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McDonald's

Cuprins

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Chapter I - Company presentation

1.1 Brief History of McDonald's Company

McDonald's Corporation is the largest chain of fast food restaurants in the world, primarily selling hamburgers, chickens, fries, mixes of milk-based soft drinks (so-called milkshakes) and carbonated beverages. More recently, it has started offering salads, fruit, snack wraps and carrot sticks.

The business started in 1940, with a restaurant opened by the brothers Dick and Mac Macdonald in San Bernardino, California. The introduction of the "Fast Food System" in 1984 established the principles of fast food restaurants. The present corporation dates its founding during the opening of the franchise restaurant by Ray Kroc, of Des Plaines, Illinois on April 15, 1955, the ninth McDonald's restaurant. Kroc later bought the legal rights of the McDonald brothers over the company and led its expansion worldwide.

With the successful expansion of McDonald's on many international markets, the company has become a symbol of globalization and the diffusion of American life. His prominence in the massive influence of the way of eating of the different social categories, also created a frequent topic of public debate related to obesity, corporate ethics and responsibility towards the consumer. He created, as a by-product and specific jargon, such as the expression junk food instead of fast food.

McDonald's restaurants are located in 120 countries and territories around the world and serve almost 54 million customers every day. Most freelancers offer direct drive service or restaurant service.

"Plan to win" represents the successful, successful business strategy of the largest company in Romania world, in the field of fast food restaurants, McDonald's.

The products, personnel policies, development, price and promotion proved to be, during the 30 years of activity, ingenious and efficient.

McDonald's products are searched daily by over 50 million people worldwide. These have become so popular that "Big Mac" is an informal index used for purchasing power, among international currencies.

World-recognized products, especially due to the prefix "Mc", are adapted to different regional cultures (Texas Homestyle Burger, Lobster Roll, Saimi). Another strategy regarding products is grouping them into menus, specially combined to meet the needs of different segments of consumers (Happy Meal, Mighty Kids Meal, etc.). The company considers it to be the most valuable human resource. Thus over time he invested in the development and motivation of his employees because the success of the company depends on their preparation, energy and vision. The most significant examples in this direction are Hamburger Universities, a place of preparation for future franchise managers.

Also at the regional level McDonald's restaurants offer free courses to continue business studies (Hong Kong), bachelor's degree scholarships in partnership with national universities (Argentina) and 100 grants of \$ 1800 each, to team members to invest in education, training and involvement in sports and artistic life (Great Britain). The company has clearly defined values in terms of personnel policy. A value of the company is the promotion of diversity. Thus, McDonald's has about 40% of female restaurant owners or members of minorities.

McDonald's has become a successful example because of development policy. Starting with 1954, the company is the first to develop solely on the basis of franchises and the innovative ideas of franchisees. In order to become a restaurant owner you have to pay the company a service fee (4% of monthly sales) and also the rent on the restaurant spaces, which owns all the restaurant premises, the latter feature being an innovation in the field.

Regarding the price policy is the fact that McDonald's when entering a market sets its price according to the competition and keeps these prices for the long term. Also the prices of the products are accessible (Dollar Menu) and eliminates the discrimination of the clients according to the income.

In terms of promotion policy, McDonald's adopts a unique style. Ronald McDonald is the mascot specially created for advertising in 1963.

The friendly clown manages to attract children today along with their parents to McDonald's. In the United States 96% of children in the United States recognize Ronald. The clown has become a world-renowned brand of restaurants with the "M" logo. McDonald's is a family-friendly space anywhere in the world and is an emblem of globalization, imposing quality standards in the services market. McDonald's has developed numerous advertising campaigns. Apart from campaigns carried out through newspapers, radio and television, the company uses advertising panels, sponsors local sporting events up to the Olympic level, inscribes various advertising objects, etc.

Television commercials have always played a major role in the company's advertising campaigns. To date, McDonald's has used 23 slogans in the United States.

The company is thus, due to the personnel, development, price and promotion policies an example to follow. For McDonald's, quality, service, cleanliness and value are easy to export.

For a culture such as that of Japan, the observance of the procedures is normal and easy to obtain. These are not procedures that McDonald's finds more difficult to replicate. In the Soviet Union, the supply system allowing the quality standards offered is a major problem.

The companies had to train Soviet farmers according to the culture and harvest of the species imported from potatoes and cucumbers. He also had to build a food distribution plant (food) with a bakery, a dairy, a meat processing center (butchery) and a microbiology laboratory. McDonald's considers this investment necessary to develop its concept in a new market and at the same time adhering to clearly defined rules.

McDonald's is currently the largest chain of fast food restaurants in Romania. The first McDonald's restaurant, in our country, opened its doors on June 16, 1995 at the ground floor of the UNIREA Shopping Complex, an opening that coincided with the setting of the record of transactions on opening day at central European level.

