





1940

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

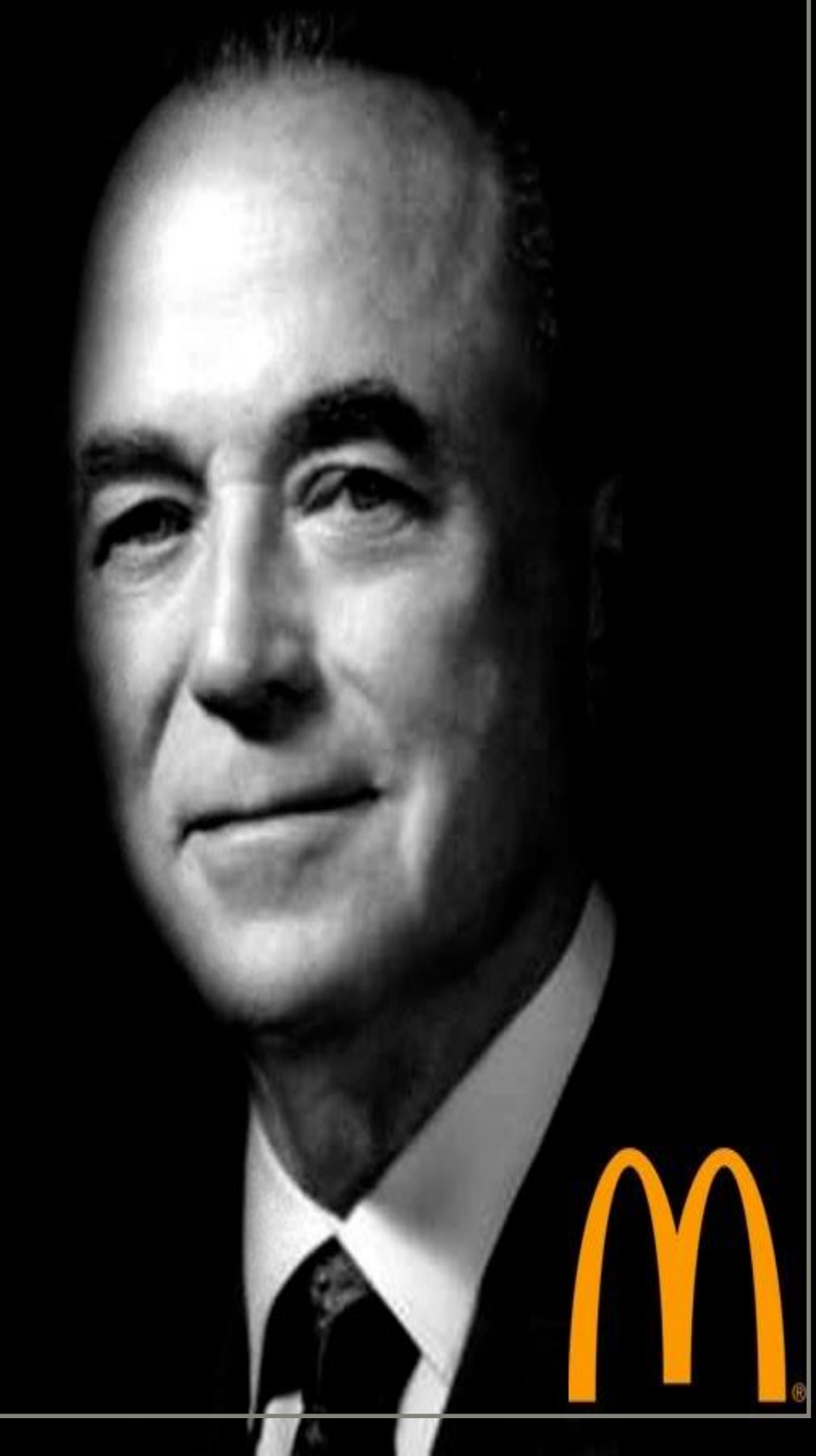
- *Dick & Mac McDonald*
- *San Bernardino, California*





