



**A Dissertation submitted for the Masters of
Business Administration (MBA)**

**Comparative Analysis of McDonald's Marketing Strategies
in China and the UK**

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Academic Declaration

I, Yihan Hu, declare that this thesis titled "Comparative Analysis of McDonald's Marketing Strategies in China and the UK" is my original work and has not been submitted for any other degree or qualification. All sources of information and data used in this thesis have been appropriately acknowledged and cited. I understand that any breach of this declaration may result in disciplinary action in accordance with the university's academic integrity policies.

Signed: **Yihan Hu**

Acknowledgement

In writing this acknowledgement, I am brimming with gratitude and I pour out these words to express my raw appreciation!

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Abstract

McDonald's, a global fast food company, has expanded to over 120 countries since its debut in 1955, making its successful marketing strategies an industry benchmark. This study examines McDonald's pivotal marketing strategies, particularly regarding market positioning, product strategy, channel management, and promotion tactics, using the 7Ps model as a lens.

This study employs both quantitative and qualitative research methods to comprehensively collect and analyse data about McDonald's marketing strategy. Quantitative research involves questionnaires to segment the target market and understand consumer attitudes. Qualitative research, on the other hand, involves in-depth interviews to gain deeper insights.

The crux of this study is to investigate how McDonald's employs the 7Ps model to build its unique marketing system and the implementation of this study is expected to provide valuable insights and references for McDonald's and other fast food companies, help them better understand and apply marketing theories, and formulating more scientific and effective marketing strategies to address escalating market competition.

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Chapter 1 Introduction

1.1 Case Study Background

Driven by the wave of globalisation, multinational enterprises face unprecedented challenges and opportunities when operating in different cultural contexts. With the accelerated integration of the global economy, enterprises not only have to maintain competitiveness in the local market, but also have to establish a strong brand image and market position in the international market (Kiger and varpio, 2020). The fast food industry, as a highly globalised industry, is particularly competitive in the global market. Enterprises need to constantly innovate and adjust their marketing strategies to adapt to changes in cultural backgrounds, economic conditions and consumer demand in different regions.

McDonald's, as a global leader in the fast food industry, has made remarkable achievements in the global market since its establishment. Since its establishment in the United States in 1955, McDonald's has rapidly expanded to more than 100 countries and regions around the world, becoming one of the world's largest fast food chains. Up to now, McDonald's has more than 30,000 restaurants worldwide and serves more than 68 million customers

daily. The success of McDonald's lies not only in its standardised products and services, but also in its keen insight into different markets and flexible market response strategies (Ho, Liu, and Chen, 2022).

In the Chinese market, McDonald's opened its first restaurant in Shenzhen in 1990, which was the beginning of its presence in mainland China. As the second largest economy in the world, the Chinese market is of strategic importance to any multinational company. McDonald's has been expanding rapidly in China and now has more than 3,000 restaurants nationwide. McDonald's marketing strategy in the Chinese market has evolved with the changing needs and preferences of Chinese consumers. In order to better meet the tastes and needs of Chinese consumers, McDonald's has launched a series of localised products, such as the Rice Set Meal and the Szechuan Spicy Series. In addition, McDonald's has incorporated a large number of Chinese characteristics in its store design, service processes and brand promotion to enhance the brand's local identity and market competitiveness.

In contrast, the UK market is one of McDonald's key markets in Europe. Since the opening of its first restaurant in London in 1974,

McDonald's has grown relatively steadily in the UK. Currently, McDonald's has over 1,300 restaurants in the UK, making it one of the most popular fast food brands among British consumers. British consumers are more receptive to fast food, but in recent years, as consumers have become more aware of healthy eating and environmental protection, McDonald's marketing strategy in the UK has been adjusted accordingly. For example, McDonald's has launched a series of healthy meals in the UK market and adopted a number of green measures in response to consumer demand for sustainable development (Ho, Liu, and Chen, 2022).

Behind the success of McDonald's globally is the result of its flexible use of marketing strategies in different markets. Whether in China or the UK, McDonald's has succeeded in winning consumers' favor through precise market positioning and effective marketing mix. This kind of locally adapted marketing strategy not only helps McDonald's to stand out in the highly competitive fast food market, but also provides valuable experience and reference for other multinational enterprises.

1.2 Marketing Theory

The 7Ps marketing model, first developed from the 4Ps model (product, price, place, and promotion) proposed by Jerome

McCarthy in 1960, was expanded by Booms and Bitner in 1981 to the 7Ps model with the addition of the three major elements of people, process, and tangible display (Gillespie and Swan, 2021). This expansion of the model marked a major advance in marketing theory, which shifted from focusing solely on the marketing of products and services to a more comprehensive understanding and management of the interactive process between firms and consumers. As globalisation intensifies, the complexity of consumer needs increases and the marketing challenges faced by companies become more diverse, which has led to the further evolution of marketing theory, and the 7Ps model has become a powerful tool for companies to develop comprehensive marketing strategies (Kiger and varpio, 2020).

The comparative study of McDonald's marketing strategy in developed markets such as China and the UK is very representative. As one of the world's largest fast food chains, McDonald's marketing strategies in different markets not only reflect the company's deep understanding of the culture and consumer behavior of each country's market, but also demonstrate the flexible application and effectiveness of the 7Ps model in practice. The significant differences in culture, economy and social structure

between the Chinese market and the UK market have led McDonald's to adopt different marketing strategies in these two markets to adapt to local needs. This difference in strategy is not only reflected in the traditional 4Ps elements, but also in the operation of personnel management, service process optimisation, and brand physical evidence (Ho, Liu, and Chen, 2022).

Recent years have seen the 7Ps model further deepened in the research of scholars, particularly in its uses and applications in service marketing, international marketing, and digital marketing. It is clear that the adaptability and flexibility of the 7Ps model are straightforward manifestations in different cultural contexts, hence it has become an effective tool used by multinational firms to cope with diverse market demands. For example, it is stated in the study of Zeithaml, Parasuraman, and Berry (1985) that the 7Ps model can help firms improve customer satisfaction and loyalty effectively in the service industry. In addition, referring to the coming of the digital era, the study by Kotler et al. (2011) also produces results that the application potential of the 7Ps model is immense in online marketing and social media promotions, bringing strategic benefits to companies in the competitive market.

1.3 Research Questions

The study will focus on the following key issues to comprehensively analyse the application of the seven elements of product, price, place, promotion, people, process and physical evidence and their effects in the two markets:

1.3.1 Differences and similarities between McDonald's market positioning strategies in China and the UK

This study will analyse those brand positioning strategies and their various differences that McDonald's has conferred on its products in both Chinese and UK markets. To be particular, the study will underpin the way McDonald's adapts brand positioning to attract different target consumer segments because of cultural backgrounds, consumer preferences, and market demands in different countries by Gillespie and Swan (2021).

1.3.2 The implementation and effectiveness of product strategy in China and the UK

This treatise will inquire further into how McDonald's, with product quality, diversity, and innovation, attracts and satisfies various consumer needs within the Chinese and UK markets. Additionally, the research will explore how McDonald's balances globally

standardised products with localised products in each market to ensure that such a product can satisfy local consumer tastes while maintaining brand consistency and global reach.

1.3.3 Impact of Pricing Strategy on Consumer Buying Behavior

It is for this reason that this paper shall seek to discuss how McDonald's, through varying pricing strategies based on local economic conditions, levels of consumption, and competition on the market, has been able to gain more appeal for its brand in both the Chinese and UK markets. This will also go on to determine how such pricing strategies influence the perceived brand value and buying behaviors of consumers and affect customer loyalty as asserted by Gillespie and Swan (2021).

1.3.4 The relationship between channel strategy and market performance

The paper will explain how McDonald's increases the availability of its products both in China and the UK by using brick-and-mortar stores, takeaway services, and even online ordering platforms (Pandey, 2021). Most importantly, given the acceleration of digitalisation in recent years, the aim has been to understand how McDonald's online-offline channels will work in tandem for

increased market penetration and customer satisfaction.

1.3.5 The role of promotional strategies in enhancing brand identity

This study will examine how McDonald's conveys brand values and enhances customers' brand identity through advertising, promotional activities, and social media marketing in the Chinese and UK markets.

1.3.6 The relationship between people management strategies and customer experience

The research will point out in detail similarities and differences between practices of McDonald's people management strategies in China and the UK through concepts of recruitment, training, and incentives, which affect employee performance and customer service experience regarding McDonald's UK and China outlets (Gillespie and Swan, 2021).

1.3.7 The role of process and physical evidence in shaping brand image

This research investigates how physical evidence of McDonald's

service processes and in-store environments in China and within the United Kingdom influence customers' overall perception towards the brand. It will also analyse the roles these physical and process factors play in shaping brand images and enhancing customer satisfaction, particularly how market competitiveness of the brand can be enhanced through a consistent brand experience (Kiger and varpio, 2020).

1.4 Research Aim and Objectives

1.4.1 Research Aim

With a focus on the implementation of the 7Ps model, this research aims to evaluate McDonald's marketing tactics in the Chinese and UK markets and explore the effects these strategies have on customer happiness, market share, and brand recognition.

1.4.2 Research Objectives

- **Examine McDonald's brand positioning tactics and how they differ in the UK and Chinese markets.**
- **Analyse the impact of McDonald's product strategy on brand perception in China and the UK**
- **Evaluating the impact of McDonald's pricing strategy on**

consumer purchasing behavior in China and UK

- **Examine the impact of McDonald's channel strategies on market performance in China and the UK**
- **Examine the role of McDonald's promotional strategies in enhancing brand identity in China and the UK**
- **To assess the impact of McDonald's people management strategies on customer experience and brand image**
- **Analysis of the impact of McDonald's service processes and physical evidence on branding in China and the UK**

1.5 Research Significance

By applying the 7Ps model, this study extends the theoretical framework in the field of marketing management and provides a new perspective for the study of brand marketing strategies in cross-cultural contexts. By comparatively analysing the marketing strategies of McDonald's in China and the UK, this dissertation explores the market adaptability and strategy differences of global brands in different cultural environments, providing theoretical support for the brand management and market entry strategies of multinational enterprises (Gillespie and Swan, 2021).

The findings of the study will provide practical references for

McDonald's and other multinational restaurant companies to develop effective marketing strategies in different countries. The findings of this dissertation will help firms better understand how to implement customised marketing strategies in different market environments to meet the needs of local consumers while maintaining global brand consistency. This is an important guideline for companies that are looking to expand their business globally (Pandey, 2021).

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The novelty of this study can be detected along several dimensions: first, it integrates the 7Ps model with cross-cultural marketing practices and discusses the applicability of this model across different market environments. Second, it offers a wider perspective in understanding consumer behavior and brand strategy through its mixed-method approach, using both quantitative questionnaires and qualitative interviews (Foroudi et al., 2021). Finally, the study also considers the development of digital channels and analyses the complementary role of takeaway services and online marketing to traditional channel strategies, which provides new ideas for future research.

1.6 Dissertation Structure

This dissertation, divided into several main chapters, in turn covers McDonald's marketing strategies for the Chinese and UK markets to analyse the effectiveness of such strategies with the application of the 7Ps model according to Pandey (2021). First, the dissertation examines an overview and background introduction that introduces the topic and objectives of the study, then goes on to give a short description of McDonald's market position within the test countries, as well as most of the challenges it encounters. The literature review section discusses related academic studies, mostly the 7Ps model, as a theoretical lever for the analysis. The methodology chapter in essence describes the methodological approach that has been followed for the study, such as the design and implementation of questionnaires and interviews, while discussing a number of challenges and limitations found during research. The data analysis chapter, on the other hand, presents data gathered with regard to the study, showing through both quantitative and qualitative analysis the effectiveness of McDonald's marketing strategies in the Chinese and UK markets. The Discussion, Conclusion and Recommendations section finally explains the implications of the findings and allows the dissertation to provide suggestions for McDonald's future marketing strategies. That will summarize what contributions the

study has brought forth, as well as indicating a few potential directions for further research. By organic integration of these parts, it comprehensively discusses the marketing strategy of McDonald's in a cross-cultural context and offers fresh views to relevant academic research and operation practice.

Chapter 2: Literature Review

2.1 Global Marketing: Definition and Importance

2.1.1 Definition

In this connection, global marketing has indeed been one of the key ingredients of contemporary business strategy in organisations desiring to extend their market outreach beyond their national boundaries. Global marketing, according to Kotabe and Helsen (2022), is a process where a company develops, promotes, distributes, and sells its products or services on a global basis; meets not only the particular needs of different markets but also maximizes brand impact and market share on a worldwide basis.

One of the most obvious examples in this perspective is that of McDonald's. This brand has spread its operation around the world by using strategies of both global standardisation and local adaptation. According to Khan et al. (2021), McDonald's strategy in global marketing involves maintaining a coherent brand image with effective local food and related services directed towards the taste, culture, and traditions of its people. An example in India, McDonald's applies numerous vegetarian options without elements

of ground beef products as a way of showing great respect for vegetative-ism culture.

2.1.2 Importance of localisation

The importance of localisation across global marketing strategies can never be overemphasized. While economies of scale are realised across the process of global marketing, it is imperative that localisation strategies be incepted since they will illustrate utilisation and combined knowledge factors across various cultures and preference utilisation. This ensures that the products and services are in tune with the local consumer, thereby increasing brand appeal and consolidating market penetration (De Jong et al., 2021).

One of the most overriding debates in the area of global marketing has to do with the question of standardisation versus localisation. According to Kotabe and Helsen (2022), in their book, while standardisation may afford a firm cost efficiencies and brand consistency across different markets, localisation is an absolute necessity in meeting the specific needs and preferences of the different markets. This dichotomy suggests a trade-off between global integration and local responsiveness.

2.1.3 Importance of Cultural Adaptability

It also involves the cultural adaptability of global marketing strategies. One would consider the need to understand local cultures deeply and contextualize messages and practices to meet the possible target marketing demographics (Cartwright et al., 2021). This way, it would therefore mean that the potential risk of misunderstandings is avoided and marketing communications are viewed positively by the recipients.

The areas concern specifically cultural adaptability as one of the most challenging in global marketing. It requires deep knowledge of the local environment, including cultural values, consumer preferences, and social norms. Simple translation of marketing messages into local languages is not enough; what is called for is the actual elicitation with the local culture to achieve resonance and authenticity (Cartwright et al., 2021). This would require a moderate level of cultural intelligence that would give marketers the capability to apply cultural cues and devise marketing strategies relevant and respectful to the market being targeted.

2.1.4 Importance of Digital Technology

The introduction of digital technologies has altered marketing strategies towards the adoption of digital marketing. According to Olson et al. (2021), digital marketing is crucial for meeting target audiences even when speed and efficiency are considered. Conventional techniques of marketing, such as advertising and promotions, remain crucial in communicating with consumers, mainly in the areas that deal with developing brand trust and evoking an emotional connection with the consumer (Kotabe and Helsen, 2022).

The strategic use of social media in B2B marketing has seen a strategic upward trend. Cartwright et al. (2021) have identified that social media is tremendously helpful in building relationships and communicating with target audiences. On the other hand, a balancing argument seems to be that one must make use of social media with due caution. For instance, it can be a double-edged sword and therefore needs careful brand reputation and online conversations management (Foroudi et al., 2021).

The integration of AI into marketing has therefore presented several opportunities as well as challenges. Mogaji and Nguyen (2022) provide knowledge about how appreciation of AI by managers varies

from one country to another, which in turn impacts the manner in which they can make substantial use of the technology in marketing financial services. On the other hand, Chatterjee et al. (2021) suggest that firm performance and competitive advantage can be improved by AI-based CRM systems in a B2B environment.

Equally important, technology can be said to play a major role in global marketing in that it enables the drawing of appropriate insights from data and helps in focused marketing strategies. However, use of technology must be carried out with due diligence and following norms pertaining to data privacy. Mistreating customer data can lead to serious reputational damage and legal repercussions that will definitely affect the very trust required by any marketing effort.

