



An Explanatory Study on the Significance of Indian Ready-to-Eat Frozen Snacks in the UK Market:

Consumer Preferences and Adaptation to Local Tastes of India

Lijo Charthakuzhy Raju

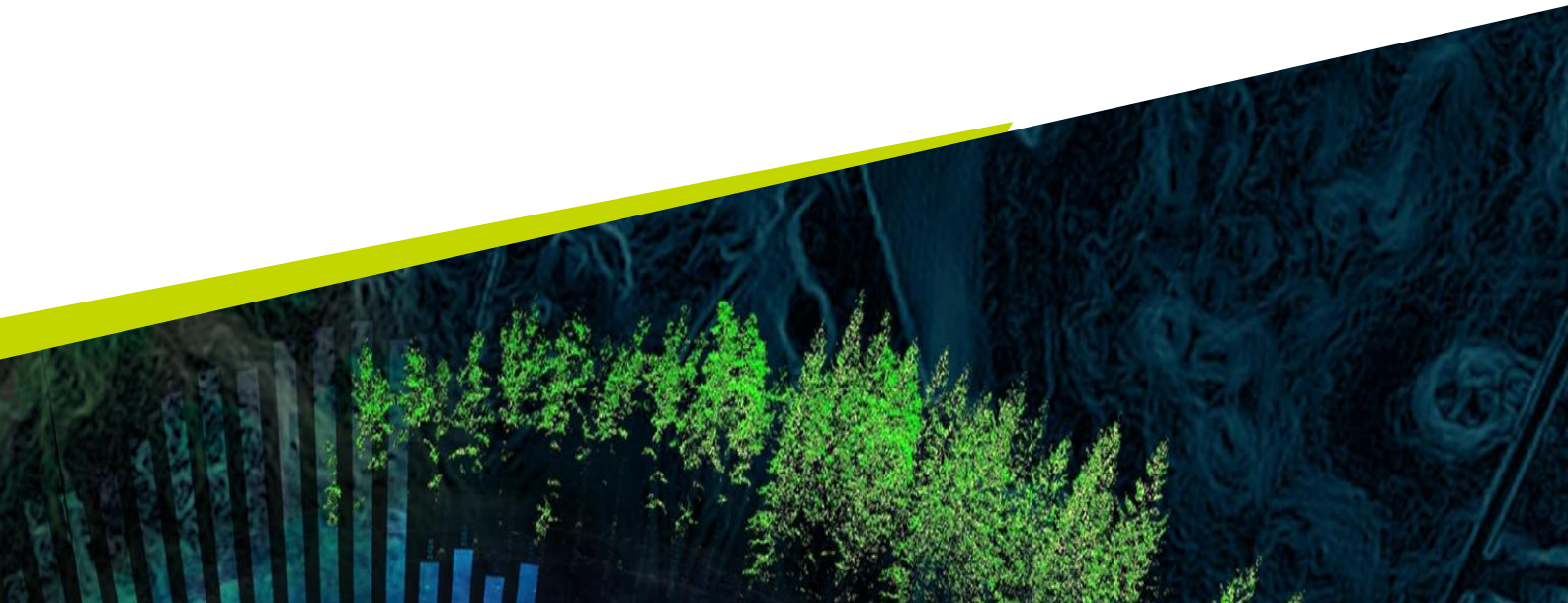
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Abstract

This research aims to explore consumer perceptions and preferences of Indian ready-to-eat frozen snacks in the UK and how product adaptation can best fit local tastes and cultural expectations.

This study was motivated by the increasing demand within the UK for convenient ethnic foods, particularly for Indian snacks. For Indian Ready to Eat (RTE) brands, understanding consumer preferences and tailoring products appropriately is key to achieving enduring growth in a culturally diverse and competitively fierce market.

The methodology utilised in this study is secondary research, which includes a review of articles, market reports, and scholarly articles related to Indian RTE frozen snacks in the UK. Peer-reviewed journals, industry publications and reputable online databases were data sources. Information on consumer preferences, product adaptation, and marketing, without primary data collection, was synthesised through thematic analysis, resulting in comprehensive information on market trends and opportunities. Research indicates that Indian immigrants and other consumers in the UK place great importance on the convenience, taste, and authenticity of Indian RTE frozen snacks. Major determinants comprise taste, price, packaging, and overall snack accessibility. Increasingly, consumers are adopting more health-conscious diets which creates positive demand for cleaner labels and fusion innovations. Effective marketing must focus on current lifestyle trends instead of solely ethnocultural branding. Some challenges such as restricted distribution and regulatory compliance still exist, but dominant opportunities lie in e-commerce, regional diversification of offered products, and health-oriented focus.

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I. Introduction

Ready-to-eat (RTE) frozen food refers to a pre-packaged, fresh or frozen meal that only needs some heating before being served. As per Merriam-Webster, RTE frozen food is defined as a food that can be quickly prepared and served. These food items are designed for quick availability and consumption (Sen, Antara and Sen, 2021). The RTE frozen food market has been expanding rapidly worldwide.

The UK ready-to-eat frozen foods market has experienced significant growth due to the changing demand by customers due to convenience and time. In this context, the need for ethnic and world food has become one of the most significant trends as the UK has become more diverse (Madruga *et al.*, 2023). Of these, Indian ready-to-eat frozen snacks like samosas, pakoras, and bhajis are catching up quite fast. Their attraction comes from the fact that they are tasty, ethnic, and convenient to prepare, which is good news for consumers.



Figure 1: Indian Ready To Eat snacks in UK (Kumar, 2024).

The consumption of Indian food can be calculated back to the 1950s and 1960s when Indians migrated to the UK and began to cook genuine Indian food, which made the British interested in Indian food. In fact, Indian food over the years has grown from a speciality cuisine to a common one, and frozen snacks have been instrumental in breaking barriers (Crooks *et al.*, 2022). Today, Indian frozen snacks are available in supermarkets and speciality stores in the

UK due to their increasing popularity. The need for convenience has played a major role in the growth of the sector and the frozen food market. According to the data of 2023, the prepared meals and dishes market in the UK was estimated at 4.2 billion British pounds, which was 5.7% more than in the previous year (Statista, 2024). This growth shows a clear trend of consumers moving towards convenience, healthy and quality foods and snacks, and Indian frozen products fit this market well. These products satisfy the ethnic food consumer who wants simplicity in preparing ethnic foods because of the time-consuming process involved.

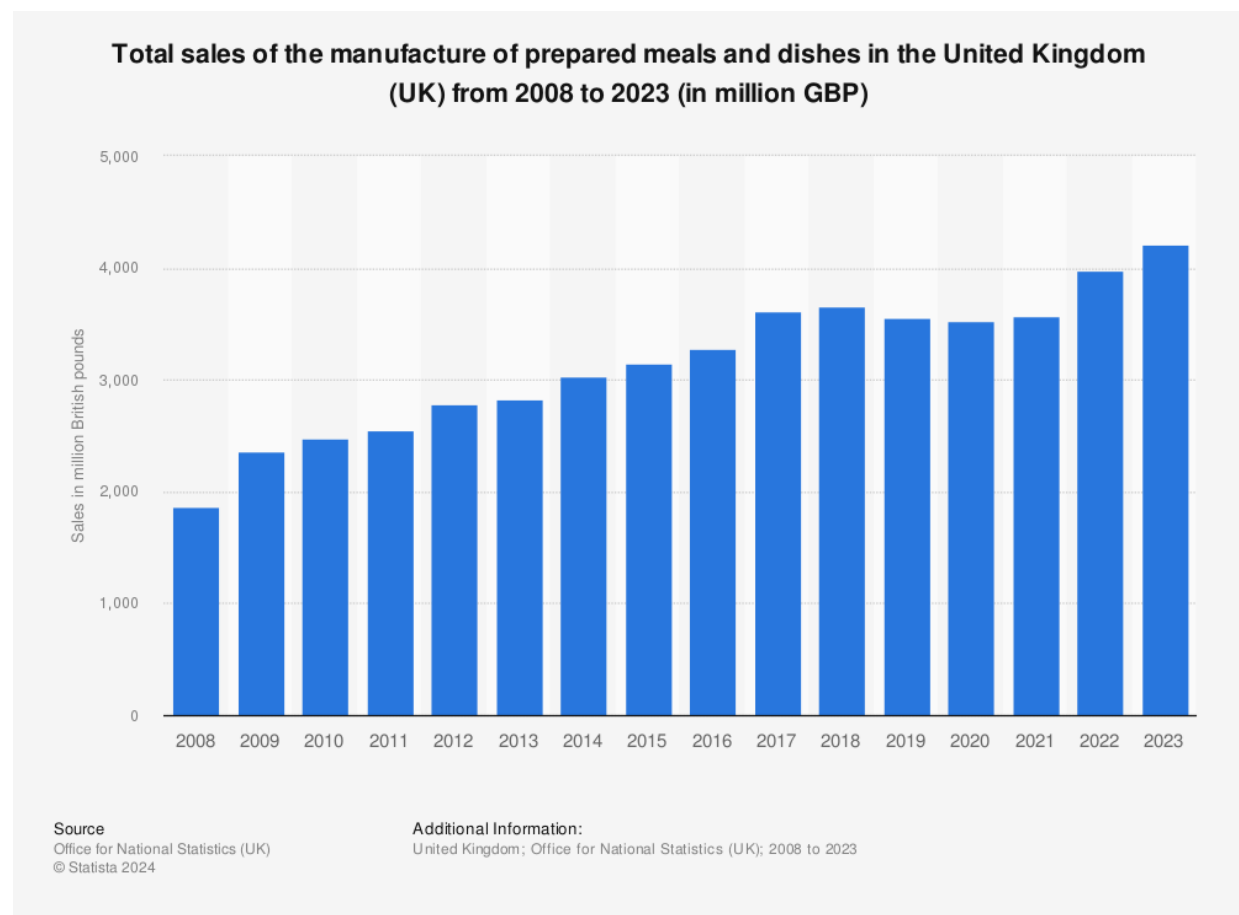


Figure 2: UK Prepared Meals and Dishes Market Sales Source: Statista (2024)

Indian snacks have gained immense popularity, especially among the Indian diaspora, and are now also attracting mainstream UK consumers who are looking for new experiences in food. Demand for convenient, culturally diverse food options has increased dramatically in recent years due to busy consumer lifestyles and growing interest in ethnic cuisines (Grocery Trader, 2025). Indian RTE frozen snacks come as a unique opportunity to combine the best of convenience with the authenticity of traditional products, thereby offering traditional flavours in their most convenient forms (Thakkar, 2023). And success in the UK market depends on

tailoring these products to local consumer preferences. The difference in taste profile, spice content, and texture between a common Indian and UK consumer requires adjustments that do not militate against local palates but still effectively respect the cultural identity of the product. This paper explores the strategies adopted by food manufacturers to meet the requirements of being authentic versus adapting to local tastes through product formulation, packaging, and marketing strategies. The competitive scenario is also considered, where both the opportunities and threats from the competition, both from domestic and international firms, are discussed.

In food spatiality, it is important to see how food moves from being produced to being eaten. Due to the short shelf life of fresh vegetables and perishable items, most of them are purchased locally with fast logistics and regional supply (Jönsson, 2023a). On the other hand, ready-to-eat (RTE) frozen snacks expand food production by allowing products to be made in one location, frozen and then shipped without losing safety or quality. Because of spatial mobility, Indian snacks and other ethnic foods can reach diverse populations and keep their traditional character. Migrant communities and city-dwellers buying RTE frozen snacks find convenience more practical than often shopping for fresh products (Bender and Cinotto, 2023). Fresh produce generally needs to be in season and nearby, but frozen treats can be readily purchased at any time and suit people with little time to shop (Jönsson, 2023b). The shift in how fresh and frozen food is organised is a sign of change in food systems brought by globalisation, city growth and new eating habits.