**“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

# INTERNATIONAL MARKET ENTRY MODE

## SOLE VENTURES

- 15% of branded restaurants

## MASTER FRANCHISING

- Recruits individual franchisees
- Provides training and support



## JOINT VENTURES

- Lower financial risk

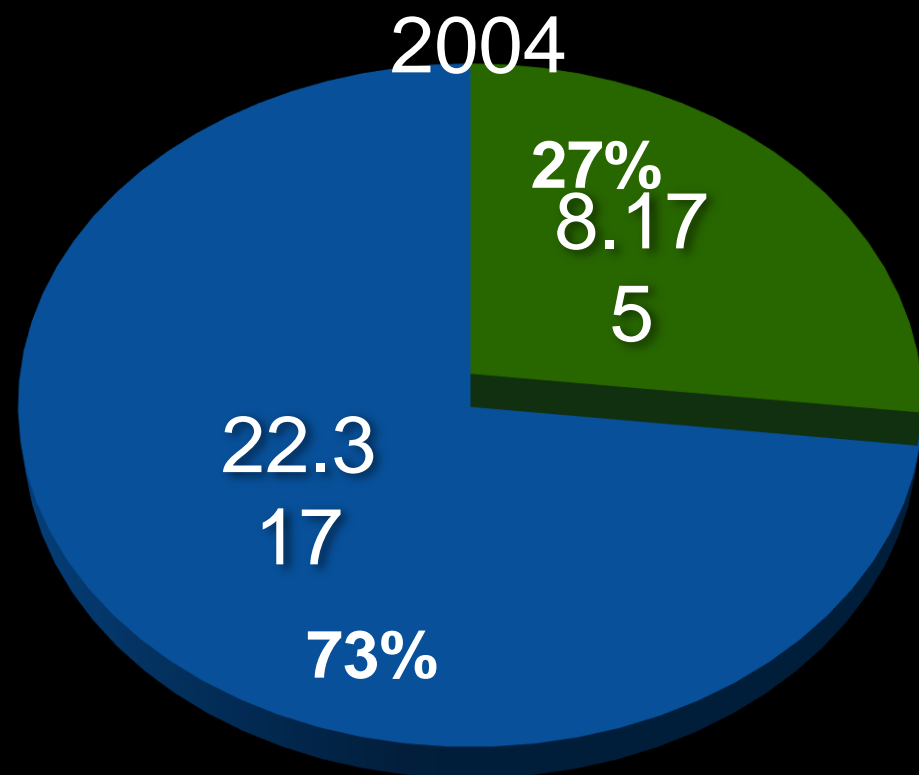
