

# Strategic Planning in the Age of Mobile Food Delivery Apps: A Roadmap for Success

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**Abstract**—This study aims to examine the effect of strategic planning on businesses' performance in the context of companies that use mobile food delivery apps in Erbil. The research observes how the various components of strategic planning (mission and vision, internal and external factor analysis (FA), implementation, controlling, and evaluation strategy) relate with the performance of companies that use mobile food delivery platforms. A survey questionnaire was distributed among 95 managers and team supervisors of (Lezzoo, Talabat, Talabatey, and TipTop) and 72 valid responses were obtained (75.78% response rate). Data were analyzed with Statistical Package for the Social Sciences (version 26) using descriptive analysis, FA, correlation analysis, and regression analysis. These results indicate a positive and significant association between strategic planning variables and business performance, thus confirming the four hypotheses.

**Keywords**—Business performance, Mission, Mobile food delivery apps, Strategic planning, Vision.

## I. INTRODUCTION

Digital technologies have evolved just as quickly, thus transforming the global service sector, but perhaps none more so than the advent of mobile food delivery apps (Munshi and Singla, 2020). As intermediaries linking consumers with service providers and facilitating convenience, efficiency, and access, these apps are a crucial element (Suhartanto et al., 2019). Over the years, demand for mobile food delivery services has been on the rise due to mobile lifestyles, increased penetration of smartphones, and a desire for on-demand services, particularly in urban areas (Shroff et al., 2022).

Recent literature documents the importance of planning as a tool for improving decision-making, adjusting to changing contexts, and fostering organizational growth (Adama et al., 2024; Hera et al., 2024). The field of mobile food delivery apps in Erbil especially has a high level of importance in the strategy of planning necessary to solve different dilemmas that arise by operating as regional natives. Through the effective implementation of operations and strategic planning, those corporations can also increase operational and logistical combinations, develop sustainable patron confidence, and aggregate aggressive advantages (Massoudi et al., 2024; Shareef, 2023b).

In this growing and competitive environment, business services must strategically plan their operation to be successful and increase the performance (Narne et al.,

2024). Grounded on dynamic capabilities theory (DCT), this perspective addresses how organizations may understand the need for distinctive capabilities to adapt and prosper in turbulent settings (Teece et al., 1997). Such a theory is relevant to service companies using mobile food delivery apps in particular since agility and strategic planning are necessary to achieve success and superior performance (Judge and Douglas, 1998; Pal et al., 2024). In addition, grasping how mission and vision statements underpinned business objectives; analyzing internal and external factors that informed strategy; and applying control mechanisms to assess performance were critical insights that could enhance service quality and enable longer-term growth sustainability.

Mobile food delivery apps have revolutionized the business of service. Moreover, with the increasing popularity of food delivery applications in Erbil, not much has been studied and investigated about the impact of strategic planning on the competitive advantage of service businesses handling these platforms. In this regard, this research seeks to fill the vacuum by investigating the role of strategic planning in the success of these establishments in the local environment of Erbil, with particular reference to Lezzoo, Talabat, Talabaty, and TipTop. Meanwhile, previous research on mobile food delivery apps has mainly concentrated on consumer behavior, technology adoption, or logistics efficiency, but has neglected to examine the organizational and strategic dimensions

of success (An et al., 2023; Su et al., 2022). In addition, existing studies have largely been based in developed or urban locations (Hasan and Chowdhury, 2023; Kaur et al., 2022), ignoring specific socio-economic and cultural contexts in developing countries (Halim et al., 2024). This gap makes the case for an in-depth investigation examining the intersection between strategic planning and service business growth and sustainability in this new emerging market.

This research holds both academic and practical significance. Academically, it contributes to the broader discourse on the application of strategic planning in the digital services and platforms sector within emerging markets. Practically, it offers actionable recommendations for companies in the Kurdistan Region to enhance their strategies, adapt to evolving market conditions, and improve competitiveness, customer satisfaction, and operational efficiency.

## II. CONCEPTUAL FRAMEWORK AND HYPOTHESES DEVELOPMENT

### *A. The Role of Mission and Vision in Business Performance*

Mission and vision statements are two critical elements of corporate strategic management as they represent the strategic framework that outlines the purpose, objectives, and directions of the organization (Jonyo et al., 2018). A mission describes an organization's present purpose or focus, and a vision, describes the organization's desired future (Bryson, 2018). However, both are critical to align the mission statements of the organizational activities serving as the basis for stakeholder resonates. In the mobile food delivery app industry, where competition is fierce and innovation is constant, mission and vision can be powerful tools for performance improvement and excellence attainment (AlDhaheri et al., 2020).

