allowed Japan to have an outstanding economy and that won the admiration of the whole world (Smirnov, 2019).

Quality until a few years ago was nothing more than a step of the audit that allowed us to continue with a flowchart, where the decisions were nothing more than a pretext of the minimum levels to continue with the operation; today the market demands more, is more critical, more knowledgeable and is not willing to pay for a poor quality product.

The strategies to enter globalization can be many, however, all areas of a company must reinvent themselves to enter that process, because globalization puts all the companies in the world on the starting line and marks a race of 400 meters free, however, to be able to compete it is not necessary to be from a specific block, if not have the ability to reinvent, adapt and decide.

Philip Kotler, considered the father of marketing tells us about a concept that together with quality could be the two secret weapons to be part of that career and obtain the expected success; yes, the "Customer Relationship Management" is the secret that many companies have forgotten. There is

no company today that does not work for its clients, although sometimes companies forget it and orient their work exclusively to finances, political relations or the fastest way to generate liquidity, which allows them to be profitable and have a comfortable financial position (Dole).

Also explain the key strategic challenges/complexities globalisation represents for an organisation when operating globally. Support this with specific examples.(Choose an organisation of your choice)

Food organization

For this paper as organization selected as per the scenario is KFC therefore from hereafter the focus will be on the population size and global need of food.

Population

According to the latest demographic report of the United Nations Organization, is 7.7 billion people. Furthermore, it is estimated that by 2050 the world population will reach 9.7 billion people (United Nations, 2019) (Hara, 2020).

Table 1 World population by region 2020 – 2100

Region	2020	2050	2080	2100
Africa	1,340,598	2,489,275	3,680,571	4,280,127
Asia	4,641,055	5,290,263	5,068,513	4,719,907
Europe	747,636	710,486	649,589	629,563
Latin America and the Caribbean	653,962	762,432	738,620	679,993
North America	368,870	425,200	467,639	490,889
Oceania	42,678	57,376	68,974	74,916
world	7,794,799	9,735,034	10,673,904	10,875,394

Source: (UN, 2019).

The factors that influence population growth are:

- The fertility rate is estimated to go from 2.5 children per woman to 2.2 by 2050.
- With the increase in longevity, the current life expectancy is 72.6 years. It is estimated that it will increase to 77.1 years in 2050.

- International migration, this factor impacts population changes in births and deaths, which is due to economic migrants and the movement of refugees.

According to these projections, the world population will increase by 26% in the next 30 years. However, the rate of growth will continue to decline. This implies that the population will be larger than in previous generations (Zheng, 2021).

Global food consumption trends

According to the Food and Agriculture Organization - FAO (2017), the problem of malnutrition is currently maintained, driven mainly by undernutrition, overweight, and obesity. While it is true that malnutrition is falling globally, a large gap remains in Africa. Regarding overweight and obesity, it affects people of all ages due to consuming foods high in calories, fats, and sugars (Steiner, Geissler and Schernhammer, 2019).

Agricultural production is currently sufficient to cover the dietary needs of the entire population globally. However, low-income countries have low caloric availability compared to high-income countries.

Food availability does not imply adequate food intake, due to income inequality access to storage facilities, among other factors. In addition, the increase in processed foods with excess sugar, salt, and preservatives added to the previous trend. The FAO (2017) places the change towards less healthy diets, increased overweight, and malnutrition as issues of concern (Dyball, 2022).

Global flexitarian, vegetarian and vegan food consumption trends

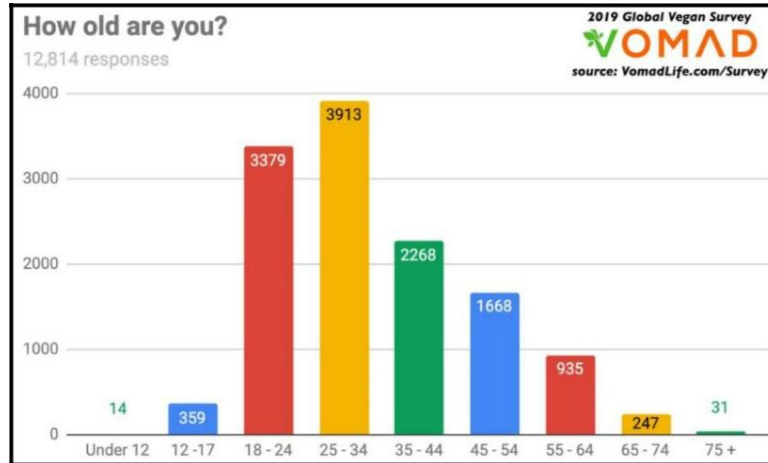
According to a global survey by Ipsos (2018), flexitarianism (15%) is growing compared to vegetarianism and veganism (5%). The motivations for the flexitarian are more associated with health and diet issues, unlike the vegan, who has an ideological motivation of animal respect (Bryant and Sanctorem, 2021).

Likewise, according to a global survey carried out in 2019 by vodmadlife.com, an age

stratification of vegans is shown, which gives us an idea of the age segmentation of this market.

See Figure 1.

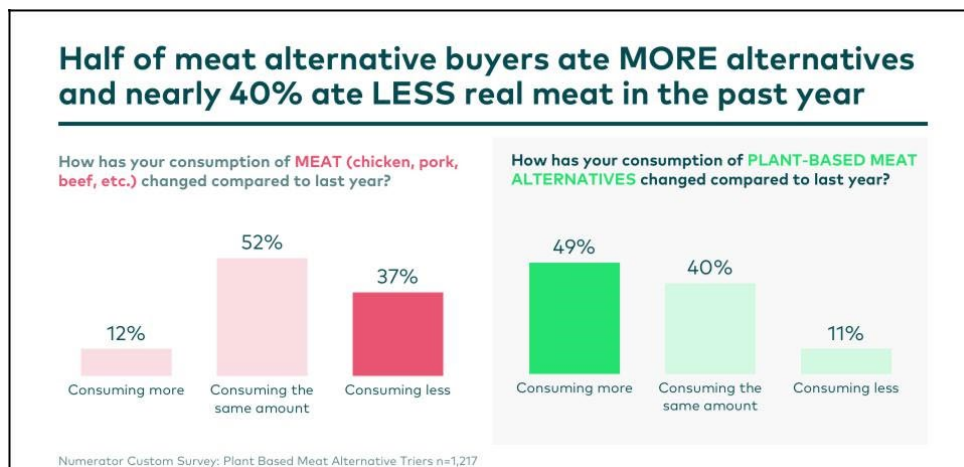
Figure 4.1: How old are you?



