

# Global Branding

## Case Study of McDonald's



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# Introduction

Nowadays, the world is undergoing an inevitable process of globalization, in which national economies are integrated into the international economy through trade, foreign direct investment, capital flows, migration, and spread of technology. Globalization is mainly the result of a highly developed technology that allows for very quick and efficient exchange of information, transportation of goods all over the world, etc.

McDonald's has become emblematic of globalization, sometimes referred to as the "McDonaldization" of society. "McDonaldization" is a term used by sociologist George Ritzer to describe the process by which a society takes on the characteristics of a fast food restaurant. According to George Ritzer, *"The fundamental problem with McDonaldization is that it's other people in the system structuring our lives for us, rather than us structuring our lives for ourselves"*. Indeed, McDonald's is often considered as an influx of an American way of life, which is to trivialize eating, to make it something that is fast, make it something that's to get done and over with. In France, McDonald's is often used as a sign of American imperialism.

However, McDonald's does also take into consideration local habits in its Marketing Mix. Therefore, does the international strategy of McDonald's correspond to standardization or rather to an adaptation of its Marketing Mix? In other words, does McDonald's use a standardized Marketing Mix around the world or does it adapt it in each country?

In this report and with the support of some interviews we have realized (Appendix 1), we will first present the fast food industry and McDonald's in order to get a better understanding of the context. We will then analyze the Marketing Mix (Product, Price, Place, and Promotion) of McDonald's, in order to determine whether McDonald's is a global brand or a locale brand (or both).

# **I. General presentation**

## **A. The fast food industry**

It is often falsely believed that fast food restaurants are recent. Indeed, they are as old as cities themselves. McDonald's, the largest fast food retailer in the world, is the brand that is most associated with the idea of fast food, but it appeared only in 1948 with a hot dog stand under the McDonald's brand. Multinational chains (Wendy's, KFC, Taco Bell, etc.) have been at the top of the development of the fast food sector.

In 1992, Price stated that the fast food sector has largely contributed to the global economy. Furthermore, American fast food chains dominate the entire market, to the point that most people make a direct link between fast food and American fast food chains.

The huge success of McDonald's can largely be explained by its capacity to analyze its competitors. The direct competitors of McDonald's are those that provide food service by adequate treatments and processes, that offer to the customer the possibility to consume the food directly or after reheating up, as well as a complete meal.

According to the Menumaster Foods (1980), fast food consists in:

- A limited menu choice,
- Fast service for all products,
- Low unit cost of the meal,
- No booking in advance from clients,
- Possibility to take-away.

Moreover, according to Scholl-Poensgen (1983), fast food products should respect the following criteria:

- Limited life expectancy (the product cannot be consumed after a certain amount of time and must be thrown),
- Quick finished product and quick service times,
- Disposable packaging provided,
- Suitable for eating with fingers,
- Low prices compared with other restaurants.

Current trends show that the internationalization of the fast food industry has been very strong these last few years. Indeed, American chains seem to acquire a powerful position in Europe due to the hard competition on their market.

## **B. Presentation of McDonald's**

In 1954 when Raymond Kroc, a milk-shake machine salesman, met brothers Maurice and Richard McDonald, it was the beginning of a successful business story. In 1940, the brothers opened the first McDonald's restaurant in Bernardino, California with only 25 items for menu, and then due to the lack of profit, they decided to implement the first "Speedee Service System", an assembly line for hamburgers. In 1960, Kroc's company was renamed McDonald's Corporation. In 1963, he decided to market McDonald's hamburgers to family and children and ensued from it a new mascot 'Ronald McDonald' (created by one of the franchisees).

With time, products were introduced and McDonald's was gradually implemented abroad. (See McDonald's history in Appendix 2).

In 2004, Ritzer wrote that McDonald's is the "basis of one of the most influential developments in contemporary society". The McDonald's Corporation is the largest food service operation in the world in system-wide sales. Indeed, the McDonald's brand exceeded Coca-Cola as the world's best-know brand in 1997.