The earlier literature has seen that mission and vision statements really work for the performance of the organization (Temkin, 2023). Companies with well-designed mission statements had significantly higher employee engagement, customer satisfaction, and financial performance (Bartkus et al., 2006; Nabella et al., 2022). Vision statements, however, by contrast can provide motivation for innovation and long-term strategic planning (Narne et al., 2024). These statements can help mobile food delivery companies in deciding how much to invest in technology, where to focus on marketing efforts, and how best to improve service quality (Choe et al., 2021).

Mission and vision statements that fit this dynamic context can reap a competitive edge (Farida and Setiawan, 2022). As Tiep Le et al., (2023) explain mission-driven companies in this area have an opportunity to build brand loyalty and trust among users which makes them more likely to succeed. In addition, vision statements that incorporate sustainability, speed, and quality perform well among environmentally and socially conscious consumers (Alshameri and Green, 2020; Kabeyi, 2019). Alignment of mission, vision, and strategic goals is essential to maximizing organizational performance (Shareef, 2023a; Temkin, 2023). According to Ghonim et al.,

(2022), alignment enables consistency in decision-making, allocation of resources, and operational activities. Within the context of mobile food delivery apps, alignment leads to better service delivery, smoother user experiences, and seamless communication between stakeholders. The mobile food delivery industry is involved at the joint between technology and consumer behavior means automation should help companies to adopt to dynamic market demands very quickly (An et al., 2023).

Several studies have reported the effects of mission and vision statements on service performance indicators. Well-defined missions and visions of organizations lead to better outcomes in service quality, customer retention, and operational efficiency (Lin et al., 2021; Oghojafor et al., 2011). These indicators are vital for maintaining competitive advantage in the age of mobile food delivery apps. In addition, an effectively tailored and synchronized mission and vision statement play a major role in enhancing the service performances of a business, specifically in the highly competitive area of mobile food delivery apps. Accordingly, the following hypothesis developed.

Hypothesis 1: A clear and aligned mission and vision had a positive impact on business performance using mobile food delivery apps.

### *B. Internal and External Factors and Business Performance*

The performance of a business is affected by a complex interrelation of internal and external factors, particularly in fast-paced industries, such as app-based food delivery (Ng et al., 2023). Internal factors denote to the essentials inside a company such as organizational culture, leadership, resources, and operational processes that directly stimulus its strategic decisions and performance (Seo and Lee, 2019). In addition, external factors include market conditions, competition, economic trends, and regulatory environment (Prieto-Sandoval et al., 2019). External forces are the market trend, regulations, competition, and customer behavior (Tien, 2021). It is important to understand these factors and manage them effectively to improve business performance.

Food delivery is based on consumer needs therefore these factors need to be processed strategically for purposes of ensuring growth and competitiveness (Awadh and Saad, 2013). Barney (2001) introduces the resource perspective, which advocates that firms inheriting unique organization-specific resources/capabilities develop sustainable competitive advantage. While food delivery apps rely on underlying tech infrastructure, user-friendly interfaces, and efficient logistics systems to deliver these services, they are functionally internal assets (Bo-Kyung and CHA, 2024). Food delivery services demand considerable elasticity derived from their dependent variables (DV) due to external factors such as market dynamics and technological advances (Dsouza and Sharma, 2021). According to research by Kapoor and Vij (2020), external predictors, such as collaboration with local restaurants and adjusting to consumer preferences have a positive effect on performance outcomes (Crick et al., 2023).

The success of a business strategy is a function of the interplay of internal and external environment (Massoudi, 2018; Tikhonov and Zelentsova, 2021). The congruence of internal talents with external opportunities increases organizational elasticity and the ability to adapt (Georgievich, 2015). The food delivery companies that harmonized their internal advantages, such as cutting-edge technologies, with external trends, such as increasing appetite for delivery services, were the winners (Li et al., 2021). Food delivery apps exist in a very dynamic surrounding, reflected in how carefully their solutions manage those factors that affect and are affected by specific internal and external variables (Pillai et al., 2022). User experience, operations, and data security internally have to be all the best (Wen et al., 2022). At the external level, market forces manifest as evolving consumer habits, competing interests, and technological innovations (Shroff et al., 2022).