The increasing multiculturalism of the United Kingdom, along with increased interest in global foods, offers a significant market opportunity for Indian Ready-to-Eat (RTE) frozen snack brands. Consumers, particularly within the Indian diaspora and other health-conscious segments, are drawn to products offering authentic taste, convenience, and health advantages. However, Indian RTE snack brands face several challenges to establish a place in the UK market, including reconciling traditional Indian flavors and British consumer palates, compliance with strict food safety and labelling regulations, and achieving brand recognition outside of ethnic consumers (Englert, Mahler & Bonertz, 2021). Previous research has shown that the success of ethnic food businesses relies on achieving a balance between authenticity and local adaptation, which would be possible through regional flavour profiling and consumer testing (Delarue & Lawlor, 2022). Furthermore, the increased demand for clean-label, low-fat, preservative-free, and plant-based products communicates the demand for transparency in labelling and sustainable packaging (Wu et al., 2021). In addition to retail efforts via conventional and ethnic supermarkets, online media and direct-to-consumer strategies have

become critical agents of increasing access and visibility (Kar, Bansal & Mishra, 2021). Education of consumers through digital storytelling, QR code experiences, and sample tasting in-store can also extend the appeal of Indian RTE snacks to various market segments (Huo, 2023). Despite the opportunities, there is a glaring gap in understanding how Indian brands can effectively overcome entry barriers to the market, cultural compatibility, and altered diet habits in the UK context. This study endeavors to bridge the gap by examining consumer preferences, product adaptation challenges, and entry modes for Indian RTE frozen snack brands entering the UK market.

The food culture of frozen ready-to-eat (RTE) meals has undergone a significant change from a low-quality processed food to a convenient alternative meal. This shift is particularly evident in UK, where busy lifestyles, multicultural communities, and a growing interest in diverse cuisines have fueled the market for ethnic frozen foods. The UK frozen food market is experiencing growth, driven by factors like convenience, value, and reduced food waste (BFFF, 2010.). Modern consumers, who have a busy lifestyle due to demanding work schedules, are increasingly turning to ready meals as an alternative to cooking (AHDB, 2022). The perception of frozen food is also changing, with a growing number of consumers viewing it as equal to fresh food in terms of nutritional value and quality (BFFF, 2010.). This positive shift provides a solid ground for the growth of specific ethnic sub-categories, such as Indian ready-to-eat products. The study will focus on understanding the factors and hence provide insight into the market potential of Indian RTE frozen snacks in the UK food industry. The study has the potential to unlock the drivers and facilitators of building an Indian ready-to-eat frozen snacks market in the UK by shedding light on consumer preferences and the local populace's inclination towards adopting such food. It will help Indian ready-to-eat frozen snack makers formulate a set of informed strategies to boost its adoption in the UK.

Food culture theory elucidates the roles played by identity, tradition, and social sensitivities on the consumption of food and with regard to food products across cultural contexts. It links three crucial factors, namely, the food, the consumer and the producer or industry. Fischler (1988) and Mintz (1996) affirm that food serves as a cultural marker that displays a sense of fitting and identification. The idea of Indian prepared frozen snacks in the UK setting is an experience between Indian culinary and domestic consumption habits. This paper employs the food culture theory in examining how the cultural meanings impact consumer behaviour and influence industry strategies of adapting products in the UK market.

II. LITERATURE REVIEW

1. Consumer Behaviour and Preferences

Cultural curiosity as well as convenience and health consciousness combine to make consumer behaviour to ethnic ready-to-eat (RTE) frozen foods in the UK. There is a demand for Indian and Asian food in the UK market. For example, in 2022/23, 14 grams of Indian, Thai and Chinese food were consumed per person per week in Britain (Statista, 2024). There is a broad synthetic body of research that describes how different variables combine to influence market trends and consumer decision-making, which are described in subsequent sub-sections. For example, men were found to prefer ready-to-eat food more compared to women (Varela *et al.*, 2022). Yet, crucial voids remain in knowing how businesses may cultivate an authentic culture in one place while adapting for another.

The customer preference is mainly inclined towards ready-to-eat meals, and the food market has seen a rise in the demand for healthier food options rather than frozen snacks. However, the busy lifestyles of the UK fuel the need and demand for on-the-go snacking. The trends in the food market of the United Kingdom are seeing a rise in the demand for plant-based, gluten-free foods, which add more nutritional value than frozen snacks (Statista, 2023). The revenue is also increasing day by day for the same. With the ethnic food options increasing, consumers demand the authentic flavours that ethnic frozen snacks provide, and it took inspiration from ethnic dishes. Consumers are ready to pay premium costs for the ready-made frozen foods as they find those extremely delicious (Jayasinghe *et al.*, 2205). The study by Sen, Antara, and Sen (2021) suggests that the involvement of women in economic activities, marital status, income, age, beliefs, education stability, knowledge towards different cultures, etc, are the significant factors that drive the population to choose ethnic frozen foods. The lifestyle of the people in the changing world is making people choose frozen snacks, which may be healthy or unhealthy. Not only snacks, but they also opt for other frozen meals which are common. The aforementioned study collected 150 responses from participants and analysed the collected data by factor analysis process. The study outcomes indicated that the ready-made frozen food market is expanding at a rapid pace because it's easier to cook, as inferred by 94% of participants, and is deemed safe, as indicated by 73% of participants. Other major reasons identified were brand image, perceived high quality, lower pricing, advertising, availability, appearance and taste. However, its time-saving nature and packaging were not found to be significant factors in shaping consumers' buying behaviour. Presenting similar viewpoints, van Harpen and Jaegers (2022) reflected that introduction of frozen bread is positively associated

with reduction of food waste. Similar to this, from the suggestion of van Herpen and Jaegers (2022), it was found that the introduction of frozen bread is a significant solution to reduce the waste of food. The UK's multicultural adherence led to opt for ethnic Indian frozen snacks, and they have a great appreciation for diverse cuisines, driving popular demands for Indian flavours in frozen meals (Freedman, 2021). Since increased exposure to multicultural enhances familiarity, interest and acceptance of foreign cuisines, it is appropriate to encourage consumers to look forward to convenient, flavour-enriched Indian foods that portray their multi faceted food perceptions. Also, consumers are becoming more adventurous in their choice of food, and drive their culinary preferences towards Indian ethnic frozen options (JK Foods UK, 2024). Freezing is a widely used method to maintain the quality of food (Bao *et al.*, 2021). Also, the extent of the food's capability, if stored, is widened through a freezing mechanism, so ethnic foods combining a mix of several spices and several ingredients will scope in for more preserving availability. However, the nutritional value of this frozen food, whether it degrades or remains constant, depends on the food ingredients and quality. The consumer preference also goes for the support of waste reduction; hence, maintaining a continuous freezing process is found as a potential alternative to save food items from becoming waste, as suggested by Ramanathan *et al.* (2022). The affordability of ethnic Indian frozen foods also makes the consumer behave to support and demand for it. According to Demirkiran *et al.* (2022), any frozen food gives the facility of taking it and having it on the go, rather than going to different places or restaurants to access ethnic meals and snacks. Consumption of frozen foods brings with it the strategy implementation from the production side, including that of maintaining sustainability, which evolves from the pandemic era (Demirkiran, *et al.*, 2022). This is because the pandemic led to the shrinking of the global market and paused the production systems for a longer time, thereby forcing the firms to opt for sustainable alternatives (Kumar *et al.*, 2020). The customers, along with a demand for frozen snacks, also demand sustainability in transporting and packaging.

The UK's food landscape has been reshaped by globalisation and multiculturalism: a love for ethnic cuisines has grown. Antani and Mahapatra (2022) explained that the historical connection between the UK and India particularly means that Indian food has a strong presence in the market. The success of Eastern ethnic dishes has been eclipsed by versions closer to local taste preferences, leaving manufacturers to play a paradox. Dua and Indonesia (2024) further corroborate by adding that authenticity is indeed a major selling point, but often, to gain a broader market appeal, flavours must be adapted to the local taste buds.

2. Indian Food Culture in the UK.

Indian food has become a well-known and cherished part of British cooking. It started as a special type of food for Indian people who moved to Britain, but now it is considered a typical part of British meals (nuse, 2025). This change began during the time of the British Empire, when the first Indian restaurants opened in the 1800s. After World War II, more South Asian people came to Britain, which led to a big increase in Indian food's popularity (nuse, 2025). Dishes like Chicken Tikka Masala, often called "Britain's national dish," show how Indian flavors have been adapted to suit British tastes (nuse, 2025).

Today, the Indian food market in the UK is a huge business worth billions of pounds. It includes not just restaurants and takeaways, but also lots of frozen meals and food products sold in supermarkets (Credence Research, 2025). This growth is because the UK has a diverse population and many people are interested in trying new and different flavors. More people are looking for real and authentic Indian food, and they want to taste the different kinds of food from various regions of India, not just the same old "curry house" meals (vermilion.uk.com, 2024).

The mix of the UK's frozen ready-to-eat food habits and the growing love for Indian food has made the market for Indian frozen foods very active. For Indian people living in the UK, frozen Indian foods do two important things: they save time and help keep their culture alive. For many, especially those with busy lives and families where both parents work, making traditional Indian meals can take a lot of time (Sharma et al., 2020). Frozen Indian meals let people enjoy familiar and meaningful dishes without spending a lot of time preparing them from scratch. However, many British Indians also care a lot about their religious and cultural beliefs, like choosing halal meat, which affects what they buy (White & Kokotsaki, 2004).

For the general British population who isn't Indian, frozen Indian foods are a way to enjoy a "takeaway meal" at home, often for less money (Neubacher, 2025). Indian food is seen as both exciting and comforting, making it a popular choice for eating at home (nuse, 2025). Studies show that a lot of people buy frozen meals instead of ordering takeaways or going out to eat (Neubacher, 2025). The variety of Indian cuisines available in the frozen section, including traditional curries, regional dishes, and snacks inspired by street food, meets the desire for different and new food experiences (Credence Research, 2025).

3. Adapting Indian Products to Local Tastes.

Ethnic food products have to be tailored to the local consumers' preferences in the global food marketing industry, and some of the difficulties and approaches discussed in the existing literature are pertinent to the research on Indian ready-to-eat frozen snacks in the UK. Using ethnic foods, for instance, Bennett *et al.* (2022) give an understanding of how various ethnic groups select and consume food based on their dietary habits. In addition, García-Díez and Saraiva (2021) major in the safety of ethnic food products, preferring to explain how the use of starter cultures can enhance the safety of foods derived from animal products. Chironi *et al.* (2021) investigate how Italian consumers change their palate towards ethnicity pollution, particularly with regard to spices in the everyday diet. The research finds that the integration of ethnic foods into the local market entails a process of dilution of the herbs and other condiments to fit the local palate.