McDonald's feeds 50 million people worldwide daily, more than the population of Spain, in more than 30,000 local restaurants in 119 countries. In addition, the company operates other restaurant brands (Aroma Café, Boston Market, Chipotle Mexican Grill, Prêt à Manger and Donatos Pizza). The worldwide force is estimated at 1.5 million people and 10 million people have already worked for McDonald's since it was formed.

Furthermore, the company plans to open between 2,500 and 3,200 new restaurants every three hours! If this rate is reached and continues like that, the corporation will have more than doubled in size to over 50,000 restaurants by 2010.

McDonald's is a family restaurant; indeed 42% of the visitors are families, and 33% of the visitors are young people between 15 to 24 years old. A typical French consumer spends \$9 per visit versus only \$4 in the US.

In 2005, McDonald's realised a \$27,501 million turnover and was then at the 9th worldwide rank of the best global brands.

### **The marketing in France**

McDonald's franchisees are required to join the McDonald's Marketing Co-operative (for each country). Indeed in France, everything is managed at the beginning by the Marketing Department in Paris - that is the marketing for children, adults, and brand image. These three subdivisions are managed separately. The Marketing Department in Paris simply coordinates actions from the home country (US), to plan new actions that fit the host country. As West (1992) said, flexibility in the global strategy is "quite important".

As regard to the global marketing and the degree of standardization achievable, some interesting findings were found out. While the different product stages which separate the US and French market, some standardizations in the global values could be achieved. The global marketing for a multinational is important in the way to expand uniformity and recognition of the brand in the countries where the company operates. For McDonald's, certain standardization, especially the global values could be applied through the product, price, place and promotion (Appendix 3): indeed, some fittings must be done because of the different culture and then the different tastes of customers in each country as we will see in the second part of our study. They are found in relation with products, price promotion and premises and are carried out by the French McDonald's marketing department and by the franchisees. Though, companies seem to be pushing their brands across borders increasingly, they are not all driven by the notion that locals will embrace global brands. Businesses globalize their brands for other reasons including achieving economies of scale in production, logistics and communications. But marketers have to think about how consumers will embrace their products. To reach consumers, quality is job number one in McDonald's.

## II. The 4 P's of McDonald's

### A. Products

McDonald's predominantly sells hamburgers, various types of chicken sandwiches and products: French fries, soft drinks, breakfast items, and desserts. Each country implements the core McDonald's menu:



*Hamburger*



*Cheeseburger*



*Chicken nuggets*



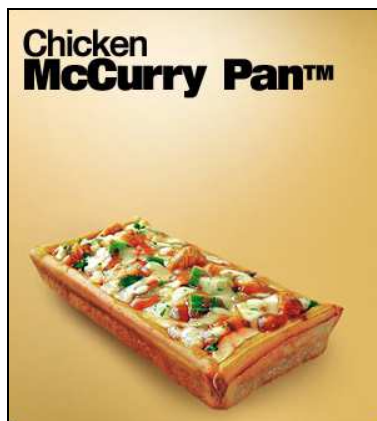
*French fries*

In this sense, McDonald's is a global brand. However, McDonald's offers regionalized versions of its products. This local deviation from the standard menu is a characteristic for which the chain is particularly known, and one which is employed either to abide by regional food taboos (such as the religious prohibition of beef consumption in India) or to make available food with which the regional market is more familiar (such as the sale of Teriyaki burger in Japan).