2.1.5 Importance of Social Responsibility

Another emerging theme is the role of marketing in driving sustainability and social responsibility. Chandy et al. (2021) argue that marketers have the responsibility to help make the world a better place through their activities. This perspective is contrary to the more Luddite aim of simply earning the most profit and instead highlights how marketers must also consider the social and environmental impact of their work.

The main challenge here, setting aside the view of others, is to create a fine balance between global standardisation and local adaptation, which is not a simplistic proposition; it actually requires continuous crystallisation and response to the subtle signals received from varied markets. Standardisation, while providing economies of scale and consistency, sometimes misses the subtleties of local consumer tastes and nuances of culture. On the other hand, too much adaptation to local may cost the brand its identity and consistency that comes with globalisation.

Foroudi et al. (2021) support critical thinking in global marketing when it involves a strategic framework of planning with ethical considerations, technological adaptability, and cultural intelligence. The marketers will constantly need to evaluate and reconsider their strategy in a balancing act between global coherence and local responsiveness. That is, being responsible in the use of technology and the norms of data privacy by its use to gain insight and optimise marketing effort. Besides, they have to show cultural intelligence: understand the local environments and relate to them with respect and authenticity (Jian et al., 2021). This way, marketers will be able

to manage the challenges of global marketing and plan effective and considerate strategies.

In the complexity of global marketing, it is apparently important to consider a variety of challenges that a company like McDonald's must face in such a dynamic environment. The succeeding section will go into specifics about those challenges in areas of cultural difference, legal and regulatory barriers, consumer preference, and supply chain complexity.

2.2 Challenges in Global Marketing

Global marketing is a complicated and varied area that needs a deep awareness of cultural, legal, consumer, and supply chain issues (Kotabe and Helsen, 2022). This literature study will look at the major issues in global marketing, with an emphasis on the influence of cultural differences, legal and regulatory obstacles consumer choice variety, and supply chain complexity.

2.2.1 Cultural Diversity

Cultural diversity is one of the most important issues in global marketing. Gillespie and Swan (2021) argue that cultural differences have a significant impact on customer behavior and image of the brand. Marketers need to cross the bridges of cultural differences with ability by finding ways that work in the situations. For example, marketing strategies that work successfully in one nation may not work exactly the same way in another. One such adaptation is McDonald's: this fast-food giant changes its menu to incorporate dishes with rice in Asian countries and introduces items like the McAlloo Tikki in India to satisfy vegetarian diets (Jian et al., 2021).

In addition, cultural divergence is part of consumer preference but also extends into communication techniques, meanings of symbols, and the perception of time and place. The more multi-dimensional this phenomenon is, the more marketers need to gain profound knowledge regarding culture and adhere to their message and branding methodologies (De Mooij, 2021). Their advertisement strategies could be done very well in local dimensions, which correspond to the cultural values and etiquettes of the places where they are operating. This will make certain that the brand message is attuned with the local attitude and traditions. McDonald's

restaurants try to do this in order to establish an improved relevance in other areas by emotionally connecting themselves with their customers.

2.2.2 Legal and regulatory barriers

Global marketers face significant legal and regulatory challenges. Kotabe and Helsen (2022) highlight the difficulties associated with managing varied advertising restrictions across nations. These constraints, which range from content limits to various privacy laws, can have a substantial influence on marketing efforts and demand rigorous strategy localisation (Kotabe and Helsen, 2022).

Furthermore, trade barriers, tariffs, and intellectual property laws add another layer of complexity. Compliance with these regulations is crucial for avoiding legal repercussions and ensuring sustainable market entry and operation (Kotabe and Helsen, 2022). McDonald's has faced challenges with local regulations, such as sourcing ingredients locally to meet import restrictions, which also affects their supply chain and cost structures (Cassidy et al., 2021).

2.2.3 Diversity of consumer preferences

Success in international markets requires an understanding of and ability to adapt to a variety of consumer tastes. According to Shankar et al. (2022), it is critical to modify product attributes, pricing schemes, and marketing approaches to suit regional preferences. Continuous market research and customer insights are required to successfully modify offers to satisfy fluctuating demands (Shankar et al., 2022).

Cultural conventions, economic situations, and changing trends influence consumer choices, therefore marketers need to be flexible and adaptable (Shankar et al., 2022). For example, preferences for health-conscious products may differ significantly between Western and Asian markets, demanding unique marketing strategies (Shankar et al., 2022).

Logistics complications, supplier relationships, and regulatory compliance concerns all make managing global supply chains difficult (De Mooij, 2021). Operations inefficiencies, higher expenses, and delays can result from supplier geographic dispersion, cross-border inventory management, and transportation logistics.

McDonald's has invested in advanced supply chain management systems to assure consistency and quality through its global operations (Jian et al., 2021).

Effective supply chain management is critical for maintaining product quality, reducing costs, and fulfilling global consumer expectations (De Mooij, 2021). To deal with interruptions like natural catastrophes or geopolitical conflicts, effective coordination, technological integration, and risk mitigation techniques are required (De Mooij, 2021).

Even though the difficulties listed above are well known, many academics and professionals place emphasis on different elements. Some, such as Gillespie and Swan (2021), think that differences in culture are the most significant problem, necessitating the development of profound cultural understanding. Others, such as Kotabe and Helsen (2022), point out on legal and regulatory constraints, highlighting the importance of compliance and adaptation. Others, such as Shankar et al. (2022), stress the value of acknowledging and reacting to customer preferences.

Based on the studied literature, it appears that global marketing is a complex problem requiring a comprehensive approach. Cultural variations, legal and regulatory constraints, customer preferences, and supply chain difficulties are all significant factors to consider, but success in global markets requires a balanced and integrated strategy.

In addition, new aspects of the global marketing scene are emerging due to the quick development of digital marketing and the growing prominence of social media platforms. Companies must be flexible and creative in exploiting these platforms to communicate with consumers across cultures and locations (Kotabe and Helsen, 2022).

Lastly, while case studies like the food marketing techniques on Instagram (Cassidy et al., 2021) and the McDonald's marketing strategies in Malaysia and Indonesia (Jian et al., 2021) offer insightful analysis, they also point out the necessity of continuing research and adaptation to the dynamic global market environment.

2.3 Marketing Strategies of Global Companies in Different Countries

Understanding how global companies tailor their marketing strategies to different countries is crucial for navigating these challenges.

For businesses hoping to thrive in a variety of areas, implementing efficient marketing strategies is essential in the quickly changing global business landscape (Rosário & Raimundo, 2021). The complexities of marketing methods employed by multinational corporations are examined in this literature study, with a particular emphasis on product localisation, pricing strategies, market entrance techniques, and brand image management.

One of the main ideas in the discourse of global marketing is product localisation. It involves modifying goods to suit regional consumers' interests and social norms. McDonald's, a prominent participant in the fast-food sector, serves as an example of this strategy through its calculated adjustments in China, including the launch of rice set meals aimed at catering to the local populace (Rosário & Raimundo, 2021). This program not only demonstrates the company's

dedication to satisfying local consumer requirements, but it also stresses the need of maintaining brand relevance in a worldwide environment.

McDonald's has proven to be highly sensitive to cultural differences by making a concerted effort to localise its menu and advertising campaigns. Products like McSpicy Chicken were introduced in China, showing a deep awareness of regional preferences (Song et al., 2018). On the other hand, McDonald's promotes products like the Big Tasty in the UK since they are in line with British culinary customs (Putri et al., 2021).

Furthermore, during important events like Chinese New Year and the Mid-Autumn Festival, McDonald's frequently coordinates its advertising with traditional holidays by introducing unique menu items and themed advertisements (Copuš & Čarnogurský, 2017). Conversely, the UK branch leverages festive themes and short-lived promotions to increase sales by concentrating on seasonal events like Christmas and Easter (Samaha et al., 2014).

Global pricing strategies are the result of a complex interaction between consumer psychology, competitive positioning, and

economic reasons. It is important for businesses to consider how their price choices may affect their bottom line as well as the perceived worth of their goods. Research shows that differentiated pricing, a tactic used by McDonald's in a number of nations, might have drawbacks. Although it can increase revenues, it also has to consider how fair a product is to customers (Ding & Li, 2021). In order for businesses to successfully manage the delicate balance between competitive pricing and customer expectations, it is imperative that they possess a comprehensive grasp of local economic conditions and consumer behavior.

The choice of market entrance strategy is a crucial issue that may have a big impact on how well a business does in a new market. In contrast to its direct investment strategy in the UK, which was intended to achieve quick market development, McDonald's, for example, adopted a joint venture method in China in order to reduce risk and obtain local market experience (Hill, 2022). When deciding on an entrance option, the literature highlights the necessity of examining the market climate, risk tolerance, and the balance of control against local collaboration.

Brand positioning is an important part of McDonald's marketing strategy since it ensures the brand's relevance and appeal across several markets. In order to meet the expectations of the younger generations and the expanding middle class in China, McDonald's has adopted a positioning strategy that places an emphasis on modernity and Western culture (Putri et al., 2021). On the other hand, according to Calder et al. (2016), the brand stresses reliability, family-friendly settings, and prompt service in the UK. By crafting messaging that speak to local cultural norms and customer expectations, targeted marketing communications support these positioning strategies (Dewhirst and Davis, 2005; Dwivedi and McDonald, 2018).

Global marketing literature frequently addresses the issue of brand image management, which is the task of preserving a consistent brand identity while adjusting to regional cultural circumstances. The significance of an integrated digital marketing strategy that makes use of technology to improve brand exposure and engage customers is emphasized by academics like Kingsnorth (2022) and Sheth (2021). This strategy is especially useful in the current digital era, when it is becoming more difficult to distinguish between local and global marketing. McDonald's markets itself as an inexpensive

luxury in China, appealing to the middle class's yearning for Western lifestyles by providing a contemporary eating experience (Song et al., 2018). Premium product selections and modern shop designs reinforce this approach.

McDonald's UK, on the other hand, continues to emphasize consistency and convenience while preserving its reputation as a fast, reasonably priced, and family-friendly alternative (Samaha et al., 2014). According to Song et al. (2018), McDonald's targets urban youth, young professionals, and families in China and tailors its marketing messaging to appeal to these groups. These segmentation techniques further highlight the disparities between the two countries. The introduction of healthier menu options indicates that the target audience in the UK is more diverse, consisting of families, working professionals, and a growing number of health-conscious consumers (Isabella et al., 2015).

Research has shown how digital technology, especially in emerging nations, may have an enormous effect on company innovation (Dana et al., 2022). This fact highlights how important it is for multinational corporations to take advantage of digital innovations in order to boost consumer interaction, optimise marketing tactics, and

stay competitive in a rapidly changing digital market. Even though they are used differently in each industry, social media platforms are essential. McDonald's leverages WeChat and Weibo as venues for interactive promotions and consumer interaction in China; these platforms are used for anything from product launches to customer feedback collection (Copuš and Čarnogurský, 2017).

By comparison, McDonald's in the UK employs user-generated content, influencer relationships, and engaging material as a means of connecting with their audience on Facebook, Instagram, and Twitter (Isabella et al., 2015). Additionally, there are notable differences in the two areas' advertising methods. Chinese commercials, which mirror the collectivist society, frequently highlight family values and group meal occasions (Song et al., 2018). However, in line with the more individualistic aspects of Western society, British commercials frequently highlight individualism, convenience, and a feeling of pleasure (Mehta et al., 2006). With this tailored approach to digital marketing, McDonald's is able to effectively connect with a wide range of consumer bases in a variety of cultural situations.

A critical thinking approach is crucial for creating and carrying out international marketing strategies, as the literature study places emphasis on. Companies need to approach this process with an in depth awareness of the wider ramifications for brand identity, consumer perceptions, and ethical issues. Simply said, adapting to local markets is insufficient. The ability to carefully navigate the complexity of pricing while taking both fairness and profitability into consideration is critical to the performance of global marketing campaigns. This involves striking a balance between global uniformity and local relevance. Moreover, it is important that businesses use digital technology to foster innovation while respecting ethical norms and cultural diversity.

2.4 7Ps Model

Examining the 7Ps approach in global marketing helps businesses better understand how to apply their marketing mix management strategy in a variety of markets.

An expansion of the classic 4Ps framework, the 7Ps marketing mix model adds three extra components—people, processes, and physical evidence—to offer an improved approach to marketing strategy. In order to explore the significance of the findings for marketing

practice, this literature review critically examines each component of the 7Ps model, drawing on a range of scholarly research. The research shows the need of adopting an all-encompassing strategy in devising strategies that cater to a wide range of customer demands and augment the overall performance of a brand by scrutinizing the ways in which various constituents interact and impact marketing outcomes.

The product part of the 7Ps approach is critical for properly meeting consumer wants. In the examination of the efficacy of product development techniques, Jain (2022) stresses the importance of quality and innovation. Critical thinking, however, pushes us to take into account how quickly consumer tastes and market trends are changing, which calls for constant product modification and development. It is essential to be able to innovate and stay ahead of trends in a competitive environment. This involves both forecasting future requirements and recognizing present customer preferences (Jain, 2022). Furthermore, Dwivedi and McDonald (2018) stress the significance of brand genuineness in product promotion. They contend that customer loyalty and trust, which are essential for long-term success, may be increased via authenticity.

One important factor that directly affects a company's sales and profitability is pricing. Ho, Liu, and Chen (2022) look at the variables influencing users' intents on live streaming services, highlighting price as a key component. Finding the ideal balance between competitive pricing and perceived value is questioned from a critical standpoint, especially in light of the dangers of price wars and the possible depreciation of the brand. Furthermore, Dewhirst and Davis (2005) argue that integrated marketing communication (IMC) can improve pricing strategies by guaranteeing that the value proposition is communicated continuously through all promotional activities. Consumers' knowledge of the product's worth is reinforced by this unified message, which helps justify the price point. Businesses may manage the complexity of pricing in a way that promotes revenue while upholding brand integrity by utilising value-based pricing and IMC.

In order to build brand awareness and shape brand image, promotion is essential. Goal programming is used by Ryńca and Ziaeeian (2021) to improve marketing tactics in higher education. Critical thinking, however, forces us to evaluate the impact of advertising in the face of data overload and the increasing popularity of ad-blocking software. The choice of small and the message's applicability to the

intended audience have an impact on the effectiveness of promotional campaigns. The importance of social media and influencer marketing has increased significantly in today's digital environment, requiring strategy changes (Ryńca and Ziaeeian, 2021). Also, Calder, Malthouse, and Maslowska (2016) stress how crucial it is to use big data in marketing campaigns in order to improve targeting and variation. This method may greatly increase engagement and conversion rates, ensuring that promotional communications are more successful with customers. Marketers may improve the effectiveness of their promotional activities in an increasingly competitive environment by addressing these modern problems and possibilities.

Place includes choices about logistics and distribution routes. Tanjung (2021) examines how the 7Ps marketing mix influences consumer decisions, stressing the importance of location. Companies need to evaluate both the ethical and environmental consequences of having a large-scale distribution network and market accessibility. Distribution strategy has changed for businesses as a result of e-commerce and the increased desire for quick delivery choices. Thus, it is now more crucial than ever to make sure that distribution plans are both effective and long-lasting (Tanjung, 2021).

Furthermore, the COVID-19 epidemic has expedited the development of online distribution channels, as noted by Altay, Okumuş, and Adıgüzel Mercangöz (2022). Because of this change, businesses must create strong digital logistics systems in order to satisfy customer demand. By solving these issues, companies may develop distribution plans that support ethical business practices and environmental sustainability in addition to improving operational effectiveness.

