



**McDonald's**



1940



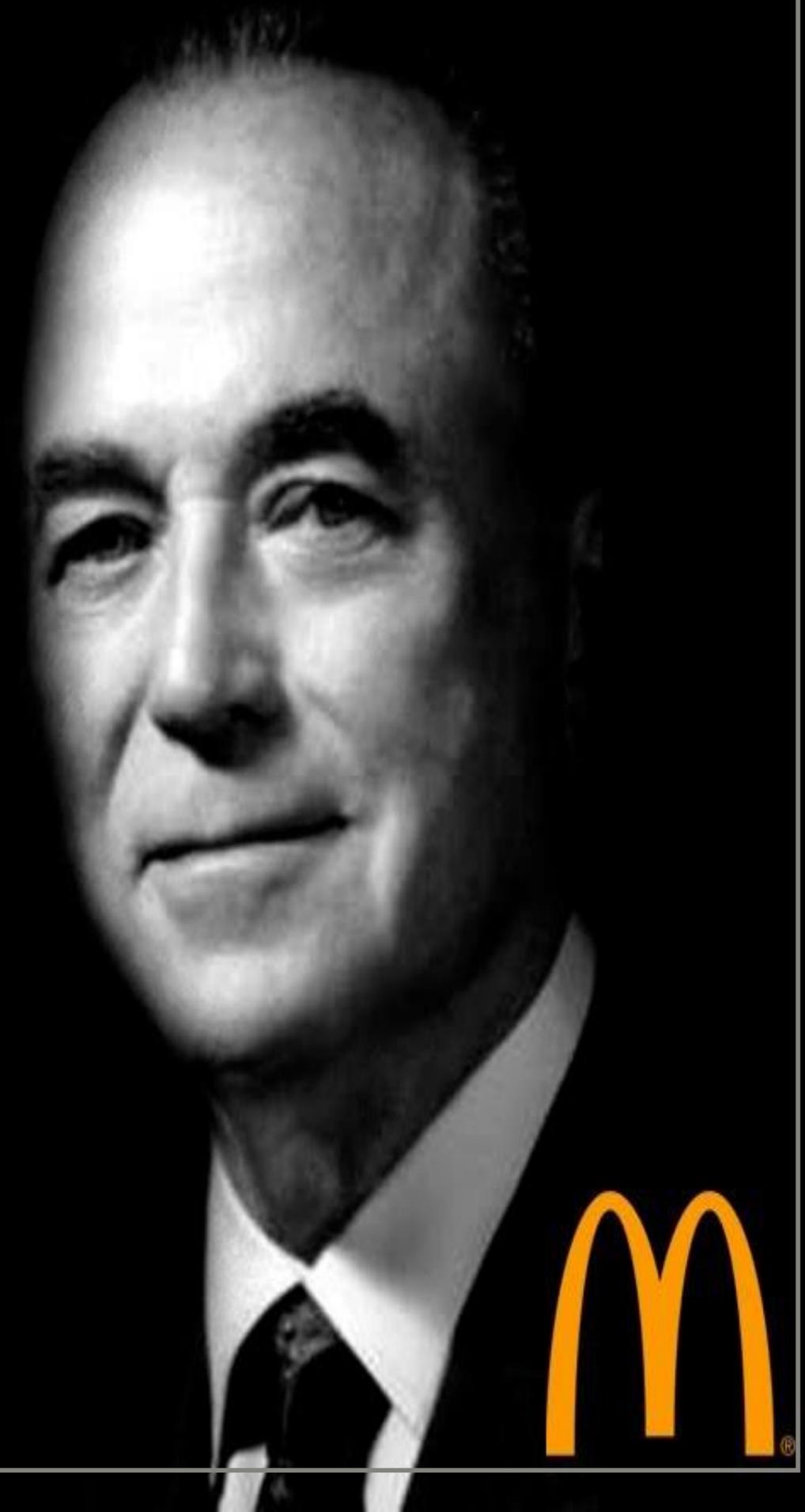
15 MCDONALD'S 15  
FAMOUS  
HAMBURGERS  
BUY 'EM BY THE BAG