Some examples of regionalized version of McDonald's products:

- **Japan :** Teriyaki burger
- **Mexico :** Menu McPollo Jr. con Guacamole, burritos
- **India:** Chicken Maharaja Mac, Chicken McCurry Pan. Consumers can get McDonald's sandwiches made with mutton and chicken instead of beef, as McDonald's recognizes the importance of the dietary laws in Indian religions and cultures.
- **France:** in France, McDonald's offers Kronenbourg 1664 in 25 or 33cl measures. The "Croque McDo" is also offered which is a toasted cheese and ham sandwich, similar to the French classic Croque-monsieur. Every three months or so, a new "Petit Plaisir" is introduced.
- **Taiwan:** McRice Burger (home-grown rice burger)
- **Brazil:** the best selling McDonald's sandwich in Brazil is a local creation, the Cheddar McMelt. It features toasted buns, one hamburger, onions, soy sauce and a large amount of creamy cheddar cheese.

- **Chile:** in Chile, customers can add avocado paste to any sandwich, less the McPalta (*Chilean Spanish for: McAvocado*) whose basis is the avocado paste along with *lomito* or pork. Cheese empanadas are also sold at all McDonald's locations in Chile under the same category as fries.
- **Finland:** in Finland, one can get a hamburger served on a bun made of rye instead of wheat. Hamburger is called McRuis (en. McRye).
- **Morocco:** the McArabia is sold in the Middle East. In 2005, the McSahara was briefly sold. In late 2006, the Chicken Mystic, Le Petit plaisirs (small pleasures), and 280 gram Recette Moutarde (Mustard burger) were all released.
- **Pakistan:** there is a Spicy McChicken burger that has chutney in it. There is also a McChutney Burger, a meatball sandwich called the McKofta, and strawberry custard pie.
- **Turkey:** McDonald's offers the Turkish drink ayran and McTurco, a type of Turkish Kebab with either chicken or lamb. A new kind of square hamburger that fits to Turkish taste is MaxBurger. Additionally, Turkey features a sour cherry pie, which is similar to the Apple Pie. Sour cherry is a popular flavor and the pie predates the U.S. cherry pie.
- **Italy:** McDonald's serves Mediterranean salads.
- **Israel:** there are several kosher McDonald's restaurants.



*Chicken McCurry Pan, India*



*Menu McPollo Jr. con Guacamole, Mexico*



*McRice Burger, Taiwan*



*McArabia, Morocco*



*McTurco, Turkey*

## **B. Price**

Pricing is one of the most important elements of the Marketing Mix, as it is the only mix which generates a turnover for the company. Pricing is difficult and must reflect supply and demand relationship. Pricing a product too high or too low could mean a loss of sales for the organization.

Pricing could not possibly be standardized across the globe without alienating many countries with poorer economies. In each country, the prices must take into account the following factors:

- Fixed and variable costs,
- Competition,
- Company objectives,
- Proposed positioning strategies,
- Target group and willingness to pay.

In this respect, the price of a BigMac is different in each country:

### **Five most expensive**

1. Iceland - USD 7.44
2. Norway - USD 6.63
3. Switzerland - USD 5.05
4. Denmark - USD 4.84
5. Sweden - USD 4.59

### **Five most affordable**

1. China - USD 1.41
2. Hong Kong - USD 1.54
3. Malaysia - USD 1.57
4. Venezuela - USD 1.58
5. Egypt - USD 1.60

### **C. Place**

In the Marketing Mix of McDonald's, the place is not just the physical location or distribution points for products. It encompasses the management of a range of processes involved in bringing products to the end consumer.

McDonald's focuses on store placement and is always looking for the best locations. This strategy created some weaknesses in the last 10 years because it seemed that too many stores were put in some areas, cannibalizing sales from the other McDonald's. The company has also made convenience a focus, not only through how fast it serves customers, but also in the location of its outlets. Freestanding restaurants are positioned so that you are never more than a few minutes away by foot in the city or by car in the suburbs. In addition, McDonald's is tucking restaurants into schools, stores, and much more.

### **Fewer Locations, Various Designs**

A few years ago, McDonald's has changed the design of its restaurants. The idea behind is that restaurants should be located in very different locations, so as to attract different segments of customers. France is the first country where the company has changed the design of local restaurants, in some cases adapting them to different themes, such as mountain huts and gymnasiums. In Spain, according to company sources, they are considering the possibility of designing locations called "McAuto," where customers, while waiting in their cars, can see the food being prepared in the kitchen as a form of entertainment.