Performance indicators, such as customer satisfaction, market share, and profitability reflect the combined impact of internal and external factors (Cheraghizadeh et al., 2021; Seo and Lee, 2019). The overriding performance of food delivery services is highly dependent on internal and external factors (Tsai et al., 2023). Sustainable competitive advantages and long-term successes are thus created by leveraging strengths internally and adjusting to environmental changes externally. Moreover, therefore, the following hypothesis was reported.

Hypothesis 2: Internal and external factors have a significant and positive effect on business performance in mobile food delivery apps.

### *C. Implementation Strategy and Business Performance*

The relationship between implementation strategy and business performance has been a major focus of academic and applied research across industries. Strategic execution plays a critical role in determining operational efficiency, customer satisfaction, and overall business performance (Mokogwu et al., 2024; Rahayu and Kusumastuti, 2024). Strategic execution is the process of implementing organizational plans and strategies in line with organizational goals (Susanto et al., 2023). For effective strategic execution, an organization's resources and goals must be aligned with external market conditions (Agha et al., 2023). In service-based businesses, such as mobile food delivery apps, this means technology integration, logistics optimization, and delivering consistent customer experiences (Ritala et al., 2021). As urbanization increases and digital technology proliferates, their demand has also surged. However, in the face of industry competitiveness, strong strategies are needed to ensure continued performance and attain excellence (Hera et al., 2024).

Research has consistently proven a positive correlation between operation execution management and business performance (Nwachukwu et al., 2019). The significance of executing corporate strategies lies in their selective implementation, which tends to perform well against key performance metrics such as profitability, market share, and

customer retention (Massoudi, 2022). In the mobile food delivery sector, strategic execution has a multifaceted impact on performance (Halim et al., 2024). Efficiency in operations can be achieved by optimizing routes, order management, and delivery scheduling; according to Tsoukas et al. (2023), the utilization of data-driven logistics strategies leads to shorter delivery times and lower costs. Within the company, wealth creation is facilitated through personalized marketing, loyalty programs, and efficient customer service, which improve customer satisfaction and retention (Zhang et al., 2024). Moreover, facilitating technology integration, streamline demand forecasting, and resource allocation activities, thus, impacts service quality directly (Lin et al., 2024)

Various researches have studied how strategic execution impacts mobile food delivery service performance. Meenakshi (2022) suggests that, by matching marketing activities to the present technological capabilities, customer acquisition processes on food delivery apps can be scaled up broken-down. Moreover, engaging in strategic partnerships with restaurants and delivery personnel would enhance service reliability and brand reputation (Vainio and Bojadzic, 2018). Similarly, Prasetyo et al. (2021) showed that the successful application of data-driven decision-making techniques results in better operational performance and customer satisfaction.

In general, the effect of strategic executives has been proven to be in the positive direction in the performance of mobile food delivery services. Companies can achieve sustainable growth, competitive advantage, and performance improvement through optimal allocation of resources, technology, and responsiveness to the market (Mokogwu et al., 2024; Tawse and Tabesh, 2021). Accordingly, the following hypothesis was made.

Hypothesis 3: There is a positive and significant relationship between the strategic implementation with using mobile food delivery apps business performance.

### *D. Strategy Control and Evaluation Mechanisms and Business Performance*

During the past decades, the control systems and the evaluation strategy have been the focus of interest as they are crucial for reviewing and adjusting organizations' strategies with respect to changing conditions on the market to reach better performances. Strategic control is an ongoing process of monitoring, assessing, and making changes to strategic plans to ensure that the organizational objectives are achieved (Arasa and Obonyo, 2012). It enables companies to experiment with their plans and modify them accordingly by using performance metrics for evaluation (Hieu and Nwachukwu, 2019). It includes constant monitoring of the service quality, which are key performance indicators for mobile food delivery services, as well as tracking the technology trends (Munshi and Singla, 2020).