Shortly after, McDonald's introduced in Romania a new concept of customer service, directly from the car. The first Drive-Thru restaurant was opened on National Road 1 Bucharest-Ploiesti, in front of PRISMA Shopping Complex, on December 29, 1995.

In 1999 the first McDonald's mobile restaurant was built, the success of this restaurant on wheels, causing the company to start building a new unit of this kind. From the desire to always meet our consumers and offer them new experiences, we went to the construction or arrangement of thematic restaurants. In Bucharest and Tg. Mures already operates McDonald's restaurants with specific Rock-n-Roll, Internet Corner or Cinema.

1.1 The objectives of the activity

McDonald's has a set of clearly defined, as well as unclear, strategic goals that it aims to achieve. Of these the clearly defined ones are: "we make McDonald's the favorite place for good food and fun that enriches the McDonald's experience"; "We manipulate the product mix towards the most profitable products". Among the clearly defined objectives are: increasing sales and profit by maximizing the potential of the commercial area; customer attraction, community involvement.

For the next period, the organization aims to increase its turnover by 25% compared to the previous year. It is also planned to make a new product in the hope of considerable profit growth.

1.2.1 Organization of McDonald's

1. The main components of the organizational structure

The organizational structure of McDonald's Romania consists of two main components: the Operations Department, which manages and manages the basic activity of the company, respectively everything related to restaurants and other departments (financial, marketing, supply, development, communication, human resources). , security and administrative, franchizing, IT) that ensures the support of this activity.

2. Principles that employees must adhere to

There are four principles that McDonald's employees must adhere to: efficiency, profitability, predictability and control (quality).

Efficiency: the company focuses on efficient execution of different phases, such as how to prepare hamburgers. Also the way the customer orders is regulated efficiently.

The large panels behind the staff from the money houses allow customers to have a look at the choice of menus. In this way the customer service can be done in a faster time.

The calculation of the profitability implies that the quantity criterion gives priority to the quality criterion. Foods are prepared and consumed quickly. Thus, McDonald's customers "Drive Through" (order directly from the car) do not wait more than five minutes to be served, given that the ordered products are delivered very fast. Inside the restaurants the situation is similar.

Predictability: McDonald's management style is predictable. Customers always know what kind of menus and services they can expect in any restaurant.

3. The responsibilities of the marketing department

The marketing department of McDonald's is oriented in 6 main directions: → Offering a unique experience to each client → The close relationship with them to find out their preferences and expectations → Involvement in the community → Promotion of products and company experience → Increasing sales and profitability → Enhancement and improvement of the four specific areas of QSC & V (quality, service, cleanliness and value) Thanks to its

innovations and efficiency, high-performance marketing has made McDonald's the world leader in fast-food restaurants around the world. In order to maintain this position, each McDonald's restaurant is involved in the development and implementation of the annual marketing plan. In this way, their contribution to the development of different marketing campaigns is very important.

4. Organizational structure

The type of structure specific to the company, which has a wide range of activity, whose strategic needs differ from one country to another, is the geographical one. Thus McDonald's has restaurants all over the world, 12 managers of the geographical areas answering directly to the president of the company.

. 5. The attributes of the hostess

McDonald's restaurants offer their guests the hosting service, which represents the host. The activities of the hostess team at restaurant level are characterized by complexity and high volume of work. Team Concept promotes the organized fulfillment of the tasks that the whole hostess team has to perform in solving problems and achieving objectives.

Team Cocept is organized as follows: "Lobby Coordinator", "Training", "Directional", "Trading area", "Inventory", "Decorations", "LSM", "Birthday Party", "Ronald Show".

1.3 Turnover and Product Portfolio

1.3.1 Turnover

Globally, McDonald's has a global turnover of about \$ 20 billion and a net profit margin of over 10%.

McDonald's will have a turnover in Romania of over 100 million euros this year, a record for the franchise.

"This year the turnover of the company will exceed the threshold of 100 million euros.

Regarding 2012, we hope that it will be even better and that we will see an advance of the business," said the general manager of the company, Daniel Boaje , quoted by the Ziarul Financiar.

1.3.2 Product portfolio

The main products offered by McDonald's are:

Hamburger

Slice of minced beef 100% beef. No additives, preservatives or flavor enhancers. Only the front quarter and the pure flank. Regular white Wheat flour, water, sugar, vegetable fat, yeast, salt, bread-baker, E300 ascorbic acid. Ketchup Tomato paste (73%), glucose syrup, water, salt, natural flavor, vinegar. Mustard Vinegar of wine, water, mustard seeds, salt, spices, flavors. Pickles Cucumbers, vinegar, salt, natural flavors, preservative E211, calcium lactate acidity regulator. Onion (hydrated) 100% dehydrated white onion.