Source: (McCormick, 2019)

In addition to the above, it can also be induced those current vegans are not the only potential clients for the business proposal. A growing change in habits indicates that more and more people will replace animal meat with meat-based on vegetables. Evidence of this is a survey carried out by numerator.com (2019), whose results are summarized in Figure 4.2. According to said study, it is observed that 49% of people are consuming more plant-based meat, as opposed to 12% of the consumption of real meat. It is also observed that 37% of people consume less meat than 11% of plant-based meat (Onwezen et al., 2021).

Figure 1 Variation of meat consumption based on vegetables



Source: (Numberator, 2019)

Given the growing global demand for flexitarian, vegan and vegetarian diets, new proposals for plant-based meat have been created. One of these proposals is represented by the company KFC. It has also entered the European Union market, selling its products mainly in supermarkets and restaurants (George, 2019).

For elaborating a KFC hamburger, 99% water and 93% earth are used, compared to a typical 113 gr beef hamburger. That is why vegetable burgers reduce greenhouse gases by 90% and energy use by 46%, generating a positive impact on the environment (Saget et al., 2021).

In 2019 (United Nations, 2019), the Latin American population was 604,785,950 inhabitants. Among the countries with the largest inhabitants, we have Brazil with 211,049,519 inhabitants and Mexico with 127,575,529 inhabitants. See Table 2.

Table 2 Estimated population for the 10 countries with the largest population in Latin America between 2020 – 2100

Country	2020	2050	2080	2100
Brazil	212,559,409	228,980,400	204,530,517	180,682,762
Mexico	128,932,753	155,151,814	153,104,199	141,509,942
Colombia	50,882,884	55,957,823	51,344,352	45,221,276
Argentina	45,195,777	54,867,248	57,934,113	56,802,493
Peru	32,971,846	40,373,987	41,096,678	39,158,180
Venezuela	28,435,943	37,023,121	36,721,502	34,240,724
Chile	19,116,209	20,319,303	18,854,185	17,332,335
Guatemala	17,915,567	26,921,714	31,461,686	31,270,073
Ecuador	17,643,060	23,316,455	25,203,001	24,482,822
Bolivia	11,673,029	15,839,561	17,643,957	17,390,956

Source: (United Nations, 2019).

As shown in Table 2, the Latin American population will increase approximately in the first 30 years. However, it will decrease after this period in most countries due to economic, political, social, and environmental issues (without considering COVID-19) as indicated by experts (IHME, Institute for Health Metric and Assessment, 2020).

Food consumption trends in Latin America

Food consumption trends (Herforth et al., 2019) continue to change in quantity and quality. The trends in Latin America are detailed below.

Nature vs. Organic

- o Consumers have become more aware of their difference, where most associated attributes are:
 No artificial ingredients, 100% natural, and healthy.
- o Regarding organic, the most associated attributes are: "Free of..." and "more expensive than natural products."

Products without certain components

- Due to food-related allergies, consumers adapt their diets based on it, such as gluten-free, soy-free, lactose-free products.

- More people are choosing to be vegan. As a result, reduce or eliminate sugar consumption. In addition, 59% of consumers in Latin America look for low-sugar products.

Experiential consumption

- Like home delivery, takeaway home cooking.
- Offer gastronomic experiences that cannot be enjoyed at home.

Meat protein reduction

- o Increase in low-meat diets.
- More nutritional information on products.

Healthy snacks and appetizers

- Due to the short time for lunch or dinner, healthy snacks or appetizers based on fresh fruit have increased.

Products to eat on the go

- Fresh, freshly prepared, or prepared products are practical to carry and carry.
- environmental awareness
- o Responsible purchases, paying a little more for environmentally friendly products, and the issue of sustainability, which would not motivate the purchase, but it is still a purchase intention.
- cost increase
- o Timely communication to the consumer due to some companies' pricing strategies.
- premiumization
- o Paying more for a premium product that is expected more for the type of product being purchased or because it is new to the market.
- o The Post COVID-19 consumer will focus on healthier eating by strengthening the immune

system, hygiene, contactless payment, and online food purchases (Shamim, Ahmad and Alam, 2021).

Trends in the consumption of vegetarian and vegan foods in Latin America

The trend towards natural and less processed products is gaining more acceptance in Latin America. This is also because companies are more transparent about the ingredients on the labels of their products. More and more people are opting for a plant-based diet, whether for health issues, environmental awareness, or animal welfare (Saari et al., 2021). This is one of the points of this diet to substitute animal protein for vegetable protein. Below are the most important countries for our thesis topic.

Mexico

Mexico has the largest number of vegetarians in Latin America. According to the study carried out by Nielsen (The Nielsen Company, 2016) in 2016, 15% of the population was flexitarian, 19% vegetarian, and 9% vegan; with this survey, it was possible to confirm that the important thing to follow one of these diets is respect for animals. Furthermore, one of the trends in Mexico is to exclude products that contain antibiotics or hormones from their food, thus avoiding products that are harmful to their health and their families (Estévez-Moreno et al., 2022).

Brazil

According to research carried out by IBOPE (SVB, 2018), 15% were flexitarians, 19% were vegetarians, and 9% were vegans. Every year they offer these products increases because it is an upward trend, where thanks to social media, the advantages of these chemical-free products have been spread (Niederle and Schubert, 2020).

KFC in Latin America.

At the Latin American level, the KFC brand has a presence in Mexico and Colombia with a good

level of acceptance.

Sanus Food, a brand specialized in organic products, has been distributing KFC products since 2018, and as of 2019, it began selling its products, obtaining 800% growth in Colombia (Santos-Flores et al., 2021).

In Mexico, KFC products can be found in restaurant chains such as Umami Burger, The Food Box, Orson Burgers, Sixties Burger, Butcher & Sons, Burgerfi, and in the supermarket chain Superama. In addition to their income in Mexican restaurants and supermarkets, Mexican citizens also have the possibility of buying KFC shares on the stock exchange through the International Quotation System for 2,897.98 Mexican pesos (Pedraza et al., 2021).