People refer to employees and others who provide services or interact with consumers. In Thailand, Chana et al. (2021) investigate how patient satisfaction is affected by the service marketing mix. A critical viewpoint promotes evaluating employee empowerment and training, both of which are crucial for guaranteeing constant service quality and improving the client experience via interpersonal communication. Employee attitudes and experiences have a big impact on customers, thus investing in training and development is essential to upholding excellent service standards (Chana et al., 2021). Furthermore, according to Putri et al. (2021), there is a clear correlation between customer satisfaction and staff engagement and satisfaction. This relationship implies that organisations should prioritise internal marketing initiatives in order to build a motivated

and skilled staff. Organisations may foster a happy work environment that leads to better customer experiences and higher service quality by prioritising the professional development and well-being of their employees.

Process describes the ways in which a business provides its products or services to clients. The 7Ps approach is employed by Rasekh, Jafari, and Emami (2023) to guide their marketing tactics, with a specific focus on operating procedures. A careful assessment of these processes is required to assess their efficiency and influence on the customer experience, as well as to identify possible bottlenecks and opportunities for improvement.

According to Rasekh, Jafari, and Emami (2023), incorporating technology into process management may also greatly enhance productivity and customer service. In Mohammadian (2022), the revolutionary potential of Internet of Everything (IoE) technologies—which enable smart, linked systems and may completely change operational procedures—is further examined. These developments highlight the value of innovation in process management by improving both operational effectiveness and customer happiness.

Physical evidence refers to physical features that assist in the delivery of a service and impact consumer impression. McDonald's employs visual signals like its distinctive golden arches, restaurant design, and cleanliness to support its brand image and provide a uniform customer experience around the globe.

It takes a comprehensive approach to comprehend marketing tactics to include critical thinking into the 7Ps model. Altay, Okumuş, and Adıgüzel Mercangöz (2022) have pointed out that a major review of these techniques has been caused by the COVID-19 breakout. The pandemic highlighted the importance of flexible marketing tactics, especially in the face of unexpected alterations in market conditions. This critical analysis of the 7Ps model highlights the value of flexibility, which enables businesses to modify their marketing strategies in response to changing customer demands and skillfully negotiate challenging circumstances (Altay, Okumuş, and Adıgüzel Mercangöz, 2022).

Moreover, the literature illustrates that the integration of the 7Ps must be cohesive and connected with overall marketing objectives. According to Dewhirst and Davis (2005), integrated marketing

communication (IMC) is crucial for maintaining the coherence of promotional plans across several media. Creating a cohesive brand message that successfully connects with the target audience requires coherence. Dwivedi and McDonald (2018) emphasize the significance of brand authenticity in consumer products and state that marketing communications have to be sincere and aligned with the brand's essential principles. Customer loyalty and trust-building depend on this kind of genuineness. Businesses may improve marketing and build stronger customer relationships by putting integration and authenticity first.

Brand positioning strategy formation is discussed by Fayvishenko (2018), who says that marketers should develop brand positioning with regard to consumer expectations and field realities. It includes not only knowing the target market but also defining clearly the value proposition of the brand. According to Fayvishenko, development of effective brand positioning requires great knowledge about not just the market but also the strengths one owns, in order to make marketing relevant and impactful.

2.5 Conclusion

This extensive literature review is hence designed to focus on the global marketing strategy of McDonald's and provide an overview of challenges and complexities that international marketing faces. From defining what global marketing essentially is, this review has disarticulated the challenges faced by a multinational giant like McDonald's, representing strategic imperatives and innovative approaches considered necessary for success in diverse global markets.

As a global fast-food industry leader, McDonald's must tackle an assortment of challenges that range from cultural differences and regulatory environments to changing consumer tastes and competitive dynamics. The McDonald's strategies differ from country to country, showing that they temper their marketing mix with local insight while sustaining the global brand.

Going forward, McDonald's and its competitors would have to innovate fast in response to new emerging trends such as digital transformation, growth in convention on sustainability, and the rise of social media. These elements will definitely shape consumer

behavior while opening an avenue for brands to stand out and have meaningful contacts with global audiences.

In conclusion, this literature review underscores McDonald's strategic prowess in global marketing while emphasizing the ongoing evolution and challenges within the industry. By leveraging insights from this exploration, marketers at McDonald's and beyond can refine their strategies, foster sustainable growth, and maintain a competitive edge in the dynamic global marketplace.

Chapter 3: Methodology

3.1 Introduction

This research will try to study McDonald's marketing management and its effect on brand recognition, market share, and customer satisfaction. A mixed-methodology approach using both quantitative and qualitative instruments shall be employed since that would best serve the attainment of the objectives in light of answering the proposed questions (Hassani, 2007).

3.2 Research Design

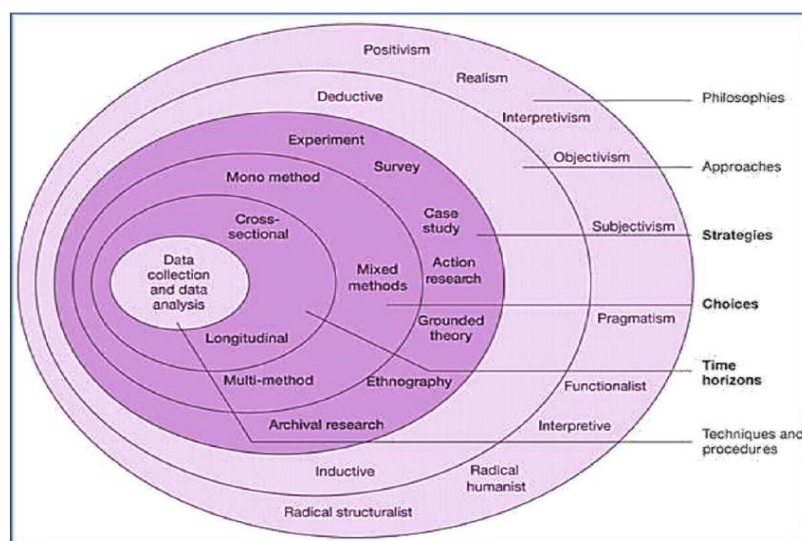


Figure 1: The research 'Onion' adapted from Saunders, 2015

3.2.1 Research Philosophy

This study adopts the "research onion" proposed by Saunders et al. (2015) because of the sequential approach to the research design and methodology. The core driving force for this research is a pragmatic philosophy, which involves emphasizing works and using various methods associated with different research questions. The pragmatic approach lets one have the flexibility of incorporating both qualitative and quantitative methods in order to ensure an exhaustive coverage of understanding McDonald's global marketing strategies.

In this regard, data collection methodologies involve structured questionnaires, which can provide quantitative data from a substantial sample, as well as semi-structured interviews in order to attain qualitative information from key stakeholders such as marketing managers and consumers (Mehta, 2022). For this reason, the combination of these methods will ensure proper holistic analytical insight that corresponds with the pragmatic philosophy; it focuses on using appropriate tools to answer the research questions comprehensively (Ababneh, 2020).

Following the Saunders' research onion model, this study will ensure that the analysis is systematic and rigorous in order to delve

into the complexities of global marketing strategies. It would, for instance, look at how McDonald's Arches tackles cultural variations, legal hurdles, varied consumer preferences, and supply chain obstacles across different markets (Ababneh, 2020).

3.2.2 Research approach

The research design for this study is a mixed-method design, indicating the use of qualitative and quantitative techniques in assessing McDonald's global marketing strategies. This approach has certainly been found relevant for capturing the complexities of marketing practices across different cultural and regulatory environments (Hassani, 2007). It combines qualitative insights from interviews with quantitative data from surveys to provide a comprehensive overview of how McDonald's adapts its marketing strategies when marketing in diverse markets. This approach is consistent with the pragmatic research philosophy that upholds practical relevance and real-world applicability, which supports research findings as both extensive and actionable (Pandey, 2021).

3.2.3 Research strategy

This study shall adopt a mixed-methods approach to comprehensively analyse McDonald's marketing management and

its influence on brand recognition, market share, and customer satisfaction.

The aim of this research is to explore the link between marketing management, brand awareness, market influence, and customer happiness. The 7Ps marketing mix model (Product, Price, Place, Promotion, People, Process, Physical Evidence) will be the roadmap for this exploration. Each of the 7Ps will be reviewed to better understand its role in McDonald's overall marketing plan. For example, the product dimension looks at the range and quality of McDonald's products on sale; price relates to pricing strategies and perceived value from consumers (Kiger and varpio, 2020); place will relate to distribution channels and market exposure, while promotion will look at the effectiveness of advertising and promotional campaigns. The people element will consider customer service and employee interactions, process will look at operational efficiency, and physical evidence will make an evaluation of tangible aspects that affect consumer perceptions (Pandey, 2021).

Using the 7Ps model ensures a holistic analysis of McDonald's marketing management, addressing all critical facets that contribute to its market performance. This comprehensive framework will

facilitate a nuanced understanding of how different marketing elements interact and contribute to brand success (Şen, 2012).

The methodology of this research will, therefore, be based on a mixed-method approach, integrating the 7Ps model. This strategy is thus capable of providing a holistic and detailed analysis required in the marketing management of McDonald's. A balance between the right quantitative data and qualitative insight will provide a proper understanding of McDonald's marketing effectiveness and further strategic improvement in brand recognition, market share, and customer satisfaction. This is a methodological approach that makes the findings of the study robust and actionable, hence adding substantial knowledge to the field of marketing management (Şen, 2012).

3.3 Data Collection

As a thorough analysis of McDonald's marketing strategy, the data collection methodology will be multifaceted. Specifically, a spectrum of data collection techniques will be employed to ensure a thorough understanding of the subject matter being studied (Pandey, 2021). These methods will include both quantitative and qualitative techniques to provide a more holistic view of the McDonald's

marketing management system (Kiger and varpio, 2020). To properly evaluate the impact of this management strategy on crucial elements like brand reputation, market share, and client gratification (Mehta, 2022), this thorough comprehension is vital, which will include a review of various secondary sources collected from various sources such as academic journals, newspapers, and magazines. Furthermore, questionnaires, interviews, and focus groups with important stakeholders including clients, staff members, and management will be used to gather primary data (Kiger and Varpio, 2020).

The use of both quantitative and qualitative data collection methods will provide a more comprehensive understanding of the studied topic, allowing for a more accurate assessment of the effects of McDonald's marketing management on various variables (Hassani, 2007).

3.3.1 Qualitative Data Collection

Qualitative data will be collected through semi-structured interviews with a targeted group of McDonald's employees.

Interviews with McDonald's employees will focus on:

1. Marketing Strategy Implementation: Understanding how marketing strategies are implemented at the operational level and the challenges faced.
2. Employee Perceptions of Brand and Customer Interaction: Exploring employees' views on how customers perceive McDonald's brand and the effectiveness of marketing strategies.
3. Internal Marketing and Communication: Evaluating how internal marketing and communication initiatives fit into the larger brand strategy and how they affect worker engagement and productivity.
4. Operational Insights: Gathering insights on how marketing strategies influence day-to-day operations and customer interactions.

The interviews will be conducted both in-person and via video conferencing to accommodate the preferences and availability of participants. Each interview will last approximately 30-45 minutes and will be audio-recorded with the participant's consent to ensure accurate transcription and analysis (Rosário & Raimundo, 2021).

Participants for the interviews will be selected through purposive sampling to ensure a diverse range of perspectives. Recruitment will be done through a combination of approaches, including inviting

survey respondents to participate in follow-up interviews and using social media channels to reach potential interviewees. Employee participants will be recruited through internal communication channels within McDonald's, ensuring a mix of roles and levels of experience (Şen, 2012).

3.3.2 Quantitative Data Collection

Survey questionnaires represent a frequently used quantitative methodology for summing up the attitudes, perceptions, and behaviors of research participants by delivering systematically devised queries to participants and collating their answers (Matthew, 2017). In this survey, a questionnaire will be architected for McDonald's target market , including market positioning, product strategy, channel strategy, and promotional strategy (Pandey, 2021). Respondents will adhere to the questionnaire through online survey platforms or direct face-to-face meetings.

1. Market Positioning: Questions will assess customer perceptions of McDonald's brand positioning within the fast-food market.
2. Product Strategies: Questions will explore customer opinions on the quality, variety, and innovation of McDonald's product offerings.

3. Distribution Channels: Questions will evaluate customer satisfaction with the accessibility and convenience of McDonald's locations and delivery services.
4. Pricing Policies: Questions will investigate customer perceptions of McDonald's pricing strategies and value for money.
5. Promotional Activities: Questions will assess the effectiveness of McDonald's advertising campaigns and promotional offers.
6. Overall Brand Perception: Questions will capture customer attitudes towards McDonald's brand identity and loyalty.

The questionnaires shall be passed both online and in-store in various locations of McDonald's to get a representative sample. Online will involve the use of social media sites, online survey tools, and email invitations to send the questionnaires to target respondents, while in-store distribution shall be facilitated through printed questionnaires that are to be handed to customers at selected McDonald's outlets (Hassani, 2007).

Pretesting the survey in a small group of respondents is necessary to refine the questions and increase wording clarity in order to ensure maximum response rates and data reliability. The final measurement of the survey data will take one month with an aim of gathering data

from a sample size large enough to attain meaningful statistical significance (Şen, 2012).

3.3.3 Data Analysis

Quantitative data from surveys will be analysed using statistical software to perform descriptive and inferential analyses. Frequency distributions, cross-tabulations, and regression analysis will be done to identify trends, correlations, and possible causative factors affecting McDonald's key marketing strategies (Ababneh, 2020).

Qualitative data from interviews will be transcribed and subjected to thematic analysis. This may be informed by coding of data to identify key themes and patterns that are then interpreted to provide deeper insights about customers' perceptions and experiences and employees' experiences that provide operational and strategic insights (Kotabe and Helsen, 2022).

By integrating the findings from both quantitative and qualitative data collection methods, this study aims to provide a comprehensive and nuanced understanding of McDonald's marketing management (Hassani, 2007). The combined approach will allow for the validation of quantitative findings through qualitative insights,

thereby enhancing the overall robustness and reliability of the research.

3.4 Ethical Considerations

Ethics in research proposal development are the core component. Essentially, a researcher should ensure in the journey of research that the rights, welfare, and happiness of the participant are protected without causing any form of harm to him (Massie & Gillam, 2014). Thus, addressing ethical issues in a timely manner prior to actual research is important to uphold trust and the influence of such a study Kaejono et al. (2022).

It is mainly essential to ensure that research participants have full understanding of the project's purpose, how it is to be conducted, and any possible dangers associated with it. Participation is strictly to be a voluntary act, as subjects are at complete liberty to withdraw from it at any time without facing any untoward consequences. The informed consent is actually obtained by spelling out the purpose of research and explaining what participation involves. The language of the informed consent forms should be clear, easy to read, whereby participants, by the end, would understand that they have been a part of it, the procedures involved, risks, and benefits accruing from them (Kiger and varpio, 2020).

Keeping participants' secrets safe is important. Effective security measures should be put in place during collection, storage, and analysis of the data against personal information data breaches on privacy. This includes scrambling of data insomuch that an individual may not be identified, safe packaging of all data in order to prevent unauthorized access. Only access to the data is provided to the research team and all personal identifiers scrubbed prior to disclosure (Ababneh, 2020).

There are larger guiding principles on this journey: justice, respect, and politeness. Researchers are not to discriminate in any manner or cause harm to feelings and dignity. This means sensitivity to cultural, social, and personal differences and courtesy in professional ways with participants in all interactions. Besides that, researchers should also consider the potential impact of queries and interactions with participants that they will make and try to minimize any discomfort or distress of participants (Şen, 2012).

It again has to give priority to interest and welfare, therefore, giving people assurance this research will not harm them, providing all substantial support and care if any harm results from their participation in research. The adherence to ethical policies and guidelines, as already laid down by IRBs or Ethics Committees,

would ensure well-being for the participants and uphold stringent standards of ethical behavior (Pandey, 2021).

Finally, honesty and transparency are about the entire research process. It calls for openness in the representation of the investigative journey and its results in research reports and articles, avoiding all forms of data nudging or fudging. Researchers have an obligation to uphold academic integrity in their work to ensure that data is reported straight, and limitations or potential biases are owned publicly. This transparency tends to engender confidence in participants and the greater academic tribe, adding further to the credibility and reliability of the study (Rosário & Raimundo, 2021).