Many mechanisms lead to effective control and strategy evaluation (Sarkis and Sundarraj, 2000). Control mechanism and strategy review are these critical parts that are able to ensure the success of mobile food delivery services in organizations who manage to obtain excellence

on them. Performance monitoring refers to the regular monitoring of key performance indicators, such as delivery time, order accuracy, and customer satisfaction to discover any scope for improvement (Hadrian et al., 2021). The power of feedback mechanisms such as real-time feedback from customers, delivery personnel, and partner restaurants enables suppliers to continuously adapt and improve (Sureeyatanapas and Damapong, 2024). Risk management, on the other hand, is concerned with recognizing and mitigating potential risks, such as disruptions in supply chains or fluctuations in regulations, to ensure that strategic decisions are viable in light of (Kumolu-Johnson, 2024). Such mechanisms provide a strong basis for strategy evaluation and control in the constantly changing mobile food delivery arena.

For mobile food delivery services, having control mechanisms and evaluating strategies can lead to improved performance. According to Jukka (2023) companies that have robust systems for evaluation perform better than others in terms of operations efficiency and customer retention. The process of combining real-time analytics with strategic control processes increases the quality of decision-making and positioning in relation to competitors (Zhigulin et al., 2022). Continuous feedback systems have a significant relationship with improved service quality in food delivery platforms (Suhartanto et al., 2019). By leveraging technologies, tracking performance metrics, and implementing feedback loops, organizations can optimize their operations, gains, and overall performance. As a result, the following hypothesis has been proposed:

Hypothesis 4: Business strategy control and evaluation mechanisms have a significant positive impact on business performance using mobile food delivery services.

### III. METHODOLOGY

This study employs quantitative methods as a technique of analysis. Questionnaires were used to collect data and were delivered in Arabic and Kurdish language (translated from the English language) to different levels of managers and team supervisors of Lezzoo, Talabat, Talabatey, and TipTop Company according to their roles and responsibilities. Respondents respond to the items on the Likert scale with five choices ranging from a strongly agree score of 5 to a strongly disagree score, of one. The data were analyzed and processed using Statistical Package for the Social Sciences (SPSS) software version 26.

#### A. Population and Sample Information

Simple random sampling was used as the sampling technique of choice by the study to obtain data from 95 different levels of managers and team supervisors in the companies in Erbil. The complete sample information for the 72 valid and returned questionnaire responses, representing a response rate of 75.78%, is presented in Table I.

#### B. Factor Analysis (FA)

Exploratory FA (EFA) can be considered as a procedure used to study associations and relationships between a

TABLE I  
DESCRIPTION OF THE SAMPLE INFORMATION

Criteria	Total	Percentage
Gender		
Male	53	73.6
Female	19	26.4
Age		
≤29 years	22	30.6
From 30 to 40 years	31	43.1
≥41 years	19	26.4
Education degree		
Secondary or preparatory school degree	13	18.1
Institute degree or vocational degree	28	38.9
Bachelor's degree	26	36.1
Higher education degree (High diploma, master, PhD)	5	6.9
Position		
Team supervisor	28	38.9
Section manager	21	29.2
Department manager	13	18.1
Executive manager	10	13.9

number of items expected to make up a construct (Velicer and Fava, 1998). In the factor loading values above three is set as the acceptable level, and below that, values are suggested for expungement. Values exceeding .3 reflect strong intercorrelations between items indicating the suitability of the construct (Velicer and Fava, 1998). Therefore, EFA was performed on survey instruments to test for validity and guarantee that each item loads only on the appropriate factor and to a meaningful extent.

The findings show Kaiser-Meyer-Olkin value = 0.918 for the theoretical study model, exceeding the suggested value of 0.70 (Tabachnick and Fidell, 2007). Furthermore, the Bartlett sphericity test is significant (Chi-square = 7171.099,  $P < 0.001$ , degrees of freedom  $df = 325$ ) indicate the appropriateness of the data collected to perform FA (as represented in Table II).

FA was performed using the Promax rotation Method in SPSS software in the present study. Using eigenvalues greater than one (1), the approach investigated validity and reliability based upon the underlying measurement structure for the dataset and scales of this study. FA and the Promax method have a critical role in understanding the relationships between variables. The association for each item is replaced by a communality value, providing information about correlated factors (Tabachnick and Fidell, 2007). In addition, reliability analyses were performed to determine the items' internal consistency of representing each component. A Cronbach's Alpha ( $\alpha$ )  $> 0.7$  indicates the reliability of data. The five factors matched the hypothesized research model and included: (1) Mission and Vision which contained (four items)  $\alpha = 0.831$ ; (2) Internal and External Analysis comprising (six items)  $\alpha = 0.928$ ; (3) Strategy Implementation containing (four items)  $\alpha = 0.842$ ; (4) Strategy Control and Evaluation involving (four items)  $\alpha = 0.898$ , and (5) business performance with (five items)  $\alpha = 0.911$ . As represented in Table III.