Population

According to CPI (2019), it is estimated that the population based on the 2017 census, Peru in 2019 was made up of 32,495,000 inhabitants. In addition, the population of men amounts to 16,269,400 men, representing 50.1% of the population. Of the female population, it amounts to 16,226,100 women, 49.9%, identifying that the most populated region is still the Coast.

According to INEI (2018), in the year 2021 of the Bicentennial of Independence, the projection indicates that there will be a population of 33 million 35 thousand inhabitants. This would be a positive factor because internal demand would increase, making it possible to reach more people with our value proposition (Carrillo-Larco et al., 2022).

Percentage of healthy life

At present, people's style or way of life causes that in many cases, they lead a disordered diet. Several factors do not allow you to lead a healthy life, such as: consuming junk food, having little time available to do sports or physical activity, the cost of gyms and sports equipment, eating unbalanced foods or foods with a low percentage of nutrients, and because of bad habits. The Demographic and Family Health Survey carried out in 2018 and published in 2019 indicates that

60.1% of people over 15 years of age suffer from excess weight, which includes situations related to overweight and obesity. The percentage increases if we focus on people between 40 and 59, reaching 71% (Puścion-Jakubik et al., 2021).

According to research, Peru stands out as the Latin American country with the healthiest diet (BBC, 2019). Research published by the British medical journal "The Lancet" states that the food we eat daily contributes to the early death of more than 10 million people a year. Research indicates that the dangerous diets primarily contain too much salt, too few whole grains, too little fruit, low consumption of nuts, fiber, seeds, vegetables, and omega-3s from seafood.

Peru has the healthiest diet in South America and Latin America, followed by Puerto Rico, Panama, Costa Rica, and Chile. In the case of the Andean countries of Ecuador, Bolivia, and Peru, diet-related deaths are 15%, being lower than the global average, which is 22% (BBC, 2019) (Ribeiro and Branford, 2019).

Through an IPSOS study (2019), 88% of the population of Lima considers that a healthy way of life is to have a good diet, which they identify as an opportunity to offer the vegetable burger service (Jewell, 2019).

We can determine an opportunity to offer a healthy option because most people in Metropolitan Lima understand that healthy living is mainly oriented to having a good diet. However, some factors can prevent it: it is expensive, they have little time to carry it out, and what they find most accessible are junk foods, according to DATUM (Richonnet et al., 2021).

Healthy living outcomes

Healthy eating has had greater importance in Peru in recent years, so the benefits and threats of this trend must be taken into account.

According to the Ministry of Health (2019), in Peru, the high consumption of foods with high energy content and low nutritional value has facilitated the presence of malnutrition in a

considerate way. This is due to the growing popularity of industrial food or junk food. Caused that in the last two decades, people with overweight problems have increased, being a problem in all population groups. This causes diseases related to overweight, such as cardiovascular diseases, diabetes, high blood pressure, and various cancers.

On the other hand, based on what we have seen in the information from the surveys (IPSOS Peru, 2019) and (DATUM Peru, 2018) on food and healthy living, Peruvians are becoming aware and know what it is like to have a healthy life, which is an opportunity that jointly between private businesses and government entities such as MINSA could promote improvement in food, thereby maintaining improving the state of health and nutrition of the Peruvian population (Ramirez-Hernandez et al., 2020).

According to (CPI, 2019), the population of Metropolitan Lima amounts to 10.6 million inhabitants, which represent 33% of the Peruvian population. Likewise, 28% of the population comprises the NSE AB, that is, 2.9 million inhabitants. See Table 4.3.

Table 3 Population of Metropolitan Lima

Zone	Population (Thousands)	Socioeconomic Structure (Thousands)			
		AB	C	D	AND
North Lima	2,628	602	1,159	725	142
Downtown lima	828	274	359	167	29
Lima Modern	1,416	1,087	246	64	18
East Lima	2,616	463	1,196	774	183
South Lima	1,840	245	982	504	109
Callao	1,100	239	505	260	97
spas	152	fifteen	61	57	19
Total	10,581	2,931	4,507	2,550	593

Source: (CPI, 2019)

Modern Lima Zone Population

The population of Modern Lima (CPI, 2019) amounts to 1,416,000 inhabitants. It comprises 12

districts that represent 13.4% of the population of Metropolitan Lima, which can be seen in table 4.4, where the SES that characterizes it is AB with 76.8% of the population. See Table 4.4.

Table 4 Population of Modern Lima

Zone	District)	Population in Thousands	Socioeconomic Structure (Thousands)			
			AB	C	D	AND
Lime Metropolitan	miraflores, Saint Borgia, Free Town, Barranco, St. Isidro, Jesus Maria, Santiago from Surco, La Molina, Lynx, cupcake of the Sea, St. Miguel, Surquillo.	1,416	1,087.49	246.38	63.72	18.41

Source: (CPI, 2019)

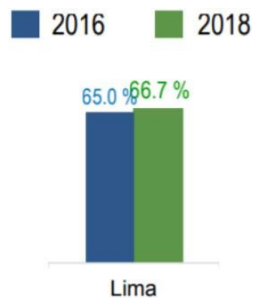
Consumption trends in Metropolitan Lima

According to a study by Ipsos (2019) on healthy eating and living in metropolitan Lima, 29% of the population is overweight, and 18% are obese. Likewise, the same study showed that about health care, 44% of people do physical activity frequently, and 31% stopped consuming or drinking something in the last year. This behavior reflects a clear change towards healthier tendencies (Strupat et al., 2019).

The study showed that 82% of people consider a healthy lifestyle to have a good diet. And for 49% of people, a healthy diet is related to consuming greens and vegetables.

In this sense, there is a clear trend on the perception that vegetables represent a good diet. For example, in Figure 3, the number of vegans/vegetarians has increased by 1.6%, comparing the year 2018 versus the year 2016.