Authentic recipes from ethnic cuisines result in providing flavours that may be too strong or which are not according to the local tastes. A strict maintenance of this authenticity would pose a challenge for adaptability. Again, according to Ramanathan *et al.* (2022), a key challenge for the producers is that of maintaining the food quality while preserving them in the frozen mechanism. The freshness of the ethnic snacks throughout the supply chain can get disrupted and eventually, food waste can occur. Another challenge is associated with imperfect freezing or heating which ends up destroying the food structure, texture, flavours and numerous other aspects. The usage of traditional ingredients poses an unfeasible structure due to its cost and unavailability. The perfect balance between the authenticity of the ethnic frozen snacks and the local tastes is important, and this encourages mixing up the various traditions for culinary preparations and adjusting spice levels sometimes or incorporating fusion dishes. According to Spence (2020), the mixing of different flavours from authentic cuisines across the world results in the perfect balance of food choices, and the flavour perception of different cultures becomes clear. The study also highlights that there has recently been a surge in the commercial and popular demands for flavour pairing and fusion foods. The scale of flavour perception depends on cultural backgrounds. According to Sen, Antara, and Sen (2021), factors of religion and culture play a great role in curbing frozen ethnic food and the demand for it. Concerns rise with the cultural or religious sensitivities related to a particular food item. There is a high competition from the production companies making ready-to-eat frozen snacks. With increasing competition, the graph from Statista (2023) shows that in the United Kingdom, the cost of readily available frozen snacks increased, showing a high rise from December 2022 to

December 2023. The most demanding frozen food item was chicken nuggets, and so its price jumped over greater percentages during this recent time period. The challenge of competition with the local cuisine always persists. A significant challenge is maintaining strict compliance with the laws and regulations for the food safety regulations, and other associated regulations. Strict international regulations from countries like that of the UK impact the quality of food products including label requirements and global export-import standards. Maintaining the freezing technology and cold chain logistics for delivering frozen foods is also a challenge. After Brexit, the UK is facing a major challenge of seafood availability and issues are arising with the imports (Harrison *et al.*, 2023). The challenge of cultural variations can be mitigated by the proposed active control of connection built to the local culture by serving ethnic frozen foods and experimenting and investigating traditional and local tastes (Malota and Mucsi, 2021). Several mitigating strategies, mainly involving transportation techniques for carrying frozen snacks from distant places, revolve around better freezing mechanisms throughout the transportation. Also, the packaging of the frozen snacks is made such that the foods remain with the same freshness. The enhanced prices for frozen foods are optimised through strategic sourcing by exploring alternative suppliers who provide a better deal. To control the costs, several production houses have developed private labelling. Under private labelling, retailers sell items, sourced from third parties, under their brand names thereby attaining cost-control benefits (Sgroi and Salamone, 2022). The waste reduction of frozen foods is possible by introducing the First in–First out inventory management and clearing the stocks before producing new ones.

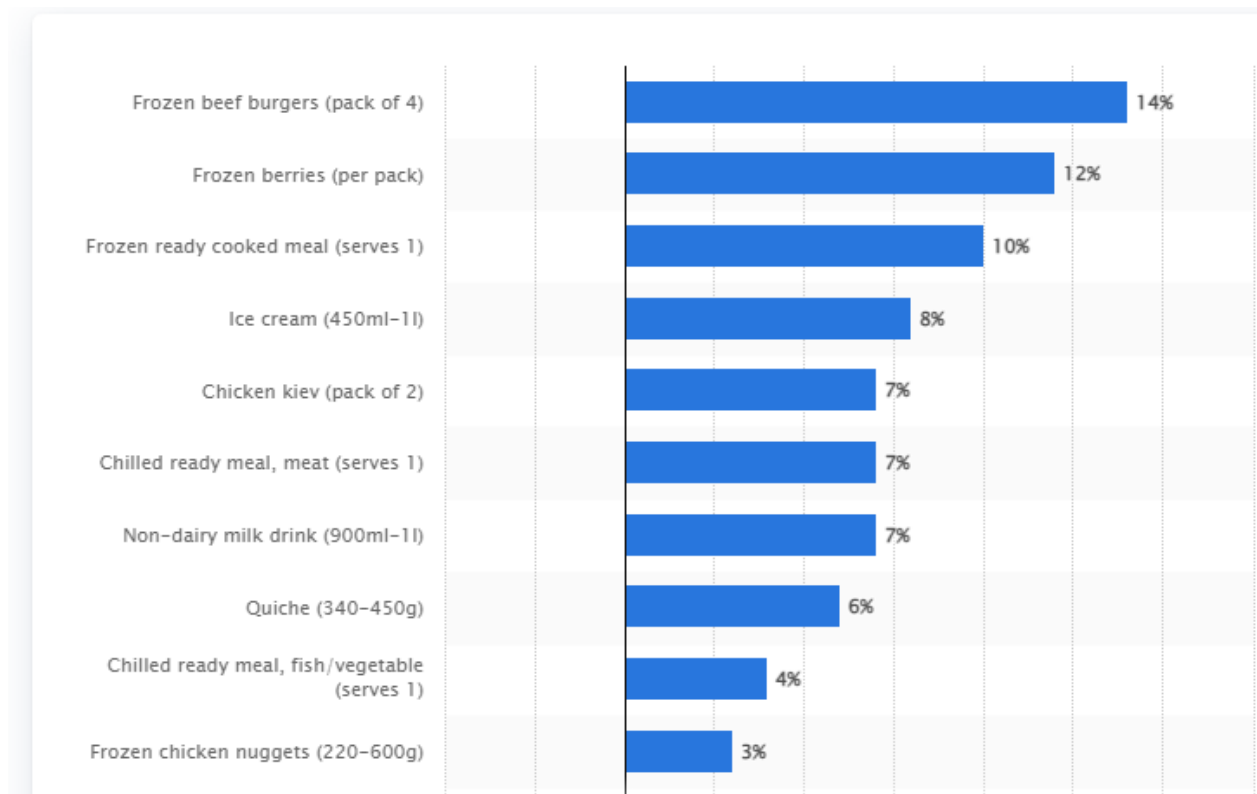


Figure 3: Price change of chilled and frozen food in the United Kingdom between December 2022 and December 2023 by product type (Statista, 2023).

4. Marketing Strategies and Entry Barriers for Indian Frozen Snacks in UK.

International markets have experienced rapid growth in the ready-to-eat frozen snack segment as consumers increasingly opt for convenience products, explore diverse cuisines around the world, and change their dietary habits. The Indian frozen snacks industry has been more active in increasing its market presence, especially within markets like the UK, with its diverse population and growing interest in ethnic food (Lakshmi Stores UK., 2022). However, to succeed within international markets, especially in the UK, the Indian frozen snacks market needs targeted marketing strategies, especially in light of consumer preferences, adaptations in taste, and cultural dynamics. This literature review also explores marketing insights of Indian frozen snacks in international markets, including product customization, consumer behaviour, distribution, and branding. As stated by Hasani *et al.* (2022) the shift in the UK food consumption pattern in international markets plays a significant role in the growth of Indian frozen snacks.

In their study, Stevenson *et al.* (2020) revealed that modern UK consumers are diverse, and they want something different in their diet. There will also be an increased experimentation with foreign food such as Indian which will be attributed to cultural migration or globalisation.

Having a strong flavour and containing a number of different spices, Indian meal has earned its rightful place in the food choice of the UK. Patel *et al.* (2021) have found that ethnic snack food, especially Indian frozen foods, has become an emerging segment in the retail food sector of the UK. The South Asians are a strong consumer base, but it's the masses, particularly the young people, the millennials, and the Gen Z, who are pushing for ethnic foods that are authentic but easily available and sustainable (Mitchell, 2024). This demographic shift is very beneficial to the Indian frozen snack manufacturers as it makes the development of products that can satisfy not only the Indian palate but also the more global palate. Health and wellness trends have made the UK move towards plant-based, low-fat, and gluten-free products.

According to the research by Firoozzare *et al.* (2024), the demand for healthier choices is increasing for frozen foods from consumers, which tend to be driven more by the demand for snacks that are organic and locally sourced. Therefore, Indian frozen snack producers need to look for ways of creating products that are both tasty and fashionable with health and wellness. In the article by Yogesh Funde and Shrivastava (2024), Indian frozen snacks whether it is quinoa or chickpea or the new options available in vegan formats were postulated to become new luxury foods for a greater population. The importance of branding to introduce Indian frozen snacks into global markets cannot be overlooked. According to the Marques *et al.* (2020) classification, it is a branding function that would help target ethnic food products as authentic and desirable for the local market. Indian brands in the UK must get it right in the brand, where they have to maintain a way that depicts the Indian origin of the snack, but at the same time appeal to the taste and preference of the British people. Cultural sensitivity is also the same for marketing.

Banerjee (2021) expressed that based on the Food and Agriculture Organisation (FAO), the popularity of processed and convenience foods is growing around the globe due to changes in city life, people's lifestyles and more women working outside the home. Such trends are also found in developing countries, not only in the West. Ethiopia has experienced strong growth in farming, mainly with pulses and cereals, helping to add to the supply chain for processed food (Farmonaut.com., 2025). Because of these advancements, countries are increasingly integrating their food systems, with food produced and consumed outside their borders. Because ready-to-eat (RTE) snacks and other food items are sourced globally and used more often, we should consider their effect not just inside the UK but also on global food supply, access and distribution. This shows how Indian RTE snacks are a part of the global convenience foods industry.

According to Sivakumaran and Harindranath (2022), advertising must depict Indian food and culture respectfully, accurately portraying it and steering clear of stereotypes to educate the consumer about the diversity and richness of Indian food. As noted by Olarewaju *et al.* (2024), supermarket chains such as Tesco, Sainsbury's, and Asda in the UK are going to provide the backbone to the network's establishment. Important roles will have to be played by ethnic food retailers to target those consumer segments particularly important to the community, most particularly South Asian ones. E-commerce platforms are of increasing importance to food retail also. Promotions and sampling are effective strategies for increasing consumer awareness and fostering brand loyalty. As noted by Ofosu-Boateng (2020), free samples and in-store demonstrations are powerful tools for engaging consumers and encouraging trial. As per Yogesh Funde and Shrivastava (2024), frozen snacks are often a new product category for many international consumers; sampling provides an opportunity to showcase the authenticity and quality of Indian snacks. Products customised to local preferences, culturally attuned branding, strategic retail collaboration, and appropriate promotional campaigns will be some strategies. Based on the study of Elif Naz Çoker, Pechey and Jebb (2024), it can be concluded that the acceptance of ethnic cuisine is increasing together with the overall demand for speedy and healthy-eating food opportunities, and in this context, Indian frozen snack manufacturers can tap into the lucrative UK market more effectively.

The market overview caused by the globalisation of the business related to frozen food is a good indication of growth since the primary benefit of the long shelf-life of packaged frozen food is the benefit of getting processed ready meals from the comfort of one's home. Globalisation of the frozen food market, especially for ethnic foods, increased the availability of the international culinary experience, available in a frozen kind.

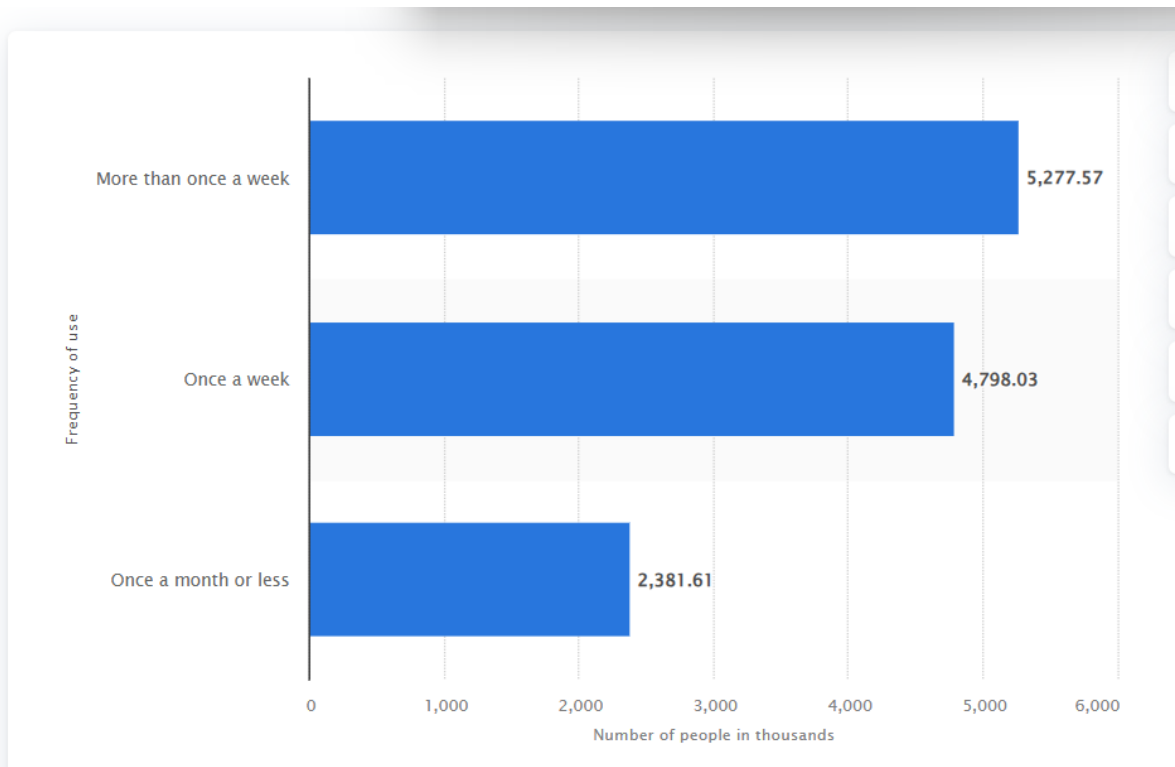


Figure 4: Consumer distribution of chilled and frozen ready meals in Great Britain (2023).