## FRANCHISING

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

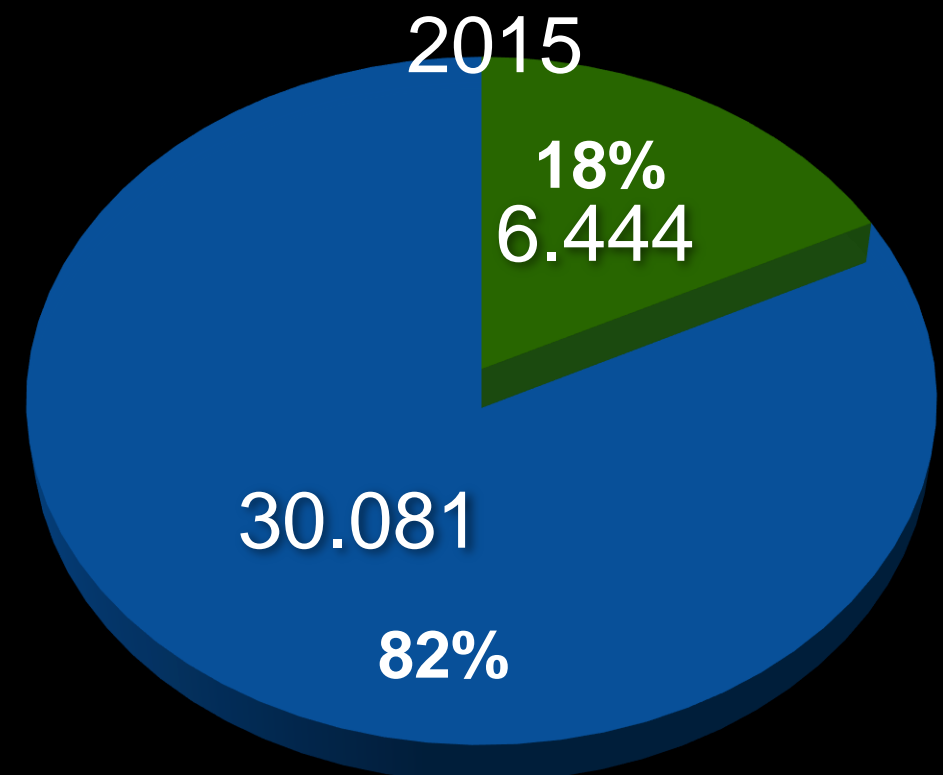
# FRANCHISE MODEL

■ company owned

■ Franchised



Tot: 30.496



Tot: 36.525

# “Think Global, Act Local”

Regional  
management

Local management

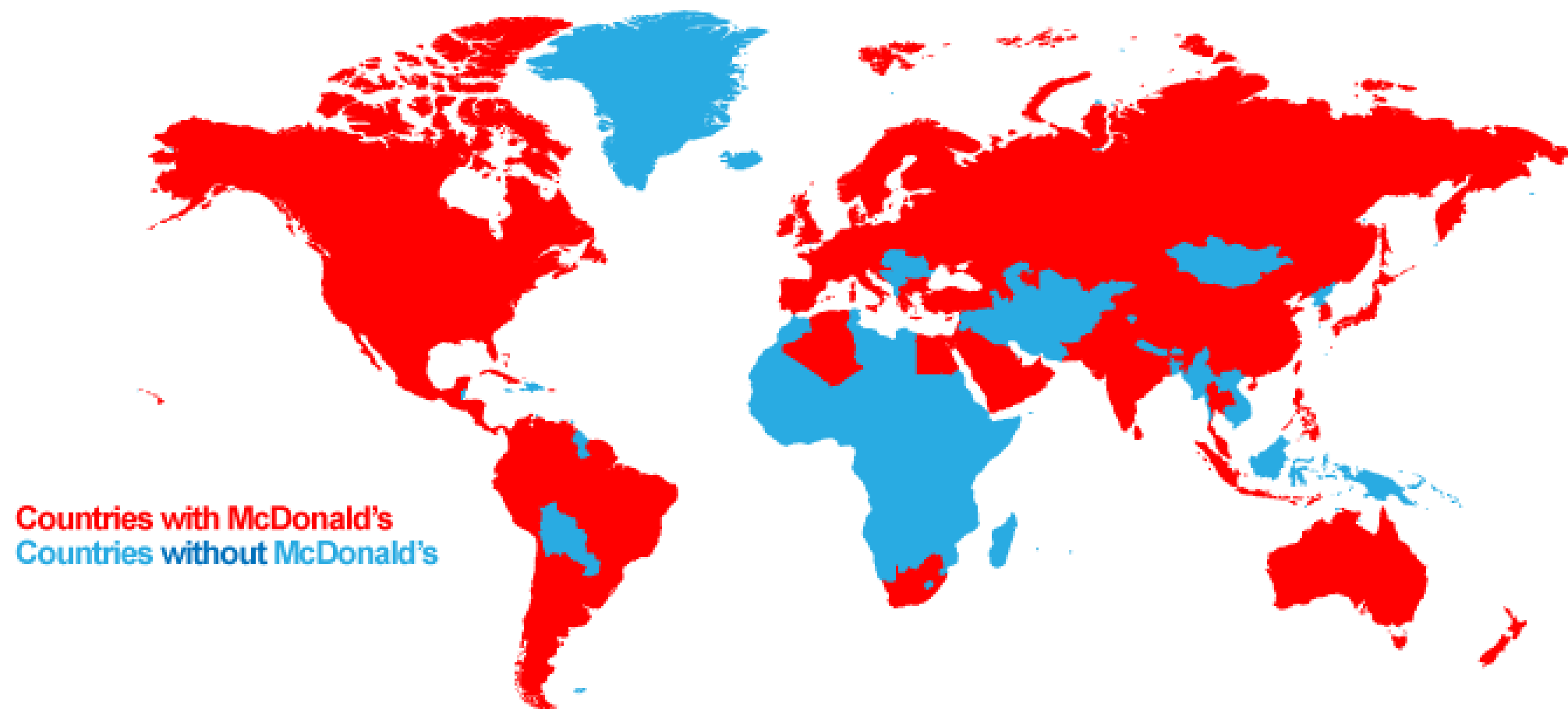


Transnational  
management