Moreover, McDonald's wants to continue its policy of cutting down on opening new locations, which in the United States has meant opening 40% fewer restaurants than last year. In Europe, where there are 6,000 establishments, new openings have been cut by one-third.



*McDonald's restaurant in Kristiansand, Norway*



*McDonald's restaurant in Marrakech, Morocco*



*McDonald's restaurant in China*



*McDonald's restaurant on Times Square, New York*

## **D. Promotion**

Chee and Harris (1998) have defined the Promotional Mix for service industry as follows: *“Of the most appropriate blends of personal and non-personal selling to inform or persuade the individual or businesses firms that represent the service provider’s target market”*.

Indeed, the promotional strategy must link the service to a sympathetic image because this one seems intangible (Chee and Harris, 1998). They also put forward that due to the difficulty to promote these service promotions, the firm publicity becomes significant; it will be done by means of the television or radio, or to contribute to charitable causes, sponsorship, etc. Overall, the advertising comprises several techniques as publicity and public relations, sales promotion, coupons, sampling or premiums. Finally, the personnel have an impact in the

service organization (Chee and Harris, 1998), their effectiveness and capacity to work as a team is taken into account because they are the first contact with the customer. Then, they must have received a good training and information about the company and to have a good remuneration.

### **Global and local brand management**

The purpose of global brand management is to conceive and control a brand's global direction, and this is done by defining and communicating the brand's core values. The execution of this communication lies in devising and consistently applying a specific style, tone, and image.

The role of local brand management is to refine the communication of the brand's core values by adjusting their execution to communicate meaningfully with each local market. If a local event like the Chinese New Year is taking place, it's the local brand-builder's task to ensure the brand leveraging on it. Local brand building depends on an acute awareness of local trends; it is all about leveraging knowledge that the international marketing department has no access to or sympathy with.

Character communication is the key element of branding and the backbone of a global branding strategy. It requires an absolute consistency of purpose which one can only be achieved by having, at the onset of the communication planning, a very clear idea of the set of values to be linked to the brand. A McDonald's commercial from the US, Germany, Brazil or Japan is readily recognized as a McDonald's commercial, even though it may have been produced locally, and by a different ad agency. It will consistently convey some or all of the values (service, friendliness, understanding of family life etc.) which are attached to the company. First, global marketers need to write a thorough and sustainable Brand Strategy which lists the character traits intended for the brand. Then, they should set up an organization which can tactfully direct, teach and evaluate the brand's communication to ensure consistency while at the same time preserving the autonomy (and thereby the quality) of local management.

McDonald's is attempting to localize marketing communications due to the realization that it could not possibly apply to all countries at the same time. The firm sees the necessity to "brand globally, act locally". For example, in China, it was recognized that advertising on

television would be a waste of money because commercials between programs are generally ignored. Instead, McDonald's uses newspapers and magazines to promote its image. Similarly, in East Asia, McDonald's targets children in order to gain optimum results. Of course, the ultimate message (brand) is the same; the medium is what is strategically modified.

As McDonald's need to adapt to national and local habits, the brand is known informally as "Mickey D's" (in the United States and Canada), "Macky D's" (in the United Kingdom), "Mäkkäri" (in Finland), "McDo" (in France, Quebec, the Philippines, and the Kansai region of Japan), "Maccers" (in Ireland), "Macarrannis" (in Mexico), "Maccas" (in New Zealand and Australia), "McD's" (in New Zealand), "Donken" (in Sweden), "de Mac" (in the Netherlands), Mäkkes (in Germany) or "Mac" (in Brazil).