Source: Statista (2024)

From the graph by Statista (2024), it is observed that with the consumer's demand for frozen foods, the competitive environment also grows. This figure illustrates consumer demand patterns and complements the findings section. This caused significant tough competition for the Indian frozen food business to enter the UK market. According to Sharma, Adhikary, and Borah (2020), the pandemic caused major issues in terms of supply chain disruptions, which include the whole business of frozen foods as well, where manufacturers, retailers, and wholesalers face major obstacles. The Indian frozen food business faces a distribution challenge involving the obstacle of cold chain logistics since the maintenance of the food items from production to delivery is crucial. Also, reaching diverse markets through e-commerce can be challenging. According to Mkansi and Nsakanda (2021), the e-commerce channel faces wide market barriers as frozen food falls into the segment of e-groceries, where there exist high expectations of faster and time-managed deliveries.

From the graph of Statista, (2024), along with the growing market competition, the rising demand can also be observed in a vivid view.

The UK market offers both an excellent opportunity and a significant challenge for Indian RTE frozen snack brands. It provides an ideal entry environment because there is a high demand for

ethnic foods and convenient meal solutions. However, to gain success, these entry barriers must be crossed through cultural adaptation, competition, supply chain issues, and regulatory compliance. The current literature review identifies the most crucial market entry barriers and opportunities that Indian RTE frozen snack brands will face in the UK market.

Mohan (2020) believes that the foremost challenge Indian RTE frozen snack brands face is the adaptation of their product offerings to the UK consumer's taste preferences. Despite the growing acceptance of ethnic food, traditional Indian snacks may still be too spicy or culturally different for mainstream consumers. Therefore, brands must balance the fact that they want to maintain authentic Indian flavours yet modify spice levels or ingredients to suit the local palates. If that is not the case, acceptance in the larger UK market will be inhibited. According to D'Angelo *et al.* (2020), the UK frozen food market is extremely competitive, with many local and international brands of convenience foods that are well-established in the market. Indian RTE frozen snack brands must, therefore, carve out their niche in the market through effective brand positioning. The presence of strong brands will make it tough for new entrants to gain a foothold in the market, especially in terms of price, quality, and consumer trust.

According to Smyth (2020), regulatory barriers may be a significant obstacle for Indian RTE frozen snack brands in the UK food industry. The regulations about food safety, labelling, and allergens are quite stringent in the UK. Foreign brands need to abide by various standards to be eligible in the country. All such necessary certifications and transparent labelling might consume much time and cost for such a brand which is not aware of UK food laws. UK consumers now find more ethnic foods and the fastest-growing ethnic food happens to be Indian food. As a result, there is ample opportunity for the Indian RTE frozen snack brands in terms of breaking into the market since people have begun to display more interest towards international and ethnic food. The increased demand for convenient ready-to-eat meal solutions also happens to coincide with the main products of Indian RTE frozen snacks, thereby putting them in a more favourable position in the market. According to Zhang, Zhang and Zhou, (2021), there is a big consumer market of Indian diaspora in the UK. The consumers are already attuned to flavours and traditions related to Indian snacks, and, therefore, become a basis for brand loyalty.

Conceptual Framework

The conceptual framework demonstrates that food culture forms the foundation of consumption practices, shaping how individuals relate to food through identity, curiosity, and the balance between tradition and modernity. These cultural elements influence consumer

preferences—whether for convenience, health, indulgence, or authenticity—which in turn guide how producers and marketers adapt their products for new markets. The findings show that successful adaptation strategies depend on understanding cultural expectations and translating them into practical aspects such as taste, packaging, and branding while maintaining a connection to authenticity.

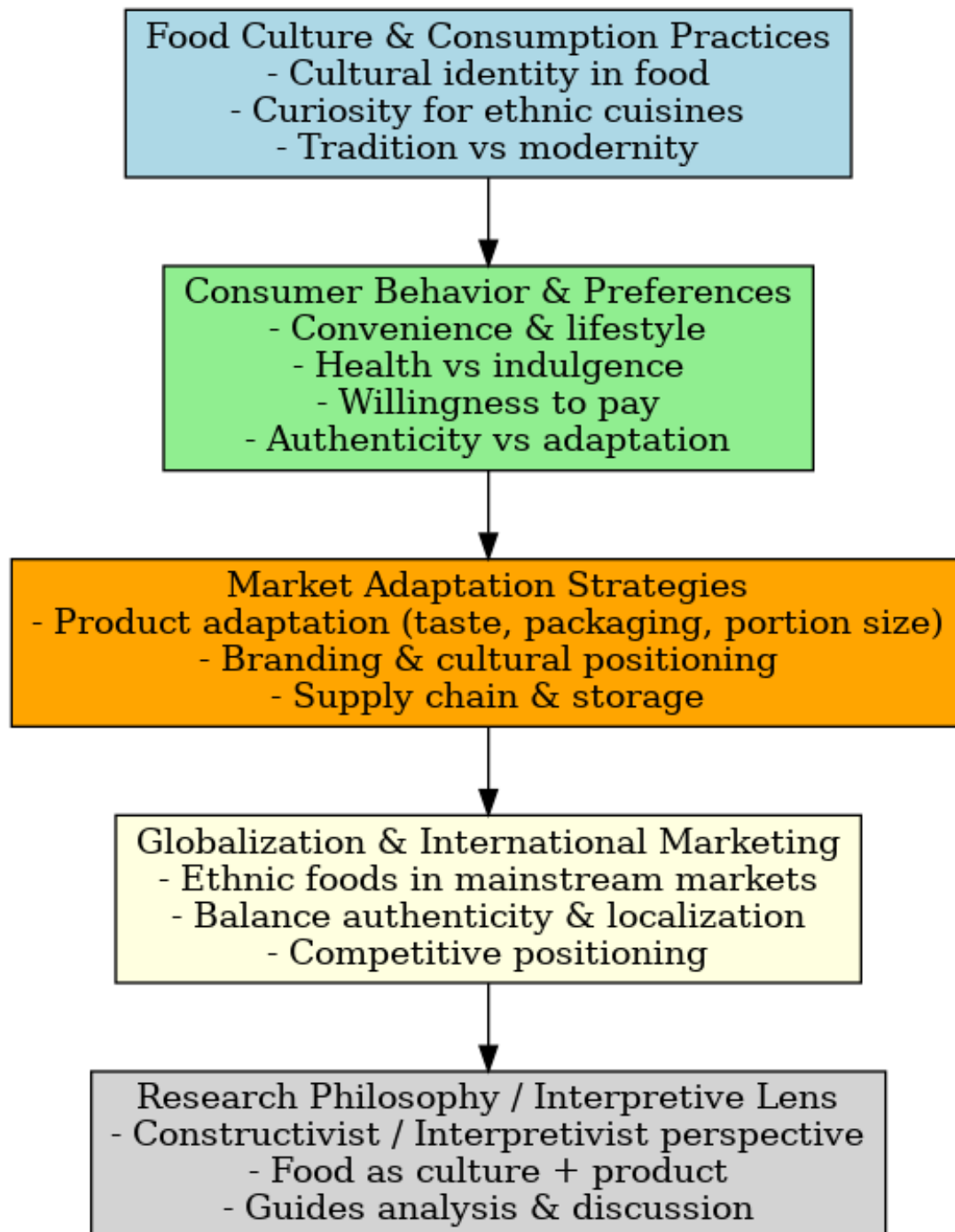


Figure 6: Conceptual Framework for Analyzing Indian Ready-to-Eat Frozen Snacks in the UK Market

This theoretical framework is based on the theory of food culture and explains the relationship between the food, consumer and producer in the UK market. The model limits that perceptions of food authenticity and adaptation lead to consumer recognition and acceptance by culture, which subsequently influence ancillary approaches in the industry, like product development and localised advertising. Consumer preferences provide feedback that remakes production practices, creating a cyclical culture exchange. The analysis of the study relies on the current model, and the discussion of the position of Indian ready-to-eat frozen snacks in the UK revolves around the processes of their changes, provided by intricate cultural and industrial interactions.

III. Aim & Objectives

Aim

This research seeks to examine the role of Indian ready-to-eat frozen snacks in the UK market, consumer preference, and how the snacks are localized.

Objectives

To investigate consumer perceptions, preferences, and acceptance of Indian ready-to-eat frozen snacks in the UK, considering the influence of food culture, and to analyze how adaptation strategies, marketing approaches, and market dynamics affect their entry, growth, and opportunities in the UK market

Research Questions

- What is the impact of food culture on consumer preferences and the industrial adaptation of Indian ready-to-eat frozen snacks in the UK market?

Sub-Research Questions:

1. What are the cultural and social implications information to the UK consumer of the Indian ready-to-eat frozen snacks?
2. What do producers do to transform Indian snack products to meet the UK consumer tastes and expectations?
3. What role does authenticity and localisation play in informing marketing strategies?
4. What are the challenges and opportunities facing Indian brands as they aspire to integrate with the UK market over time?

IV. METHODOLOGY

The study concentrates on *secondary research techniques*, including the research philosophy (*Interpretivism*), research design (*descriptive*), and research strategy (*qualitative*) with a focus on the use of secondary data. Also, it describes the criteria for data inclusion and exclusion, sources and ways of data collection and analysis, as well as the adherence to the ethical principles throughout the work.

1. Research Philosophy

The research philosophy of this research revolves around the *interpretivism method*. This method focuses on the understanding of the interpretations and meanings associated with the social experiences of the individuals who dealt deeply with the analysis of a particular topic. It explains the importance of reality, and posits the fact that reality is not objective, but rather it is subjective. According to Alharahsheh and Pius (2020), Interpretivism focuses on involving factors and variables related to analysis and subject through the perspectives of a human brain, as it believes in the philosophy that considers humans as distinct from a physical occurrence. This consideration is valid according to interpretivism criteria since they create an additional analysis interpretation to an analysis or subject with an assumption that humans can never be scrutinised as physical events. The research philosophy is taken so since it stresses the meaning of the experiences, which interprets results based on reality. To gather rich and authentic findings, the interpretivism method employs qualitative data from various aspects such as observations, documents, literature works, interviews, etc. These are helpful in throwing light on one's experience of reality and drawing perspectives based on observations. The method uplifts and considers the researchers as the main tool in the process of finding authentic interpretations, as researchers are believed to incorporate their own perspectives, values, beliefs, and expertise in curving a fine and concise report.

The study is based on an interpretivist philosophy, which helps in understanding how food culture, consumer behavior, and market changes are connected as globalization progresses. By using this approach, the research focused on exploring what people mean and feel about food seeing it not just as something to eat, but also as a part of cultural identity and everyday social life. This view helped the study understand how people think about things like authenticity, change, and ease in relation to their own cultural backgrounds and personal ways of living.

2. Research Approach

Two types of research approaches exist- inductive and deductive research approaches. The inductive approach aims to create general principles from specific examples, thereby following a bottom-up approach. On the other hand, the deductive approach follows a top-down approach where, first, general principles are presented which is followed by specific examples. Thus, this approach is closely related to hypothesis testing (Tursunova, 2023). For the current research on the effect of RTE frozen snacks on consumer preference in the UK, no theory exists beforehand. Rather, this study aims to study the research topic first-hand and create general principles out of it. Hence, an inductive approach was leveraged.

