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27 April 2019



Jollibee Foods Corp.

International Business Plan for Expansion into Germany

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Jollibee Foods Corp.

Executive Summary

As the largest Philippine fast food organization, Jollibee has established a global presence of more than 750 brick-and-mortar stores nationwide. Internationally, Jollibee has brought



Philippine fast food fusion cuisine to 80 stores located abroad with global operations in Asia, the Middle East, Oceania, North America, and most recently, Europe, specifically in the United Kingdom and Italy. This proposal explores expanding Jollibee's European Union operations through an examination of the organization's market entry and international operations expansion into Germany. This study reviews Jollibee's mission, goals, and values, assesses the expansion using PESTEL analysis of the German market, and elucidates on a proposed corporate structure to facilitate the expansion. It then proposes a market entry strategy and a marketing strategy, both of which are tailored to capture the targeted segmented populations in

the country through diversity and inclusion and corporate social responsibility approaches. It then leverages a SWOT analysis of critical internal and external factors. The study proceeds to superimposing risks indicated in the SWOT analysis through a TOWS matrix, which provides insights as recommendations that would optimize the likelihood of success as Jollibee rolls out and makes inroads into the German market space.

Corporate Mission, Vision, & Values

Mission

“To serve great tasting food” and to “bring the joy of eating to everyone” (Jollibee Investors, 2019)

Vision

Be “one of the Top 5 Restaurant Companies in the world” (Jollibee Investors, 2019)

Values

In order to shepherd its global vision and mission, Jollibee has five core values: customer focus, speed with excellence, humility to listen and learn, spirit of family and fun, and integrity (Jollibee Core Values, 2019).

1. Jollibee emphasises being Customer Focused through the provision of “great taste,” providing “supervisor value to all customers,” lending customers “sincere service and a warm smile,” and taking part in curating an exceptional customer experience.
2. Through Speed with Excellence, Jollibee seeks to foster an organizational culture where staff are agile through planning, deciding, and acting quickly, by setting challenging goals with good execution, and by looking for ways to enhance and innovate.
3. As pivotal pillars in assessing performance (Marchington & Wilkinson, 2005; Bennett & Lemoine, 2014) and improving the customer experience, Jollibee employs “Humility to

Listen and Learn” by seeking and valuing feedback, acknowledging and learning from mistakes, and “aspiring to learn from people from all walks of life.”

4. As its ethos, Jollibee seeks to continually cultivate the “Spirit of Family and Fun.” It seeks to do so through taking care of each other, bringing out the best in everyone, remaining hard-working, recognizing individuality, and fostering collaboration through teamwork.
5. Jollibee aims to exemplify “Integrity” as an organizational value. This is pursued through living by honesty, acting responsibly, and speaking one’s own minds in a constructive manner.

Jollibee Foods Corporation prides itself on a “family oriented work environment” as its brand (Jollibee, 2019). With this family centric approach in mind, Jollibee’s target audience that it seeks to cater to both in the Philippines and in branches abroad is the traditional family. Unlike in many Western countries, however, where the definition of a traditional family is typically confined to two generations, consisting of parents and their immediate children (Trompenaars & Turner, 1997), the traditional family is conceptualized in a different manner in the Philippines and by Filipinos whether in the archipelago or in the diaspora (Hofstede, 2001). In the Philippine and Filipino context, the traditional family consists of an intergenerational extended family, usually three or more generations, ranging from grandparents to grandchildren with aunts, uncles, and cousins included in the cultural conceptualization of the traditional family (Alampay, 2014; Wang, 2012; Alampay & Jocson, 2011). There is a village approach to defining family and when contextualizing the Philippine nation to beyond geographical borders to include the diaspora (Anderson, 2016), family takes the form of a global village (Brysk, 2000; McLuhan & Fiore, 1997; McLuhan & Lapham, 1994). With this connotation of family being extended as

opposed to solely evoking the nuclear family, Jollibee seeks to cater to immigrants, refugees, and urban dwellers across the globe in order to expand its market share—both through customer engagement and the establishment of Jollibee’s direct franchises.

In order to continually fulfill its mission of serving great tasting food and bringing the joy of eating to all its customers, Jollibee has identified key prime catalysts that would propel it towards its vision of being one of the Top 5 Restaurant Companies in the World. Namely, these key enablers include customer satisfaction, creative marketing, efficient manufacturing and logistics, cultivating the culture of integrity and fun, and leveraging the universal appeal of family values (Jollibee Investors, 2019). These key enablers are high priorities for Jollibee to maintain its lead in the Philippine market share and as crucial propellers of its global expansions abroad in serving the Philippine diaspora and global markets, which are pivotal in its expansion into Germany.