### **Ronald McDonald**



According to *Fast Food Nation*, published in 2001, 96% of school children in the United States can identify Ronald McDonald, making him the United States' most recognized fast food advertising icon. Only Santa Claus was more commonly recognized. On television commercials, the clown inhabits a fantasy world called McDonaldland, and has adventures with his friends Mayor McCheese, the Hamburglar, Grimace, Birdie the Early Bird, and The Fry Kids. The McDonald's Corporation has also characterized Ronald McDonald as being able to speak 31 different languages including Mandarin, Dutch, Tagalog, and Hindi. In recent years, the "childish" McDonaldland has been largely phased out, and Ronald is instead shown interacting with normal kids in their everyday lives.

As the ongoing obesity epidemic in western nations has been increasingly noted by the mainstream media, McDonald's and other fast food chains have been under increasing pressure to revamp their products and advertising with healthier alternatives. As part of this campaign, McDonald's has agreed to discontinue marketing to children under the age of twelve; Ronald has been recast as a role model for healthier lifestyles.

Ronald McDonald is the key in-store promotional figure. Very seldom do you see him on television commercials and, when you do, you see him publicizing in-store promotions.

Ronald, very cleverly, has become McDonald's point of differentiation in each market. He celebrates Christmas in Northern Europe and the Chinese New Year in Hong Kong. He promotes McDonald's wine in France and McDonald's Filet-o-Fish in Australia. But, he never appears in globally accessible media. McDonald's' global messages come through television commercials. The corporation produces local adaptations of these, too. But, you can see McDonald's local twists are substantially stronger in the in-store promotions than on television.

For example in France, Astérix, the Gallic cartoon was linked to Ronald McDonald through television commercial and posters. It was done in the aim to attribute burgers with an icon of the France to face the hostility from French customers toward American-style fast food. Marketers call it "glocalization" - the creation of products or services while following the global market but customized to suit a local culture.



In Thailand, Ronald McDonald greets people in the traditional Thai "wai" greeting gesture of hands together.

In Japan, Ronald McDonald is called ドナルド・マクドナルド - Donald McDonald - apparently because this is easier for the Japanese to pronounce. An ad campaign for the Tomato McGrand featured a young man and woman dressed in colors similar to Ronald's garb.

### **A global image**

McDonald's has for decades maintained an extensive advertising campaign. In addition to the usual media (television, radio, and newspaper), the company makes significant use of billboards and signage, sponsors sporting events from ranging from Little League to the Olympic Games, and makes coolers of orange drink with their logo available for local events of all kinds.

As a global brand, McDonald's asked to several celebrities to represent the brand such as the famous tennis player Venus Williams, the R'n'B group Destiny's Child (campaign 2004-

2005), or the representant of their campaign “I’m lovin’ it”: Justin Timberlake (2003). These celebrities were off course selected for their worldwide image.

Nonetheless, television has always played a central role in the company's advertising strategy. There have been many McDonald's advertising campaigns and slogans over the years. The company is one of the most prevalent fast food advertisers. The purpose of the image has always been "portraying warmth and a real slice of everyday life". Its TV ads, showing various people engaging in popular activities, usually reflect the season and time period. Finally, they have never in their advertising history used negative or comparison ads pertaining to any of their competitors; the ads have always focused only on McDonalds alone.

### **The Fall of the Super-brand**

Although, the McDonald’s chain counted 30,000 restaurants in more than 100 countries, and more than 47 million customers a day, the colossus of hamburgers realized late last year that its growth was stagnating and its falling earnings had brought down the price of its shares.

There were several reasons for this spectacular decline. In the United States, McDonald’s was forced to deal with obesity lawsuits that were ultimately rejected by American courts, as well as a fierce price war with its main competitors that substantially undermined the company’s operating profits. Overseas, anti-globalization groups launched attacks on the multinational’s localities in several cities around the world.

But the real growth problem confronting by the king of hamburgers was the change in consumer habits. More and more, people are looking for healthy food that is low in calories, especially after the food crisis caused by Mad Cow Disease. Last, but not least, obesity affects 25% of the American population and 15% of Europeans.