3.5 Reliability and Validity

Things need to be kept reliable and valid for the credibility and accuracy of any research. Reliability refers to the consistency of findings over time and research findings that persist, while validity refers to the accuracy, authenticity of measurement, whether the study actually grasps a concept it aims to probe (Kiger and varpio, 2020).

Reliability

To ensure that the research is reliable, a number of measures shall be

employed. First, standardisation in the methods of data collection, for instance, the use of questionnaires that are structured and interview checklists, will go a long way in making data collection consistent. Such tools will, moreover, be pre-tested in a pilot study so that the confusing questions can be sorted out. Moreover, the questions used to survey and interview these subjects will be crafted with the utmost care to reduce the Confusion of respondents, allowing the same questions to provide the same response for all participants and at all times Kumar et al. (2021).

Validity

Validity in this study will be addressed through several approaches. To ensure quality, survey and interview queries will be based on an exhaustive review of marketing management literature and the 7Ps model. Industry gurus will be consulted to critique instruments and offer opinions, ensuring that questions aptly cover all relevant aspects of the research topic (Kotabe and Helsen, 2022).

External validity, or generalizability, will be considered by carefully selecting a diverse and representative sample of McDonald's customers and employees. This approach ensures that findings can be generalized to a broader population. In addition, providing

detailed descriptions of the research context and participants will allow other researchers to assess the applicability of the findings to different settings (Pandey, 2021).

To sum up, to be reliable and valid, research needs to tackle several steps of peer review and verification, adhering to the principles of scientific meticulousness and evidence-based research practices. This is not a straightforward task that requires a detailed map and dedication to a complete review of all the data. Implementing the methods and strategies outlined in this article will definitely help make sure that research is executed in a manner that delivers dependable and accurate results that contribute key insights into McDonald's marketing strategy and its effect on brand awareness, market share, and customer happiness (Rosário & Raimundo, 2021).

3.6 Limitations

While this study aims to provide comprehensive insights into McDonald's marketing management and its impact on brand recognition, market share, and customer satisfaction, several limitations must be acknowledged.

Sample size and population remain one of the major challenges. Because the research needs to be done within a certain timeline and

resources, the sample might be really small to represent the general customers and employees of McDonald's. This can result in a number of limitations on generalizing these findings, since the resultant outcome may not accurately reflect the attitudes and experiences of a more widespread and varied population (Kiger and varpio, 2020).

Moreover, the research consists of a high amount of self-reported data which was collected by quantitative surveys and qualitative interviews. While there are potential biases in such self-report data, such as social desirability bias or recall bias, consider that the respondents may provide answers which they believe make sense or do not really remember their past experiences. This would likely cause distortion in the results, and it can have a blow on the reliability of the study Mudassir et al. (2022).

This could reduce the usefulness of the findings from certain regions when applied to other regions with diverse cultural, economic, or even market feels. Regional differences in how McDonald's secures its local relevance are huge, and there could have been omissions in this study about some of these regional differences that could limit how much we can learn from this study on global marketing practices (Rosário & Raimundo, 2021).

One such obstacle can be limitations, in fact. Marketing strategies and purchaser perceptions might change due to factors such as market fluctuations, economic conditions, and competition over time. This study represents a snapshot since the data collected at one moment in time might not reveal very long-run patterns of change, which could affect the generalisability of these findings over a long period of time (Kiger and varpio, 2020).

Understanding these constraints, this research aspires to offer a fair evaluation of the findings and their implications. Future research may overcome these limitations by utilising larger and more diverse samples, longitudinal strategies, and incorporating additional frameworks and elements to foster a more comprehensive understanding of McDonald's marketing direction.

3.7 Conclusion

This thoughtfulness of the study manifests itself in the detailed methodology that analyses McDonald's marketing management for its likely impact on brand recognition, market share, and customer satisfaction. The mixed-method approach in this research combines the quantitative survey with qualitative interviews to build comprehensive data.

Quantitative research, through its structured questionnaires, reflects consumer behavior and market changes, which one can analyse objectively and identify key trends. Qualitative research, through nonleading interviews with customers and employees, reveals in-depth knowledge about customers' thinking and experiences and brings rich, nuanced insights into the emotional and subjective aspects of behavior and brand loyalty (Mehta, 2022).

The dissection of McDonald's marketing mix considers the 7Ps model, touching on product, price, place, promotion, people, process, and physical evidence Şen 2012. This framework is embracing, guaranteeing that a comprehensive audit of the marketing efforts of the concern is addressed. Ethics, such as informed consent and data security, and equity considerations, lead in protecting participants' rights, thereby guaranteeing the validity of the study (Kiger and varpio, 2020).

This methodological approach, though inherently strong, still recognizes some limitations in the form of potential biases in self-reported data, limited sample diversity, and partly subjective qualitative analysis. Hence, limitations have a way of showing areas

where future research efforts may be directed (Kotabe and Helsen, 2022).

In conclusion, the mixed-methods approach, fortified by the 7Ps model and ethical rigor, offers a robust framework for examining and enhancing McDonald's marketing strategies, with the aim of boosting brand recognition, market share, and customer satisfaction.

Chapter 4 Data Analysis

4.1 Data Collection

This dissertation has broadly divided the process of data collection into the survey and interviews. Both complement each other in an attempt to wholly investigate the effect McDonald's marketing strategies have on brand awareness, market share, and customer satisfaction in both the Chinese and UK markets.

This questionnaire is designed to quantify the perception and attitude of respondents towards the marketing strategy of McDonald's. The questions in the questionnaire were based on the 7Ps model of marketing. A total of 178 valid questionnaires were retrieved, out of which 100 belonged to the Chinese market and 70 belonged to the UK market Mudassir et al. (2022).

Interviews were conducted with McDonald's employees, aiming to gain a deeper understanding of internal perceptions of the implementation of marketing strategies and the challenges faced by the organisation. Interviews were conducted both face-to-face and online, totaling two McDonald's China employees and one McDonald's UK employee. Each interview lasted approximately 20

minutes and was audio-recorded and transcribed into text for subsequent coding and analysis.

4.2 Data Analysis

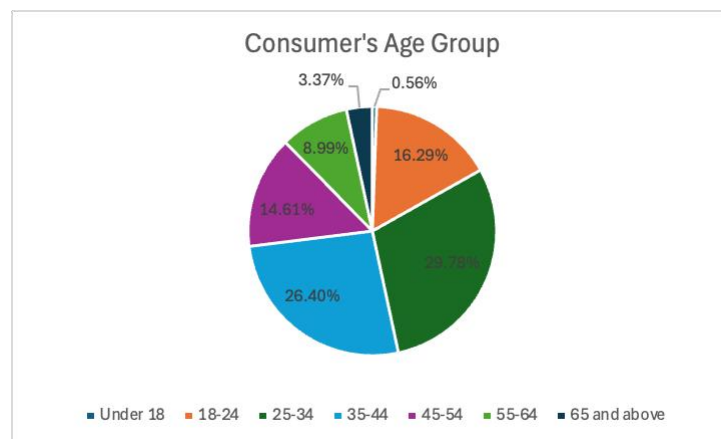


Chart 1 Consumer's Age Group

The survey identifies McDonald's customers in different age groups. Only 0.56% of under-18s frequently report that they are not the primary target. Notably, 18-24-year-olds constitute 16.29%, indicating that they are college students or career starters, with a strong preference for fast food. Digital marketing strategies appeal to this demographic.

The 25-34-year-olds are crucial, making up 29.78% of customers. These financially stable individuals have high spending power and demand fast food choices, pricing, and variety. Family dining is prevalent among 35-44-year-olds, prioritising food health and setting an impression. This group should be marketed to emphasise these

traits.

Age rise results in lower shares among 45-54 and 55-64-year-olds (14.61% and 8.99% respectively). However, seniors over 65 make up 3.37%, perhaps preferring healthier food and a more laid-back environment. McDonald's should consider health options and service quality to cater to this senior demographic.

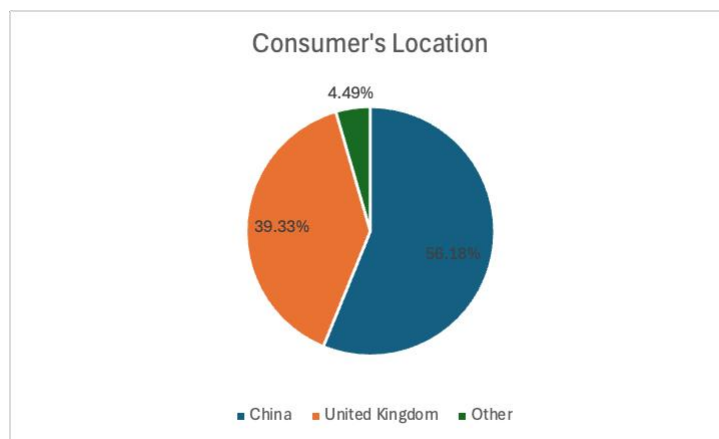


Chart 2 Consumer's Location

Survey data indicates that our respondents are geographically diverse, focusing on China and the UK. Notably, China's contribution accounts for 56.18%. This high participation rate reinforces the importance of the Chinese market in this study.

The UK's share stands at 39.33%, slightly less than China's, but still significant. This reflects McDonald's robust standing and broad consumer base in the UK market. As a key European market for

McDonald's, the UK is vital to understanding consumers' perceptions, preferences and reactions to its marketing strategies.

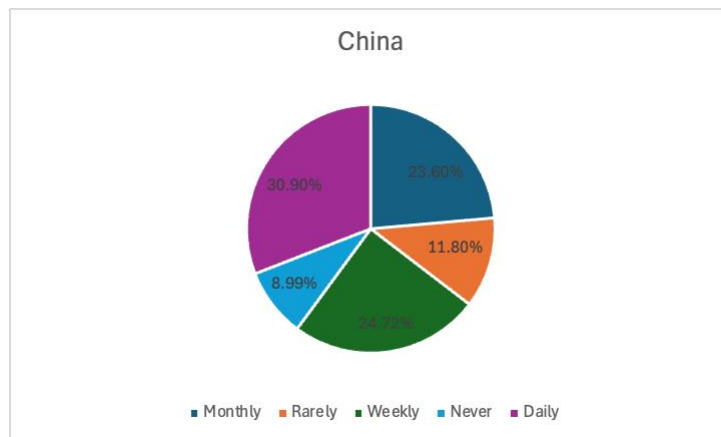


Chart 3 Frequency of customers eating at McDonald's in China

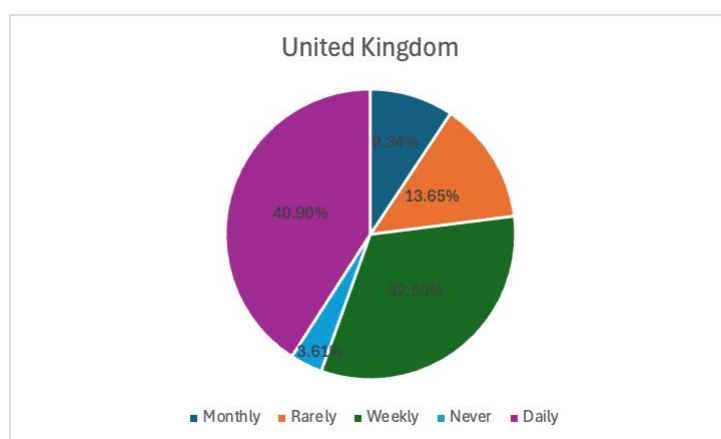


Chart 4 Frequency of customers eating at McDonald's in UK

In China, McDonald's varied displays are likely due to its local adaptation and market spread. This has positioned McDonald's as popular in Tier 1 and Tier 2 cities, particularly among youth, satisfying convenience cravings with localised menus and numerous restaurants. Weekday visits often lead to more frequent meals, while

less frequent visits indicate a diverse customer base.

In the UK, McDonald's is an integral part of consumers' lives. This could be linked to its enduring presence and brand recognition, ensuring that McDonald's is involved in daily routines. However, occasional visits show McDonald's dominance and consistent consumer base.

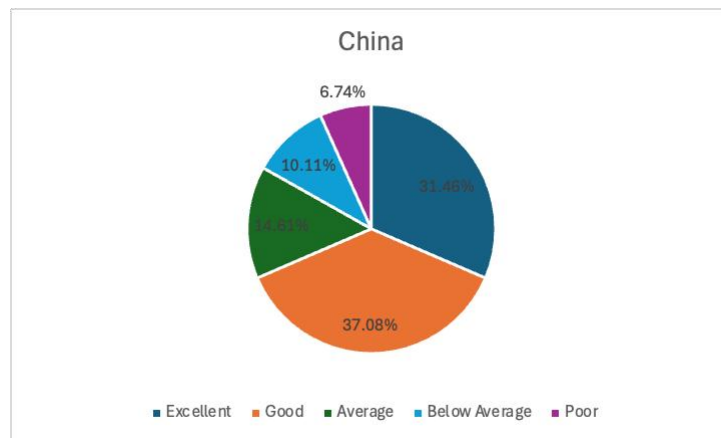


Chart 5 Customer Ratings for McDonald's Products in China

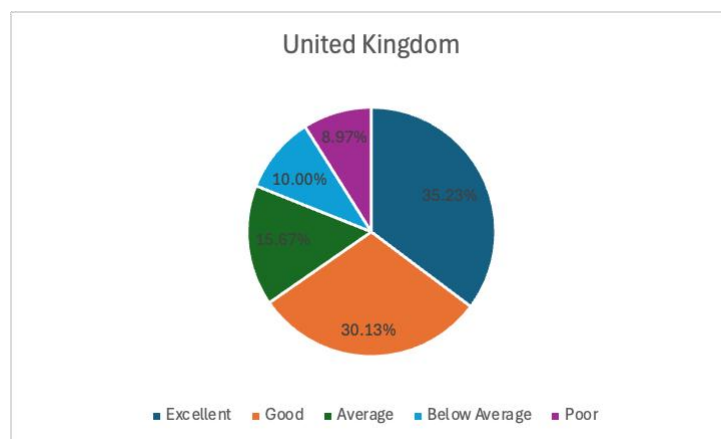


Chart 6 Customer Ratings for McDonald's Products in UK

In China, many customers appreciate McDonald's products, which implies that McDonald's products hold high standards in the

Chinese market. The inclusion of these localised products not only increases customer satisfaction, but also bolsters McDonald's position in the Chinese fast food market. However, a minor segment rates the quality as low, indicating that there is room for improvement.

In contrast, UK consumers are more diverse in their ratings of McDonald's products. The proportion of UK consumers rating them as "excellent" is slightly higher than in China, indicating that McDonald's product quality is well-regarded in the UK market. This could be linked to McDonald's established brand trust and consistent investment in product quality. However, a small number of UK consumers rate the products as "poor" and "very poor", suggesting some dissatisfaction.