3. Research Design

This research used *descriptive research design* which was considered appropriate for examining secondary data of ready-to-eat frozen snacks in the UK market of Indian snacks. Exploratory research was employed to identify the trends and characteristics of the market and the Indian snack brands, which gave a broad overview of consumer behaviour and the strategies being adopted by the competitors (Brandes *et al.*, 2022). This design was ideal as it provided me with an opportunity to go deeper into the research objectives without having to conduct primary data collection exercises, which would have taken a lot of time and resources and would not guarantee the reliability of the data collected since they have to be conducted by anyone who found their way to the sites. Due to the focus on description and interpretation, the design was able to convey the essence of consumer preferences and the processes of market adjustment.

4. Research Strategy

Research can be categorised into qualitative or quantitative research strategies based on the type of data being collected. Sometimes, a mixture of these two strategies is utilised, which is known as mixed-methods research. Qualitative research aims to evaluate practical issues of society and business. This type of research focuses on evaluating motivation and in-depth meaning behind social phenomena which can't be explained by numbers. This research intends to determine two types of facets, namely, the way to do a thing and its outcomes (Taherdoost, 2022). Quantitative research, on the other hand, relies on numerical values to explain natural phenomena. This strategy employs both empirical and descriptive statements and leverages

numerical or statistical methods to analyse the mathematical values collected (Taherdoost, 2022). The current research on the consumer preference for Indian RTE frozen snacks in the UK needs a detailed evaluation of consumer mindset, local culture, evolving food habits, etc., which can't be evaluated by mere numerical values. It needs analysis of vast qualitative data providing insights into consumer mindset and hence, a qualitative research strategy has been followed.

5. Data Collection

Data collection can either be primary or secondary. Unpublished and first-hand data that is procured directly from the consumers is called primary data. There are various types of primary data collection, such as questionnaires, interviews, surveys, focus groups, case studies, experimental studies, statistical methods, diaries, etc, depending on the type of data collected and the participants. Human participants play an important role in primary data collection, where they are asked a number of questions regarding the research topic to evaluate if their opinions match or contradict with existing body of knowledge. On the other hand, secondary data refers to the data collected from published sources. This means that this type of data has been collected and analysed by some other researcher for fulfilling some other research purpose, and is now being utilised to fulfil the current research purpose. Checking the relevance and reliability of the existing sources is of utmost importance to ensure their overall trustworthiness. Secondary data collection sources include journal papers, e-journals, newspapers, books, unpublished personal records, letters, Government records, etc. (Taherdoost, 2021). Secondary data collection is cheaper and less time-consuming and can be made reliable by using high-impact-factor, peer-reviewed journal papers. For the current research on the consumer preference for Indian RTE frozen snacks in the UK, a secondary data collection process was used.

To ensure the reliability of this data collection process, reputed publishers like Elsevier, Nature, Wiley, Springer, MDPI, Taylor & Francis, etc. were used. Google Scholar was used as the primary database. Besides, databases like ProQuest, PubMed, Web of Science, etc. were also used.

The following keywords were used as search strings: ready-to-eat frozen snacks, Indian RTE frozen snacks, consumer perception, attitude towards Indian food in the UK, etc. A Boolean search process was followed to make the search process more refined. The following searches

were made: “Indian RTE frozen snacks AND UK consumer preferences, Indian RTE frozen snacks AND UK consumer attitude, Indian food AND UK consumer attitude, Indian RTE frozen snacks AND significance in the UK market, etc.

The following inclusion and exclusion criteria were applied within the search process.

Table 1: Inclusion and Exclusion Criteria

Inclusion criteria	Exclusion criteria
Papers published on or after 2021	Papers published before 2021
Papers written in English	Papers written in other languages
High-impact factor journals	Blogs, opinionated articles, conference publications
Papers covering the required keywords	Irrelevant and/or vague articles

6. Data Analysis

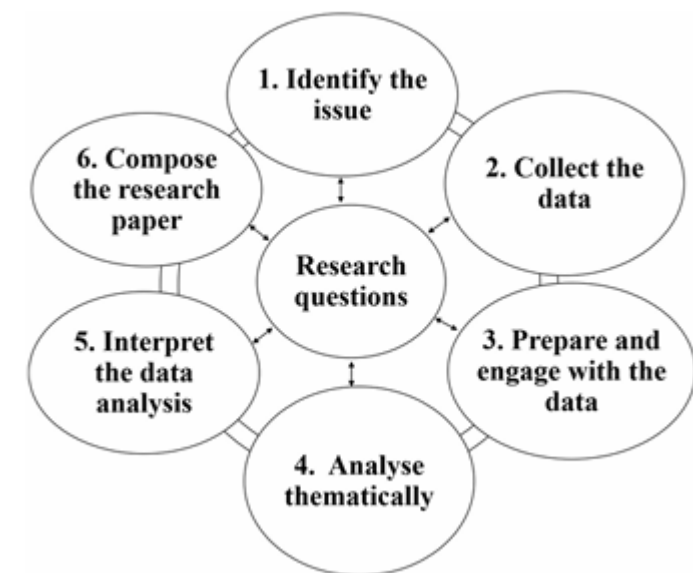


Figure 5: Thematic Analysis Stages

Source: Peel (2020)

Data analysis is about making sense of the data collected to answer the research questions. Different data analysis methods exist for quantitative and qualitative data. For quantitative data,

often statistical methods are used to evaluate patterns between different variables. For qualitative data, one of the most popular methods is thematic analysis, which has been utilised for the current research. This process involves six stages and aims to unearth patterns out of vast qualitative data.

In line with the process, data was collected from different sources and organised. Then, the data was engaged to get familiarised with it. Initial codes were generated, and then these codes were turned into various categories. Ultimately, patterns and themes were generated out of these codes and categories, and each of these themes reflected the essence of the current research area.

7. Ethical Consideration

Research ethics are important to maintain to ensure research is done while adhering to all necessary legal requirements. For primary data collection, participant consent becomes the most important thing to take care of. For secondary data collection, no such consent is required. However, here, findings of other authors are being used, and hence, it was ensured that all papers used were duly cited both in-text and at the end of the dissertation, under a separate reference list. The UK GDPR guidelines were also duly followed throughout the research journey. Secondary data needed for fulfilling the current research objectives were only used and those not related to the current objectives were discarded. Data was stored in a secure password-protected device. Data not freely available weren't used without asking for permission.

V. RESULTS

The primary research findings about UK consumer choices for Indian ready-to-eat frozen snacks concentrate on the Indian diaspora community. These findings demonstrate the effect of cultural food routines on consumer choices by investigating methods to accommodate British tastes. The research outcomes deliver vital information about consumer ingredient choices and cultural food environments as well as their impact on expanding the UK frozen snack industry.

1. Market Potential and Consumer Segments

As per the findings, there are considerable changes in ethnic ready-to-eat (RTE) frozen food consumer behaviour which results from multiculturalism together with quick lifestyles and rising convenience requirements that maintain authenticity (Naik, 2024). The rising population diversity, including Indian immigrants, has expanded the market for traditional Indian snacks, including samosas pakoras, and aloo tiki. Such food products enable Indian-origin consumers to experience cultural familiarity but also introduce new taste experiences to UK consumers at large.

Taste is still the most significant element that influences making purchase decisions supported by authenticity and convenience though the price is also critical in determining consumer behaviour (Bukhari *et al.*, 2021). The preference of the Indian-origin consumers is oriented on the traditional flavours reflecting the home-made dishes to retain the connection to the culture and a feeling of familiar comfort with the help of the snacks (BAKSHI, 2022). The Indian RTE snacks attract the non-Indian consumer due to their bold and exotic flavours, but are more willing to have medium spiciness and reduced oil content. Such trends emphasize the importance of tapping into the quest of matching real flavour profiles with the expectation of local tastes, as well as making sure that the products stay priced reasonably.

Packaging alongside branding components proved influential for the market. Consumers felt more inclined to buy Indian RTE snacks when manufacturers provided comprehensive product labelling and transparent ingredient lists in addition to health claims such as gluten-free along with low-fat and vegan options. Visual elements with powerful colours and images of the product and references to Indian cooking traditions successfully attracted both Indian buyers and consumers from other backgrounds (Khan, 2025). Consumers who recognised the brand

and found it accessible in common supermarkets exhibited an increased likelihood of trying and restocking the product.

Consumer behaviour in the frozen food segment continues to prioritise convenience as its essential factor. Participants prioritised products which required minimal preparation time since they needed to be microwaved or air-fried within a 10-minute period. Time-strapped people, such as workers and students, along with families, find the convenience aspect particularly attractive as a meal solution (Lichy, Dutot, and Kachour, 2022).

Research data demonstrates the presence of two distinct market groups who purchase frozen Indian cuisine either to preserve cultural heritage and authenticity or to explore new food experiences and benefit from convenient preparation methods. Indian RTE frozen snacks, which merge traditional principles with contemporary food values such as healthiness, quick preparation time, and sustainability, will succeed better in the UK food marketplace (Ganesha and Nagaraju, 2025). The information offers important knowledge to help producers develop specific marketing strategies that are necessary for accessing different consumer segment in the UK market.

2. Cultural Significance of Indian RTE Frozen Foods.

The demand for Indian RTE frozen food is influenced by various factors among different groups of people. For both Indian immigrants and native Indians, a hectic lifestyle with not much time to cook makes frozen Indian meals a very appealing choice. A study on the eating habits of Indian immigrants in the UK and native Indians showed that time limits, especially in homes where both people work, play a big role in people moving towards easy, ready-to-eat food and takeaways (Sharma et al., 2020). For the general UK population, these products are a simple way to enjoy the taste of a takeaway or restaurant meal at a lower cost and with less effort (AHDB, 2023).

For Indians, frozen Indian food, especially snacks and certain items like paratha and specific vegetables (for example, cut okra, green peas), provides a taste of home that is hard to recreate with the fresh ingredients commonly found in the UK. These products help people enjoy traditional dishes without needing to go to specialty stores often for fresh produce. Being able to buy enough food for the week and having consistent quality are also important benefits. For non-Indian consumers, including British citizens and other nationalities, Indian frozen foods offer a way to try new foods without much risk or cost. Compared to cooking from scratch,

these foods are a cheaper and easier way to "test out new cuisines" (Neubacher, 2025). The UK ethnic food market is also being driven by a growing interest in "fusion cuisine" and "bold, surprising flavor combinations" (Credence Research, 2025). This desire for variety and new food experiences makes Indian frozen food a popular choice.

In the frozen ready-to-eat (RTE) market, people mainly choose products because they want convenience. A study by Sharma et al. (2020) found that time is a big reason why both Indian people living in the UK and those in India make their food choices. Because of this, more people are turning to ready-to-eat and takeaway meals. People are also asking for healthier choices in the frozen RTE market. This means there's more interest in products with simple, clean labels that don't have too many artificial ingredients (Root Kitchen, 2023). Indian food manufacturers are making more vegetarian, vegan, and plant-based frozen meals to match traditional Indian diets and the growing trend of eating more plant-based foods in the UK (Credence Research, 2025). But there's a catch: some British-Indian dishes that are popular now might have more fat and calories because they use ingredients like cream and thick sauces, which are different from traditional Indian cooking (The Spice, 2021).

Younger people and those who love world cuisines are looking for real, authentic flavors (vermilion, 2024). This means brands have to go beyond just selling "curry" and offer meals from different regions with better-quality ingredients. This is helping change the idea that frozen meals are all low quality (Speciality Food Magazine, 2025). Even though convenience is important, cost is still a big deal, especially now when people are watching their money closely (AHDB, 2023). Frozen ready meals are usually cheaper than eating out or cooking from scratch (AHDB, 2023). This is especially helpful for people who are careful about how much they spend, like students (White & Kokotsaki, 2004).

In the UK food market, there is a rising focus on health and sustainability. More consumers are looking for products with clear nutrition labels, and some are interested in plant-based options. Indian cuisine, with its wide variety of vegetarian and plant-based dishes, is well-suited to meet this need. Frozen foods are also seen as a good way to reduce food waste, which is a major concern for eco-friendly shoppers (Speciality Food Magazine, 2025).