Foreign Market Research & International Risk Analysis

PESTEL Analysis

POLITICAL

- **Governmental Stability and Trust in Democracy:** The German government is a democratic, federal parliamentary republic with longstanding stability. In 2018, the Economist Intelligence Unit endowed Germany with the title of “Full Democracy,” ranking it as the 13th most democratic country in the world based on electoral process and pluralism, functioning of government, political participation, political culture, and civil liberties (The Economist Intelligence Unit, 2018). Those that ranked as “Full Democracy,” as opposed to “Flawed Democracy,” “Hybrid Regime,” or

“Authoritarian Regime,” in The Economist Intelligence Unit’s Democracy Index 2018, signifies that amidst a global landscape where there is an increasing trend of global deterioration of trust in democracy and a global decline in performance index ratings for most countries, Germany’s 13th ranking demonstrates that the German population continues to uphold their trust and confidence in their democratic government, despite global trends pointing to the contrary. To put this in greater context, the United States, Italy, and Hong Kong in the ranking all ranked as “Flawed Democracies,” ranking 25th, 33rd, and 73rd respectively, while the Philippines, where Jollibee’s headquarters is located, also received a “Flawed Democracy” rating, ranking between Italy and Hong Kong at 53rd (*ibid*). From this lens, a market entry into the highly democratic German market space, where trust in government is high, is more attractive than Jollibee’s home base in the Philippines and even in Jollibee’s recent developed nation expansions in the United States, Hong Kong, and Italy (Erramilli, 1991). This German high trust in their democratic government should increase opportunities for successful penning and rollouts of public-private partnerships, in which Jollibee could engage. Germany’s high ranking also signals that the population is trusting of governmental regulations in place and that there is widespread perception and satisfaction that the regulations are in place for the general welfare of the people, which highlights the importance of Jollibee abiding by regulations as this will be tied to a favorable corporate branding from the German government and its broader populace.

ECONOMIC

- **Tariff-Free EU Trade:** Market-entry into the German market space would provide Jollibee access to both the country, which is the 4th largest economy in the world with a GDP of approximately 3.6 trillion GDP in USD in 2017, and the broader European Union with its 17.2 trillion GDP in USD (The World Bank, 2017). This international trade benefit of conducting business within this supranational body is pivotal in Jollibee’s supply chain capabilities as there are no tariffs levied on products between one EU country and another in the single EU market (Szczepanski, 2017). From an international trade perspective on sourcing from outside the European Union, the EU, according to the European Free Trade Association, has 29 jointly negotiated free trade

agreements that span 40 countries and territories outside the EU space (EFTA, 2019). Juxtaposing this benefit that market entry into Germany would bring with the 2018 entry into the United Kingdom, ongoing Brexit negotiations have yet to address whether losing access to the EU's free trade deals would be on the table in the event of a Brexit from the European Union (Oppenheim, 2017; McTague, 2018). On the other hand, Germany, as the EU's economic powerhouse (Rattner, 2011), "leader of the free world," (Vick, 2015) and co-founding "Pioneer" member of the European Union (Europa, 2019), has no intentions of leaving the European Union under the CDU-led government. This minimizes the risk of losing the trade benefits within EU countries that having EU operations affords, thus making a German market entry more appealing than tentative future UK expansions given an uncertain future ahead in UK trade regulations.

- **EU Free Trade Agreement with the Philippines and other ASEAN nations:** In addition to intra-EU trade, Jollibee could take advantage of extra-EU free trade agreements with the EU's free trade allies in order to minimize supplier costs from tariffs. Cost permitting, should Jollibee also seek to source materials from the Philippines, one of three Association of Southeast Asian Nation (ASEAN) countries with which the European Union has a free trade agreement (EFTA, 2019), this would be a way not only for Jollibee to lower supply costs but also to stimulate Philippine exports into Germany and the European Union at large, thus increasing the economic performance of the Philippines and assisting in diminishing its governmental deficit through an expansion of exports (Hoskisson et al., 2012; Buckley and Clegg, 2014). This international economic development move, if cost-effective for Jollibee, would assist in building the case in the long run as to why the Philippine government and the ASEAN supranational government, and both their foreign affairs governmental bodies by extension, should both support Jollibee in public-private partnerships as it seeks to enter new markets and expand its global operations beyond the Philippines and the ASEAN bloc (Holtbruegge & Baron, 2013; Meyer et al., 2008).