Big Tasty

Slice of minced beef 100% beef. No additives, preservatives or flavor enhancers. Only the front quarter and the pure side. Big Tasty Chifla Wheat flour, water, sugar, vegetable fat, yeast, salt, bakery enhancer, E300 ascorbic acid, sesame seeds Brinza Emmental sliced Emmental cheese, cheddar, water, butter, skimmed milk powder, emulsifying salts (E331, E 339), milk protein, salt. Without preservatives! Sos Big Tasty Vegetable oil, sour cream, water, wine vinegar, flavors (containing wheat), modified corn starch, egg yolk, salt, sugar, spices, thickening agent E415 / E440, yeast extract, lactic acid (E270). Fresh onion 100% freshly chopped white onion Red Freshly sliced tomato slices. Eisberg salad 100% Eisberg salad cut

Cheeseburger™ / Cheeseburger Dublu™

Sliced Beef (x 2 for Double Cheeseburger)

100% beef. No additives, preservatives or flavor enhancers. Only the front quarter and the pure side.

Regular chifla

Wheat flour, water, sugar, vegetable fat, yeast, salt, bread enhancer, E300 ascorbic acid

Cheddar sliced cheese (x 2 for Double Cheeseburger)

Cheddar cheese, water, butter, skimmed milk powder, emulsifying salts (E331, E 452), milk protein, natural flavors, lactose, salt, dye E 160 a, E 160 e

Ketchup

Tomato paste (73%), glucose syrup, water, salt, natural flavor, vinegar.

Mustard

Vinegar of wine, water, mustard seeds, salt, spices, flavors.

Pickles

Cucumbers, vinegar, salt, natural flavors, preservative E211, calcium lactate acidity regulator.

Onion (hydrated)

100% dehydrated white onion

Big Mac™

Slice of minced beef x 2

100% beef. No additives, preservatives or flavor enhancers. Only the front quarter and the pure flank.

Big Mac figure

Wheat flour, water, sugar, vegetable fat, yeast, salt, bakery enhancer, E300 ascorbic acid, sesame seeds

Brinza Cheddar sliced

Cheddar cheese, water, butter, skimmed milk powder, emulsifying salts (E331, E 452), milk protein, natural flavors, lactose, salt, dye E 160 a, E 160 e

Sos Big Mac

Vegetable oil, water, pickled cucumber, vinegar, glucose syrup, mustard, egg yolk, modified corn starch, sugar, salt, spices, mustard seeds, stabilizer E415, natural flavors.

Eisberg salad

100% Eisberg salad cut

Pickles

Cucumbers, vinegar, salt, natural flavors, preservative E211, calcium lactate acidity regulator.

Onion (hydrated)

100% dehydrated white onion

McChicken™

Slice of minced chicken in "bread" wrap

Chicken meat and chicken meat, chicken skin, bread coating (wheat flour, spices, salt, breadcrumbs, baking agents E300, E450, E500, yeast), vegetable oil. Product heat treated.

Chifla Quarter

Wheat flour, water, sugar, vegetable fat, yeast, salt, bakery enhancer, E300 ascorbic acid, sesame seeds

Sos McChicken

Water, vegetable oil, dextrose, modified corn starch, vinegar, egg yolk, salt, sugar, mustard, spice extract, stabilizer E415.

Eisberg salad

100% Eisberg salad cut

Chicken McNuggets™

Chicken meat, chicken skin, bread coating (wheat flour and corn, spices, salt, breadcrumbs, starch, baking agents: E450, E500, E503), vegetable oil.

Product heat treated.

McPuisor™

"Junior" sliced chicken meat Chicken meat and chicken meat, chicken skin, bread coating (wheat flour, spices, salt, breadcrumbs, baking agents E300, E450, E500, yeast), vegetable oil. Product heat treated. Regular chifla Wheat flour, water, sugar, vegetable fat, yeast, salt, bread enhancer, E300 ascorbic acid Sos McChicken Water, vegetable oil, dextrose, modified corn starch, vinegar, egg yolk, salt, sugar, mustard, spice extract, stabilizer E415. Pickles Cucumbers, vinegar, salt, natural flavors, preservative E211, calcium lactate acidity regulator.

Happy Meal™

Your favorite Happy Meal can be....

Happy Meal Hamburger

A hamburger a small portion of fried potatoes a refreshing drink of 250ml a toy

Happy Meal Cheeseburger

A Cheeseburger a small portion of fried potatoes a refreshing drink of 250ml a toy

Happy Meal McToast

A McToast a small portion of fried potatoes a refreshing drink of 250ml a toy

Happy Meal McPuisor

A McPuişor a small portion of fried potatoes a refreshing drink of 250ml a toy

Happy Meal Chicken McNuggets

4 Chicken McNuggets a small portion of fried potatoes a refreshing drink of 250ml a toy

Salad

LOW MINUTE SALAD

Mix salad salad (white cabbage, carrot, dill), sliced red

MIDI MEDITERRANEAN SALAD

Mixed salad mixture (Eisberg salad, shaved carrot, red cabbage), black olives, fresh cucumbers, fresh onion, red, Feta cheese