3. Adaptation Needs Identified

Secondary research further reveals that the Indian ready-to-eat (RTE) frozen snacks need a number of adaptations for the UK market. To be specific, the adaptation forces companies to

preserve the originality of the product but at the same time should meet the new trend of the UK market consumers (Yulistiyo, Andriani, and Rukmana, 2023). Price acceptance, ingredient access, health requirements, and cultural issues are the main challenges during product adaptation to achieve UK market success, which needs unique approaches.

Research indicates that the flavour differences between traditional Indian foods and British consumer preferences represent a major obstacle in the market. Samosas and pakoras, as well as bhajis, represent traditional Indian snacks that contain strong, flavourful spice blends. The standard British food purchaser who does not belong to the Indian immigrant community typically favours flavours that are less intense and more conventional than the classic Indian taste (Mushtaq Ahmed, 2023). A recipe revision process must begin to reduce spice intensity without altering the authentic character of the original dish. Manufacturers now provide different spice levels in their products so consumers can match their preferences, thus broadening their market reach.

The acceptance and availability of traditional ingredients create an additional barrier for manufacturers. Authentic Indian recipes require specific ingredients which UK consumers find difficult to obtain or they do not accept because they are unknown to them. The powerful smells and tastes of fenugreek and asafoetida will often disappoint customers seeking these products. Manufacturing companies select alternate ingredients or milder ingredients that retain essential dish qualities so they can better align with local preferences.

The degree of health consciousness stands as a vital element that affects how people adjust their food consumption. UK consumers now focus on food nutrition because they seek products with minimal fats combined with high dietary fibre content along with no artificial components (Boukid *et al.* 2022). Traditional Indian RTE snacks consist primarily of deep-fried carbohydrates that might discourage potential consumers from trying them. Producers adapt their production methods through baked options along with air-fried alternatives and use high-protein flours as well as emphasise clean-label versions. The product modifications fulfil customer requirements while transforming Indian snacks into contemporary healthy on-the-go food items.

Marketing combined with packaging execution performs a vital function to establish market acceptance. The market now demands clear product labels with health-related statements and allergen warnings presented alongside designs that consumers can relate to for reaching British consumers. Brands now use storytelling as their marketing strategy by explaining snack

cultural backgrounds along with preparation techniques to build emotional bonds with consumers (Junfeng and Halabi, 2024). Packaging serves as a platform for serving recommendations and fusion recipe suggestions which help users explore new ways to use the products.

The market entry of Indian RTE frozen snacks into UK markets exceeds basic recipe modifications. A successful adaptation of Indian RTE frozen snacks to the UK market demands a complete approach that unites flavour adjustments with adaptable ingredients alongside health-focused reformulation and culturally appropriate branding elements (Eckhardt, 2024). The combination of efforts results in maintaining product authenticity along with consumer group compatibility, which leads to continued success in the UK's competitive food market.

4. Marketing Approaches

The analysis of secondary sources indicates that Indian ready-to-eat frozen snack brands penetrating the UK market were increasingly adopting a multi-faceted marketing strategy to position themselves successfully. Liang *et al.* (2023) highlighted that the rapid development of the UK food market is a result of engagement with tremendous cultural diversity, health consciousness and convenience-seeking behaviour, making for rich ground for Indian snacks that are equally familiar to immigrant communities yet perplexing to the mainstream consumer. One of the key observations by Shah *et al.* (2023) shows a strategic balancing act of preserving cultural authenticity on the one hand and accommodating local preferences on the other.

One of the most obvious strategies is to adapt to the product. Traditionally, Indian snacks are being reformulated to be more palatable for the British palate and more in line with current nutritional trends. This is because, as shown by Djordjević *et al.* (2024), the UK is becoming more and more focused on wellness, which also means that there will be variants that are gluten-free, plant-based, or low in fat. Some secondary data by Money (2023) show that quinoa-based samosas, vegan pakoras and more baked alternatives like fried items are trending, especially among the younger generations like millennials and Gen Z. These are not merely changes in taste but also a transfer of culture, which is to say, Indian culinary traditions that are adapting their global standard to their geographic locale.

The position of the brand is very important to a larger demographic. Most of the packaging designs have Indian visual elements combined with modern, minimalist art. Saffira *et al.* (2021) found that storytelling can be used by brands successful in the UK to indicate heritage and the

authenticity of the product, as well as open up about the product ingredients and how they were made. This also fits into a broader trend in food marketing where narrative and origin stories build consumer trust and engagement around the products.

Distribution strategies have also evolved. Visibility and accessibility of Indian snacks have increased through dunking in mainstream supermarket chains such as Tesco, Sainsbury's and Asda. Yet, ethnic food stores still matter for engaging with the Indian and South Asian diaspora. Sheth *et al.* (2022) found that with a post-pandemic setting and online platforms and e-commerce as the new sales channels, the niche brands now have a cost-effective way of reaching consumers who are looking for authentic or region-specific Indian snacks. Syed *et al.* (2023) declared that among these observed promotional tactics are sampling initiatives, loyalty programmes and influencer partnerships. In particular, these are useful in encouraging trials among non-diaspora consumers. Additionally, Jamal and Khan (2024) state that there is a need for cultural sensitivity in advertising and branding. Even successful brands know to keep themselves from reductive stereotypes and rather promote India's culinary diversity respectfully, providing an understanding of the UK's multicultural context.

Taken as a whole, their strategies take into consideration India's agrarian and cultural landscape and emphasise how foodscape and marketing complement one another not only in order to align food production with market demand but also to enable the differentiation of products by leveraging the agricultural landscape and culture. Branding such Indian frozen snacks as both nostalgic and associative for the diaspora population, as well as a novel experience for the mass audience, the ability to position Indian frozen snacks is an intrinsic brand equity; thus, positioning Indian frozen snacks is an inclusive branding narrative. Considering this, secondary sources agree that strategic adaptation, health positioning and culturally attuned marketing are key to a sustainable presence of an organisation in the UK market.

5. Barriers and Opportunities.

The research outcomes uncover various threats and possibilities in the UK for Indian Ready-to-Eat (RTE) frozen snack brands. These trends represent a rapidly globalising market for ethnic foods, though the UK as an offering market can be very receptive yet highly competitive for ethnic food products. The need for easy, tasty, and varied food products has prompted the entry of Indian frozen snack brands into the global market, although multiple entry barriers still exist that call for proper planning and adjustments.

Firstly, the most notable opportunity relates to the increasing trend of consumption of ethnic food in the UK. According to the literature, the ethnic food sector in the country today is fast growing, especially Indian food, and at the same time, the demand for convenient food products is also on the rise. Cui *et al.* (2024) reveal that in the UK, there is a growing demand for chilled or frozen ready meals, as evidenced by high consumer uptake. This trend will cause a change in cultural preference, a desire for convenience and an internationalisation of food preferences that go hand in hand with the Indian RTE frozen snack brands. Another evidence in support of the established markets is that there is already an Indian population in most countries, and they are quite familiar with snack foods from India. It is in such demographic locations and populations that this consumer base can be effectively used as a starting point for tapping into mainstream British households.

Nonetheless, the following essential market entry barriers can be identified. First of all, cultural and sensory adaptation has been determined as one of the biggest issues that need to be addressed. Throup (2024) explains that even though the Indian menu is recognised as exotic and spicy, regular British customers may find some options too hot or use some exotic spices. The consequent localisation of products also remains an important consideration without compromising the brand heritage, which is a tough task that manufacturers have had to grapple with. To be successful, the provider has to position the food somewhere in between too traditional Indian and not quite enough to depress the UK palates' expectations.

Another huge element of the issue is the supply chain and distribution logistics. As described by Sadia (2024), Indian RTE frozen snack makers severely struggle to implement and sustain the cold chain supply system. Since frozen foods are perishable products, maintaining a standard quality from production facilities in India to stores in the UK remains a logistical and costly challenge. E-commerce distribution introduces another level of complication, mainly because consumers in the UK demand same-day or next-day delivery services. Non-achievement of these aspects can lead to reduced credibility and customer satisfaction, and therefore, there is a need to embrace them fully. Another challenge is the high level of competition in the frozen food sector in the UK, as informed by the analysis of the business environment. Van Crombrugge *et al.*, (2024) paper reveals that supermarkets and online platforms' shelf space is largely owned by domestic and international recognisable brands. These incumbents thus have the benefit of companies' familiarity, customer loyalty and established sales channels. If Indian RTE brands have to succeed in the UK markets, they will have to identify themselves by providing better quality products than what is already available,

reasonable pricing and orienting their marketing communication in a manner that appeals to ethnic as well as non ethnic consumers.

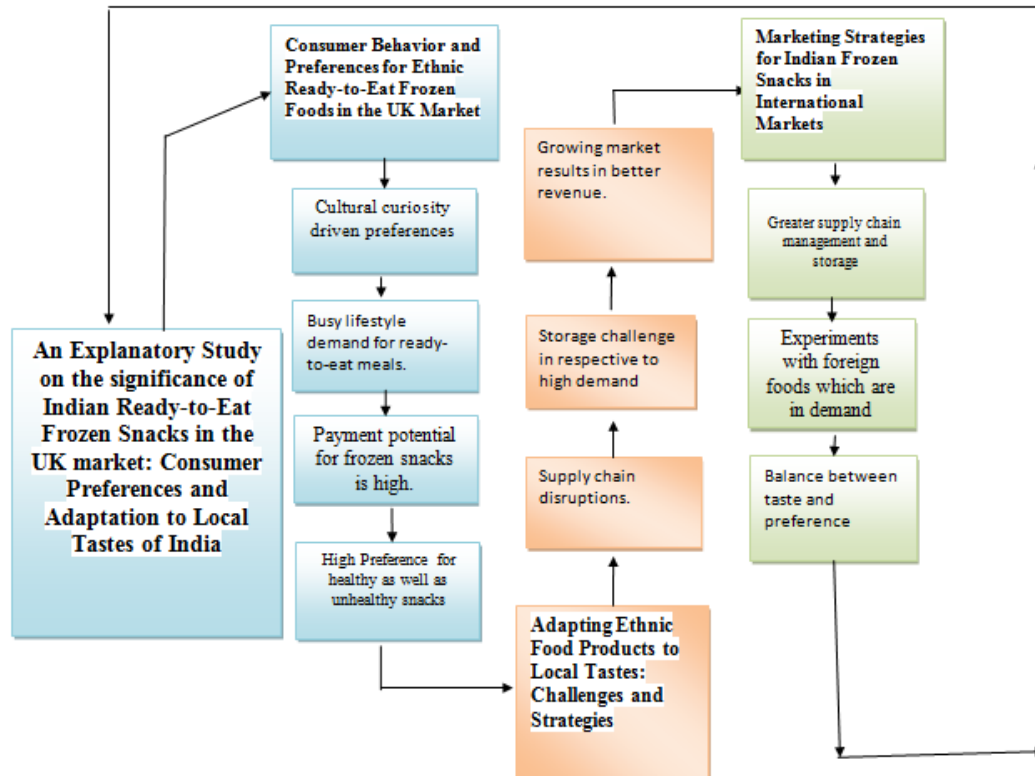


Figure 7: Overall Outcome of the study.

VI. DISCUSSION

The approach in this chapter is to interpret the research findings within the food culture conceptual framework discussed in Chapter Two (Figure 6). The framework bridges the food, consumers, and producers aspects, on how cultural meanings contribute to product modification as well as the perception of the consumer. Based on this model, the discussion examines the issue of interaction of authenticity, convenience, and localisation in the formation of preferences for Indian ready-to-eat frozen snacks within the UK market. All presented themes are analysed in the context of the food culture theory, as the interconnectedness between the demands of consumers and industrial enterprise innovation is discussed in multicultural food contexts, which constantly redefine authenticity and market acceptability.