- *Dick & Mac McDonald*
- *San Bernardino, California*



**“To be successful, you must  
be daring, be first and be  
different”**

**-Ray Kroc**





60 millions Customers

1.5 millions  
employees

32.000 Restaurants

117  
Countries

**McDonald's**<sup>TM</sup>

# INTERNATIONAL MARKET ENTRY MODE

## SOLE VENTURES

- 15% of branded restaurants

## MASTER FRANCHISING

- Recruits individual franchisees
- Provides training and support



## JOINT VENTURES

- Lower financial risk

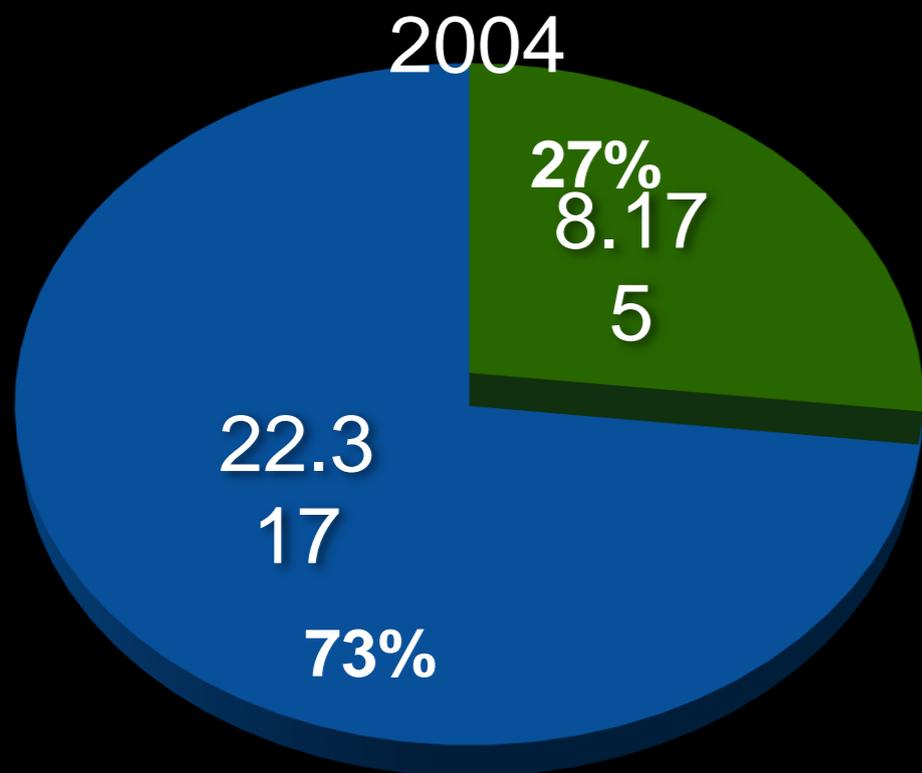
## FRANCHISING

- 70% of branded restaurants
- Totally managed by local entrepreneurs

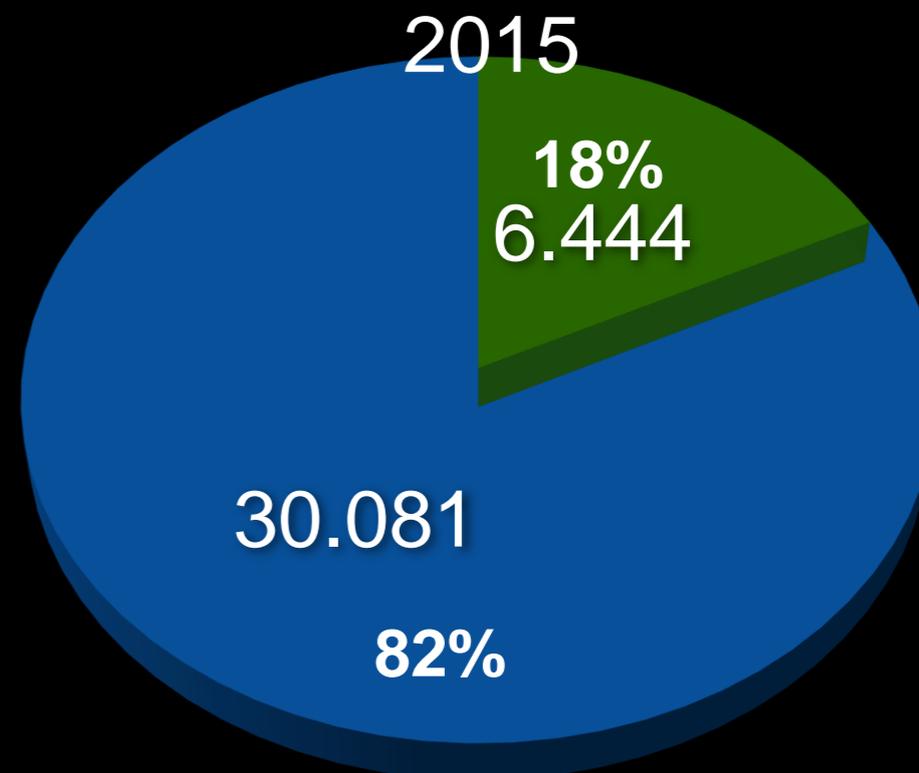
# FRANCHISE MODEL

■ company owned