MAXI SALAD WITH CHICKEN

Mixed salad mix (Eisberg salad, grated carrot, red cabbage), red slices, Edam and Cheddar cheese, croutons, chicken

MAXI MOZZARELLA SALAD

Mixed salad mix (iceberg salad, carrot, red cabbage), mozzarella, slices, croutons,

PARISIENNE MIDI SALAD

Mixed salad mix (iceberg salad, carrot, red cabbage), suncheon, ranch cheese, boiled egg, red slice, croutons, cucumber slice

Salads are served with:

SOS VINAIGRETTE

Water, vegetable oil, white wine vinegar, white wine, sugar, salt, spices (contains mustard), stabilizer E415, peppers, natural flavors (contains celery, wheat), beta-carotene dye.

SOS BLUE CHEESE

Water, vegetable oil, fermented cheese (13%), vinegar, sugar, egg yolk, modified corn starch, spices (contains mustard), salt, stabilizers E412 / E410 / E415, natural flavors (contains celery, wheat).

SOS YAUURT

Vegetable oil, 17% degreased yogurt (1.5% fat), water, vinegar, sugar, egg yolk, salt, thickening agent E410 / E412 / E415 / E440, spices (mustard containing), modified corn starch, natural flavor (contains celery, degree).

SOS CAESAR

Water, vinegar, skimmed yogurt (1.5% fat), Italian cheese (4.5%), sugar, modified corn starch, salt, vegetable oil, spices (contains celery), milk protein, thickening agent E415, dye E171, spices .

SOS BALSAMICO

Water, 30% balsamic vinegar (wine vinegar, grape must, antioxidant E 224, dye E 150d), olive oil, sugar, salt, spices, acidity regulator E262 / E500, thickener E415.

Desert

THE NEIGHBORHOOD PLATE

Water, Wheat Flour, Visine (15%), Vegetable Oil (Palm, Rapita), Old. Modified corn starch, Sour cherry juice Concentrated, Salt, Dextrose, Inverted Sugar (White sugar, Sugar cane sugar, Water), Flavors, Citric acid. Contains gluten.

APPLE PIE

Water, 23% apples, wheat flour, sugar, vegetable oil (rapeseed, palm), modified corn starch, Salt, dextrose, invert sugar, spices, natural flavors, cassia extract, citric acid

McSUNDAE / McFlurry ICE WITH TOPPING

Sundae mix

Milk, semolina, skimmed milk powder, sugar, glucose syrup, stabilizer (mono and diglycerides E471, dextrose, guar gum E412, vanilla flavor, carrageenan E407)

Chocolate topping

Whole condensed milk, sugar, water, hydrogenated vegetable fat, cocoa powder with low fat content (5%), thickener E1422, salt, stabilizer E339, vanillin.

Caramel topping

Glucose syrup, whole condensed milk, invert syrup, butter, E440 thickening agent, salt, stabilizer E339, vanillin.

Strawberry topping

Strawberries (38%), sugar, glucose syrup, E410 and E440 thickening agent, citric acid acidifier.

Topping Kit Kat

Crunchy pieces of Neapolitan, partially covered with milk chocolate and cocoa with low fat content.

Topping Lion

Corn and almond flakes covered with milk chocolate and crunchy caramel mixture, chunks of Neapolitan, flakes of wheat and rice.

Cherry topping

Sour cherries (35%), sugar, water, glucose syrup, E410 and E440 thickening agent, citric acid acidifier, preservative E202.

SHAKE WITH VANILLA / CHOCOLATE / STRAWBERRY / Raspberry syrup

SHAKE MIX

Milk, sour cream, skimmed milk powder, sugar, glucose syrup, stabilizer (dextrose, guar gum E412, carob gum E410, carrageenan E407)

Vanilla syrup

Water, sugar, glucose syrup, vanilla flavor, caramel dye E150d, citric acid acidifier.

Chocolate syrup

Water, dextrose, glucose syrup, sugar, cocoa powder with low fat content (6.6%), salt, E472c emulsifier, citric acid acidifier.

Strawberry syrup

Sugar, water, glucose syrup, strawberry concentrate (1.6%), concentrated red beet juice, apple extract, citric acid acidifier, strawberry flavor

Cherry syrup

Water, sugar, glucose syrup, concentrated cherry syrup, citric acid acidifier, natural dyes E120, aroma.

Hot drinks

Coffee, Espresso, Cappuccino, Late Coffee, Spotted Milk

Jacobs coffee - instant ground coffee beans. UHT milk 1.5% fat.

Drinks

COCA COLA

Sugar, water, caramel dye, acidifying phosphoric acid, natural flavors, caffeine

COCA COLA Light

Water, caramel dye, sweetener: sodium cyclamate, acesulfam-k, aspartame, acidifiers: phosphoric acid and citric acid, natural flavors, acidity corrector: sodium citrate, preservative: sodium benzoate, caffeine. Contains caffeine. Contains phenylalanine source.