The present study adopts the interpretivist philosophy first because the study addresses the meanings and perceptions held by consumers and producers of Indian ready-to-eat frozen snacks. Instead of objective generalisations, this discussion imparts subjective opinions based on secondary data on the cultural adaptation and market behaviour. The interpretive approach takes the consumer preference into consideration as a social construct determined by culture, identity and lifestyle. Similarly, producer strategies are also viewed as the reaction to these common meanings, in terms of how people and organisations co-produce value in the multicultural UK food market as a result of constant interaction and adaptation. The next sections revisit the consumer preferences, process of adaptation, marketing strategies and market challenges from a theoretical and cultural point of view. Such an analytic change is important to underscore the existence of such patterns and not merely describe them. The comparison with cultural senses against industrial reactions enables the discourse to gain more knowledge on how authenticity, localisation and convenience overlap to influence the changing status of the Indian ready-to-eat frozen snacks in the UK market.

1. Cultural Dimensions of Consumptions

The UK market for ethnic ready-to-eat (RTE) frozen foods experiences rapid consumer behaviour changes because of multicultural influences, busy lifestyles, and growing consumer interest in health and authentic food choices. The analysis of consumer trends at a high level shows different results compared to actual observations of their real actions.

Market demand is shaped by cultural diversity as one of the main aligned aspects. The UK population consisting of diverse cultures, particularly Indian immigrants, has resulted in

increased interest in traditional Indian snacks such as samosas and pakoras (Statista, 2024; Naik, 2024). Actual buying patterns reveal two distinct consumer groups who buy Indian food for cultural preservation or culinary curiosity despite general studies focusing on cultural appreciation as a whole (Ganesha and Nagaraju, 2025). The market shows greater segmentation than believed before since emotional bonds and novelty-seeking represent independent consumer motivations.

From an interpretivist standpoint, these preferences represent how individuals express identity and belonging through food choices rather than purely functional convenience. Consumer purchase decisions heavily rely on taste evaluation, but the level of its impact differs across specific consumer markets. Research indicates that customers will pay additional costs to obtain delicious and flavourful Indian ethnic foods (Sen Antara and Sen 2021). Proof in the market reveals that robust flavours catch attention but must still fit within the tastes expected by locals. Indian consumers maintain their preference for spicy traditional snacks levels, yet international buyers seek less spicy and oily Indian snacks (BAKSHI, 2022). Real purchase statistics contradict assumptions about ethnic food popularity by revealing that customers seek dishes which unite authentic Indian elements with adjustments that suit local consumer tastes.

The actual purchasing behaviours regarding convenience differ significantly from how people perceive this aspect. People commonly believe that convenience stands among various purchase factors which include price and taste. Current consumers value convenience above all else, so they choose ready-to-eat snacks that can be microwaved or air-fried (Lichy, Dutot, and Kachour, 2022). Consumer groups who treat RTE products as everyday necessities instead of occasional treats make packaging convenience features their primary decision-making factors despite earlier assessments.

The discussion about health-conscious eating introduces additional elements for comparison. According to Statista (2023), health awareness has triggered a market trend from frozen snacks to gluten-free and plant-based meals. Real-world food choices demonstrate no desire to avoid frozen snacks since consumers now define their preferences for frozen foods differently. This recommends that the consumers do not perceive frozen snacks as the inferior substantial anymore, rather, changing values in regards to convenience, money worth, health, and minimized refrigeration changes the perception, making frozen food acceptable, easily adaptable and responsive to the current lifestyle. The demand for ethnic frozen foods meets two requirements by consumers who want nutritious options that match wellness goals while

still allowing indulgence (Khan, 2025). The shift towards healthier eating habits leads consumers to transform product expectations within the frozen category instead of completely eliminating frozen items from their diets.

Customers depend more heavily on packaging and branding elements than analysts predicted earlier on. The peripheral parts of the packaging, including bold aesthetics together with ethnic references and clear ingredient descriptions, drive consumers to make purchasing choices. The combination of authentic design with health information appeals to Indian along with non-Indian customers in product selection (Khan, 2025). Research at the beginning stage typically fails to recognise packaging plays an essential role in building trust with consumers who come from different segments.

The brand popularity, together with supermarket distribution network status, represents two key factors that influence consumer choice. Recent data opposes the theory that taste drives ethnic food consumption because consumers typically buy products repeatedly only when those products are located in prominent retail spots and bear familiar brand names. Physiological accessibility operates at two levels because it builds trust and maintains consumer loyalty. The purpose for which products should be used creates a second point of tension. The market perceives RTE frozen products as snack alternatives when consumers actually use them for preparing everyday meals including curries and tikis. RTE products now fulfil consumer expectations by serving as complete meal alternatives to traditional cooking methods when they deliver satisfactory taste, health benefits and speed to use (Demirkiran et al., 2022).

The UK consumer behaviour towards Indian ethnic RTE frozen foods requires examination through multiple perspectives. Different demographic groups show distinct expectations through their nuanced behaviour even though cultural appeal and flavour attraction maintain their strength as entry points. The market exists within the space where consumers balance authenticity and adaptation together with indulgence and health, as well as tradition and innovation. The development of successful marketing strategies for UK consumers requires producers to directly confront these differences between consumer preferences. These varying expectations also provide both prospects to customized product strategies as well as contradictions in striking in equilibrium of authenticity and adaptation which means that producers must expect to find tensions between tradition, innovation, health and indulgence to meet the expectations of the different segments of consumers in the UK market.

2. Product Authenticity and Adaptation

The process of adapting Indian ready-to-eat frozen snacks for the UK market must find the balance between the desire to remain as close to the Indian snack as possible and adapting to the consumer preferences of the target country. While this balance between the authenticity of the brand and local consumer preferences is a theoretical challenge, practical experience shows other approaches to implement abstract concepts in industries.

In terms of altering the Flavors, the two models are diametrically opposed. In multiple sources, the authors point to the fact that it is very challenging to achieve authentic tastes in Indian dishes when cooking them in other countries. As Chironi et al. (2021) have pointed out, ethnic food recipes require their bold spices and herbs to be toned down to local palates; However, this process can lead to authenticity loss. Intense Indian spice combinations become challenging to maintain during freezing processes because they both impact texture and flavour, according to Ramanathan et al. (2022). Recent observations show that producers have chosen to offer various flavour options. The market research conducted by Mushtaq Ahmed (2023) shows that manufacturers deliver their products in different spice intensities to satisfy diverse customer tastes. These strategic market-oriented modifications are considered acceptable by customers instead of being seen as cultural compromises.

The topic of ingredient availability alongside substitution represents a fundamental difference between these two markets. Research identifies the difficulty of obtaining traditional ingredients, including fenugreek and asafoetida, because UK consumers find them either unavailable or unappealing (Bennett et al., 2022). The ingredients have an authentic feel, yet they create barriers when aiming for mass market adoption. The actual behaviour of producers shows a different approach than theoretical discussions. The production industry makes changes to snack ingredients by using alternative components that offer milder flavours to appeal to British consumers (Yulistiyo, Andriani, and Rukmana, 2023). The substitution approach is now seen as a method to match ethnic products with consumer expectations while maintaining traditional flavours.

Health consciousness stands as a leading contradictory aspect between the themes. Research shows that deep-fried carbohydrates in Indian snacks pose major health challenges to consumers concerned about wellness in markets like the UK (García-Díez and Saraiva, 2021). The rising consumer requirement for low-fat and high-fibre food products with no added ingredients intensifies health-related concerns about ethnic food products. Despite this

challenge, manufacturers have used it to spark innovative solutions for their products. The manufacturing industry has reacted by creating baked and air-fried products that incorporate high-protein flours while maintaining clean labels according to Boukid et al. (2022). The former health restriction has become an opportunity for repositioning, which transforms traditional Indian snacks into modern healthy alternatives. This change depicts a higher profile of RTE foods in which health concerns are the starting point of innovation, so manufacturers can re-package staples of Indian snacks and present them as contemporary, nutritious substitutes based on baked preparations, air-frying, and lower-calorie healthier ingredients.

The divergence between these two aspects stems from product preservation methods alongside freezing technology. Multiple scholars express serious worries regarding how freezing affects the quality of products. The improper freezing or reheating methods result in diminished quality of Indian snacks, according to Ramanathan et al. (2022), because these snacks react negatively to changes in heat and moisture levels. The process of transporting and storing the food products creates risks for both waste accumulation and spoilage. Modern logistics and inventory techniques such as First-In-First-Out (FIFO), along with improved cold-chain infrastructure, help businesses reduce these issues according to observed industry practices. Theoretical risk assessments coexist with practical operational solutions that specifically resolve the identified problems.

Different viewpoints show divergence regarding the matter of cultural and religious sensitivity. The authors Sen, Antara, and Sen (2021) present evidence showing how religious and cultural food taboos restrict market potential while functioning as obstacles to broader ethnic frozen food acceptance. Brands nowadays achieve cultural respect by marketing their products respectfully and using clear labels alongside storytelling to build connections between diaspora audiences and non-diaspora consumers (Junfeng and Halabi, 2024). A new perspective emerging from this development demonstrates how sensitivity transforms into an opportunity to build brand identity.

Some accounts within the discussion about economic and competitive pressure demonstrate a perspective of concern. The analysis reveals that food prices continue to rise while local food stands against Indian cuisine, and Brexit has added regulatory difficulties to the market (Statista, 2023; Harrison et al., 2023). The sustainability of Indian ethnic food products faces continuous threats from these specified factors. Price pressures within the food industry are addressed by businesses through private branding combined with strategic purchasing

decisions and multi-tiered product ranges. The first interpretation examines broad economic risks, but the second strategy emphasises small-scale business flexibility. Diverse interpretations exist between perspectives regarding fusion and innovation as a concept. Spence (2020) presents flavour fusion as an academic strategy that promotes cross-cultural food success. The practice has validated this approach as manufacturers utilise packaging to encourage consumers to try new fusion recipes. The conceptual approach to ethnic frozen snacks has shifted into actual marketing execution.

The cautious approach to ethnic frozen snack adaptation describes multiple challenges by emphasising authenticity, loss of ingredient inaccessibility, and health or cultural incompatibility. The real-world implementation demonstrates an adaptable business environment through which these difficulties get resolved by combining technology development with strategic marketing initiatives. The comparison indicates that Indian ethnic frozen snacks need strategic adaptations to succeed in UK markets rather than overcoming theoretical cultural obstacles. The need of Indian frozen snacks and its strategic adaptations is partly due to the integration of the Indian food within the culture of the UK food sector, thus becoming a sub-culture, which gives it more flexibility in terms of its localisation and consumer acceptance.

3. Indian RTE food Culture

The UK market for ethnic foods is special and growing, with Indian cuisine playing a big part. This growth is because of the many different cultures living in the country, especially in big cities like London (Credence Research, 2025). More supermarkets, Indian grocery stores, and online shops have helped make Indian food easier to buy for more people (IMARC, 2025). Even though the market is growing, there are some problems. Some people think frozen Indian food isn't as real as cooking at home. They say that the special spices and traditional ways of cooking are lost when food is frozen (Times of India, 2023). This shows a conflict between the fast convenience of ready-to-eat foods and the wish for real, homemade flavors.

Another issue is that frozen foods are seen as too processed or full of additives. Studies say that people worry about the health and freshness of frozen food, which makes them less popular (Waqas et al 2025). Even though companies are trying to improve this by using better ingredients and fewer artificial additives, there's still a need for better information for customers. A study by the Food Standards Agency (FSA) found that younger UK people (aged

16-24) are less likely to like frozen food compared to older people (Waqas et al 2025). This means marketing strategies might need to change depending on the age group.

Indian frozen food has a big impact on the UK market and is growing quickly. It reflects wider food trends where convenience, trying new foods, and being healthy are all important. Even though the Indian community is still the main group buying these foods, the market is also expanding to include more British people and others who enjoy the real taste and practicality of Indian ready-to-eat products. The success of this part of the market depends on the industry's ability to meet the need for convenience while also dealing with concerns about authenticity, taste, and health. By improving product quality and being open about ingredients and sustainability, Indian frozen food companies are in a good position to benefit from the changing food culture in the UK.