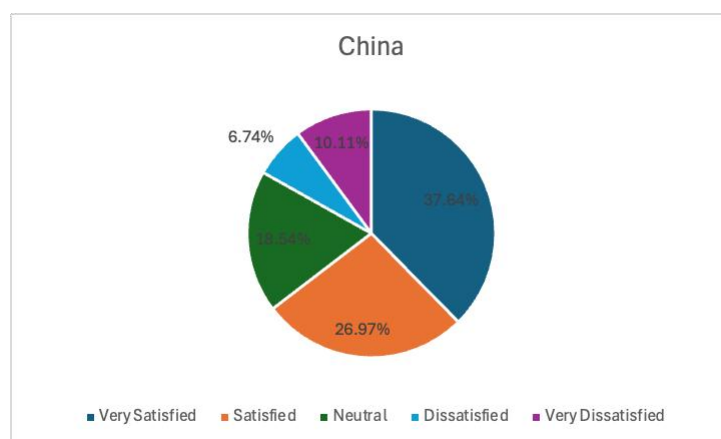


Chart 7 Customer satisfaction with McDonald's menu in China

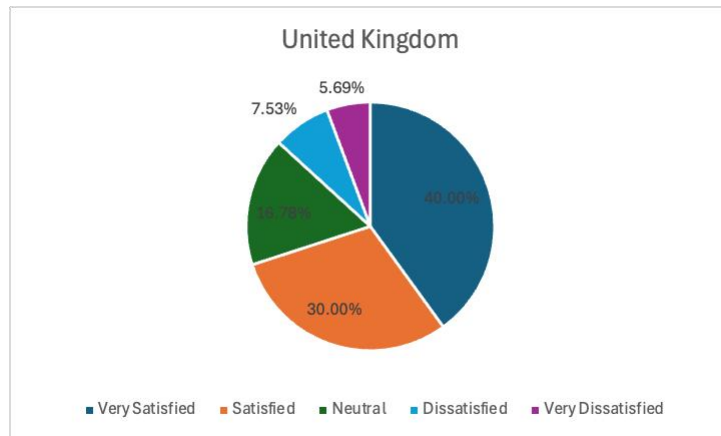


Chart 8 Customer satisfaction with McDonald's menu in UK

In China, 37.64% of consumers are very satisfied and 26.97% are satisfied with McDonald's menu, and overall, most consumers are positive about the menu. This high level of satisfaction may be attributed to McDonald's localisation strategy in the Chinese market. For example, McDonald's has introduced a number of dishes in China that are tailored to local tastes, such as rice and Chinese dim sum, and these menu options satisfy the dietary preferences of Chinese consumers. In addition, McDonald's limited-time offerings and local specialties during festive seasons provide consumers with more choices, further enhancing consumer satisfaction.

In the UK, 40.00% of consumers were very satisfied and 30.00% were satisfied with McDonald's menu, slightly higher than in China. This higher level of satisfaction may be related to McDonald's stable and popular classic menu offerings in the UK market. UK

consumers may prefer familiar products such as the classic burger, fries and breakfast menu.

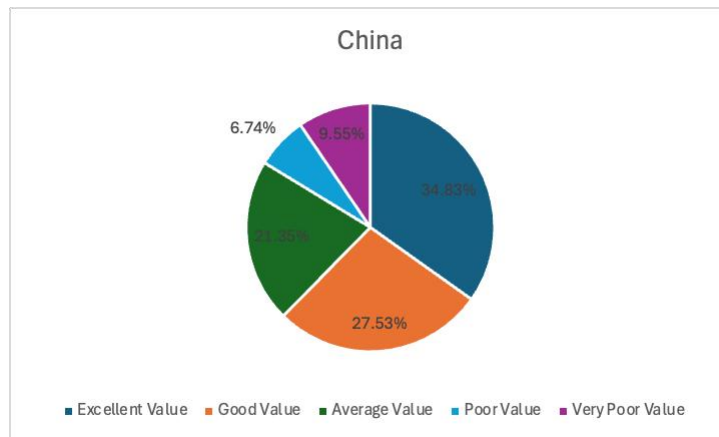


Chart 9 Customers' perception of McDonald's value for money in China

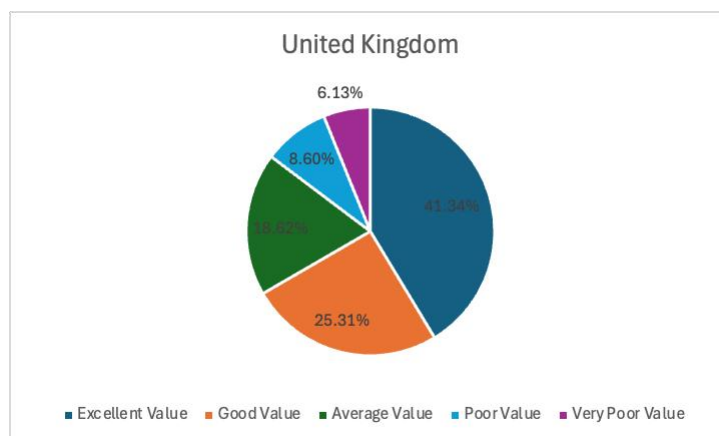


Chart 10 Customers' perception of McDonald's value for money in UK

In China, 34.83% of consumers believe that McDonald's offers "excellent value" and 27.53% believe that it offers "good value for money", indicating that McDonald's pricing strategy is quite attractive in the Chinese market. McDonald's pricing strategies are particularly important considering the price sensitivity of Chinese consumers. These strategies have helped McDonald's build a brand

image in the Chinese market as a "value-for-money" brand.

In contrast, the fact that consumers in the UK are more favorable to McDonald's pricing strategy may be related to McDonald's long-term brand positioning and consumer loyalty in the UK market. McDonald's is perceived by consumers as providing good value through its long maintained pricing strategy and frequent promotions in the UK. Although McDonald's offers more stable prices, some consumers may still expect more promotions or lower prices.

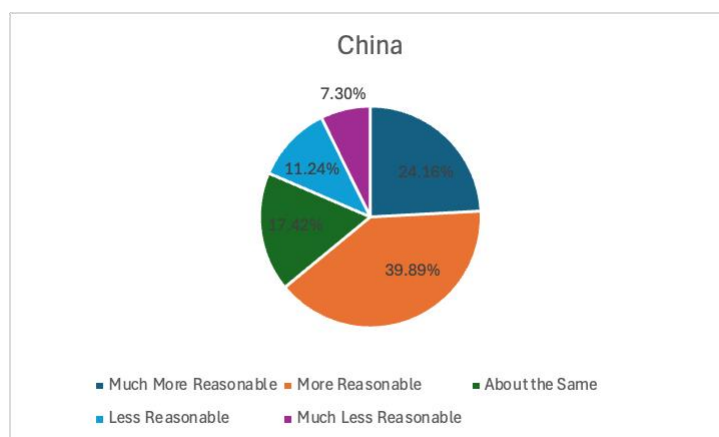


Chart 11 Whether customers think McDonald's prices are reasonable compared to other fast foods in China

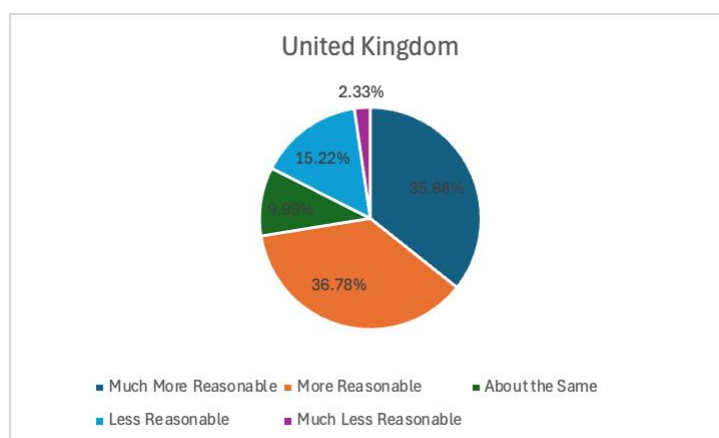


Chart 12 Whether customers think McDonald's prices are reasonable compared to other fast foods in UK

In China, 24.16% of consumers believe McDonald's prices are "more reasonable" than other fast foods, and 39.89% believe they are "more reasonable", in general, more than half of consumers are positive about McDonald's pricing. McDonald's has succeeded in creating an image of "reasonable pricing" through the introduction of affordable menus, frequent promotions, and product combinations targeting different consumer segments. Nevertheless, 18.54% of consumers still consider McDonald's pricing is still relatively high in some specific markets or compared to some local fast food brands, and does not fully meet all consumers' expectations.

In the U.K., a higher percentage of consumers in the UK recognize McDonald's pricing than in China, which may be related to McDonald's long-standing brand loyalty in the UK and its direct competitive advantage over other fast food brands. In addition, only 17.55% of UK consumers consider McDonald's prices to be "more unreasonable" or "very unreasonable", which is lower than in China, suggesting that McDonald's pricing strategy is generally more successful in the UK.

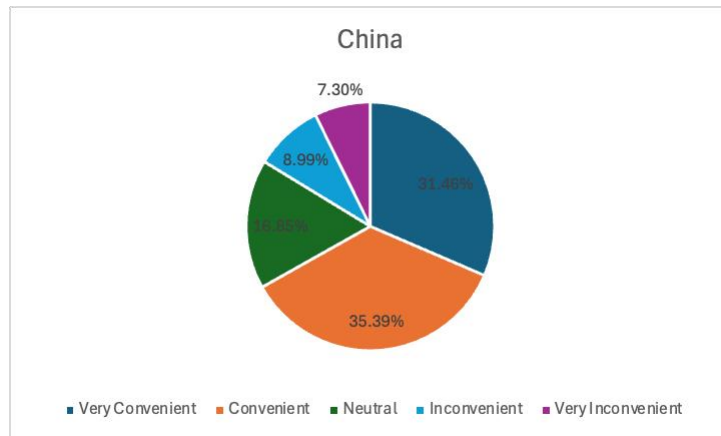


Chart 13 Convenience of McDonald's location in China

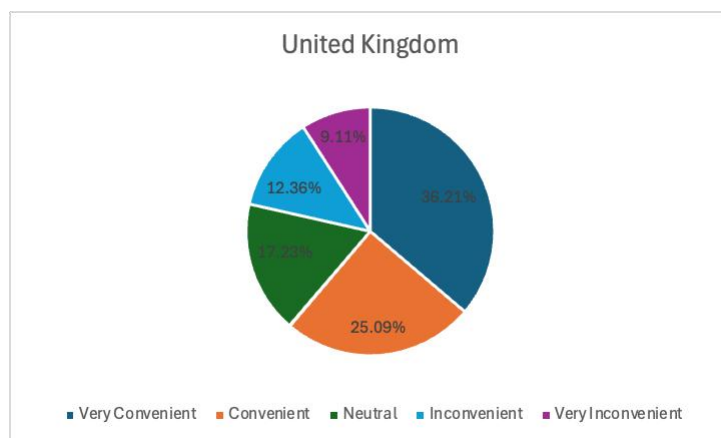


Chart 14 Convenience of McDonald's location in UK

More than half of Chinese consumers are satisfied with the location of McDonald's stores. McDonald's has stores in commercial districts, shopping centers, and residential areas in most large and medium-sized cities in China, allowing consumers to easily visit and dine. In addition, McDonald's takeaway service in China is growing rapidly, further enhancing consumers' perception of its convenience.

Compared to China, a higher percentage of consumers in the UK think McDonald's stores are located in "very convenient" locations.

This may be related to McDonald's long-standing strategy of opening stores in city centers, transport hubs and high-traffic areas in the UK. However, 21.47% of consumers in the UK market also consider McDonald's stores to be "inconvenient" or "very inconvenient", a higher proportion than in China.

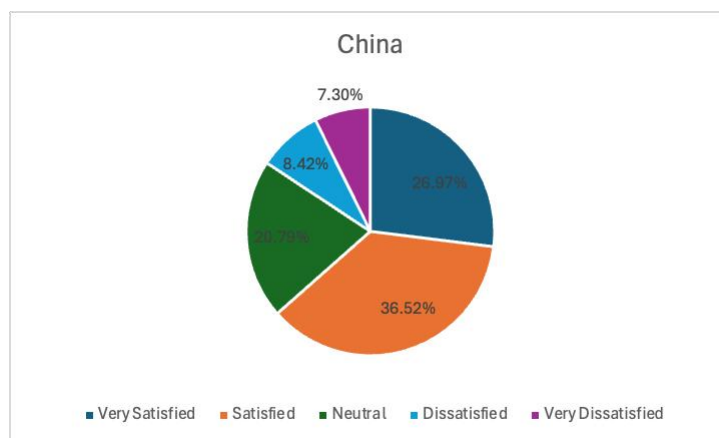


Chart 15 Ratings for McDonald's Delivery Service in China

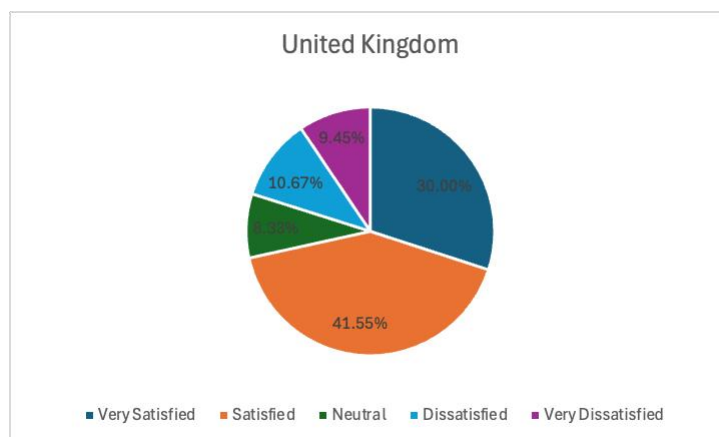


Chart 16 Ratings for McDonald's Delivery Service in UK

McDonald's delivery services in China, especially through cooperation with local takeaway platforms such as Meituan, cover a wide range of areas and enhance consumer convenience. In addition,

McDonald's delivery speed and service quality in China are widely recognized. However, 15.72% of consumers are still "dissatisfied" or "very dissatisfied", which may be related to the volatility of the delivery time, the temperature of the food on arrival and packaging issues.

In contrast, 30.00% of consumers in the UK were "very satisfied" and 41.55% were "satisfied" with McDonald's delivery service, which is higher than in China, indicating that UK consumers are more satisfied with McDonald's delivery service. However, 20.12% of UK consumers are also dissatisfied with delivery services, which may be related to long delivery times, unsatisfactory food temperatures and service attitudes. Despite the early start of takeaway services in the UK market, McDonald's needs to further optimise its delivery process to improve overall service quality.

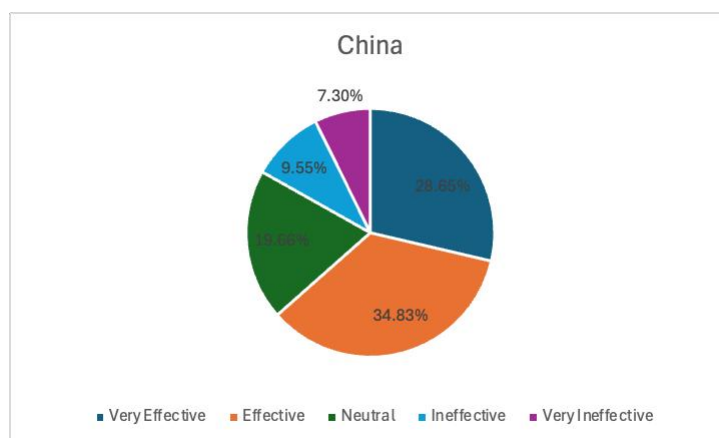


Chart 17 Effectiveness of McDonald's advertising campaigns in China

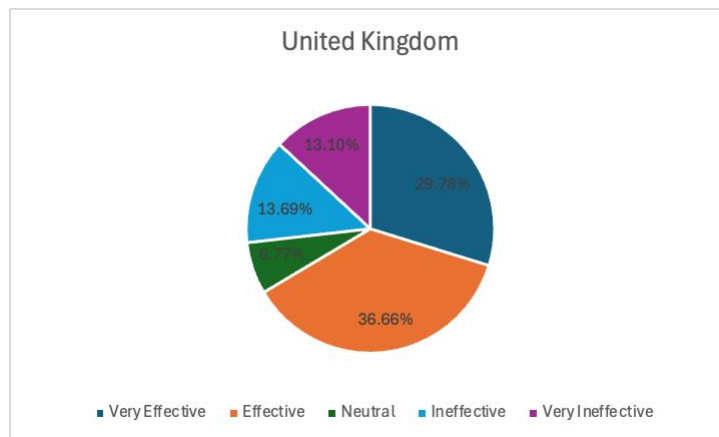


Chart 18 Effectiveness of McDonald's advertising campaigns in UK

In China, more than half of consumers recognize the effectiveness of McDonald's advertising. McDonald's has successfully attracted consumers' attention in China through diversified advertising formats and localised promotional content. For example, has used social media platforms and celebrity endorsements in China to enhance the brand's accessibility and appeal. However, the fact that some advertisements do not resonate with specific groups of people, or the effect of advertisements has been diluted by fierce competition in the market.