SPRITE

Sugar, water, E330 citric acid acidifier, natural flavors, E 331 sodium citrate acidity corrector, E211 sodium benzoate preservative, E300 ascorbic acid antioxidant

SLOT

Sugar, water, orange juice, E330 citric acid acidifier, natural flavors, E 410 stabilizer, beta carotene dye

ORANGE JUDGE

100% pure orange concentrate frozen

I AM SO MUCH

Natural apple juice concentrate, demineralized water, preservative sodium benzoate E211

LIPTON Ice Tea Lemon

Sugar, water, citric acid, tea extract, flavors, sodium benzoate, potassium sorbate, sodium citrate

1.4 McDonald's Identity

1.4.1 McDonald's logo

The logo for McDonald's restaurants was created by Jim Schindler in 1962 following a simple concept. The two golden curved lines that make up the letter "M" represent the sides of a McDonald's restaurant. The golden arches in the company's logo wanted to induce the idea that anyone who owns a McDonald's franchise also owns a gold mine. The largest fast food chain in the world, with over 23,000 restaurants in over 100 countries, McDonald's still has enormous development potential. The arched lines that form the letter "M" in the McDonald's logo are perhaps the most well-known symbols worldwide. The simplicity of the letter "M" and the traditional red and yellow colors that make up the McDonald's logo have become hallmarks of one of the most famous businesses ever designed. In the

presentation of restaurants like this McDonald's stands next to the letter "M". But that letter "M" doesn't need any other words to know where McDonald's nearest fast food restaurant is.

1.4.2 McDonald's company slogan

"You feel good anytime" was the slogan that defined the value of McDonald's.

But those in the company realized that another slogan is needed to better emphasize the true value. "Today lovin' it" is today one of the best known "hymns" of the largest company in the world. It aims to establish a relationship between employees - customers

1.5 The mission of McDonald's

McDonald's has the mission to be the best business in the world in fast food restaurants. Being the best is equivalent to offering quality, service, cleanliness and value at a remarkable level so that every customer in any restaurant is satisfied.

The fast food network was visited 50 million times in 2011. "This year we have seen a slight decrease in the frequency of visits. The total number of customers has not decreased," added the general manager of the company, Daniel Boaje, quoted by the Ziarul Financiar.

This year, a new store was opened, within an office building, being the first investment of its kind for the American company.

"Compared to the period 2006-2008, the landscape has changed, so there is a prudence in the allocation of capital. When we see a recovery of the economy we will expand more alert," explained Boaje.

Last year, McDonald's recorded a turnover of 99.5 million euros, and for 2012, the head of the fast-food chain hopes for a slight increase in consumption.

"The main direction of expansion is represented by drive through units. However, if we get an opportunity in office buildings, we will also go here because this segment has potential."

1.5 McDonald's Network in Romania

The fast-food restaurant network, McDonald's Romania, one of the largest players in the local profile market, has invested three million lei (about 700,000 euros) to open a restaurant in America House.

The investment marks the company's entry into the segment of restaurants present in office buildings and the only opening of a new restaurant this year.

According to McDonald's representatives, the company's budget was directed towards the modernization of four already existing restaurants, in Bucharest, Timisoara, Buzau and Pitesti. The cost of modernizing a restaurant ranges from 1-1.5 million lei (230,000-340,000 euros).

McDonald's currently controls 64 restaurants, 32 drive-through subsidiaries, 17 in-store (office and office buildings) and 15 in malls. The company recorded a turnover of 418 million last year. lei (almost 100 million euros).

Chapter II - Analysis of the marketing environment

The marketing environment comprises all the factors that can have an influence on the activity of the company and over which it cannot exercise control. Ph. Kotler and B Dubois defined the marketing environment as follows: "all the actors and forces external to the enterprise likely to affect the way it develops or maintains exchanges with its markets."

Regarding the enterprise level, the marketing environment has two components - the external environment and the internal environment. The two components, as well as the relationships between them, must be constantly known and studied by the company.

Approaching the external environment at the enterprise level, it is made up of a network of homogeneous variables to which the company opposes its own resources - human, material and financial - respectively a set of endogenous variables.

Some components of the external environment influence over a larger area more industries and enterprises, in the long term, and against them the company cannot decide foresight or control actions. They make up the macromedia.

Other components of the external environment are specific to certain industries and may influence some firms more than others. They have a direct action on the company and make up the micro-environment.

2.1 Macromedia

The macromedia of the enterprise represents the set of elements from the external environment of the enterprise with which it interacts in the process of conducting the activity, in order to fulfill the proposed mission.

The macromedia of the enterprise comprises:

- The demographic environment is represented by the population of a market, viewed as a total number of potential consumers.