4. Strategic Marketing and Branding

The analysis of Indian frozen snacks for internationalization particularly in the UK presents an emerging pattern of marketing strategies that are informed by globalization, health consciousness, assimilation, and branding. The literature and findings support the notion that, in addition to providing quality ethnic products, success in the international markets rests upon the formulation of products to appeal to new consumers while preserving cultural authenticity.

Perhaps the most featured tone in the sources is product adaptation. Increasingly, Indian frozen snack manufacturers entering the UK market have re-engineered their offerings in terms of local tastes as well as nutritional preferences. According to the literature by Firoozzare et al. (2024), healthy snack options such as plant-based, low-fat, or gluten-free are becoming popular demands. This trend is reinforced in the findings, where brands have started to sell quinoa baked instead of fried and vegan pakoras, samosas and so on (Money, 2023). In other words, these adaptations are not superficial but essential physiologic changes in the face of the increasingly abundant health and wellness movement present in the food consumption culture of a large part of the United Kingdom (Djordjević et al., 2024). Having the traditional taste to preserve and the healthier compositions to appeal to the diaspora and the mainstream drivers of consumption, this dual strategy permits brands to find common ground with both groups.

Marketing strategy is defined by consumer behaviour. Stevenson et al. (2020) observe that UK consumers are becoming more adventurous by trying new things, and that includes new culinary experiences associated with global migration and cultural diversity. Indian snacks—

rich in flavour and cultural history—fit naturally into this space. But brands need to pay attention when it comes to how to successfully penetrate the market, depending on the generation. Patel et al. (2021) state that millennials and Gen Z are key consumer segments that are urging for new, ethnic yet marketable products. This finding supports such a claim since it points to how Indian frozen snacks are being advertised as not only nostalgic for South Asian consumers but also novel for 'mainstream' British consumers (Shah et al., 2023). The dual positioning, such as this, further substantiates the need for branding that is not only inclusive but does so through a common culinary curiosity while acknowledging the unique cultural links.

Branding and Packaging play an important part in pulling people towards interest and loyalty. According to Marques et al. (2020) and Saffira et al., (2021) one of the challenges of branding is being real while at the same time trying to appeal to the masses. It is proven by the findings that brands employ a mix of traditional Indian visuals and modern minimalist design to be appealing broadly. The key is storytelling to build trust and an emotional connection with the product, and it involves highlighting the heritage, ingredients, and preparation methods. This fits with relevant food marketing trends of more and more importance for transparency and authenticity (Saffira et al. 2021). To this, frozen snacks in India have been positioned not just as food items but as experiences that are based on a narrative.

Another critical element of making the market a success is the distribution strategy. Tesco, Sainsbury's and Asda are the major mainstream UK supermarket chains that provide crucial retail infrastructure for Indian frozen snacks, as stated by Olarewaju et al. (2024). The findings indicate that products have been given increased visibility by traditional retailers as well as ethnic retailers (Sheth et al., 2022). With ethnic food stores still necessary for reaching diaspora populations and mainstream outlets for reaching wider communities, placement in both outlets will suffice. Additionally, business models for niche companies due to the post-pandemic e-commerce boom have opened up new, less expensive channels to connect to consumers outside of their geographic boundaries (Sheth et al., 2022). This omnichannel strategy caught the trends of retail, and it's something that signifies e-commerce integration in product distribution.

Furthermore, promotion and advertising approaches are also taking into account a growing cultural awareness. According to Sivakumaran and Harindranath (2022), brands must not fall into the trap of embracing cultural stereotypes; instead, brands have to get it right regarding Indian cuisine as a gesture of diversity and richness. This view receives support from the

findings that successful promotional strategies include culturally sensitive campaigns, influencer partnerships, and in-store sampling initiatives (Syed et al., 2023; Jamal and Khan, 2024). Particularly in regard to sampling, it becomes a very powerful instrument for overcoming the first barrier of initial reluctance, namely by non-diaspora consumers who are not familiar with the product category (Ofosu-Boateng, 2020; Yogesh Funde and Shrivastava, 2024). Both quality and authenticity can be demonstrated to the new consumer, increasing the chance of new consumer acquisition by allowing direct product engagement.

5. Addressing Entry Challenges

The Indian RTE (ready-to-eat) frozen snacks segment in the UK has great potential as well as entry risks for new players. As the globalization of ethnic foods has become more popular the demand for easy-to-prepare, long-shelf-life foods has also grown. This is a good sign for the Indian RTE brands in the UK. On the other hand, culturally targeted strategies, supply chain systems management, and competition in the market make it even harder to succeed.

Indian RTE frozen snacks. The Indian community in the UK also values Indian food to the highest-level extent and serves as the primary consumer market (Zhang et al., 2021). In addition, frozen Indian snacks RTE Indian snacks are in line with the growing demand for convenience foods in the UK. Available literature suggests that these opportunities are tempered by the British indifference to Indian flavours. Even though other cultures have embraced Global foods, Indian snacks tend to be too spicy for the average British palate (Mohan, 2020).

The cultural and sensory change for Indian RTE brands venturing into the UK market is perhaps the most difficult challenge. Indian food is associated with a variety of spices and strong flavours, many of which do not appeal to UK consumers, especially those not used to spicy food. Therefore, the challenge of tempering and adapting Indian snack products to local consumers' tastes without losing their authenticity is very challenging. With some level of spiciness, Indian eateries can only attempt to satisfy a segment of the demand (Throup, 2024). Moreover, marketed as Indian snacks, targeting the Indian population living in the UK and the wider UK audience poses problems as their taste preferences widely differ. Brands try so hard to straddle the fence so they don't end up losing either group.

Along with the cultural barriers of the region, the supply chain and logistics needed for transporting frozen goods over long distances while maintaining their quality and safety is an

even bigger obstacle. It is critical, yet tedious, to maintain the cold chain from manufacturing locations in India to distribution locations in the UK (Sadia, 2024). Sustain brand reputation while adhering to consumers' expectations for fast services, like same or next-day delivery, freshness, and quality standards of the product during transit will require a massive investment in infrastructure. Not to mention, the complexity of the frozen food logistics and delivery systems has greatly increased due to the rise of e-commerce (Mkansi & Nsakanda, 2021). These added operational difficulties are especially impactful to Indian brands of Ready (RTE) snacks because of the added expenses and complications of preserving product quality within online sales and delivery services.

There is fierce competition within the UK frozen-food industry. Established brands dominate as they have acquired a loyal consumer base over time. Such brands have well-established distribution channels, and their strong marketing budgets impede new entrants from gaining visibility and consumer interest. In this competitive environment, Indian brands of RTE snacks will have to distinguish themselves through unparalleled taste, quality, and superior value (D'Angelo et al., 2020). Right pricing strategies paired with ethnic and mainstream marketing targeted at both groups are essential for overcoming the competition in the saturated marketplace.

Notwithstanding these difficulties, Indian RTE deep-fried snack franchises can exploit opportunities stemming from the increased market demand for health-focused, plant-based, and easy-to-prepare food alternatives. As health trends continue to alter consumer behaviour, demand is growing for snacks that offer health value and can compete on taste (Cui et al., 2024). Those companies that position their products as better-for-you options, such as those made from plant ingredients or which contain little to no preservatives, enjoy greater trust from consumers and brand prominence. In addition, the market gaps created by rising concerns about sustainability help differentiate products further. Such brands that focus on the ethically responsible, clean sourcing of ingredients, unambiguous labelling, and other green marketing initiatives could meet the needs of environmentally conscious consumers in the United Kingdom (Van Crombrugge et al., 2024).

The significant Indian diaspora located in the UK offers a substantial opportunity for Indian RTE snack brands. This demographic group has already been introduced to Indian spices and ingredients, which makes them a prospective market for Indian snacks. In the context of the UK market, the RTE snack brands can penetrate in to the Indian consumers' segment first and

then extend to the other groups (Zhang et al. 2021). In this respect, brands need to initially target ethnic consumers and then the overall UK market, which calls for specific marketing strategies based on such factors as health and convenience, as well as popular diets such as veganism and gluten-free eating, for instance (Smyth, 2020).

While the majority of Indian RTE snacks imported to the UK are made in India and shipped, there is an increase in brands choosing to manufacture them in the UK. This change is being led by things that are useful and strategic. This approach allows companies to quickly adapt to what shoppers want by changing spice levels, ingredients and the way a product is packaged. This practice cuts down on travel expenses and keeps supply chain management efficient, which is important for preserving the quality of goods. Moreover, Wu et al., (2021) declared that the manufacturing industry in the UK follows tough local regulations for food safety, earning consumers' trust and giving companies a good reputation. Popular brands such as Cofresh and Everest Dairies have local factories in the UK, which means they can prepare snacks for British people while keeping their authentic taste. Many British buyers, especially those who aren't used to foreign foods, are more inclined to go for local products since they believe they are more hygienic and offer better quality and recognition.

However, there are also opportunities for Indian RTE frozen snack brands as have been mentioned above. The ethnic food market together with the growing trend in the convenience food market in the UK is a perfect environment for entry. However, cultural market adaptation and supply chain competition pose significant barriers. Regardless, overcoming these challenges offers Indian brands the opportunity to differentiate and strengthen their foothold in the UK market, paving the way for expansion into the global market for ethnic frozen foods.

Looking at things this way, the research found that people's food choices are closely connected to the meanings and experiences they have, rather than only being about cost or function. The interpretivist method allowed the study to uncover these personal views, showing that how people see different types of food like being curious, trusting, or seeing it as real is created through social interactions, being exposed to new things, and adjusting over time. This connects back to the overall structure of the study, where each part from the culture around food and how people act to how markets operate and how the world is changing is seen as an ongoing process shaped by how people make sense of the world. Going back to the interpretivist view, it shows that the study's results can't be applied universally in a statistical way, but instead offer a deeper, more meaningful look at how people's interpretations of culture

affect their choices and how markets change. This base in interpretivist thinking keeps the discussion focused on the human experience of food how people see, change, and deal with their food decisions in a global world ultimately bringing all the ideas and findings together into a clear, connected story.

VII. Concluding Remarks

The study analyzed market potential in the United Kingdom for Indian Ready-to-Eat (RTE) frozen snacks, both consumer demand and barriers to entry. Findings revealed strong demand from the Indian diaspora and healthy eating consumers for items that merge authenticity with convenience and health-oriented traits. Brands are confronted, however, with major barriers like regulatory demands, minimal shelf-space availability within mainstream supermarkets, and lack of awareness by non-ethnic consumers. However, opportunities for market entry exist in online sales, health-focused but culturally attuned innovations, and multicultural marketing techniques in accord with UK consumer lifestyle patterns.

Guided by these observations, several recommendations were suggested for Indian RTE brands. These stretch from product reformulation to accommodate local palates without compromising on cultural authenticity (Delarue & Lawlor, 2022), to reaching out to multi-dimensional consumer segments beyond ethnic segments, and adopting clean-label, plant-based, and low-fat formulations to cater to health-mindful consumers (Wu et al., 2021). Distribution channels must focus on partnerships with mainstream retailers and ethnic retailers in addition to online and direct-to-consumer channels (Kar, Bansal & Mishra, 2021). Consumer engagement through narrative, QR-code-bearing packages, and sampling schemes can increase awareness and loyalty (Huo, 2023). Also required are stringent adherence to UK food law and multilingual labelling for gaining consumer trust and broadening accessibility (Englert, Mahler & Bonertz, 2021).

Theoretically, the study contributes to cross-cultural marketing, consumer ethnocentrism, and ethnic food acceptance knowledge. It reveals the influence of health consciousness, cultural curiosity, and convenience on product uptake in multicultural contexts. Managerially, the study offers prescriptive handles for Indian snack food firms exploring the UK market, emphasizing the need for heritage-innovation balance. While the qualitative field and small sample size create some constraints, the study offers a platform for future research in areas like digital marketing, cold chain logistics, and long-term consumer loyalty. Last but not least, Indian RTE

snack brands are able to gain competitive ground in the UK by combining their products with shifting consumer desires and navigating market complexities through smart acumen.

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