In contrast, McDonald's advertising strategy seems to be more successful in the UK, which may be related to its long-term brand influence and consumer loyalty in the UK market. McDonald's has been successful in maintaining brand awareness and appeal in the UK through a variety of channels, including TV advertising, social media, and outdoor advertising. However, due to a lack of

innovation in the content of the advertisements, McDonald's failure to effectively engage younger consumers, or a lack of uniqueness in the competition with other brands.

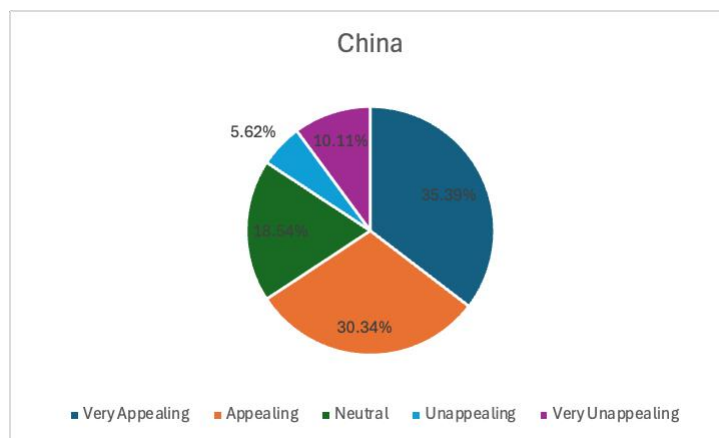


Chart 19 McDonald's promotion strategy for customer attraction in China

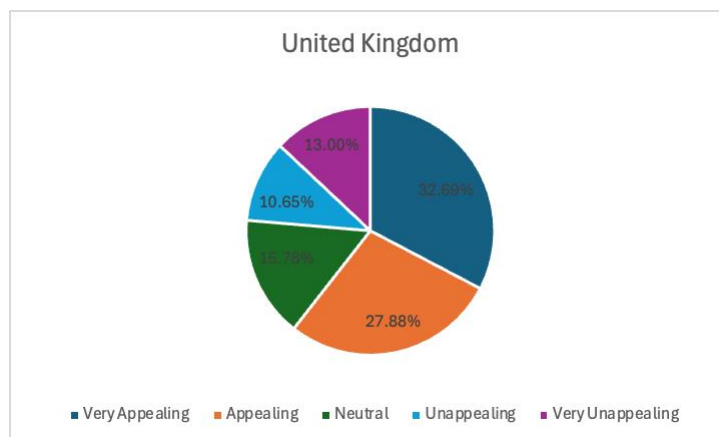


Chart 20 McDonald's promotion strategy for customer attraction in UK

In terms of promotion, the appeal of McDonald's promotional tactics is unique in China and the UK. In China, a notable 35.39% of consumers view them as "extremely appealing" and 30.34% find them "appealing," signifying a generally favorable response from

Chinese consumers. This may be tied to McDonald's localised, frequently discounted promotions, effectively capturing consumer interest.

Conversely, in the UK, consumers are generally positive, a slightly higher proportion (23.65%) than in China perceive them as "unappealing" or "very unappealing". This could be attributed to the competitive UK market with heightened promotional expectations, or the potential mismatch between McDonald's promotional activities and UK consumer needs and preferences.

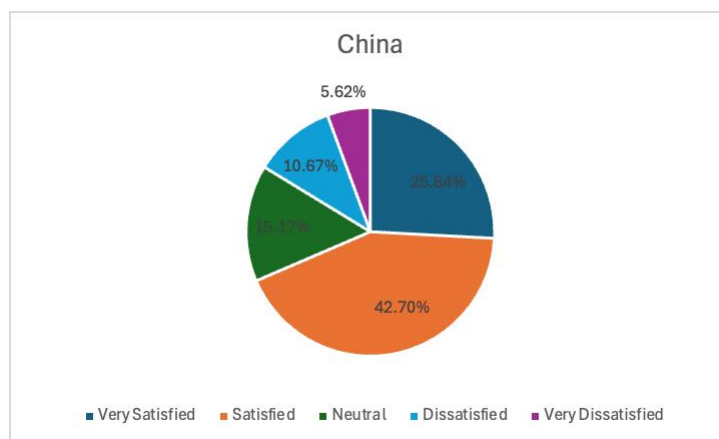


Chart 21 Customer Satisfaction with McDonald's Employees in China

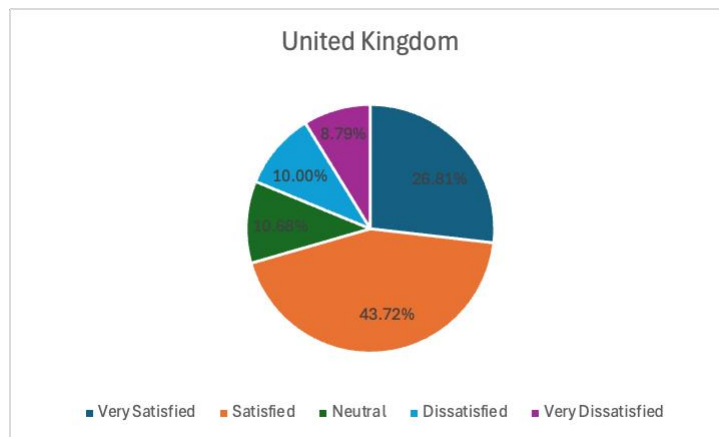


Chart 22 Customer Satisfaction with McDonald's Employees in UK

Chinese customers tend to enjoy greater employee service satisfaction, possibly due to McDonald's localised training program in China. customised programs align service with customer expectations. Additionally, some McDonald's in China may be more family-friendly and approachable, enhancing their customer service experiences. However, a significant portion of customers are not entirely satisfied, suggesting that adjustments are needed particularly in high-traffic stores, where service can occasionally falter.

Across the UK, dissatisfaction levels are slightly elevated while satisfaction remains fairly high. McDonald's UK might consider focusing on detail and personalised service to keep customers satisfied. Additionally, UK customers' dissatisfaction with staff could result from staff efficiency and attitude during peak hours.

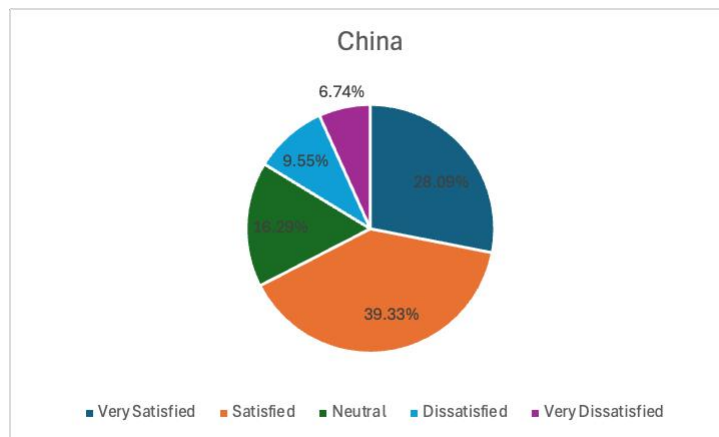


Chart 23 Customer Satisfaction with McDonald's in-store ordering process in China

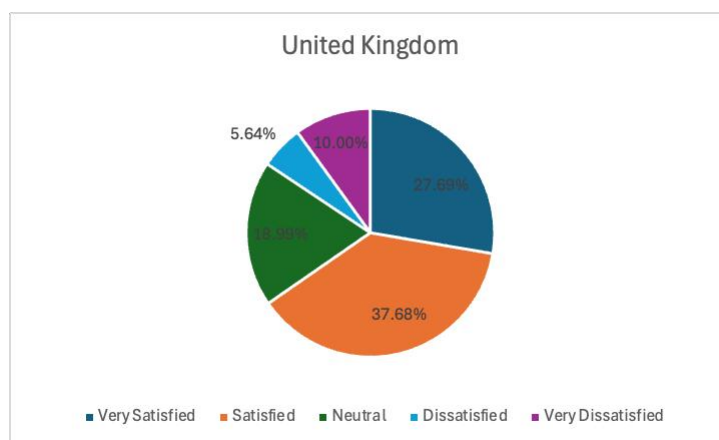


Chart 24 Customer Satisfaction with McDonald's in-store ordering process in UK

In China, consumer appreciation for the in-store ordering procedure is clear, indicating that McDonald's has effectively streamlined it. McDonald's may have made ordering food more convenient and efficient with tech solutions like self-serving kiosks and mobile payments. Moreover, they may be prioritising swift service in China, aligning with the fast-paced consumption habits of Chinese consumers. However, a minority of consumers might still harbor dissatisfaction, potentially due to busy peak periods or technical glitches.

Meanwhile, UK customers seem slightly less content with the in-store ordering process, possibly indicating a heightened expectation of service. Additionally, UK consumers may need time to adjust to technologically advanced ordering methods, particularly older individuals who may favor personal interaction over self-service devices.

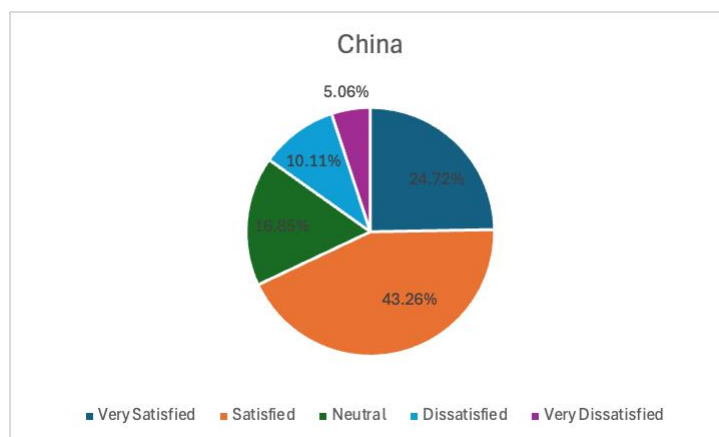


Chart 25 Customer Satisfaction with McDonald's mobile app ordering process in China

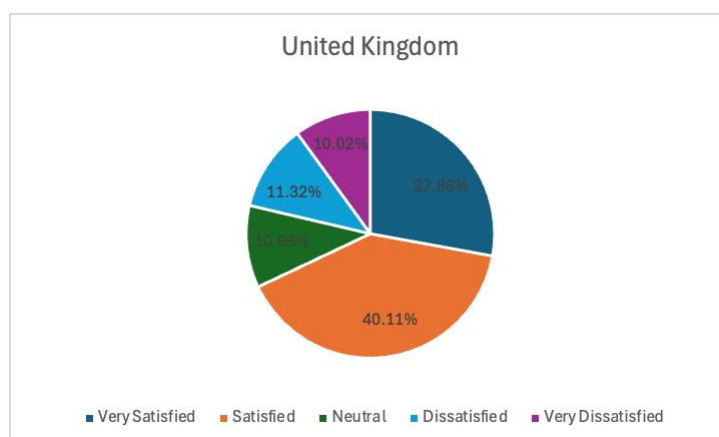


Chart 26 Customer Satisfaction with McDonald's mobile app ordering process in UK

In China, higher satisfaction levels may be attributed to McDonald's continued optimisation of its mobile app. Chinese consumers are generally more familiar with mobile payments and online operations, and McDonald's mobile app ordering feature may cater to this trend by providing a quick and convenient ordering experience.

In the UK, while overall satisfaction is close to that of China, the proportion of dissatisfaction is slightly higher. This may reflect the fact that UK consumers have higher expectations for app ease of use and functionality, and in particular demand for more stability and intuitive interfaces. In addition, UK consumers may be more concerned about data privacy and security, and therefore show greater sensitivity to possible security issues with apps.

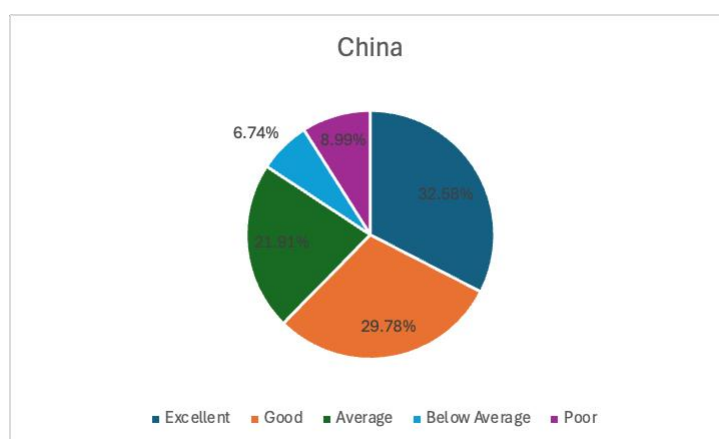


Chart 27 Customer Satisfaction with cleanliness and ambiance of McDonald's restaurants in China

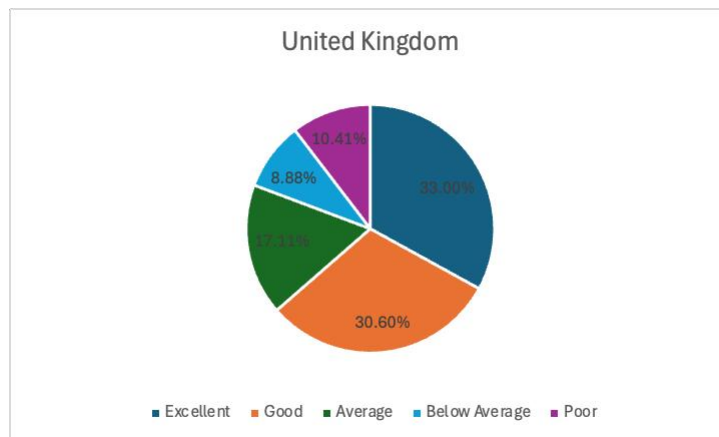


Chart 28 Customer Satisfaction with cleanliness and ambiance of McDonald's restaurants in UK

Chinese customers immensely appreciate the cleanliness and atmosphere of their restaurants, thanks to McDonald's unwavering commitment to sanitation in this flourishing market. Customers have high expectations, particularly in bustling city centres. McDonald's could further impress by enhancing routine cleaning and facility upkeep. However, some dissatisfaction may stem from difficulties during high-traffic hours or delays in upgrading older facilities.

In the UK, while satisfaction remains high, a slightly larger percentage exhibit dissatisfaction - an indication perhaps of the UK market's stricter standards for restaurant environments. UK consumers value cleanliness and comfort, especially design and ambience. To meet their environmental quality preferences, McDonald's could devote more resources to improving its facilities and environmental maintenance.