Figure 2 Percentage of vegetarians/vegans in Lima



Source: Vegan.com

According to an Ipsos study (Condor, 2020), 17% of Lima residents follow a diet that is mostly low in fat, low in sugar, carbohydrates, sodium, lactose, and gluten-free. In addition, 55% of Limeños consume organic products, where 70% buy their products in neighborhood markets and 39% in super and hypermarkets. Concerning levels A and B, the NSE carries out preventive check-ups by investing in health (Barrett et al., 2020).

In addition, 3 out of 5 people from Lima pay more attention to the list of ingredients of the products they buy, and this is also due to the octagons that can be seen in the products with messages such as: "high in saturated fats," "high in sugar," "high in sodium," "high in trans fats," which had a medium impact on the Lima population.

According to the Jun and Arendt (2020) you can find a wide variety of restaurants that offer 100% healthy hamburgers, adapting to the healthy lifestyle of diners. The most important ones are mentioned below:

- **Fury:** offers the healthy hamburger "The Boss Burger" they use ingredients such as lentils, mushrooms, and soy in charcoal bread with pickled vegetables, rice bacon, guacamole, caramelized onion, corn chips, portobellos, house mayonnaise, and accompanied potatoes.
- **Seitan Urban Bistro:** It offers healthy quinoa burgers with mushroom sauce. Fries and salad accompany the dish.

- **The Jasmine Garden:** Offers the healthy Astral Burger based on grilled lentils in huancaína sauce, with guacamole and radish sprouts
- **Paphos:** It has several healthy burger options, among which we can mention the quinoa burger, accompanied by broccoli, beetroot chutney, and Creole sauce.
- **Arnold's:** It mainly offers healthy lentil burgers.

Covid-19 and Peru

The pandemic is expected to end in mid-2022 (BBC News, 2021). The post-COVID-19 scenario for 2022 is described below based on different studies carried out by national and international entities, important points within the post-COVID-19 scenario. 19 that is contemplated for the implementation of the business proposal, the delivery service, teleworking, and the economic aspect (Valladares-Garrido et al., 2020).

According to the BBC Innovation study on the possible post-COVID-19 scenarios, most of the scenarios agree that there is an opportunity for initiatives and an increase in delivery services. For example, the takeaway format (eat to go) is one of the forms that are becoming popular. In addition, new mobile applications and startups offer their menu delivery services (Gómez-Corona et al., 2021).

The rise in the consumption of digital channels for the dissemination of offers, sales, and communication of different biosafety measures is another of the points raised by the scenarios. In the Peruvian case, it is not the exception where it is considered that it continues to rise, with restaurants and fast food being one of the businesses where the delivery service is mostly requested.

In the case of teleworking, that found an opportunity in COVID-19 to increase its application in Peru and the world. For example, in 2017, there were only 648 teleworking positions in Peru, and

there was a significant increase mainly due to the pandemic, reaching 220,000 teleworking positions in July 2020 (Criscuolo et al., 2021).

In Peru, the post-pandemic scenario suggests the coexistence of a mixed modality, face-to-face and from home, with teleworking being an option to be taken into account, depending on the agreement between the employer and the employee following the teleworking law 30036. Being a motivation to continue applying teleworking in many companies due to the optimization of costs generated by the saving of office rent, this being one of the highest costs and due to the scarce places for the operation of businesses in the case of Lima (Criscuolo et al., 2021).

In the economic case, worldwide, it is considered that there will be a recovery in 2022 led by the United States with 5.1 and China with 5.5. This is favorable because it facilitates the recovery of Latin American countries, in this case, Peru, where it is considered that its growth in the gross domestic product will be sustained. Therefore, by 2022 it is expected to be 4.8 (BBVA, 2021).

Provide recommendations to the chosen organisation on how to overcome these challenges.

Kentucky Fried Chicken (KFC) and the Global Industry Description

In the year 2000, KFC Corporation (Kentucky Fried Chicken) was the world's largest chain of speciality chicken eateries. It had a 55 percent share of the chicken segment in fast food in the United States (based on sales revenue) and over 10,800 locations in 85 countries. In the late 1950s, Kentucky Fried Chicken became one of the first fast-food chains to expand internationally, and it is now one of the most well-known brands in the world. This company's immediate international plan was to expand its base of owned and franchised restaurants around the world (Ozersky, 2021). In early 2000, however, Kentucky Fried Chicken shifted its approach to focus on developing markets such as Canada, Australia, the United Kingdom, China, Korea, Thailand, Puerto Rico, and Mexico. It planned to fund much of its expansion in those regions through company-owned restaurants, giving it more control over product quality, service, and sanitation

(Ramadani et al., 2020).

Rivalry, replacements, and the threat of new entrants are the most powerful sources of competitive pressure in the worldwide fast-food sector. Some national marketplaces, on the other hand, are more competitive than others. The fast-food business in the United States is by far the most competitive of all national markets. Competition is heating up in Latin America (Barrett et al., 2019). There may be some accrued advantages for chains that innovate and start early in setting up restaurants in domestic markets where fast food can easily gain consumer acceptance. Late imitators will face an uphill battle to break into the market unless they have a product that stands out and can quickly win consumer approval.

Recommendations

Several forces are at work for the globalization of the industry. In the late 1980s and early 1990s, several major fast-food chains aggressively expanded into other countries, a move largely spurred by the slowing growth of the industry in the United States. Today, even more, we are considering international expansion. This force will intensify competition as rivals rush to establish positions in the most attractive countries—decline in industry growth. Industry sales growth is declining (industry is maturing). Fast-food restaurants will face more competition as their growth rates slow. Gaining market share is increasingly gained by stealing clients from competitors rather than introducing new customers to the industry—fast food menu variety. The enormous demand for greater variety in the menu by consumers, together with an increase in the income of couples with less time to prepare food, have produced more clientele for restaurants and the desire for a menu that covers a wide range of tastes aside from fried chicken and chicken sandwiches, all of these chains sell chicken sandwiches (Sheth, Usley and Sisodia, 2021).

The consolidation of the industry and the ownership of several chains. Several companies are becoming multi-concept operators with multiple chains/brands in their restaurant portfolio. In

addition, declining local growth and price pressures from more value-conscious consumers are causing some chains to diversify their competitive positions and take advantage of opportunities to participate in several different fast foods or quick-service segments with different retail concepts, fast food/menu type. They are increasing health/nutrition awareness among more and more consumers. Many customers are aware of health programs and are attracted to products low in fat and cholesterol. To appeal to this demographic, many hamburger chains have promoted grilled chicken sandwiches, low-fat burgers, and salads (Daz, Fernández-Ruiz, and Cámara, 2020). Fast-food companies are under pressure to keep other prices down due to rising costs and a manpower scarcity of 16-24-year-olds.