■ Franchised



Tot: 30.496

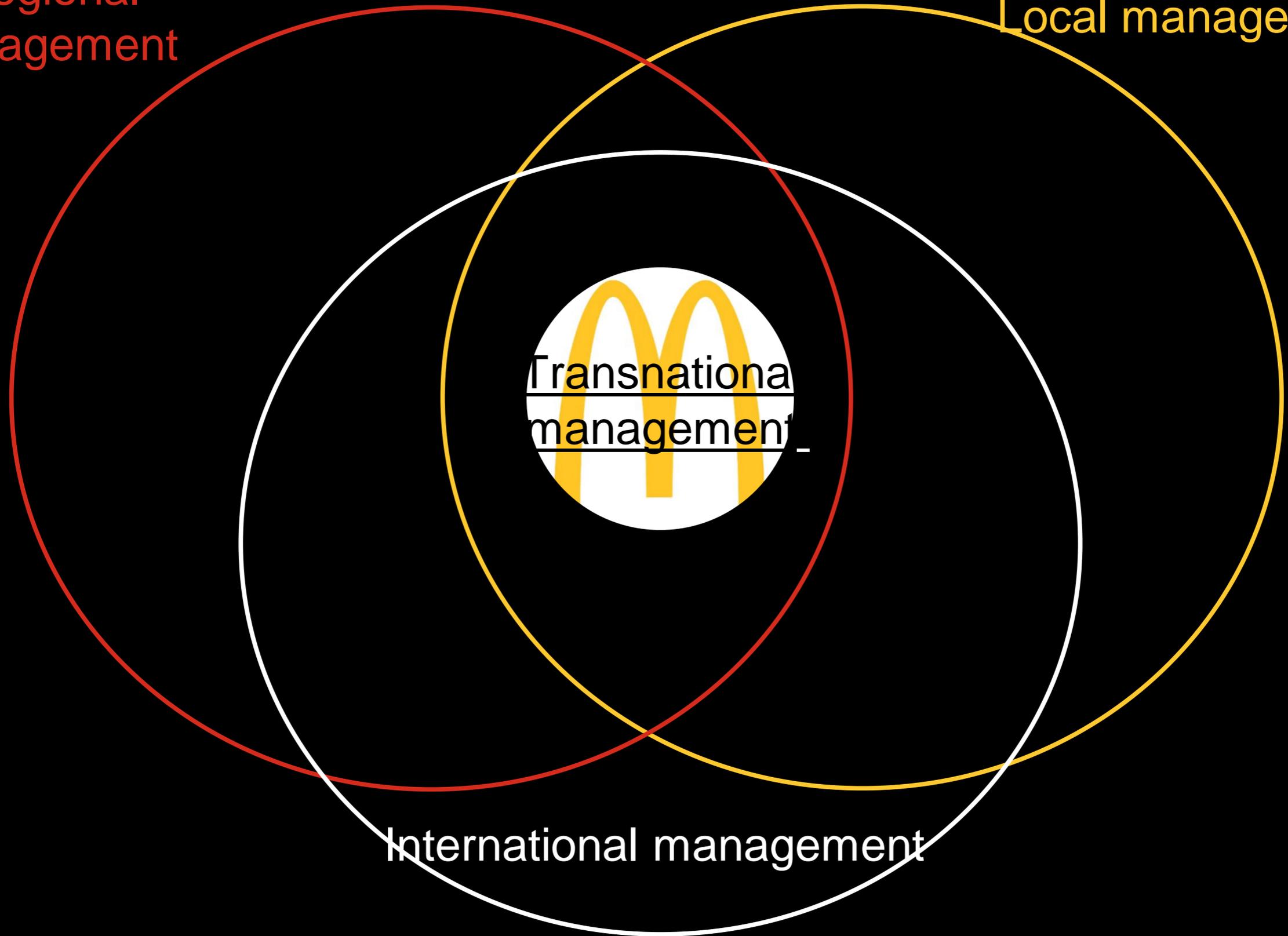


Tot: 36.525

# “Think Global, Act Local”

Regional  
management

Local management

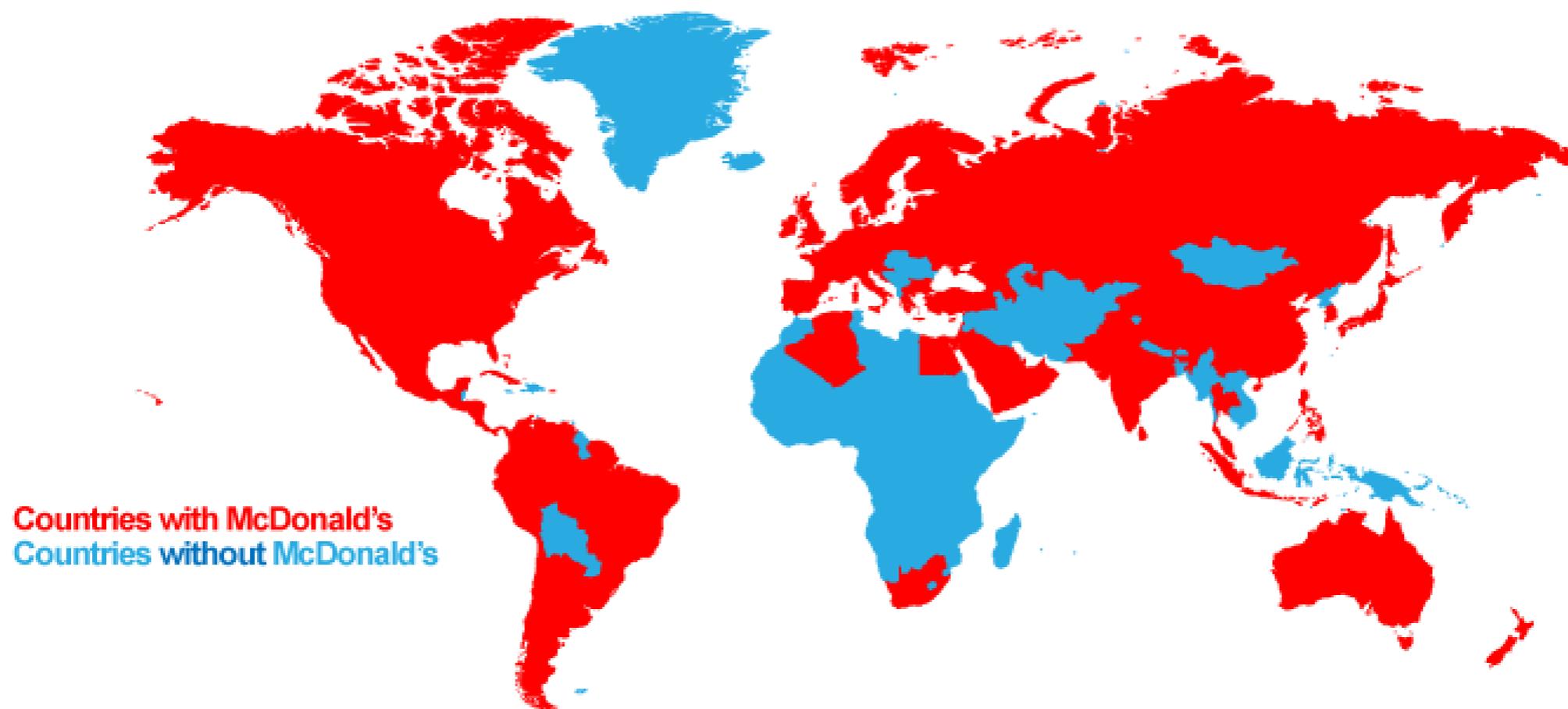


Transnational  
management

International management



## ACROSS THE WORLD



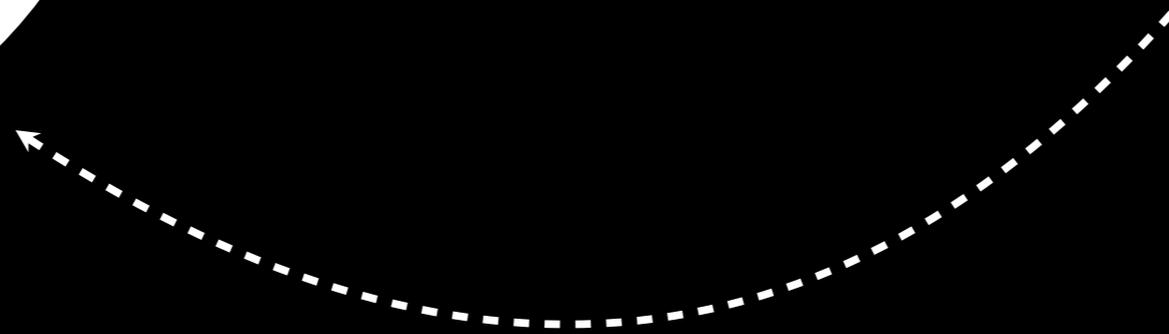
# RESULTS OF TRANSNATIONAL

SUCCESS	SUCCESS AFTER ADAPTATION	FAILURE
<p><b>BIG SIX:</b> <i>Canada, Japan, Germany, Australia, France, England.</i></p> <p><i>80% of total international operating income.</i></p>	<ul style="list-style-type: none"><li>• <b>India:</b> <i>80% of people don't eat beef. Had to avoid political conflicts.