SOCIOCULTURAL

- **German Social Democracy Integral to Talent Development, Diversity & Inclusion, and Corporate Social Responsibility Strategic Plans:** Germany has a set of longstanding and significant social-welfare policies that serve as foundation to the country's strong social democracy. The comprehensive nature of the German welfare state is evident in the country's single payer universal healthcare, tuition-free public trade schools and universities, a stipend for working class students to attend school, generous parental leave, among other social safety nets (Anderson & Meyer, 2003; Pautz, 2012; Mares, 2003). These public social welfare programs are pivotal from a Human Resources perspective as they impact recruiting, talent development, benefits, compensation, and organizational development and learning as Germany cultivates and wields a highly educated and skilled workforce with high potential educational and talent pipelines that Human Resources and front-line managers can engage, recruit, and develop. This country-wide confidence and commitment to social programs also demonstrates that there is a strong perception of the need for minimum basic socioeconomic equality and social cohesion in Germany, which reduces many social and economic problems in Germany's human capital. Should Jollibee engage in corporate social responsibility initiatives that provides assistance to underserved populations in the country, this commitment could position the organization to be warmly received and to be perceived as in alignment of buttressing Germany's vision for social and economic equality that undergird its human capital potential, the development of its future workforce, and the bedrock of its society (Blumenthal & Bergstrom, 2003).
- **Refugees and Immigrants as Human Capital:** According to The World Factbook by the United States Central Intelligence Agency, "transnational issues" that Germany face involve refugees with 496,674 from, 130,640 from Iraq, 104,385 from Afghanistan, 49,253 from Eritrea, and 38,262 from Iraq. The top 11 regions of refugees' origins are from the Middle East, Africa, and Eastern Europe according to September 2017 figures (Central Intelligence Agency, 2017). The large presence of refugees in Germany presents socioeconomic challenges, such as language acquisition, acculturation, and economic mobility for the refugees in their new country (Crul et al., 2017; Delaney,

2017). German city-level language and community centers, colloquially referred to as VHS, are instrumental in providing low-cost language education for refugees and could serve as a strategic partner with which Jollibee can collaborate in order to tap into refugees as potential talent in its German operations. This school-to-work talent pipeline that emerges from a potential public-private partnership between city government VHS and Jollibee could serve as placement programs that decreases underutilization of human capital in underserved refugee and immigrant populations, while assisting to stave off low unemployment rate in Germany overall. For immigrants with initial capital available, opening a Jollibee franchise could be an option in order to achieve greater economic development both for their own families and the communities in which they live and serve. Learning from the experience of immigrants and refugees in the United States, some have invested in a fast food franchise as their entry point into the American Dream of achieving middle class economic status (Talwar, 2004; Dhingra & Parker, 2015). This assistance to propel refugee economic mobility would support the German government's drives towards refugee integration, while also appealing to Germans in additional ways. This initiative proves that should there be sufficient commitment, refugees' talent can be leveraged to be economically productive so long as there is adequate investment to expand their participation in the economy. Additionally, it reinforces to the German public that private sector commitment to public goals could be transformative in the country's attempts to foster economic mobility for both refugees and immigrants, despite a broader Western trend of decreasing standards of living and economic mobility in other areas of the European Union and across the Atlantic in the United States (Temin, 2017; WID World, 2018).

TECHNOLOGICAL

- **Leveraging Technology as Positive Risk in Corporate and Brick-And-Mortars to Disrupt in a VUCA Market** Compared to 2017 OECD data, Germany's innovation and technology consistently score high compared to OECD benchmarks. The country's gross domestic spending on research and development is 3% of GDP, which is higher than the OECD total average of 2.3% (OECD Science, Technology, and R&D Statistics,

2017). Germany's 3% is also considerably higher than the European Union's 1.9%, the United States' 2.3%, China's 2.1%, and Canada's 1.5% (*ibid*), meaning that for both European-specific and broader OECD-standards, Germany emerges as more deeply committed to investing on research and development for greater technological innovation compared to its other wealthy nation peers. The government's high investment in innovation insinuates that there are plentiful potential public-private partnership opportunities should Jollibee gear their contracts and initiatives towards projects and enhancements with technological and social aims. Additionally, from a risk perspective, the country's heavy concentration on innovation suggests that it is a disruptive place for new businesses where technological advancements could pose as risks, both positively and negatively. In order for Jollibee to harness disruption as positive risks, as opportunities (Olsson, 2007), Jollibee needs to invest in integrating technology both in corporate offices in Manila and in day-to-day operations in brick-and-mortars in Germany in order to better compete in this especially volatile, uncertain, complex, and ambiguous (VUCA) market space (Mack et al., 2015; Bennett & Lemoine, 2014; Johansen & Euchner, 2013), a space especially disruptive even for OECD standards. Focusing on leveraging innovation and technology as opportunities would allow Jollibee to disrupt and out-compete its competitors in the space.

ENVIRONMENTAL

- **Food Waste Reduction:** Reinforcing Germany's commitment to innovation, the country is resolute in halving the amount of food waste in the country by 2030. According to Julia Kloeckner, Germany's current Minister for Agriculture, Food, and Consumer Protection, reducing food waste is an "economic, ecological and ethical obligation" for everyone, not only consumers but also companies, organizations, politicians, and scientists (Deutsche Welle, 2019). In particular, the government will pursue more suitable order quantities in stores and smaller but more frequent deliveries of goods. This tactic to reduce food waste is in line with the application of Just-In-Time Production as a lean six sigma methodology (Moskowitz, 1994; Goodman & Watts, 2013; He & Hayya, 2002) applied to both fast food and grocery industries. Additionally,

Minister Kloeckner stated that the government is investing on developing “intelligent” packaging that uses technical capabilities, which would inform consumers whether a product remains edible using a red, yellow, and green traffic light system. The government already invested 15.9 billion USD for research and development in the packaging technology.