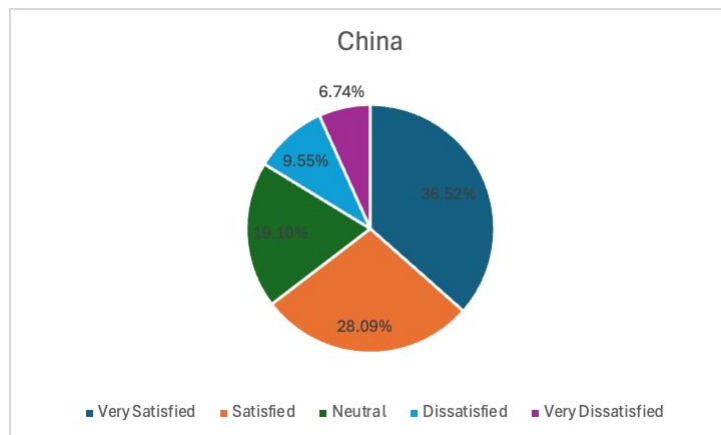


Chart 29 Customer overall satisfaction with McDonald's in China

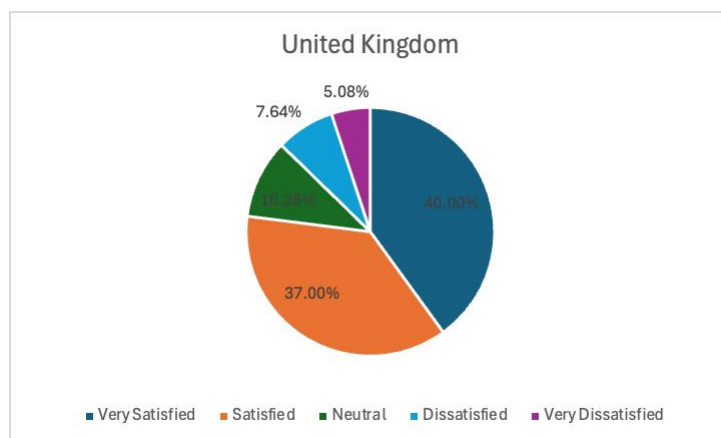


Chart 30 Customer overall satisfaction with McDonald's in UK

In China, while many appreciate McDonald's, a portion of consumers are somewhat neutral about the entire experience. This could potentially relate to the pressure on services caused by the surge in growth and high traffic in the Chinese market. Chinese customers may sometimes feel let down by stellar service during peak hours, especially when meal and service standards aren't the same.

Conversely, UK consumers rate McDonald's as more satisfying. This may hint at the UK market's emphasis on superior customer experience and McDonald's commendable performance in terms of service and ambiance. UK consumers may appreciate McDonald's consistent product quality and service experience. Competition in the UK market has also nudged McDonald's to focus more on details like restaurant cleanliness and staff service, enhancing overall satisfaction. However, there are still some consumers who voice dissatisfaction, possibly linked to operational hiccups or service inconsistencies at individual outlets.

In a nutshell, customers in both China and the UK are satisfied with McDonald's in general; however, this might vary in reference to a number of factors. In China, this can be further potentiated with a focus on service quality and product consistency during busy times, but for the UK, it is sustained by a continued high level of service with attention given to the detail of the consumer journey, surely boosting overall customer satisfaction.

4.3 Interview Analysis

The interview portion of this study involves three McDonald's employees from China and the United Kingdom. The identities and backgrounds of the interviewees are as follows:

1. Interviewee A (China): works in a McDonald's restaurant in China and is mainly responsible for implementing the company's marketing strategies and daily operations.
2. Interviewee B (China): works in another McDonald's restaurant in China, responsible for product promotion and customer service.
3. Interviewee C (UK): works in a McDonald's restaurant in the UK and is involved in the implementation of marketing strategies and customer interaction.

In conducting the interview, the interviewer followed the following ethical statements:

1. Informed Consent: All respondents were clearly informed regarding the objectives of the research, the procedures involved, and its possible use before obtaining their consent to participate in the interviews freely and without coercion.

2. Privacy: Personal information and responses from interviewees will be kept strictly confidential and used only for the purposes of this study. All data are presented in anonymised form.
3. Free consent: During the interview, the respondent can withdraw at any time, and this action will not affect either their career or relations with McDonald's.
4. Purpose of the study: The data from the interviews shall be used in analysing the marketing strategies adopted by McDonald's and the effect that these have on the internal staff and customers, providing recommendations for improvement, along with strategic optimisation options.

Theme 1 Ways to Implement McDonald's Current Marketing Strategy

Interviewee A (China): In China, McDonald's marketing strategies are implemented through regional events and localised product launches, such as special promotional packages during festivals. The company uses internal meetings and training to ensure that these strategies are implemented accurately in each shop.

Interviewee B (China): Marketing strategies are mainly carried out in conjunction with traditional culture and modern trends, such as

launching new products that match the tastes of Chinese customers. The company ensures the implementation of the strategies through a series of internal trainings.

Interviewee C (UK): In the UK, marketing strategies are implemented through digital channels and healthy eating promotions, such as new product launches through mobile apps and social media. Shop levels receive detailed training prior to new product launches.

Summary: Employees in China emphasise strategy implementation through localisation and festive promotions, focusing on integration with the local market. UK staff rely more on digital channels and health promotions, with more detailed pre-launch training. Both emphasised the importance of internal and external communication in strategy implementation.

Theme 2 Challenges Faced when Implementing Marketing Strategies

Interviewee A (China): The main challenge is balancing global brand standards with local market demands, which sometimes requires quick adjustments of strategies to adapt to Chinese market reactions. Promotions can also put pressure on daily operations.

Interviewee B (China): Adapting quickly to new products and promotions is a major challenge, especially in training staff and adjusting the supply chain. Strategies need to be adjusted quickly when the market response is not as expected.

Interviewee C (UK): The challenge is to promote a unified strategy across different customer segments, with customers in big cities focusing on health and the environment and rural customers focusing on price and traditional flavours.

Summary: Employees in China face balancing global and local needs and operational pressures, while those in the UK have to deal with the differences in needs of different customer segments. This demonstrates the complexity of market adaptation and strategy adjustment.

Theme 3 Customers' Overall Perception of the McDonald's Brand

Interviewee A (China): Chinese customers generally view McDonald's as an international, high-quality brand, with young

people and urban white-collar workers in particular rating it highly for its modernity and convenience. However, increased awareness of healthy eating has led some customers to express concerns about the healthy options on the menu.

Interviewee B (China): Chinese customers' perceptions of McDonald's vary by region, with younger customers and those in some cities seeing it as a high-quality, trendy brand, while in some smaller cities McDonald's is viewed as a casual family restaurant.

Interviewee C (UK): Most UK customers see McDonald's as a convenient and affordable fast food brand. With increased environmental and health awareness, the younger generation has a positive attitude towards the company's environmental initiatives and plant-based products, but traditional customers still prefer classic products.

Summary: Chinese employees emphasise the brand's high ratings and focus on healthy options among younger and urban markets, while UK employees point to the brand's positive image in terms of environmental protection and health, as well as traditional customers' preference for classic products.

Theme 4 Effectiveness of McDonald's Marketing Strategies in Shaping customer Perceptions and Behaviour

Interviewee A (China): Localised marketing strategies are very effective in attracting customers and improving brand awareness, especially time-limited promotions and festivals that appeal to young people, but there is a need to improve the impact on health perceptions of older customers.

Interviewee B (China): Localised strategies, especially time-limited promotions and festive events, are very effective in attracting customers. However, increased health awareness requires companies to introduce more healthy products.

Interviewee C (UK): Digital marketing and sustainability strategies in the UK are particularly effective with younger customers, increasing brand engagement and awareness. However, the strategy may need further adaptation for customer segments unfamiliar with technology.

Summary: Employees in China believe that localised strategies are effective for younger customers but need to improve health

perceptions; employees in the UK believe that digital and sustainability strategies are effective for younger customers but need to consider technologically unfamiliar customer segments.

Theme 5 Alignment of McDonald's Internal Communications with Overall Brand Strategy

Interviewee A (China): Internal communication is usually aligned with the brand strategy, but when executing localisation adjustments, sometimes the message is not communicated in a timely manner, which leads to implementation difficulties, especially in fast-paced marketing campaigns.

Interviewee B (China): Internal communication is generally effective, but there is room for improvement in localised communication of cultural and market differences, which sometimes leads to implementation problems.

Interviewee C (UK): Internal communication is good, especially in communicating company strategy and new product information. However, more localised communication would be appreciated to address the unique challenges of the UK market.

Summary: While Chinese employees have communication timeliness issues in localisation adjustments, there is room for improvement for UK employees in terms of the need for more localised communication. Effective communication is critical for strategy implementation.

Theme 6 The Impact of Internal Marketing Efforts on Employee Engagement and Performance

Interviewee A (China): Employee engagement and job satisfaction increase significantly when internal marketing is closely aligned with actual work. Understanding the brand strategy and philosophy makes employees more motivated.

Interviewee B (China): Employee engagement and job satisfaction increase significantly when internal marketing clearly communicates strategy and goals. Understanding the company's strategy improves employees' sense of belonging.

Interviewee C (UK): Employee engagement and job performance improve when company strategy and marketing efforts are clearly communicated. In particular, the company's efforts in healthy eating make employees feel proud.

Summary: Both Chinese and UK employees believe that clear internal marketing communication significantly improves employee engagement and performance. Understanding the company's strategic direction is important for employee motivation and sense of belonging.

Theme 7 How Marketing Strategy Affects Day-to-Day Operations and Customer Interactions

Interviewee A (China): For example, the promotion of Szechuan-style burgers significantly increased the number of customers, requiring reorganisation of workflow and additional kitchen staff to cope with the peak of orders.

Interviewee B (China): The promotion of Szechuan-style burgers also brought about an increase in customer demand, requiring reorganisation of kitchen operating procedures and additional staff training to ensure effective order processing and product presentation.

Interviewee C (UK): Healthy eating promotions have had a significant impact on day-to-day operations. For example, the introduction of plant-based products has required adjustments to

kitchen operations and training of staff to effectively communicate the nutritional value and environmental benefits of the products.

Summary: While Chinese staff needed to adjust workflow and increase manpower in response to increased customer traffic from promotions, UK staff emphasised the impact of healthy promotions on operations, including kitchen process adjustments and staff training.

Theme 8 Ways Improve Marketing Strategy to Better Support Operational Missions

Interviewee A (China): It is recommended that the company should give more preparation time before launching new products or promotions and provide shops with more autonomy to flexibly adjust their strategies to improve operational efficiency.

Interviewee B (China): Suggested that the company should give more consideration to the local market and cultural differences before implementing strategies, and give more preparation time to minimise disruption to daily operations.

Interviewee C (UK): Suggested that the company should better integrate local market needs, introduce more regional products and promotions, and give more lead time before new product launches.

Summary: Chinese employees want more lead time and autonomy before new product launches, while UK employees suggest better integration of local demand and more lead time. Both emphasise the need for advance preparation and localisation strategies.

Theme 9 Recommendations for Improving the Implementation of Marketing Strategies

Interviewee A (China): Suggested conducting more extensive market research to ensure that the new strategy truly meets the needs of local customers, as well as increasing training and resource support to ensure the successful implementation of the strategy.

Interviewee B (China): It is recommended that pilot tests be conducted before implementing new products to ensure that they meet local market needs, and that more training be provided to help staff better implement the strategy.

Interviewee C (UK): Suggests that companies conduct more market research and product testing before implementing new strategies to ensure the effectiveness of the strategy and make necessary adjustments.

Summary: Employees in both China and the UK recommend more market research and product testing before implementing new strategies to ensure the effectiveness and adaptability of the strategy, and increased training support.

Theme 10 Ways to Enhance Marketing Strategy and Brand Image

Interviewee A (China): Suggested establishing a more effective feedback channel to pass feedback from frontline employees directly to decision makers to optimise marketing strategies.

Interviewee B (China): Suggested collecting feedback through regular employee surveys or focus groups to improve marketing strategies and enhance brand image.

Interviewee C (UK): Suggested more effective feedback mechanisms, such as employee workshops or internal surveys, to

help the company better adjust its strategy and improve brand awareness.

Summary: Employees in China suggested optimising strategies by establishing direct feedback channels and using real-world experience, while employees in the UK suggested collecting feedback through workshops and surveys. Both agree that effective feedback mechanisms are crucial for strategy and brand improvement.

When comparing survey and interview results, overall, consumers and employees share common concerns about McDonald's marketing strategies. The results of the consumer survey show that young people in particular have a clear reaction to McDonald's digital marketing and localised offerings, especially the localised menu and innovative choices in the Chinese market. This is further supported by employee interviews, which highlight McDonald's localisation strategy in different countries and a high level of attention to customer needs. Both the questionnaires and the interviews suggest that McDonald's product, price and location strategies are highly adaptable in the Chinese and UK markets, with a good combination of globalisation and localisation. However,

consumers focused more on the balance between price and quality of service, while employees emphasized consistency of service and the maintenance of brand image, especially in high-traffic shops or during peak hours. This also reflects the emphasis on localised innovation in the Chinese market and the reliance on brand stability in the UK market. Overall, McDonald's has achieved global recognition and market share through its flexible market response strategies and in-depth understanding of different cultural contexts.

Chapter 5: Conclusion

5.1 Findings

First, the adaptability of McDonald's digital marketing and localisation strategies is very prominent in both Chinese and UK markets. Consumers, especially young people, respond more to digital marketing. In the Chinese market, McDonald's has successfully shifted the focus of its young consumers to local menu innovation and promotion through digital channels. In the UK, McDonald's has taken up a large share of daily dining options, relying on its steadfast and long-standing brand image.

Other essential reasons that made McDonald's very successful in the global market are product, price, and location strategies. According to consumers and employees alike, McDonald's pricing strategy is very flexible and adaptive to various market needs. Targeting customers in China as being more price-sensitive, McDonald's managed to enhance its customer satisfaction through diversified promotions and flexible pricing models, while UK customers are more sensitive to the stability of prices and the "cost-effective" brand image (Olson, 2021).

Besides, the equal balance in terms of service quality and brand image is not very important in the two markets. Consumers are more concerned about the balance between price and service quality, especially during peak hours when consistency of service is highly desired, while employees are much interested in maintaining the brand image and optimising service processes. Therefore, McDonald's still needs to raise service quality within China, for the demand for service uniformity and efficiency; in the UK, McDonald's should maintain brand stability and further improve personalised services and details management.

To sum up, McDonald's maintains a good market situation in both China and the UK, but reflecting different characteristics: Chinese by localised innovation and wide market coverage; UK by underpinning brand stability and long-term exposure to consumers. By differentiating its strategy for different markets, McDonald's has enjoyed widespread brand recognition and market success across the globe.

5.2 Limitations

The sample's representativeness may be limited. Although this study covers the two countries of consumers and employees, due to

limitations in time and resources, the sample size is relatively small, with interviewees geographically concentrated in certain specific areas; thus, the sample cannot fully represent the consumers and employees across the whole nation of the two countries. This might affect the general applicability of the research findings (Chatterjee, 2021).

The depth of interviews is limited. For example, this research has interviewed only three McDonald's employees. Although the feedback received from them was informative and useful, such a small sample in itself cannot be representative or appealing to all staff. The perceptions of marketing strategies and brand may vary across employees in different regions and positions. Therefore, in future research, it may be useful to increase the number and variety of interviewed employees in order to get more comprehensive feedback.

Again, consumer behavioural data is mainly based on self-reporting, which may introduce certain biases. In questionnaire surveys, respondents may give answers that are inconsistent with actual behaviours based on social expectations or personal preferences, thus affecting the accuracy of the data. Future research could incorporate actual consumption data or observational studies to

further validate consumers' real responses to McDonald's marketing strategies (Chatterjee, 2021).

Finally, the depth of analysis of cultural differences is limited. This study focuses primarily on the comparison between China and the UK, but does not explore in depth the influence of broader cultural factors on McDonald's global marketing strategies. Consumers' expectations of brand, service and price may differ significantly across countries and regions, and future research could further explore the impact of cultural differences on global marketing strategies to more comprehensively assess McDonald's balanced globalisation and localisation strategies (Olson, 2021).

Overall, these limitations provide room for expansion of subsequent research, and future research could further refine the understanding of McDonald's marketing strategies across different marketing strategies by increasing sample size, deepening interviews, and using more diverse research methods.

5.3 Answering the Objectives

- **5.3.1 Compare the differences between McDonald's brand positioning strategies**

McDonald's brand positioning in the Chinese and UK markets has its own focus. In China, McDonald's emphasises localisation by launching products adapted to local tastes and activities in line with Chinese culture (e.g. Chinese New Year reunion packages), which enhances the brand's cultural identity Kumar et al. (2021). In the UK, McDonald's focuses on health and environmental protection, launching plant-based McPlant, which attracts consumers concerned about healthy living. Also, its positioning in the UK emphasises convenience, offering Drive-Thru and digital ordering services to enhance the consumer experience.