Low costs and high operating efficiency to achieve an attractive profit margin, selling at competitive (low) prices. Wide product line/menu variety that appeals to a cross-section of consumers. High and constant quality, both in the preparation of food and in the cleaning of restaurants. Good relations with franchises. Access to financial capital supports the expansion of the number of points of sale and entry into the markets with the highest growth in other countries. Ingenious and sticky advertising captures the attention of fast-food consumers. It helps attract them to the sales outlets more frequently/regularly strong marketing and promotion capabilities to grab shopper's attention and accelerate store traffic. Many customers are experienced, repeat shoppers who have already become familiar with their favorite chain products. In this way, competitors have to resort to promotions, price reductions, and other techniques to attract them (Otterbring, 2021).

Opportunities to increase market share through menu expansion/diversification, reducing the business of chains specializing in a specific menu segment. Growth opportunities are granted by placing points of sale in unconventional locations in busy gas stations and bus terminals. Opportunities to market multiple brands simultaneously as Tricon Global does by

selling products from two other chains (Pizza Hut, Taco Bell, Kentucky Fried Chicken) in the same location (Yadav, 2021).

Factors That Make the Industry Unattractive Strong: even fierce, competition keeps market share profit margins under constant pressure three of the five competitive forces (rivalry, substitutes, new entrants) exert strong competitive pressures. Market share of segment leaders is in the most attractive position due to their ability to leverage assets and reduce costs through economies of scale (e.g., McDonald's, Burger King, Wendy's, Applebee's, Denny's, Pizza Hut, Domino's Pizza, and Kentucky Fried Chicken). Everyone else faces an uphill battle unless they have a new or novel menu/concept/theme that sets them apart and sets them apart. New entrants must overcome the high fixed costs required to enter the business, the disadvantages in terms of economies of scale, the strong recognition of demand that already exists for established chains, and the risk of retaliation by the latter. Market saturation and declining industry growth hamper growth potential. The lines between market segments are blurring. Sandwich chains offer chicken and pizza; pizza chains offer spaghetti and chicken wings. This establishes a competition for those chains whose menu contains items that can be included in those of rival chains. The pressures are exerted by the cost of labor required to install the point of sale. Generally speaking, your students are likely to conclude that this industry is attractive to larger, more established competitors or those with a "new" menu concept, and relatively unattractive to potential new entrants, unless having a novel fast-food concept that established major fast food chains cannot easily replicate.

What is Kentucky Fried Chicken's strategy, and how well is it working? It is worth spending a few minutes in class to outline the key elements of Kentucky Fried Chicken's strategy: Aggressive expansion into international markets Rebranding Kentucky Fried Chicken as a fried chicken chain by producing a variety of products new Reduction of the time it takes to bring new products to market Launch of new promotional activities Neighborhood Program, placement of points of sale

in unconventional places Search for greater operational efficiency (Sell and Williams, 2020).

Increase in the Number of Taco Bell-Kentucky Fried Chicken Combination Units It is also worth spending some class time evaluating Kentucky Fried Chicken's recent financial performance (Castilho, 2021).

People should note that what led Pepsi Corporate to merge its restaurants was poor financial performance and high capital requirements that exceeded internal cash flows. The case shows that the restaurant division's profit margins fell from 8% in 1990 to almost 4% in 1996, while during the 1990s, the snack and soft drink divisions averaged 12% and 17%, respectively. Furthermore, during the same period, Pepsi Corporate's restaurant chains originated almost 50% of corporate capital investments and generated less than a third of its cash flows. Most of Kentucky Fried Chicken's market share losses can be attributed to such aggressive rivals as Boston Market and Chick-fil-A, which have achieved impressive sales and market share gains. What's more, Kentucky Fried Chicken's unit sales remained relatively flat between 1992 and 1997, while Boston Market achieved extraordinary growth from the same store-to-sales ratio. Overall, it appears that Kentucky Fried Chicken's strategy is producing reasonable financial results, although, of course, there is room for improvement (Lee, 2020).

Evaluate how the global market and global operations influence organisations in the context of McKinsey 7S model of organisational structure and how organisations have adapted to operating in a global market.

How to Analyze KFC's Strategy Using Mckinsey's 7S Framework

Strategy

Strategy Customers believe that KFC products and services provide "value for money plus a little more." As a result, in its quest to increase market share by competing on price, KFC should avoid

cost-cutting measures that could lead to subpar product and service performance (Shrestha, 2020).

Structure

The company's present structure and supply chain management have been called into question as a result of the pandemic. To become more resilient and prepare for future disruptions of similar magnitudes, KFC should work on geographically diversifying its suppliers so that climate-related, geopolitical, and other disruptions do not threaten the company's long-term viability.

Reduce your reliance on China – As the trade conflict between the United States and China intensifies, it should lessen its reliance on Chinese supply chains. This will help the company diversify its risks, avoid regulatory issues, and so on.

To achieve the following two objectives, KFC must fine-tune its organizational structure. Smaller teams, for example, are required, as is quick reporting to headquarters and the ability for teams to make decisions based on real-time developments. KFC's internal processes, such as risk management, Customer Relationship Management (CRM), web app optimization, and data visualization, need to be improved across the board (Razak and Pardhasaradhi, 2021).

Systems

KFC must have a strong system for "work from home" employees in order to increase employee connection both online and in the physical world. It will boost productivity while also improving data and cyber security.

Staff

KFC may strengthen its human resources by taking the following steps:

Recruitment and remote onboarding - Many employees are working from remote places as a result of the epidemic. KFC should create a system for remote onboarding that includes a catalog of short movies, small group interaction, and technological demonstrations to make the workplace more inclusive for new employees.

Persons can reach people at various levels in the hierarchy through open chats. It will allow senior management to connect directly with those below them, fostering an open and transparent culture (Shrestha, 2020).

Skills

For workers operating from remote areas, KFC can establish a comprehensive training and development program.