- **Sustainability Commitments:** According to the 2018 Food Sustainability Index (FSI), developed by the Economist Intelligence Unit and the Barilla Center for Food and Nutrition Foundation, Germany ranked 3rd behind France and Japan out of 34 countries on sustainable food consumption (Barilla Center, 2018). Moreover, from a sustainability and animal welfare standpoint on food consumer behavior, the Forsa Institute reported that out of 1,000 Germans surveyed, 72 percent indicated that they ate fruit and vegetables on a regular basis. 66 percent stated that animal welfare is their most significant concern when purchasing food. 33 percent responded that they eat meat everyday, and 63 percent said they have already bought food more consciously (Deutsche Welle, 2019). Collectively, these regulatory, technological, and social approaches to reduction of food waste would assist Germany in meeting its commitment and targets of reducing carbon emissions in the Paris Climate Change Agreement (United Nations Framework Convention on Climate Change, 2019) and the 2030 United Nations Sustainable Development Goal 12 and 13, which are “Responsible Consumption” and “Production and Climate Action” respectively (United Nations, 2015).

LEGAL

- **Food Import Responsibility on Importer:** In Germany, the *Food, Commodities, and Feed Code* contains most German food and feed laws, which are founded on and aligned with European Union regulations. Under this code, German law enforcement agencies place sole responsibility on a product’s importer because German authorities are unable to take action against international producers, inclusive of producers in other European Union countries (Lieberz, 2018). From this perspective Jollibee has to be selective in the suppliers from which it chooses to retrieve its products, regardless

whether the supplier is elsewhere within the European Union or outside of it.

→ **Strong Food Safety Regulations, Insufficient Food Safety Inspection Implementation:**

Presently, the German food inspection system could improve compliance assessments. The food inspection system exhibits “a poor ratio of inspectors-to-food businesses and a lack of technical equipment” (Fietz et al., 2018). With this insufficient ratio of inspectors relative to the food establishments that exists in the country, innovative solutions would be needed in order to make compliance assessments more efficient and to improve compliance and food safety more holistically. Should we superimpose Germany’s insufficient ratio of inspectors relative to food businesses to the fact that Germans care significantly about selective ethical and healthier food options, these two realities signify that there is considerable amount of insufficiently regulated power that private sector food industries have on German food quality and on the health and wellbeing of everyday people in Germany. Because of this effect of forced reliance on the good faith of the private sector food industry to maintain food safety standards due to existing regulatory implementation constraints, Jollibee complying to existing food safety regulations is an integral part of cultivating a brand image that everyday people see as safe, clean, and reliable. Cultivating this corporate brand early on is pivotal especially from a window of opportunity perspective (Ridgman, 1996), as the organization rolls out with little brand recognition for the majority of the local population means that the initial associations upon first encounters with the brand will inform ongoing perceptions even post-rollout.

- **Transparency on Animal Welfare as Corporate Social Responsibility:** In Germany, animal welfare is a national policy enshrined in the Basic Law, and policies are created by the Federal Ministry of Food and Agriculture. From an animal welfare perspective, 80 percent of consumers in Germany expect the German agricultural sector to keep livestock in an animal-friendly manner, even if the same consumers suspect that poor conditions exist in animal husbandry (Federal Ministry of Food and Agriculture, 2015). This disparity between expectation and suspicion by the German public sheds light on