</i></li><li>• <b>China:</b> <i>Menu was modified to include local tastes ( e.g. Teriyaki burger) .</i></li><li>• <b>Saudi Arabia:</b> <i>Pork is not served. Stores close 5 times a day for Muslim prayers.</i></li></ul>	<ul style="list-style-type: none"><li>• <b>Bolivia :</b> <i>People are against the concept of fast food.</i></li><li>• <b>Mongolia:</b> <i>The concept of burger is not accepted by the people because of their rooted traditions.</i></li></ul>

- Employment
- People
- Food
- CSR
- Community



IRM-EXTERNAL ENVIRONMEN



## FOOD

*McDonald's markets have made nutrition improvements.*

## SOURCING

*"McDonald's journey toward sustainable sourcing begins with direct suppliers..."*

## PEOPLE

*Providing training and Education.*

## COMMUNITY

*"We have an obligation to give something back to the community that gives so much to us."*

In 2014

**30%**

**MORE FRUIT, VEGETABLES, LOW-FAT DAIRY OR WHOLE GRAINS**

were served in McDonald's restaurants compared to 2012

More than

**96%**

**OF THE GLOBAL ROUNDTABLE FOR SUSTAINABLE BEEF'S MEMBERSHIP**

voted to approve final principles and criteria for sustainable beef

In 2014

**83%**

**OF McDONALD'S RESTAURANT MANAGERS**

in our top markets globally think McDonald's is a great place to work

In 2014

**5.7**

**MILLION CHILDREN AND THEIR FAMILIES SERVED**

by the Ronald McDonald House Charities, with support from the McDonald's System and others