### C. Correlation of Variables

The Pearson correlation coefficient ( $r$ ) was used by the researcher to determine the strengths, weaknesses, and direction of the relationship between the in DV and the DV. This study aims to examine the relationship between the Dimension of Strategic Planning based in (mission and vision statement, implementing strategy, analysis of internal and external, do the control and evaluation strategy) and mobile food delivery apps business performance.

Correlation analysis showed positive and significant relationship between Mission and Vision with business performance ( $r = 0.527, P < 0.01$ ). Internal and External Analysis also showed a positive and statistically significant relationship with company performance ( $r = 0.455, P < 0.01$ ). Furthermore, Implementation strategy was positively correlated with business performance ( $r = 0.257, P < 0.01$ ). Finally, Controlling and evaluation Strategy showed a positive association with company performance ( $r = 0.639, P < 0.01$ ). Table IV presents the findings of the correlation analysis.

TABLE II  
KAISER-MEYER-OLKIN AND BARTLETT'S OF THE RESEARCH MODEL

Kaiser-Meyer-Olkin measure of sampling adequacy		0.918
Bartlett's test of sphericity	Approx. Chi-square	7171.099
	df	325
	Sig.	0.000

TABLE III  
FACTOR LOADINGS OF RESEARCH MODEL ITEMS AND CRONBACH'S ALPHA VALUES

Items	Factor loading	( $\alpha$ )
MV1. Our company's mission and vision prioritize integrating Mobile Food Delivery Apps as a key driver of growth and market presence	0.769	0.831
MV2. Employees clearly understand the company's mission and vision.	0.855	
MV3. Leadership effectively communicates the company's long-term goals	0.917	
MV4. Our company invests in technology and encouraging employees to innovate and explore new opportunities aligned with its mission and vision.	0.873	
IEA1. The organization clearly identifies financial, human, and technological resources to support Delivery App Adoption	0.853	0.928
IEA2. The workforce's skills and competencies align with the requirements for integrating a Delivery App	0.825	
IEA3. The internal structure and processes are flexible enough to accommodate changes needed for the Delivery App implementation	0.867	
IEA4. The company evaluates market trends and customer behavior to create effective Delivery App strategies.	0.878	
IEA5. Competitors' Delivery App strategies are analyzed to benchmark and enhance the company's approaches	0.773	
IEA6. The company understands how the Delivery App can leverage emerging external opportunities	0.723	
IS1. Training programs are provided to equip employees with skills for successful Delivery App implementation	0.780	0.842
IS2. Roles and responsibilities for Mobile Food Delivery App implementation are clearly communicated across teams	0.748	
IS3. Communication about the mobile delivery app strategy is open and transparent throughout the company	0.770	
IS4. The company is agile and adaptable, making adjustments based on feedback from mobile food delivery app initiatives	0.622	
CES1. The data collected and analyzed regarding mobile food delivery app initiatives provide valuable insights for decision-making and strategy refinement	0.852	0.898
CES2. Customer and stakeholder feedback is incorporated into the evaluation of app strategies.	0.959	
CES3. The company promotes continuous improvement in app strategies based on evaluations	0.676	
CES4. The evaluation process includes qualitative aspects such as customer feedback and user experience	0.667	
BP1. The delivery app effectively streamlines the ordering and delivery process for our business	0.794	0.911
BP2. Using the app has significantly increased our overall sales revenue	0.725	
BP3. The app's user interface is business-friendly and easy to use for managing orders	0.692	
BP4. The app provides enough promotional opportunities (e.g., discounts, ads) to boost sales	0.915	
BP5. The app provides timely and effective support to resolve business-related issues	0.947	

Extraction Method: Maximum Likelihood. Rotation Method: Promax with Kaiser Normalization.  
Cronbach's Alpha = ( $\alpha$ ). MV: Mission and vision; IEA: Internal and external analysis; IS: implementation strategy; CES: Control and evaluation strategy; BP: Business performance