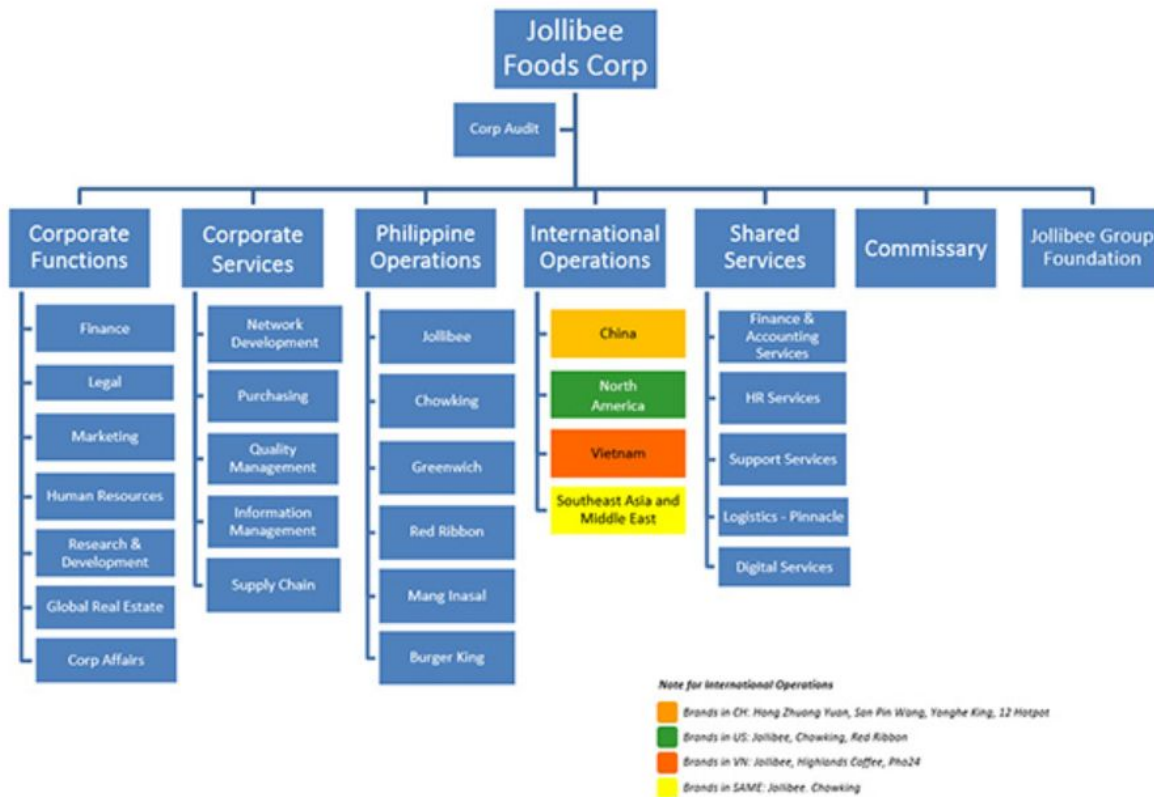
the need for greater transparency on animal welfare. Jollibee, in particular, could highlight how their suppliers practice animal-friendly farming methods and supplement these marketing campaigns by publish corporate social responsibility annual reports on animal welfare, a move that could foster both governmental and consumer trust in the organization.

SWOT Analysis	
STRENGTHS (S)	WEAKNESSES (W)
1. Philippine diaspora globally, predominantly as nurses and marine engineers in Germany (Clements, 2018)	1. Low to no brand recognition in Germany
2. Italian and British expansions as European market litmus test and as test case scenarios (Uy, 2018)	2. Higher employer contributions for benefits and government programs (Gooderham et al., 1999) compared to English-speaking Western nations and the Philippines
3. Obtained familiarity with EU legislation from recent Italy and UK market entries (Mulingtapang, 2018)	3. Segment market for later expansion phases to cater for rural areas (Dogra & Ghuman, 2008; Carmichael & Smith, 2004) where there is fewer Overseas Filipino Workers and fewer immigrant and refugee presence
4. English-speaking corporate services in Manila that facilitate intercultural communication across linguistic barriers in the Eu and global international operations.	4. Create more precise nutritional information to meet EU consumer protection regulations and public expectations (Gilsenan, 2011; Dimara & Skuras, 2005; Cheftel, 2005) that are more precautionary and comprehensive compared to Philippine and North American regulations and audiences
5. Leverage cultural diffusion, customer loyalty and relationship marketing from refugees and immigrants (Clements, 2018; Segev et al., 2014; Watchravesringkan, 2010)	5. Pivotal rollout in corporate branding. A successful rollout in the early stages of its presence in the country will be a significant determinant of its corporate branding and reception over time by both regulatory bodies and the public (Ridgman, 1996).

6. Leverage availability of labor from new immigrants and refugees & trades-based education (Kristen et al, 2008; Crul et al., 2017)	6. Leverage Just-In-Time production while quickly upscaling operations with increased demand (Moskowitz, 1994; Goodman & Watts, 2013; He & Hayya, 2002)
7. Fewer natural disaster risks means fewer insurance costs in Germany compared to operations domestically in the Philippines and in Asia-Pacific and North American operations along the Pacific Ring of Fire (Paton & Jang, 2015).	7. Corporate financial constraints by coming from an emerging economy could inhibit a digital transformation and investment into systems that not only shield Jollibee from technological disruption but could also prevent it from obtaining an edge vis-a-vis its competitors through technological innovation.
OPPORTUNITIES (O)	THREATS (T)
1. Fusion cuisine as a trendy cuisine globally pose as untapped market in Germany	1. For organizations that are highly dependent on franchises, there is a thematic lack of communication and knowledge sharing between international brick-and-mortars and corporate headquarters (Hollensen, 2009)
2. Diasporic, immigrant, and refugee populations underserved markets (ABS-CBN News, 2018)	2. More stringent labor and environmental regulations (Vogel, 2003)
3. New player media coverage having very little to no brand recognition in Germany	3. More time afforded to competitors in lean six sigma optimizations and community engagement, which presents fierce competitors in their operations and marketing.
4. Attract younger customers, who are technologically-savvy through social media	4. Currency rates: Difficulties in profit forecasting arising from global volatility (Hericourt & Nedoncelle, 2016; Hericourt & Poncet, 2015)
5. Low Inflation (as per Consumer Price Index) and high Purchasing Power Parity (Destatis, 2017; MGM Research, 2019) signal high revenues and profits. This favorable consumer-based economic data points to Germans having considerable disposable income to spend, demonstrating that there is money to be made in the German market.	5. Universal payment methods (Kazan & Damsgaard, 2016) presents challenges across borders and social and socioeconomic access to diverse means of payment.
6. Cosmopolitan large German cities with	6. Global pricing strategy especially in European