KFC has the opportunity to hire new employees because many people are quitting their current employment because they are not pushing them enough.

Evaluate the governance and leadership of a multi-national organisation within an international context and how they influence the organisation's functions, their strategy and decisions.

Leadership Style & Culture

In both a physical site and a distant scenario, distinct leadership approaches are required. A manager can pop by for a discussion, provide inputs, and go over the work in a physical location. Employees in remote places, on the other hand, must operate in a much more secluded atmosphere. Leaders should promote a collaborative and inclusive leadership style to improve workflow. Smaller teams should be formed as part of bigger teams by leaders.

Shared values

Based on its basic principles, vision, and mission, the company has developed a successful business strategy. In the shared values segment, there isn't much that needs to alter. One area on which it should concentrate more is sustainability. Investors place a high value on environmental, social, and governance issues, therefore applying the Triple Bottom Line idea in ESG and financial reporting can increase transparency (Wangkit and Punpanich, 2019).

The cultural dimensions of Hofstede

One of the best-known theories in international business is that of the Dutch researcher Geert

Hofstede. In order to analyze the impact of cultural differences in the workplace, Hofstede carried out a comprehensive study on employees of the technology company IBM, for which he worked as a psychologist (Hofstede, 1980). As part of his work, Hofstede had to collect information on the values and behaviors of more than 100,000 employees during the years 1967 and 1973. This information allowed him to analyze 40 different countries according to cultural dimensions (Hofstede, 1980).

After studying him, the psychologist determined the four key dimensions that highlight the weight of culture in organizational behavior.

The first of these dimensions, defined as power distance, analyzes how power is distributed within organizations and companies. This is a reflection of the extent to which society accepts the fact that people have different physical and intellectual capacities, which lead to inequalities in the distribution of power. Countries with a high score on this dimension, such as the Philippines (94/100, with 100 being the highest score), accept that inequalities between people translate into inequalities in access to power, opportunities, or wealth. In low-scoring cultures, take Austria (11/100) as an example; citizens tend to step in to create an equal distribution of power and resources, both within the company and in society as a whole (Pelau and Pop, 2018).

The second dimension defined by Hofstede analyzes the relationship between the members of society, specifically, the relationship between the individual and the common good. In those more individualistic countries, such as the United States (91/100), freedom and individual achievement are two of the main objectives of this society. As a consequence, the ties between members of the community are very loose, and individuals tend to worry exclusively about themselves and their closest family. At the other extreme are countries like Venezuela (12/100), where the common good is placed above private interests. In these countries, citizens are linked by close ties to members or groups of the same community, even from birth, due to the existence and importance

of the extended family unit.

Another dimension to create the profile of a country, according to Hofstede, is the tendency towards male or female behavior patterns. In more masculine cultures, such as the Japanese (95/100), gender roles are clearly defined and well-differentiated. Some of the predominant cultural ideals in these societies include competitiveness, the exercise of power, and assertiveness. In cultures with a lower score in this dimension and, therefore, a greater tendency towards femininity, such as Sweden (5/100), the governing values are cooperation, humility, and harmony. The fourth and final dimension included in the Dutch psychologist's study deals with the degree of acceptance of uncertainty and risk aversion. Specifically, he analyzes the extent to which members of a given culture become stressed, agitated, or uncomfortable in uncertain or unknown situations. Countries with a high score on this dimension, such as Russia (95/100), are the most averse to uncertainty, so they value receiving clear instructions and strictly structured career paths, jobs for life, and retirement pensions. At the other end of the scale are countries like Singapore (8/100), with a higher tolerance for uncertainty. These cultures show less resistance to change, as well as a greater willingness to take risks. Later, Hofstede would add a fifth dimension arising from research carried out in Hong Kong (Zhou and Kwon, 2020).

This dimension, defined as Confucian dynamism, analyzes the inclination of different cultures towards a long or short-term vision. Those cultures with a long-term orientation, a common trait in Asian countries, tend to be more pragmatic and value the ability to save, adapt and be persistent. Predominant values in short-term-oriented societies include respect for tradition, reciprocity, and compliance with social obligations. This orientation is typical in countries like Nigeria, where the scarcity of resources of its inhabitants forces them to plan a day today since the future is not assured (Hofstede, Hofstede, and Minkov, 2010).

Kentucky Fried Chicken Market Opportunities

Kentucky Fried Chicken well-received in International Markets Product Line Expansion Collaboration with Pizza Hut and Taco Bell Expansion of All-You-Can-Eat Buffet Grilled Chicken Menu Items Center Distribution Channels outlets, home delivery, and other unconventional distribution channels Low labor costs in other countries make international expansion more attractive Threats to Kentucky Fried Chicken's welfare Introduction of chicken items at Hardee's, Wendy's, McDonald s and other chains Limited menu (as more fast-food chains are offering chicken products) McDonald s is aggressively positioning itself in Mexico and Brazil More upscale chicken chains (Pollo Loco, Boston Chicken) Increased competition from microwaveable food segment Continued shifts from fast-food chains to higher-end chains (Chan et al., 2020).

The objective of the operations plan will be to fulfill our value proposal, defining the strategies and processes that allow us the viability of a plant-based hamburger fast food restaurant, thus offering a good quality product through our local and virtual platform.

Strategies of the operational plan

The operations strategy will focus on maximizing the quality of service to achieve a greater competitive advantage, delivering a unique product, this being the differentiating factor in the market, providing clear information about our products and thus delivering greater value to customers. By maximizing quality, our costs will be higher; consequently, our prices will be above average. In addition, the attention and delivery of orders, both in our restaurant and on our website and social networks, will be fast.

That is why we have decided on some strategies regarding the operations plan:

- Strategic location of the premises providing a pleasant experience for the client.

- Establish processes for the purchase of supplies from suppliers, paying greater attention to their quality.
- Establish reception and storage processes.
- Establish customer service processes.
- Establish distribution processes.

Purchases

Within this process, we will select the suppliers and show a diagram of the purchasing process flow and the personnel involved.