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**

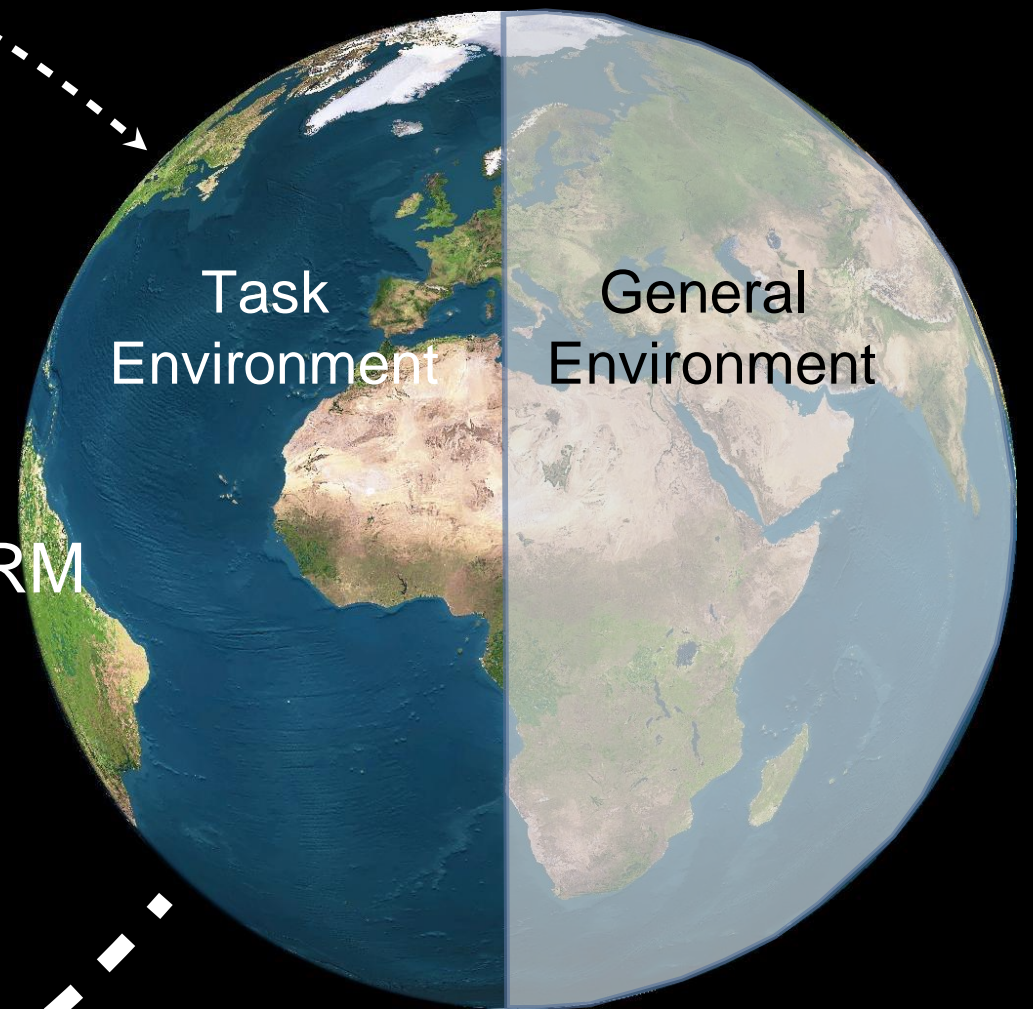
## PLANET & ECONOMY

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





EXTERNAL ENVIRONMENT-FIRM



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







# 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