In 2014 alone, the Company and Franchisees purchased

**132,186** PIECES OF ENERGY EFFICIENT EQUIPMENT

Estimated to save about

**142** GIGAWATT HOURS AND

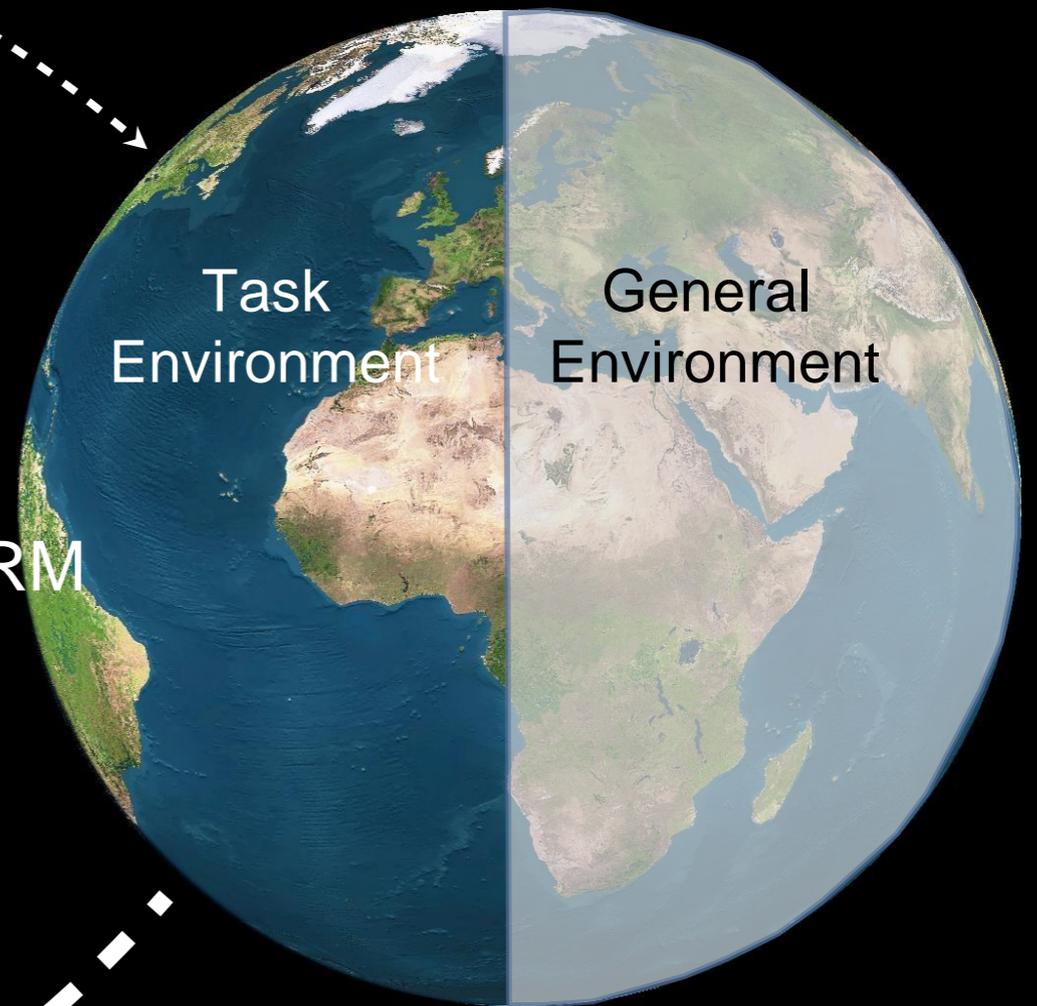
**\$14.2** MILLION IN ENERGY COSTS

## PLANET & ECONOMY

*"...Delivering value both to the business and the communities we serve."*



EXTERNAL ENVIRONMENT-FIRM



- Buyers
- Suppliers
- Government
- Substitutes
- Potential Entrants
- Financial Institutions



# Task Environment

# General Environment

**SUPPLIERS**  
Internationalization means greater Sales for suppliers

**CUSTOMERS**  
This Area is perceived to be fairly low risk.

**NEW ENTRANTS**  
The barriers to entry are quite high for new Entrants

**SUBSTITUTES**  
Most do not have the same level of convenience

**Political Factors**  
Increase control over the Fast Food sector

**Culture and Religion**  
Variations in accordance with the demands of local cultures

**Economy**  
Constantly working towards anticipation

**Globalization**  
Respond with sensitivity, cultural sensibility, economic foresight and wisdom

# SUCCESS.

“If you work just for money, you'll never make it, but if you love what you're doing, success will be yours.” - Ray Kroc, McDonald's

**EVAN C** Thank you for  
your attention!

Victoria Pezzoli

Tommaso Arcangeli

Alberto Teodori