- **5.3.2 Study how McDonald's adjusts its brand positioning strategy according to the market and consumer preferences**

In China, McDonald's has learnt deeply about local food culture and adjusted its brand positioning strategy. Through cooperation with local takeaway platforms, McDonald's has expanded its brand influence and enhanced brand affinity through localised product innovation. In the UK, McDonald's has responded to consumers' concerns about health and the environment by launching products and reducing the use of plastic to enhance the brand's environmental image. These strategic adjustments meet market demand and enhance McDonald's brand awareness and loyalty in China and the UK.

- **5.3.3 Analyse the impact of McDonald's product strategies on brand perception**

McDonald's product strategy in China and the UK has enhanced brand recognition. In China, the introduction of salted egg yolk ice cream with local specialities has increased customer satisfaction. In the UK, the innovation of plant-based burgers has responded to consumers' demand for healthy diets and strengthened the brand's perception in the areas of environmental protection and health (Chatterjee, 2021).

- **5.3.4 Evaluate the impact of McDonald's pricing strategy on consumers' purchasing decisions**

McDonald's uses different pricing strategies in the Chinese and UK markets to adapt to the economic environment and consumer demand. In China, flexible price adjustments, discounted menus and local holiday promotions are used to attract different consumers, especially citizens of second and third tier cities. In the UK, focus on healthy eating consumers and use flexible pricing strategies based on city and country markets to further increase customer interest in purchasing.

- **5.3.5 Analyse the role of McDonald's channel strategy on market performance**

McDonald's uses a diversified channel strategy to increase product

availability and market penetration. In China, co-operation with local takeaway platforms has greatly expanded market coverage, especially during the epidemic, and the improvement of online services has significantly boosted market performance. In the UK, Drive-Thru and digital ordering services have been promoted to enhance consumer experience and brand penetration through convenience (Kingsnorth, 2022).

- **5.3.6 Discuss the role of McDonald's promotional strategies in enhancing brand awareness**

China and the UK employ unique McDonald's advertising tactics. The Chinese market has used festive advertising and KOL marketing to foster a stronger cultural bond. In contrast, the UK utilised digital ads and eco-themed initiatives to project a green image and healthy ethos, thereby boosting market recognition and customer content.

- **5.3.7 Evaluate the impact of McDonald's people management strategies on customer experience and brand image**

McDonald's has optimised customer experience and brand image in China and the UK through effective people management strategies. In China, McDonald's enhances service personalisation and customer satisfaction through staff localisation training, while in the UK, it strengthens the transmission of the brand's health and environmental values through staff health and environmental

protection knowledge training, which enhances the customer consumption experience.

- **5.3.8 Analyse how McDonald's service processes and physical evidence affect brand image**

McDonald's service processes and physical evidence have a positive impact on brand image in both the Chinese and UK markets. In the Chinese market, McDonald's enhances the brand's cultural affinity by optimising the kitchen operation process, improving service efficiency during peak hours, and localising the decorations; in the UK market, McDonald's reinforces the brand's environmental image and customer experience through the application of environmentally friendly materials and self-service ordering.

5.4 Recommendations

- **Strengthen the localisation strategy**

Though McDonald's has adapted local product/marketing strategies in China, it must delve further into cultural variances and consumer tastes, especially in smaller cities and rural areas, leveraging more customized offerings and promotions to tap this segment Kumar et al. (2021). The UK market, while appreciating classic menus, needs to incorporate more innovative aspects, notably for consumers bored with traditional options, to sustain its freshness and competitiveness.

- **Improve service consistency and customer experience**

Both China and Britain prioritise consistent service quality. McDonalds should therefore increase staff training, particularly during rush hours, to ensure uniform service standards. Moreover, smarter management systems can streamline restaurant operations, reduce customer wait times and enhance the service experience, especially in China's dynamic market by Mudassir et al. (2022).

- **Expand digital and social media marketing**

Given the younger generation's heightened sensitivity to digital marketing (18-24), McDonald's should bolster its investment in social media and mobile platforms, particularly in China. Effective tactics like interactive social media campaigns, Netflix collaborations, and mobile payments can deepen its bond with young consumers. The UK market can adapt these successful digital marketing strategies by leveraging local social media platforms for more engagement with young consumers Kaejono et al. (2022).

- **Optimise pricing strategies and promotions**

Consumers value "value for money." McDonald's should therefore vary its pricing based on market demands. In China, introducing more discounts and menus can boost customer loyalty. In the UK, introducing seasonal/limited-time marketing can attract regular and potential customers while maintaining stable prices.

5.5 Conclusion

Summarising, according to this study, McDonald's success in China and Britain is due to its flexible globalisation and localisation marketing tactics. Deeply understanding consumer needs and adapting to market variations, McDonald's has shown its prowess in product, price, location, and promotion innovation. The survey and interview results confirm consumers' and employees' shared perceptions of McDonald's brand and performance, but also distinct views. Youth consumers appreciated digital marketing and localised products, while staff emphasized consistent brand service and image upkeep.

McDonald's in China, using localised strategies, particularly appealing to young and urban consumers, sustains a high market acceptance. In the UK, McDonald's relies on its stable brand and traditional product allure. Despite different strategies, McDonald's ability to flexibly adjust its marketing mix (7Ps) to meet diverse market demands validates its global brand strategy (Kingsnorth, 2022).

However, as market competition intensifies, McDonald's must continuously enhance service consistency, product innovation, and

digital promotion to solidify its market position and boost consumer satisfaction. Overall, McDonald's successful journey offers valuable insights into MNEs' globalisation and localisation strategies.

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Chapter 7 Appendix

7.1 Interview 1

Employee 1 (China)

1. Can you describe how McDonald's current marketing strategies are implemented at your operational level?

McDonald's marketing strategy in China is usually implemented through regional events and localised product launches. We will launch special promotional packages based on seasonal festivals, such as the Chinese New Year or Mid-Autumn Festival, which are tailored to the needs of the local market. The head office will communicate these strategies to us through internal meetings and trainings to ensure that each store implements them accurately.

2. What are some of the challenges you face when implementing these marketing strategies?

Our biggest challenge is balancing global brand standards with the unique needs of the Chinese market. Sometimes, promotions designed by our global headquarters are not necessarily popular in the Chinese market, and we need to quickly adjust our strategies to ensure that they meet the expectations of local customers. In addition, some of the promotions put a lot of pressure on our daily operations,

especially during peak hours, which may result in longer waiting times for customers.

3. How do you perceive customers' overall view of McDonald's brand?

Chinese customers generally consider McDonald's to be an international, high-quality brand. Young people and urban white-collar workers especially like McDonald's because it represents modernity and convenience. However, as awareness of healthy eating grows, some customers are becoming concerned about the lack of healthy options on our menu.

4. In your opinion, how effective are McDonald's marketing strategies in shaping customer perceptions and behaviors?

Our localised marketing strategy has been very effective in attracting customers and enhancing brand awareness. Young people, in particular, are very attracted to local specialties that are available for a limited period of time. However, we need to do more to change the stereotype of fast food as "unhealthy" among older customers.

5. How well do you think McDonald's internal communication aligns with the overall brand strategy?

Internal communication was generally aligned with the brand strategy, but when executing localisation adjustments, sometimes the message was not delivered in a timely manner, leading to difficulties

in implementing the strategy in some stores. Especially in the case of fast-changing marketing campaigns, we would like to see faster and clearer internal communication.

6. How do internal marketing efforts impact your engagement and performance as an employee?

When internal marketing is closely aligned with what we do, we are significantly more engaged. Understanding the strategies and philosophies behind the brand makes us more motivated to drive those strategies to our customers. Conversely, when internal communication is inadequate, it can leave us feeling disconnected and demotivated.

7. Can you provide examples of how marketing strategies influence your daily operations and customer interactions?

For example, during the promotion of Sichuan style burgers, the number of customers in our stores increased significantly. For this reason, we needed to re-organise our workflow and increase kitchen manpower to cope with the peak orders. At the same time, we also needed to specially train our staff to ensure that they could clearly introduce the features of the new products to customers.

8. How do you think McDonald's marketing strategies could be improved to better support your operational tasks?

I believe that we should be given more lead time before launching new products or promotions, and that the company can provide greater autonomy for stores to flexibly adjust their strategies according to the characteristics of the local market. This will help improve operational efficiency and reduce customer waiting time.

9. What suggestions do you have for improving the implementation of marketing strategies at McDonald's?

I suggest that more extensive market research should be conducted before implementing new marketing strategies to ensure that they truly meet the needs of local customers. Training and resource support should also be strengthened to ensure that the stores are able to implement the strategies successfully.

10. How do you think McDonald's can better utilise employee feedback to enhance marketing strategies and overall brand perception?

I believe that companies should establish more effective feedback channels so that the voices of frontline employees can reach decision makers more directly. Our hands-on experience and customer feedback are very important in optimising our marketing strategies, and incorporating this feedback in a timely manner can significantly improve the effectiveness of our strategies.

Interview 2

Employee 2 (China)

1. Can you describe how McDonald's current marketing strategies are implemented at your operational level?

In China, McDonald's marketing strategy is mainly implemented by combining traditional culture with modern trends. For example, we recently launched a spicy ice cream, a product that is very much in line with the taste preferences of Chinese customers. The company ensures that we understand and implement these strategies through a series of internal trainings and communications.

2. What are some of the challenges you face when implementing these marketing strategies?

Quickly adapting to new product launches and promotions is a challenge when implementing these strategies. We need to train our staff in a short period of time to ensure that they are proficient in the techniques of making and selling new products. In addition, sometimes the market may not respond as expected, and we need to quickly adjust our inventory and supply chain to cope with these changes.

3. How do you perceive customers' overall view of McDonald's brand?

There are differences in the perception of McDonald's among Chinese customers. Some, especially younger customers, see McDonald's as a symbol of high quality and fashion. In some smaller cities, McDonald's is seen as a casual dining place for families. Overall, McDonald's still maintains a high level of brand recognition in China.

4. In your opinion, how effective are McDonald's marketing strategies in shaping customer perceptions and behaviors?

localised marketing strategies have been very effective in attracting customers, especially limited-time promotions and holiday events. However, with increased health awareness, we have seen customers becoming more concerned about the nutritional content of food products, which means we need to focus more on launching healthy product choices.

5. How well do you think McDonald's internal communication aligns with the overall brand strategy?

Internal communication is usually effective, especially when launching a new product where the company provides detailed guidance and training. However, sometimes there is still room for

improvement in localised communication of global strategies in terms of cultural and market differences, which can lead to some implementation challenges.

6. How do internal marketing efforts impact your engagement and performance as an employee?

When internal marketing efforts are able to clearly communicate strategies and goals, our engagement and job satisfaction increases significantly. Understanding the company's strategic direction and seeing those tactics implemented in our day-to-day work really enhances our sense of belonging and fulfillment.

7. Can you provide examples of how marketing strategies influence your daily operations and customer interactions?

When promoting the Szechuan-style burger, we noticed a surge in customer demand. To cope with this, we had to adjust the kitchen's operating procedures and increase staff training to ensure that they were able to effectively process orders and explain the uniqueness of the new product to customers.

8. How do you think McDonald's marketing strategies could be improved to better support your operational tasks?

I think the company could have given us more lead time before the strategies were implemented and given more consideration to the

specific needs of local markets and cultural differences when developing global strategies. In this way, we can execute these strategies more effectively and with less disruption to our day-to-day operations.

9. What suggestions do you have for improving the implementation of marketing strategies at McDonald's?

I suggest that companies can conduct pilot tests before promoting new products to ensure that these products can truly meet the needs of the local market. At the same time, increase training efforts so that employees can better understand and implement these strategies.

10. How do you think McDonald's can better utilise employee feedback to enhance marketing strategies and overall brand perception?

Companies can collect feedback from frontline employees through regular employee surveys or focus groups. This feedback can provide valuable hands-on experience for the company to optimise its marketing strategy and help enhance the overall image of the brand among customers.

Interview 3

Employee 3 (UK)

1. Can you describe how McDonald's current marketing strategies are implemented at your operational level?

In the UK, McDonald's marketing strategy is often centered around digital experiences and healthy eating. We promote new products and promotions through McDonald's mobile apps and social media platforms. For example, we recently launched a completely plant-based burger, which was heavily promoted through digital channels and in-store advertising. At the store level, we receive detailed training on product features and promotional priorities prior to new product launches in order to better communicate with our customers.

2. What are some of the challenges you face when implementing these marketing strategies?

One of the challenges is how to promote the same strategy across different customer segments. Customers in big cities such as London are very health-conscious and environmentally friendly, while in some rural areas customers are more concerned about price and traditional flavors. We need to execute our global strategy while adapting it to the needs of local customers. In addition, with the

increase in digital rollout, we also need to ensure that all employees are familiar with these new technologies in order to effectively engage with customers.

3. How do you perceive customers' overall view of McDonald's brand?

Most UK customers see McDonald's as a fast food brand that combines convenience and affordability. In recent years, our customers' brand perception has evolved as a result of our environmental and health efforts. Younger generations, in particular, are positive about our initiatives to reduce plastic use and promote plant-based products. However, there are also traditional customers who prefer our classic products, so we need to balance the needs of different customer segments when launching new strategies.

4. In your opinion, how effective are McDonald's marketing strategies in shaping customer perceptions and behaviors?

McDonald's digital marketing and sustainability strategy in the UK has been very effective, especially among young customers who tend to choose healthy, eco-friendly products and place orders through mobile apps. This strategy has not only increased customer engagement but also changed their brand perception of McDonald's. However, for those customer segments that are less likely to use

digital technology, our strategy may need to be further adapted to ensure that they also feel the change in the brand.

5. How well do you think McDonald's internal communication aligns with the overall brand strategy?

McDonald's does a good job of communicating internally, especially when it comes to conveying information about company strategies and new products. We regularly attend trainings to stay up-to-date on the company's health and sustainability initiatives, which allows us to better represent the brand to our customers. That said, there are times when we would like more localised communication to better address the unique challenges of the UK market.

6. How do internal marketing efforts impact your engagement and performance as an employee?

When we are able to clearly understand company strategies and see their application in our daily work, our engagement and performance are enhanced. For example, we feel a sense of pride when we understand the company's efforts to promote healthy eating and are able to communicate that message among our customers. This positive engagement is also reflected in our daily job performance.

7. Can you provide examples of how marketing strategies influence your daily operations and customer interactions?

McDonald's recent healthy eating promotions have had a significant impact on our daily operations. For example, the launch of plant-based products required us to adapt operational processes in our kitchens to ensure that these new products could be prepared efficiently. At the same time, we had to train our employees so they could clearly explain the nutritional value and environmental benefits of these products to customers, which is very important in our interactions with them.

8. How do you think McDonald's marketing strategies could be improved to better support your operational tasks?

To better support our operational mission, I think the company can better integrate the needs of the local market. For example, we could introduce more regional products and promotions based on the preferences of customers in different regions. In addition, it would be more effective to allow more lead time before new product launches and give employees more autonomy to adjust execution strategies.

9. What suggestions do you have for improving the implementation of marketing strategies at McDonald's?

I would suggest that more local market research be conducted before the implementation of a new strategy to ensure that the strategy truly meets the needs of local customers. In addition, the company could consider testing new products and promotions more extensively to get real customer feedback and make necessary adjustments before rolling them out nationwide.

10. How do you think McDonald's can better utilise employee feedback to enhance marketing strategies and overall brand perception?

McDonald's can collect and analyse opinions from frontline employees by establishing a more effective feedback mechanism. For example, by organising regular employee seminars or collecting feedback through internal surveys, this information can help the company better adjust its marketing strategies to ensure that they are implemented in a way that is both consistent with the brand's positioning and meets customers' expectations. This will help increase brand awareness and recognition among different customer segments.