### **“I’m lovin’ it”: An International Motto**

McDonald’s has now prepared a fast food model for the 21st century, in which every aspect of the business is going to be revised. This includes not only the way the company creates and

presents its products, but also how it designs new restaurants, how it goes about its merchandising – and even the way people work.

The image of the company is one of several things that is being adapted to new times. For example, McDonald's launched a new – and for the first time, global – marketing strategy in Germany at the beginning of September. The campaign focuses around the motto, "I'm lovin' it" and it is part of a new and broader marketing approach that McDonald's calls Rolling Energy. The company says this approach will revitalize the brand in the entire world, unify its messages and integrate all its marketing moves.

In fact, the strategy of unifying a campaign behind the same message for the brand is nothing new. Nike, with its "Just Do It" slogan had already done that, and enjoyed very good results. When Nike launched its campaign, some countries had to change the fundamental image of the advertising because of cultural questions. That is the worst that can happen to McDonald's in its global campaign.

With this campaign, the company claims to be giving a boost to its image and providing its brand with a new attitude and direction.

"McDonald's is trying to increase the loyalty of its customers, because the consumer is not loyal to any fast food chain in particular. Specifically, it is trying to get young people to identify themselves with this brand," says Miguel Angel Gavira, a reporter who covers the food industry for *Expansión*, a Spanish daily.

The positioning has changed from targeting the family to targeting the young adult. The company is moving towards young adults in order to win business volume.

The "It's what I eat and what I do... I'm lovin' it" campaign includes television ads, new packaging, an updated Website and a fresh series of Ronald McDonald videos teaching children how to eat well and stay active.

It must be noted, nevertheless, that the campaign is simultaneously international and local. According to company sources, the advertisements have been adapted to each market in which the company has a presence. In each, they are going to reflect the culture, the lifestyles and the attitudes of McDonald's customers throughout the world. To deal with this global

objective, the central motto, ‘I’m lovin’ it,’ has not been translated. The advertisements have been shot in 12 languages in locations as far apart as Brazil, Malaysia, the Czech Republic and South Africa (see appendix 4).

### **A healthier image**

McDonald's has pushed to convey a healthier image amid mounting criticism — not to mention obesity lawsuits — claiming fast food is not nutritious and has contributed to America's weight problem. The Oak Brook, Ill.- based company was also the target of the 2004 documentary *Super Size Me*, which focused on the health decline of filmmaker Morgan Spurlock during an all-McDonald's diet.

The company introduced entree-sized salads in U.S. restaurants in spring 2003 and in Europe in 2004. McDonald's also ran a promotion for adult Happy Meals featuring salad, bottled water and a pedometer, added a fresh fruit option to its kids' Happy Meals and began heavily promoting milk.

This year, McDonald's plans to introduce new salads to their menus. Also, with trans-fatty acids regarded as the latest obesity culprit, McDonald's will keep working to remove trans fats from foods, including French fries.

### **McDonald's – an Equal Opportunity employer**

McDonald's strongly insists on the fact that it is an “equal opportunity employer”. On the company's website, one may read that recruitment “*extends beyond race, gender, ethnic origin, marital status, color, nationality or disability, to encompass people with very different backgrounds and experience*”.

This strong message illustrates the idea that McDonald's needs to work with local people because, though it is indeed a standardized global brand, it does need to adapt to local markets and needs.

## **Conclusion**

McDonald's Company is seen as a global brand: it is important to make the difference with global marketing. Indeed, global marketing is applied everywhere, in all countries, without any consideration of local values and cultures. Global branding takes into account that those global brands have a global framework. This means that one image and concept is globally applied around the world, just like in our example of McDonald's. The Ronald character and the fast food – hamburger-fries-drink formulas are the elements that help to recognize the brand. However, we have also observed a tendency for adaptation according to foreign countries and cultures. By doing so, customers all over the world are able to recognize themselves in the food they eat, the restaurants they go to, the price they pay and the ads which represent the brand.