The demographic characteristics of a market are: population size, sex structure, age, density, mobility, birth rate, marriage rate, mortality rate, life expectancy, race, ethnicity, place of residence (rural, urban), religious affiliation, education and occupation.

- The technological environment

Technology is one of the forces with the greatest impact on the market and marketing strategies in the medium and long term. Like other environmental changes, technical-scientific progress can lead to revolutionizing an industry or destroy it.

The technological environment in which the company operates is made up of a number of factors competing for making products such as:

- The technical level of the machines and equipment;
- Quality of technologies;
- Research and development activity;
- Licenses and patents registered;
- The capacity of creation - innovation - invention, etc.

The knowledge of the technological environment is of special importance for the marketing specialist, because:

- Creates new ways to meet the needs of consumers to a greater degree • It allows the identification of latent needs
- It helps to discover new segments of consumers (for example, the new freezing technologies have allowed the addition of chocolate to the ice cream, succeeding due to the new product to attract new consumers, etc.);
- Changes demand patterns and lifestyle;
- Can change the nature of competition in an industry
 - Enhances the efficiency of marketing activities, using advanced, modern techniques and technologies; companies are able to improve the efficiency with which they serve their customers, not only by reducing costs, but also by gaining new customers, offering better services than competition. The technical-scientific progress can be beneficial, improving the quality of life in a certain area, but it can create major problems for the environment and society.

• The economic environment is made up of all the elements that make up the economic life of the space in which the company operates. In order to characterize the economic environment we must consider:

- Internal market and external market;
- Gross domestic product (in current prices, in comparable prices, in structure: private consumption, public consumption, gross investments, external contributions);

- The branch structure of the economy;
- The level of development on the whole and on each branch;
- Average income per inhabitant (nominal and real)
- Income structure (by origin, by groups of income holders: small, medium, large, very large);
- Consumer expenses (total, in structure by household groups: employees, peasants, pensioners, etc.);
 - Endowment with durable goods (per 1000 persons / families / households);
- The degree of employment (the proportion of the employed population in the active population, by total and by main branches, the unemployment rate);
 - Prices in their evolution (wholesale price index, consumer goods price index);
- Balance of payments balance;
- Import (total and per capita);
 - Balance of trade balance (total, with western industrialized countries, with central and east European countries);
- The financial-foreign exchange situation;
- Stock Exchange;
- Investment regime
 - Agricultural surface and production; The economic environment factors are directly or indirectly reflected in the market situation, determining the volume and structure of the supply of goods, the level of money income and the size of the demand for goods, the movement of prices, the level of competition, etc. Among the trends that are currently manifesting in the world economic environment note:
- globalization of the economy: expanding the supply and sale markets of companies, developing global business networks that expand their power and dominance in finance and world trade;
- decrease in the purchasing power of the vast majority of the population, even if incomes increase. The factors that determine the size and dynamics of consumer spending are:
 - Distribution of income (by countries in case of markets selection or by population categories in case of segment selection);
 - Economies (saving behavior of the population);
 - Debt and lending possibilities.

Population incomes and purchasing power

Marketing specialists must know the distribution of income by social classes and population categories, because people with high incomes have other interests, needs and preferences compared to those with low incomes. As a result, the characteristics of the products and services of the companies must be adapted to the needs and preferences of the target market segment.

Structure of the expenditure budget

The task of marketers is to identify how the budget structure varies consumer spending according to different levels of income.

As the income level increases, the share of food expenditures decreases, while the share of spending on leisure, training or luxury products is increasing.

Consumer confidence is a psychological indicator that identifies consumer optimism regarding the economy, the dynamism of the business environment. When confidence is down, consumer spending will fall, the purchase of durable goods will be delayed. As optimism grows, consumption will increase, increasing business revenues. Firms will respond by adapting their strategies regarding stock levels, pricing policies and the introduction of new products.

- The cultural environment

The cultural environment is made up of all the factors and institutions that influence the basic values, the way of perception, the preferences and the behavior of the members of the society. The norms, beliefs, traditions and customs to which the members of a society relate. Culture incorporates the set of values, ideas and attitudes of a homogeneous group of people that are passed down from generation to generation. These elements influence the purchasing and consumption behavior that must be taken into account by the marketing specialists of the company. The elements of the cultural environment sometimes intervene with a decisive role in delimiting market segments, in shaping a certain typology of buyers.

Values and attitudes. Because each culture has its own system of values and attitudes, sometimes they translate into obstacles in the way of foreign products and companies. Each culture has certain specific symbols that can have an impact on the marketing activity. As illustrated in the following table, the symbols differ from one area or country to another.