## IV. HYPOTHESES RESULTS AND DISCUSSIONS

### A. Hypothesis Testing

A hierarchical multiple regression analysis procedure was performed to test the proposed hypotheses and to examine the relationship involving the direct effects of the independent and DVs. Regression analysis was performed with strategic planning parts (mission and vision statements, analyzing of internal and external, implementation strategy, and control and evaluation strategy) as in DVs (IV) and company performance as the DV. The summary of the model detailed in Table V produced a  $R^2 = 0.660$  and an F-statistic of 182.068 ( $P < 0.01$ ), which shows the capabilities of IVs in explaining the DV (business performance).

The results showed that mission and vision significantly and positively predicted business performance ( $\beta = 0.229, P < 0.01$ ). Similarly, internal and external analysis also received a potent and positive contribution to predicting company performance ( $\beta = 0.163, P < 0.01$ ). Furthermore, Implementation strategy was a positive and significant contributor to predicting business performance ( $\beta = 0.139, P < 0.01$ ). In addition, Controlling and Evaluation Strategy were shown to be positively and significantly related to predicting Business performance ( $\beta = 0.501, P < 0.01$ ). As a result, all research hypotheses were confirmed. The outcomes are shown in Table VI.

TABLE IV  
CORRELATIONS ANALYSIS

Variables	1	2	3	4
1. Mission and vision				
2. Internal and external analysis	0.381**			
3. Strategy implementation	0.261**	0.417**		
4. Strategy control and evaluation	0.561**	0.295**	0.258**	
5. Business performance	0.527**	0.455**	0.257**	0.639**

\*\* Correlation is significant at the 0.01 level (2-tailed)

TABLE V  
SUMMARY OF RESEARCH MODEL

R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Standard error of the estimate	Change statistics	
				F	Sig.
0.812 <sup>a</sup>	0.660	0.656	0.548363	182.068	0.000

a. Predictors: (Constant), Mission, analyzing of internal and external, implementation strategy, and control and evaluation strategy

TABLE VI  
HYPOTHESES RESULTS

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Standard error			
MV	0.221	0.037	0.229	6.019	0.000
IEA	0.158	0.033	0.163	4.766	0.000
IS	0.137	0.035	0.139	3.886	0.000
CES	0.487	0.037	0.501	13.152	0.000

DV: Business performance. MV: Mission and vision, IEA: Internal and external analysis, IS: Implementation strategy, CES: Control and evaluation strategy

### B. Discussion

The study indicates that consistency with the mission, effective management of internal and external factors, thoughtful strategy implementation, and the use of robust evaluation mechanisms contribute significantly to improving the performance of food delivery companies through applications. This aligns with DCT, which emphasizes the need for organizations to develop and adapt their unique capabilities in response to changing environments (Pal et al., 2024; Teece et al., 1997). These findings reinforce the need for a holistic framework for developing and executing strategies at each level, so that all components are synchronized to foster the business (Jukka, 2023). According to DCT, food delivery companies need to sense and seize opportunities continuously, alongside dynamically reconfiguring their resources and processes to be competitive and improve performance within a rapidly changing industry (Crick et al., 2023).

First, the result demonstrates that mission and vision clarity and consistency stand out as key performance factors for food delivery companies. This finding aligns with the work of Lin et al. (2021) and Oghojafor et al. (2011), which demonstrated that companies with a clear mission and vision are more adaptable to changing markets and can establish trust with their customers these will enhance business performance. Clear messages provide employees with a sense of purpose, resulting in higher operational efficiency and better services

(Izogo and Ogba, 2015; Suhartanto et al., 2019). An inspiring vision offers a road map for forward action while motivating initiatives to innovate and align the long-term objectives to be pursued (Vainio and Bojadzic, 2018). In the case of food delivery applications, being able to formulate a message focused on aspects such as ease, low costs, and sustainability meets consumer preferences and enhances customer loyalty and application usage (An et al., 2023).