To proceed with the search and selection of suppliers, we will first take into account certain factors:

- **Reputation:** When selecting a supplier, reputation, credibility, and trust will be key requirements to establish a business relationship. Which, in turn, will allow us to have the necessary inputs or products in the required terms and conditions. We will investigate through your website, social networks, opinions of other clients, comments, and testimonials.
- **Price:** We will evaluate the possible suppliers, comparing the purchase costs, thus avoiding cost overruns so that the restaurant can obtain greater profit.
- **Quality:** To guarantee the correct supply of inputs, suppliers must have the proper quality certificates, helping to minimize risks that could put the company at risk. In addition, we will verify if the quality that the supplier mentions corresponds to the real product.
- **Delivery times:** The delivery time is an important factor because we will know if it can cover our order and make sure that it will be delivered on the established dates, thus avoiding problems due to non-compliance.

Suppliers

After taking into account the search factors of the suppliers, below, we have selected the main suppliers in supplies:

□ **Protein Foods:** Chilean company that has a distribution license in Chile, Uruguay, Argentina, and Peru for leading international brands in the plant-based segment, such as Beyond Meat (plant-based hamburgers and sausages), Gardein (hamburgers and nuggets with chicken alternatives), and Daiya (gluten and allergen-free pizzas). It is currently the supplier of Tottus Peru supermarkets, Vegan Eat, and restaurants specializing in vegan food.

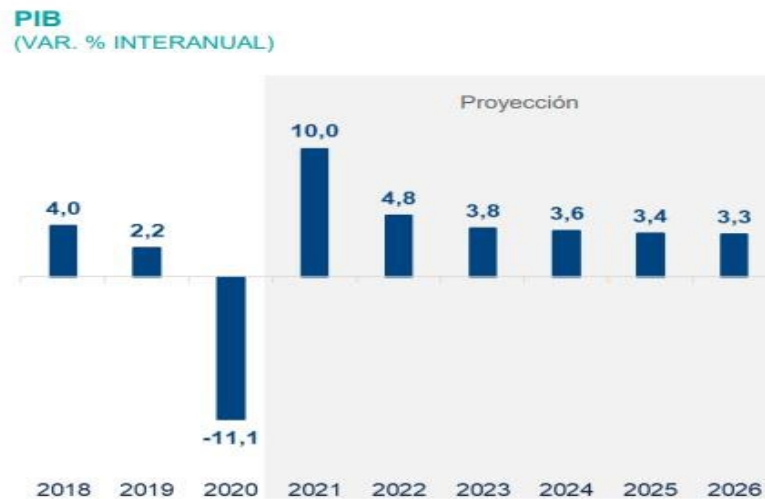
National Association of Ecological Producers ANPE – PERU: It is a set of organic organizations and producers organized at the regional, provincial, and district levels; its products have USDA, European Union, and Global GAP certification, in addition, its premises or store is located at Jr. Manuel Segura 752 Lince. They have 32,600 associates made up of producing families with an agroecological base that mainly supply the country's markets with organic products.

□ **Great Wholesale Market of Lima:** Located on Av. La Cultura S/N, district of Santa Anita, it is responsible for supplying food products in general.

For our business plan, we will itemize the costs of the menu in Exhibit 14, and below, we will itemize the packaging costs for the hamburger, sausage, cups, and cream container.

□ **Another supplier:** Next, we detail a list of suppliers of fruits, vegetables, groceries, supplies, and fruit pulps in Metropolitan Lima.

Figure 3 GDP projection for Peru



Source: bbvaresearch.com

GDP PRODUCTION IN PERU

In Peru, investment in technology, digitization, and internet advertising will increase in 2022, which allows taking advantage of digital advertising campaigns where a large budget is not necessarily required and is one of the reasons that has increased investment in digital advertising compared to traditional advertising where it is expected to only grow by 3% (Vicente-Ramos and Cano-Torres, 2022).

It can be concluded that the scenario for 2022 will be a growth in the delivery service that favors the implementation of the business proposal because our vegetable-based hamburger service is mainly focused on providing a service via delivery, differentiated by the speed of delivery. Service and good treatment of the staff, another of the changes that are mentioned is the takeaway (buy to take), which has also been considered mainly in the business idea and that is referred to in the operations plan and the commercial plan.

With the mixed panorama of coexistence between teleworking and face-to-face work, with teleworking still growing, the implementation of the business idea is favored because one of those

that drives food ordering via delivery is teleworking. However, it implies that stay at home longer, you always have more time and knowledge to cook, which is reflected in the increase in orders via delivery. The growth in demand also influences the increase in consumption in restaurants.

According to what is defined in the post-COVID scenario, the pandemic could end in mid-2022. Therefore, the company will comply with all security protocols against COVID-19 (BBC News, 2021) and be all employees on the payroll account with the necessary coverage due to their affiliation to Essalud or an EPS (Vammalle et al., 2018).

If one or more employee's contract COVID-19, the necessary measures will be taken to achieve their speedy recoveries, such as giving them the necessary rest and supporting guidance for Essalud or EPS services for their treatment and recovery.

In the event that the chef, kitchen assistant, or restaurant assistant is temporarily absent due to health or other reasons, a temporary replacement will be sought, for which an ally will be sought as a headhunter to define that the search process and hiring are in a prudent time and that does not harm the continuity of the business. In the event that the General Manager or Head of Operations is temporarily absent due to health or other reasons, they will be replaced by partners who will have the necessary capacity and training to assume the positions.

International market competition

Various options are offered on the international market, from cheap options in Vietnam to more elaborate and expensive options like Mad Irie in Greece. Added to this, traditional fast food like Burger King or McDonald's have implemented vegetarian options within their dishes (Besson, Bouxom and Jaubert, 2020).

These restaurants are well received internationally, and apart from vegetarian food services, they also offer complementary services such as Bar, Games, library, and even dances. Many of these restaurants are accompanied by a theme that differentiates them. For example, Mad Irie has a quite

retro theme with music and atmosphere that recreate an atmosphere that captivates the consumer. This occurs in developed countries and developing countries, as is the case of the La Bruja restaurant in Guatemala (Scribano, 2019).

Competition in the Latin American market

Within the Latin American region, three restaurants that offer plant-based burgers will be analyzed to identify their main characteristics and success factors. It will begin with a brief review of these:

□ **Cashew Coffee:** Restaurant and pastry shop that stands out for offering its customers 100% vegan dishes and desserts located in Chile. It has very innovative dishes where, for example, you can eat a vegan egg, exquisite classic desserts, and much more. A Beyond Meat burger price is around 10,000 pesos (\$12.67).