Nowadays, more and more global brands use this strategy in their worldwide development: it is called "glocalization". It is an efficient way to conquer more customers, as they are more willing to consume international products, sometimes even believing that they are local. McDonald's is certainly one of the best illustrations of glocalization.

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# ANNEXES

## **Appendix 1: Interviews**

For this study, we interviewed two franchisees and two managers of McDonald's (relative of ours). They accepted to take a few minutes to answer our questions which permitted us to confirm the Internet data we found, and like that we saw what they really think of McDonald's way of doing their job.

### **Question 1: Is it a good strategy of development for McDonald's to use the global marketing and why?**

**Sir Martineau:** 'It allows the uniformity and the recognition of the brand all around the world. The other points which are the same everywhere are the image targeted to attract the family and the products, where a bottom of identical range is proposed all around the world.'

**Sir Bar:** 'Yes because it allows the company to have the same image all around the world'.

**Sir Fregeau:** 'It is not a global marketing but a global branding. Indeed, there are world actions as the global campaign 'I'm lovin it'.

**Madam Ienzer:** 'Yes we can say there is a certain globalization with regard to products for example'.

### **Question 2: While a worldwide standardized marketing, in what extent is it important to adjust the marketing locally?**

**Sir Martineau:** 'Each country has its strategy, it is compulsory to adjust the marketing because of religious laws and customs in a country.'

**Sir Bar:** 'To fit the tastes of customers, each country is different'.

**Sir Rochet:** 'Simply to fit the local tastes and then to do more sales than simply sales the same products everywhere.'

**Madam Ienzer:** 'To fit what the customers wants locally, all customers in the world are not like those in the US'.

**Question 3: How the marketing mix is adapted in France and why?**

**Sir Martineau:** ‘Special burgers with the French taste basis are launched. Moreover, the ‘happy meal’ in France is quite developed with a large range of products.’

**Sir Bar:** ‘The connection product/market responds well to the customers. In addition the decoration insides the restaurants was done changed, innovate.’

**Sir Fregeau:** ‘By the French franchisees who develop strategies and invent products. Those confirmed or not the strategies resulting from the headquarters.’

**Sir Rochet:** ‘The marketing mix in France in part due to the new decoration inside the restaurants. In addition, there are lot of burgers and temporary burgers on cheese and mustard base’

**Madam Ienzer:** ‘Thanks to the discount on products done in France in temporary products, it is attractive. Then thanks to the advertisement on the television, the image of the domestic values. The family is the target and a key of success. In addition, McDonald’s has a really good strategy about the chosen sites. Indeed, the customers decided ten minutes before their coming to come to eat to McDonald’s. Moreover, there are a lot of news products almost around the clock and the menus for children ‘happy meal’ are quite developed. Finally we take care about the employees.’

## Appendix 2 – History of McDonald's

According to Wikipedia (2006) the main dates in the development of McDonald's:

- 1963: The burger 'Filet O Fish' is introduced
- 1967: Introduction of the more popular burger the 'Big Mac'
- 1968: First McDonald's in Japan
- 1971: First European McDonald's in Netherlands
- 1971: McDonald's in Germany
- 1971: McDonald's in Austria.
- 1973: The Quarter Pounder is introduced
- 1974: First McDonald's in United Kingdom
- 1975: The drive-thru is introduced, later known as McDrive (when people can buy while staying in the car).
- 1979: Happy Meal launched in US (meal for children)
- The same year, McDonald's entered France.
- 1980: The launch of the burger Chicken McNugget.
- 1984, a restaurant was raked by James Oliver Huberty with gunfire, killing 21 people in California.
- 1984: The Company is a main sponsor of the 1984 Summer Olympics.
- 1988: Restaurants launched in Hungary, Belgrade and Yugoslavia
- 1989: First store McDonald's in Australia.
- 1990: McDonald's in Russia.
- 1992: First McDonald's in Africa
- 1992: McDonald's in China
- 1995: Franchisees complained because too many franchises were granted.
- 1996: McDonald's in Belarus and India
- 1997: 'McLibel' case against McDonald's
- 1998: McDonald's in Pakistan
- 1999: Jose Bové and other French leftist destroyed a half-build McDonald's in France, in Millau.
- 2000: 'Fast Food Nation' wrote by Eric Schlosser, against fast food and McDonald's especially.
- 2003: McDonald's started a global marketing campaign which promotes a new healthier food. The campaign was labelled 'I'm lovin' it' all around the world that is in more than 100 countries.
- 2004: Morgan Spurlock created the documentary 'Super Size Me' where the actor ate only McDonald's during 30 days to show that the eating of such food can beget health problems.
- 2005: McDonald's opened a Wi-Fi service in few restaurants.
- 2006: McDonald's would like to include nutritional information on the packaging for all products.

### Appendix 3 – Global Marketing for McDonald’s

However, in spite of this standardization, the company varies somewhat the menus from country to country while keeping uniformity through some products. Moreover, McDonald’s global marketing includes standardized positioning and distribution strategies.

	<b>Plan to win vision</b>	<b>McDonald’s Responsibility</b>
<b>People</b>	Our well-trained people will proudly provide a friendly, accurate and fast ‘I’m lovin’ it’ service with a smile that delights our customers.	We have a responsibility to maintain a work environment where everyone feels value and accepted, to provide training and other opportunities for personal and professional growth, and to promote job satisfaction.
<b>Product</b>	We will serve food and beverages people prefer to enjoy regularly	We have a responsibility to provide a variety of quality product choices that our customers trust and to partner with suppliers that operate ethically and meet our social responsibility standards.
<b>Place</b>	Our restaurants and drive-thrus will be clean, relevant and inviting to customers of today and tomorrow.	We have a responsibility to manage our business by the integrating environmental considerations into daily operations and by constantly seeking ways to add value to the community.
<b>Price</b>	We will be the most efficient provider so that we can be the best value to the most people.	We have a responsibility to maintain our values and high standards as we provide food that is affordable to a wide range of customers.
<b>Promotion</b>	All of our marketing and communications will be relevant to our customers and consistent with our brand.	We have a responsibility to maintain and build trust with and all our stakeholders by ensuring that our marketing communications efforts are truthful and appropriate.

Table H.2: The values of the elements of marketing mix for McDonald’s worldwide

Source: McDonald’s Worldwide Corporate Responsibility Report 2004

This is the elements of the marketing mix for McDonald’s for a worldwide application, it is its global values, what the corporation would like to represent with the world customers.

## Appendix 4: Translations

Title	Language	Literal meaning
i'm lovin' it	English	I'm loving it.
simplified Chinese: 我就喜欢; traditional Chinese: 我就喜歡; pinyin: Wǒ jiù xǐhuān	Chinese	I just like (it).
ich liebe es	German	I love it.
أنا أحبها (ana uhibbuhu) as well as أحب ديك (akid behibuhu)	Arabic	I love it.
c'est tout ce que j'aime	French	It's everything (that) I love.
c'est ça que j'm	Canadian French	That's what I love.
me encanta	Spanish (Latin America)	I love it.
me encanta todo eso	Spanish (Spain)	I love all that.
amo muito tudo isso	Portuguese	I really love all of this.
işte bunu seviyorum	Turkish	This is what I love.
вот что я люблю	Russian	That is what I love.
я це люблю	Ukrainian	I love it.

Jag älskar det	Swedish	I love it.
Jeg elsker det	Norwegian	I love it.
Jeg elsker det	Danish	I love it.
私はそれ愛情のある	Japanese	As for me there is that love.

This list is non exhaustive.