global outlook could serve as first stepping stones and as largest markets for Jollibee in the German market (Taylor & Berudder, 2004)	Union (Theodosiou & Katsikeas, 2001; Chung, 2005)
7. Clean slate with vendors and partners as there is no history of collaborations and strategic partnerships in the country	7. Communication difficulties and cultural differences (Varner & Beamer, 2011; Mathur, 2001)
8. Increasing population appetite for fast food (Allen, 2018), which informs demand for greater scalability	8. Connecting global environmental issues, corporate social responsibility,, and corporate branding (Vallaster et al, 2012; Blumental & Bergstrom, 2003)
9. More stringent environmental regulations and consumer protections translate to healthier products (Vogel, 2003; Vogel, 1995; Majone, 2002)	9. International accounting: different tax systems, rates, and compliance requirements

International Business & Organizational Structure



(Jollibee Company's Organizational Chart & Group Corporate Structure, 2019)

Jollibee's organizational chart and corporate structure has its international presence collectively combined in one function called "International Operations," which is overseen by the Vice President of International Operations. Additionally, a defining feature that is both unique and championed by Jollibee's executive leadership is the higher positionality of Corporate Audit above all functions across the organization, above all functions both domestic and abroad. Reporting directly to the CEO, Corporate Audit has superior positionality and jurisdiction over all corporate functions and has the ability to review and investigate without structural governance

obstacles that may stem from lack of a reporting relationship in other organizations.

Moreover, by situating Corporate Audit as the only layer both under the CEO yet above all other functions, this elevated positioning sends a clear structural message to all functions and their Vice Presidential leadership that none are above Corporate Audit both in reporting relationship and in practice. By organizing its entire corporate structure with Corporate Internal Audit as the highest function below the CEO, Jollibee exemplifies the extent to which accountability and transparency are prioritized in organizational design and effectiveness. This way of structuring the organization, by showing that not even senior executives, such as Vice Presidents, are above Corporate Audit's oversight, demonstrates to employees, investors, and stakeholders that the organization seeks to transform its values into action. Placing Corporate Audit above all functions is in alignment with the desire of Jollibee to erect Integrity as an organizational value that permeates all parts of the organization throughout all career pathways from entry-level positions to senior management roles in all functional areas. Through this implementation of Jollibee's Integrity as organizational value should likewise incur cost savings by preventing cost overruns by ensuring that financial waste is minimized through routine, random, and comprehensive audits as market entry is planned and implemented.

Most importantly from an international business market entry and financial perspective, especially given that Jollibee seeks to expand through franchises, Corporate Audit's positionality signals to potential investors and current and new stakeholders both at home and abroad that Jollibee seeks to go combat the reputational baggage of the Philippines as a country that scores medium-high in corruption indices (Gagalac, 2019; Transparency International Secretariat, 2019). Through this organizational "structuring against" this association of the Philippines with corruption, Jollibee's specific organizational design

cultivates trust in its potential franchises, its new partners, and its new employees (Luthans & Youssef, 2004). This also increases investor confidence in Jollibee as it is a corporate publicly traded on the Philippine stock exchange, which is an important source of investor funding needed for current and future expansions.

From a Human Resources and Organizational Development lens, this fostering of organizational trust (Edelman, 2018; Pfeffer, 1998) is attributed as a *sine qua non* of highly reliable, high performing, and high commitment organizational cultures (Becker & Huselid, 1998; Beer, 2009; Beer et al., 1984; Evans & Lorange, 1989; Griffiths & Inman, 2016) that would be pivotal in recruiting and retaining top talent amidst a “war for talent” in a talent-led global economy. It is this trust that could provide Jollibee’s human capital resilience, team effectiveness (Dyer & Shafer, 1998), and organizational change agility (Aon Hewitt, 2017; Wolf, 2007; Holt, 2007), all organizational capabilities that would assist as Jollibee perseveres through both anticipated and unforeseen challenges through time and across borders.