· **Sierra Nevada Burgers:** Restaurant that offers hamburgers and homemade milkshakes. According to Emiliano Moscoso, CEO, and founder of Sierra Nevada, to discover new alternatives at a gastronomic level that are friendly to the environment, they offer the Beyond Sierra hamburger. The price of a Beyond Sierra is around 25,000 pesos (\$7.00).

· **Umami Burger:** Restaurant chain based in the United States that specializes in gourmet hamburgers and has locations in the United States and Mexico. Umami Burger collaborated with Impossible Foods to develop the Umami Impossible Burger, which was released in May 2017. A plant-based burger with caramelized onions, American cheese, miso-mustard, cream spread, pickled cucumber, lettuce, and tomato is served on a bed of lettuce. The price of an Impossible Umami Burger is around 400 pesos (\$18.00).

Next, we will develop the product, place, price, promotion, and advertising strategies, which will help us position our products and satisfy the needs of our target audience.

Product Strategy

One of the success factors defined in chapter 7 was the varied and competitive menu following the

needs of the market and taking as a reference the types of best-selling hamburgers mentioned by Orlando Coral. At the same time, Esdras Sepulveda stands out in the product the good appearance, the harmony, the composition of the dish, and the quality of the product, all mentioned in the interviews with experts. Therefore, based on the above and the survey results, the GreenBurger fast food restaurant will offer plant-based hamburgers and sausages of the KFC brand, as they are high-quality products, being known worldwide and having certification.

With this information, we will provide the customer with the best experience in plant-based hamburgers, which do not taste like beans, but rather like "meat," meeting the demands of the Peruvian palate (Zhongming and Wei, 2019). These burgers are free of soy, gluten, and GMOs, so that we will have gluten-free and gluten-free burger bun options.

In the menu we will have three basic product options, this means, without accessories:

- **Green burger:** It will be our standard size, weighing 113.5gr., which will be accompanied by onion rings, lettuce, tomato, pickles, vegetable cheese (being a gluten-free and dairy-free cheese, whose recipe is from Javier Guarascio), and creams inside of the creams, our mayonnaise made from almonds will stand out, which we will make in the same restaurant; In addition, the hamburger bun will be brioche dough with sesame seeds on top, with the option to choose gluten-free bread.
- **Double Green Burger:** They will be two hamburgers of the same weight, which will have the same accompaniments of the GreenBurger for each hamburger.
- **Sausage GreenBurger:** Weighing 100 grams each, it will also come with the same accompaniments as the Greenburger,

Figure 8.1: Presentation of the hamburger



Each hamburger and sausage will have the following complements to choose from, detailed in the menu:

Table 5 GreenBurger Menu

Item	Description
1	GreenBurger (Lettuce, tomato, caramelized onion, vegetable cheese, pickles, creams)
2	Green Burger + fries (Lettuce, tomato, caramelized onion, vegetable cheese, pickles, creams)
3	GreenBurger + fried sweet potato (Lettuce, tomato, caramelized onion, vegetable cheese, pickles, creams)
4	Big Green Burger (Lettuce, tomato, caramelized onion, vegetable cheese, pickles, creams)
5	Large GreenBurger + fries (Lettuce, tomato, caramelized onion, vegetable cheese, pickles, creams)
6	Large GreenBurger + Fried Sweet Potatoes (Lettuce, tomato, caramelized onion, vegetable cheese, pickles, creams)
7	Sausage GreenBurger (Lettuce, tomato, caramelized onion, vegetable cheese, pickles, creams)
8	GreenBurger Sausage + French Fries (Lettuce, tomato, caramelized onion, vegetable cheese, pickles, creams)
9	GreenBurger Sausage + Fried Sweet Potatoes (Lettuce, tomato, caramelized onion, vegetable cheese, pickles, creams)

The hamburgers, sausages, fries, and fried sweet potatoes will be delivered in greaseproof butter paper envelopes, cane fiber containers, and, as it is a take-out order, will be delivered in a Kraft

paper bag with the GreenBurger logo.

In addition, we will make detailed promotions on the menu on special dates such as GreenBurger Anniversary, February 14, Easter, Mother's Day, Father's Day, July 28, Halloween or Creole Song Day, Christmas, and New Year. We will also have options of colored bread in red, black, and green. With this new proposal, we will be introducing a plant-based hamburger that will change the concept of fast food, for one that is healthy, non-GMO, good quality, guilt-free, and, above all, with good flavor.

Conclusion

Global consumption trends tend to converge towards a healthier eating style. However, the problems of overweight and obesity have a higher incidence due to a poor diet. The change in healthy lifestyles is due to greater concern and awareness about healthy eating. To a lesser degree, there is a trend among the younger generations related to fashion and lifestyle.

Consumption trends in Latin America have been changing. There is greater acceptance and demand for natural and little processed products, causing traditional companies to venture into this type of food and products for mutual benefit.

With metropolitan Lima, it is observed that it follows global trends regarding food. The perception of Lima is that a plant-based diet represents a healthy diet. Likewise, there is a change process in favor of foods considered healthy.

The positioning strategy, detailed in the commercial plan, is based on the differentiation of the product through quality, flavor, and customer service, thus seeking to connect with the customer through our brand, offering them a new experience of eating a hamburger plant-based that tastes like meat, smells like meat, looks like meat, but without any ingredients of animal origin.

The price strategy was set taking into account the survey, the interviews with experts, the cost structure, and the analysis of the local market competition to cover the needs of the clients and at

the same time generate profitability for the company.

With our promotion and advertising strategy, we will be able to position ourselves within the top 10 of SEO in Google at the end of the first year, going hand in hand with our SEM campaigns, which will be complemented with advertising on Facebook, Instagram; being the budget for the commercial plan of S/. 77, 917.

The strategies of the operations plan focused on maximizing the quality of the service were developed, delivering quality products at competitive market prices, with a price for the GreenBurger hamburger at S/.17.90; obtaining a margin that covers our operating costs. On the other hand, complementary products were developed that improved the average margin of the business.

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