Second, the research shows that both internal factors (such as technology infrastructure, skilled human resources, and efficient logistics systems) and external factors (such as market competition, consumer trends, and regulatory policies) have a significant impact on company performance. This result is consistent with the findings of Seo and Lee (2019) and Massoudi, 2023, who reported that both internal factors (such as innovation, organizational structure, and dynamic capabilities) and external factors (such as economic conditions, industry support, and community partnerships) play a significant role in shaping business performance, particularly in fast-growing businesses and start-ups. Internally, this facilitates accurate and timely service delivery (in turn improving customer satisfaction) with efficient processes and expertise on behalf of employees (Ng et al., 2023). Externally, companies that can respond to market and consumer demand changes (e.g., increasing preferences for healthy or local foods) become competitive (Tien, 2021).

Third, the findings indicate that strategic execution is a crucial part of performance improvement. Similar outcomes were observed in the study by Tawse and Tabesh (2021), which showed that effective strategy implementation significantly influences business performance by shaping managerial actions, enabling necessary conditions, and leveraging dynamic managerial capabilities to drive competitive advantage. Furthermore, the study by Nwachukwu et al. (2019) revealed that strategy implementation drivers, such as human resources, financial resources, organizational structure, policies, and employee commitment, positively and significantly impact strategic performance. In the food delivery industry, strategic execution can involve leveraging new technologies, service diversification (for instance implementing food subscriptions or tailoring recommendations), or geographical expansion (Mokogwu et al., 2024; Rahayu and Kusumastuti, 2024). Many companies adopting a systematic approach to execution have been able to realize jump in operational productivity, customer acquisition capabilities, and share of mind in the market (Lin et al., 2024). Moreover, strategies, such as the use of green brands and contactless delivery to serve consumers shape better competitive advantage and sustainability (Halim et al., 2024).

Finally, the results emphasize the need for monitoring and evaluating strategies for their implementation. The study indicates that sound monitoring and evaluation help with maintaining service standards, adaptation, and growth, all contributing to a company's overall performance. The present findings echo the study of Jukka (2023), who found that effective strategy implementation significantly influences business performance by shaping managerial actions, enabling necessary conditions, and leveraging dynamic

managerial capabilities to drive competitive advantage. Similarly, the research conducted by Hieu and Nwachukwu (2019) confirmed that a structured and proactive strategy evaluation process plays a crucial role in enhancing strategic performance in firms by facilitating timely adjustments and ensuring effective execution. In addition, Arasa and Obonyo (2012) emphasized that a comprehensive approach to strategic planning encompassing clear purpose definition, environmental scanning, issue identification, strategic choice, and the establishment of evaluation and control systems – has a significant positive impact on firm performance. Companies that track their performance metrics (i.e. delivery times, customer satisfaction, and order accuracy) consistently do a better job of recognizing failures and implementing effective corrective actions (Sureeyatanapas and Damapong, 2024).

## V. PRACTICES IMPLICATIONS, LIMITATIONS, AND FUTURE RESEARCH

### A. The Implications of Administrative Practices

Managers in mobile food delivery services should develop and communicate clear messages and visions that align with customer expectations, such as convenience, affordability, and sustainability. A compelling vision can drive employee motivation and strategic focus. In addition, regularly assessing internal strengths (e.g., operational efficiency, technological capability) and external opportunities (e.g., increasing demand for food delivery, and partnerships with local restaurants) is crucial. This ensures that companies remain flexible and competitive in the dynamic food delivery market. Moreover, managers should prioritize the smooth execution of strategies by leveraging advanced technology, to enhance routing and personalized marketing. Strategic initiatives, such as expanding delivery areas or adding innovative services can enhance performance. Furthermore, establishing strong evaluation frameworks is essential. Control and evaluation mechanisms: Establishing strong evaluation frameworks is essential. Managers should monitor key performance indicators such as customer satisfaction, delivery time, and order accuracy. Feedback loops should be used to quickly adjust strategies when performance declines.

### B. Limitations and Future Research

This study focuses on mobile food delivery services in the Kurdistan Region of Iraq, specifically Erbil. The results may not be generalizable to other regions or countries with different economic, cultural, and regulatory contexts. Expanding the study to include other cities in Iraq or neighboring countries could provide a comparison of the factors influencing performance.

Future research could involve conducting longitudinal studies to explore how components of strategic planning affect performance over time, especially in response to market maturity and evolving consumer preferences. In addition, exploring the role of cultural and social factors in shaping consumer behavior and service delivery strategies in Erbil and similar areas would provide valuable insights.

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