- The political and legal environment The political environment includes the structure of the political forces of the society, the relationships between them, the degree of state involvement in the economy, the degree of political stability and the attitude of power and administration towards business. Thus, the favorable attitude towards the business can be materialized by a less restrictive credit policy, a less harsh fiscal policy and a more permissive business climate. The state can be viewed in several situations:

- Stabilizing agent - interested in the prevention of crisis periods;
- Regulatory agent - the state bodies imposing regulations in the economic activity;
- Supplier of raw materials, energy, etc. through the autonomous authorities in his property;
- Consumer.

The type of government (parliamentary, absolutist) and the system of political parties (uniparty, bipartisan, multiparty, coalitions) put their mark on the whole economic life. The legal environment consists of all the legal norms and regulations that aims: product quality, patent protection, products, models and designs, trademark protection, consumer protection, unfair competition, social assistance, environmental protection, taxation and profit repatriation, foreign investment regime, methods of sale, packaging and packaging of products, advertising and communication in audiovisual, patronage and sponsorship, etc. The political environment (the practices and policies of the governments) and the legal environment (the laws and normative acts together with their interpretations) can facilitate or lead to the restriction of the activity of the companies.

The political-legal influences on the marketing activity can be grouped into five categories:

1. Monetary and fiscal policies - the activity of any company is obviously influenced by the level of taxes they have to pay;
2. Legislation in the social field and environmental protection - laws on civil rights, unemployment reduction programs (for example, by reducing taxes for companies that employ the unemployed or create new jobs);
3. State relations with the private sector - import and export tariffs and quotas;
4. Legislation specific to the marketing activity.
5. The state is the main provider of market information (through the National Commission for Statistics).

The main laws affecting the marketing activity of Romanian companies are: Competition Law no. 12/1992, Law on consumer protection no. 11/1994.

The role of the political-legislative environment is required to be interpreted from the perspective of several trends, namely:

- The evolution and quality of commercial law, which will stimulate competition in ensuring the market with appropriate goods and services. Good national legislation should allow: the protection of companies against each other, especially in situations of unfair competition; consumer protection against unfair business practices; defending the interests of the company against the aggressive behavior of some companies;
- Increasing the number of public interest groups, proving the multitude and complexity of the problems that social marketing faces;
- Increasing the importance given to ethics and social equity, because the issue of abuses committed by companies cannot be fully covered by the written laws of a company, as and the application of the current legislation is becoming increasingly difficult; therefore, the business world is increasingly insisted on by certain social codes and rules of professional ethics.

Consumer protection legislation obliges companies to ensure a minimum qualitative and quantitative standard for the products and services offered. In the market, companies must market products that must guarantee their safety.

If a company is found to be selling unsafe products, then it will receive fines as a result of legal actions that can end with the deprivation of freedom of some managers. If, in addition, damages have been incurred, the civil court may award damages and compensation to the persons concerned. Consumer protection also concerns price control. For the price to be real, it is necessary that, in a transaction, the commercial description does not contain errors. The commercial description includes notions such as: quantity, size or measurement, method of manufacture or production, composition, conformity with purpose, durability, performance, behavior or accuracy, other physical or chemical characteristics, place and date of manufacture or production, manufacturer or processor and any other past events, including previous membership and use.

Chapter III - Analysis of the strategic potential of McDonald's

3.1 S.W.O.T

SWOT analysis is the most important managerial technique used to understand the strategic position of a company / organization. SWOT analysis starts with writing a list of current points: strengths but also weaknesses, regarding the status of an enterprise / organization

Strengths. The strengths of the organization, so the capabilities, resources and advantages it possesses, the distinctive competences of the management personnel. The strengths of the organization define the positive values and internal conditioning that can be sources for the success of the organization in achieving the managerial objective.

Weaknesses. Which means the weaknesses of the organization, its areas of vulnerability, areas of poor resources, and other "negative values" or "negative conditioning". The weaknesses of the organization represent internal conditioning which is the opposite of the actual values.

Opportunities. Opportunities or ways in which the interests of the respective organization can be advanced, ways in which its power lines can be exploited, and eliminating the ballast of vulnerable points, are positive values and external conditioning.

Threats. That is, the threats to the interests of the growth of the respective organization, negative aspects that arise from the overexploitation of its resources, or the limitations imposed on the organization by an external environment that is changing. Threats' represent negative 'values' and external conditioning beyond the field of managerial action; they can be both transient and permanent risks. The threat (or 'risk') is a projection of the 'future evil'



SWOT Analysis of



Source:
<http://www.strategicmanagementinsight.com/swot-analysis/mcdonalds-swot-analysis.html>
<http://blog.careermaps.com/2015/04/02/mcdonalds-swot-analysis/>
http://www.valueline.com/Stocks/Highlights/McDonalds_Corp_..._A_Short_SWOT_Analysis.aspx#VcSRPmqqip

3.2 McDonald's strategies

Concentration strategy was one of the strategies successfully promoted by McDonald's. Thus, the company has developed its market by expanding into many geographical areas. In 1967, McDonald's opened the first restaurant outside the United States, namely Canada, and since then the company has expanded worldwide. The corporation has grown in many countries around the world and is no longer an exclusive American company. In 1988 McDonald's enters the former "Eastern Bloc" by opening restaurants in Hungary and Yugoslavia. Subsequently, restaurants in the Czech Republic, Poland, Slovenia, Bulgaria, Latvia, Estonia, Romania and Slovakia were opened, increasing the number of restaurants to 292 in 13 countries. In 1996 it reached more than 21,000 restaurants in 101 countries. The new countries in which restaurants have been opened are: Croatia, West Samoa, Fiji, Liechtenstein, Lithuania, India, Peru, Paraguay.