Examining the company’s organizational chart, Jollibee’s corporate structure most resembles a hybrid between a functional organizational structure mixed with a geographical divisional structure. The functional structure would make space for employee job specialization and would allow greater scalability through improvements in ramping up economies of scale as Jollibee expands over time (Davoren, 2019). While this structure would allow for specialization, the functional structure could, on the other hand, inhibit an employee’s advancement and make that advancement more dependent on the departure of a more senior staff member to make space for one to climb up the career ladder in a given specialty area. Another disadvantage of the functional structure involves the creation of barriers between different functions, often

leading to knowledge gaps and insufficient communication across departments, both of which causes red tape insufficiencies in organizations.

The other significant half of Jollibee's structure is geographical, found in its breakdown of its Philippine Operations and International Operations as two distinct divisions. Structuring its operations domestically and abroad this way allows the organization to be near the sources of supply from a supply chain perspective, while concurrently being close to their customers, which is pivotal in the fast food restaurant business where goods are easily perishable, thus requiring supplies to be procured, served, and sold in an efficient manner. This also allows the organization to be closer to its local employees and local customers, both of which need to be engaged in an anticipatory, tight-knit, and face-to-face manner (CIPD, 2015), which allows for more accurate consumer behavior analyses, human resource and operations analytics, on-site trainings, and high-touch personal customer assistance.

Combining all International Operations under one division allows a certain degree of standardization among all global-level operations, while simultaneously allowing distinctions in decision-making that differentiates it from Jollibee's Philippine operations. The streamlining of all international operations into a singular division prevents decision-making from becoming too decentralized by region, which is an important control to have in place as certain international brick-and-mortar chains are thousands of miles away from headquarters, such as the distance of brick-and-mortars with Germany, from corporate headquarters in Manila. It also fosters improved accountability within the c-suite should an international expansion result to pain points and shortcomings in reaching objectives. It concurrently increases the likelihood of reproducibility and reapplication of initiatives, such as marketing campaigns, where applicable, to diminish process waste (Hassan, 2013; Salah et al., 2010), with the elimination of

unnecessary duplication of efforts as an example. Moreover, from a human capital and talent development standpoint (Turner & Kalman, 2014; Front & Kalman, 2016), the structuralization of International Operations into one division also creates versatile talent in the organization, who overtime can acquire the expertise and specialize in international strategic planning, mergers and acquisitions (Cartwright & Cooper, 2012), joint ventures, international trade, and intercultural communications (Varner & Beamer, 2011; Mathur, 2001). This critical mass of dexterous players could serve as the very talent that Jollibee could leverage to drive strategy and operations in future international market entry expansions (Andersen, 1997; Buckley & Casson, 1998).

International Market Entry Strategy

Direct Franchising Strategy

Jollibee will pursue an intermediate market entry mode with a particular focus on direct franchising. Fulfilling Jollibee's extended family focus and operational emphasis, this franchising would entail a diversity and inclusion approach by honing in on entrepreneurship for immigrants and refugees within Germany. Jollibee seeks to take advantage of this type of intermediate mode in order to better leverage diasporic cultural capital in the country (Kim & Keister, 2006), which could be a catalyst in relationship marketing, while also advancing its corporate social responsibility organizational capability through support of minority- and women-owned business enterprises (MWBE) (Smith-Hunter & Boyd, 2003; Barrett et al., 1996). This direct franchising focus on diversity and inclusion would reinforce the European Union's commitment to expanding small businesses in the single market, while stimulating employment and economic growth aggregately and in underserved refugee and immigrant communities in Germany and the EU (European Commission, 2019). This particular intermediate market entry mode taking the form of a direct franchising model would entail housing research and development in the corporate headquarters in Manila, while marketing strategy would be shared as a function between corporate headquarters and brick-and-mortars. In Germany, German operations would have control over sourcing and production, so long as they conform to corporate standards, and fulfill marketing implementation on the ground, in addition to sales and services. The advantage of this direct franchising model includes access to locally-based human capital and local and transnational sources of knowledge, such as cultural capital and

diasporic networks (Sangita, 2013). It also provides Jollibee with the opportunity to develop a successful master franchisee that it could later on advertise as a selling concept to attract new or mold existing franchisees in the country, European Union, or in future Jollibee operations elsewhere abroad. In return for a set socially-just and market-competitive compensation royalty in the renewable 5-year franchise agreement contract, Jollibee corporate as the franchisor would provide trade marks, designs, patents, trade secrets, business knowledge, expertise and training, geographic exclusivity, finance, site selection, lease negotiation, cooperative advertising, information technology infrastructure, accounting, purchasing and inventory systems, central data processing, interior design, market research and strategy, in addition to assistance hotlines, receiving supplies, and managerial assistance in local field operations. These specific provisions enabled by the direct franchising model would mirror McDonald's, Burger King, and Pizza Hut's models, all three of which are American competitors of Jollibee in the German and European market space in the food industry (Hollensen, 2009).