From the desire to always come to meet the consumers and to offer them new experiences, we went to the construction or arrangement of thematic restaurants. In our country, in Bucharest and Targu-Mures already operate restaurants with specific Rock-n-Roll, Internet Corner or Cinema. Today, in Romania operates a number of 48 restaurants in 20 cities.

Franchises are a means of achieving rapid expansion. 80% of McDonald's restaurants are franchises. Franchising is a modern system of selling goods and services. The system is based on long term contractual cooperation between two independent partners: a franchisor, in our case McDonald's and a franchisee. To ensure McDonald's uniformity in the world, all franchises must use the same brands, menus and administrative systems. Franchisees must meet McDonald's standards of quality, service, cleanliness and value.

In order to realize its strategy of concentration, the company aims to develop not only the market, but also the product. Thus, it aims to improve the quality of its products by introducing new ingredients. McDonald's introduced a new Grilled Chicken Flatbread sandwich for a short period of time. This has been a great success for the company, attracting many customers and increasing profit. Also, the oil was changed to reduce the amount of cholesterol in his hamburgers.

Following the standardization the main advantages are: cost savings, consistency with the consumer, simplification of planning and control. The cost savings consist of the fact that McDonald's, offering the same product, can limit the number of its suppliers worldwide, which allows it to reduce its purchase costs. Also, the industrialization and standardization of production and distribution allow it to reduce both costs and production time.

A second advantage is the consistency with the consumers: due to the standardization, the companies can benefit from an image of the homogeneous and coherent brand in all market segments. This allows loyalty to "multinational" consumers who demand products whose performances are standardized from one country to another.

The marketing strategy of the company considers the four components of the marketing mix: the product, the promotion, the distribution and the price. — The product strategy is that McDonald's restaurants serve specialties adapted to local tastes such as: McSpaghettis in the Philippines, lamb hamburger (Maharaja Mac) in New Delhi, fish and rice in Japan. The hamburgers are also adapted to the local products: Teriyaki MacBurger is prepared in an oriental sauce and the Calbee Burger has a typical Korean flavor. McDonald's has collaborated with its franchisees to adapt to cultural specialties. For example, in Europe beer is served, in the United States yoghurt, salad and pizza, in Jakarta consumers can eat rice. — Price strategy: prices cannot be the same in developed countries with those in developing countries. McDonald's adopts a price based on the purchasing power of consumers and based on the price charged by its competitors. — Promotion strategy: customers discover the world at McDonald's through advertising, promotions, marketing at each restaurant level, sponsorships, packaging, public relations, advertisements, visits experience in McDonald's restaurants. Advertising is a very important part of marketing. It includes market research, the development of TV and radio commercials, print materials, as well as the planning and purchase of broadcast spots. — Distribution strategy: the size of the restaurants depends on its location. Thus, in Japan there are small outlets where the cost of one square meter is very high and very large restaurants (more than 700 places) in Russia or China.

The marketing policy mainly targets children between the ages of 3 and 8 years. The smaller ones are easier to attract to a particular product. The menu that enjoys great success among the little ones is Happy Meal, which offers food and drink, a toy representing various cartoon characters. In the first half of 2000, the company recorded an increase in turnover in the United States due to the success they enjoyed - dinosaurs or Tarzan, which were offered in Happy Meal. Deceleration strategies For several years, due to strong competition, McDonald's has had to close more than a thousand restaurants to limit financial damage. In 2001, between 400 and 600 persons were dismissed, of which between 200 and 250 from the United States and 175 unprofitable restaurants in 10 countries were closed. In 2002, McDonald's closed 1,300 restaurants. At the beginning of December 2003, 15 restaurants were closed in Taiwan and 390 dismissed employees; In Denmark, 13 restaurants and 371 dismissed employees were closed.

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Appendices

Appendix 1: Training and development plan

Type of training	Activities	Time required
Safety training	Practical evidence, Workshop and campaign	1 to 9 moths
Practical training	Practical in hand training in the lab and research	1 to 6 moths
Refreshers training (field research)	Orientation, information about the organizational activities and serving information for core production technique	1 to 12 moths
Job training (advanced sales training)	Field experience and attending the field and campaign	6 to 12 months

(Source: Developed by author)