However, it should be acknowledged that sharing between franchisee and franchisor is a thematic challenge in the direct franchising model (Pan & Tse, 2000). Often, despite the franchisee being the subject matter experts and serving as the litmus test of industry trends, franchise owners often do not share knowledge with the parent company due to various factors ranging from poor franchisor communication or lack of trust in corporate (Hollensen, 2009). It is in the response to this threat where Jollibee wields strategic organizational advantage by intentionally seeking to foster trust and knowledge sharing through organizational development, diversity and inclusion, and employee engagement between corporate headquarters and the franchisees and the franchisees with each other.

Tapping from employee performance and employee engagement best practices found in literature, Jollibee will foster communication and knowledge sharing through rewards and recognition in the form of incentives, not through penalization which could result to erosion of trust, which could prevent Jollibee from developing as a high performing organization (Becker & Huselid, 1998; Beer, 2009; Beer et al., 1984; Evans & Lorange, 1989; Griffiths & Inman, 2016; Li, 1995). Jollibee corporate headquarters in Manila would provide and rollout to all franchises an employee recognition system platform that uses gamification tactically in order to foster friendly competition among franchises (Houtari & Hamari, 2017; Hofacker et al., 2016; Rice, 2012; Su & Cheng, 2014). Through gamification, those who share the most insights, evidenced by both qualitative and quantitative sources from either local market research or day-to-day business operations, would receive points that would amount to greater financial incentives, stock buy-back bonus compensation using Jollibee stocks in the Philippine Stock Exchange (PSE Edge, 2017; Bloomberg, 2019), and varying vacation packages to the Philippines in tours that promote sustainable ecotourism, which respects the local culture and preserves the archipelago's environmental sustainability and marine biodiversity (Catibog-Sinha, 2010; Catibog-Sinha, 2011; Weeks et al., 2010; Fabinyi, 2008). This way, knowledge sharing of brick-and-mortar insights, gamification, and employee recognition would likewise drive corporate social responsibility.

Moreover, sharing best practices with fellow franchisees would be incentivized through organizational development means. For instance, bi-annual conferences and summits would occur on a regional level where franchise owners and each of their managers would receive an all-expense paid trip to regional business conferences. In these conferences, there would be team-building retreats and best practice roundtable skill-shares, as employees receive

recognition system points through participation. These incentive-based regional initiatives, designed using the lens of organizational development, diversity and inclusion, and employee engagement, would not only foster a robust communication and knowledge-sharing relationship between franchisees and corporate headquarters but would also create a franchisee community where franchisees see both business and personal value in knowledge-sharing with peer franchisees. These summits and regional conferences would serve as a milieu of knowledge exchange, where organizational development experts from the region and from corporate headquarters in Manila could co-facilitate design thinking workshops, which would generate technological, process, systems, and social innovation at the brick-and-mortar levels when they take these ideas back to day-to-day operations (Brown & Wyatt, 2010). While these recognition systems, events, and regional conferences may incur travel and logistics expenses, the International Operations division would champion these efforts organizationally and promote them as a means through which Jollibee learns and documents indispensable insights that the organization would need in strategy formulation. These regional conferences and recognition initiatives would be the international business drivers of how the International Operations division spearheads corporate research and development, strategic planning, and business development that Jollibee would need to remain disruptive in an increasingly technological and globalized world, especially in a highly disruptive space such as Germany (OECD Science, Technology and R&D Statistics, 2017).

Supply Chain and Supplier Diversity Strategy

For all its operations both at home and abroad, Jollibee relies heavily on suppliers, especially those supplying chicken, rice, vegetables, and dairy. In order to design and implement sourcing through International Operations, while taking into account financial regulatory contexts, Jollibee will have these supplies shipped tariff-free into Germany from suppliers across the European Union. These supplies would be transported using trucks on German autobahns and German ports such as Hamburg, which has the most twenty-foot equivalent units (TEUs) and carries the largest container ports based on volume in the country (Central Intelligence Agency, 2017). Since many European Union countries' land areas are contiguous and as highway transportation is most affordable for bulk items, the highway means of transportation is most practical and efficient option to source products. For products coming from Scandinavia, shipments through ports is likewise feasible as a suitable alternative to highway truck transportation from Northern Scandinavia to Denmark via highway E20, which connects markets of over 22 million people (Tamme, 2013). The efficiency that these two options affords would ensure that Jollibee secures the freshest ingredients possible, thus improving product quality and safety from a quality management standpoint.

When possible, Jollibee will also engage in supplier diversity (Vowels, 2017; Whitfield & Landeros, 2006; Worthington, et al., 2007; Adobor & McMullen, 2007), sourcing from women-owned business enterprises in order to support female entrepreneurship and small businesses in alignment with the European Commission's Small Business Act and Entrepreneurship 2020 Action Plan (European Commission, 2019). This a diversity and inclusion strategy in sourcing via supplier diversity is anticipated to gain increased political and public

approval and perhaps even accolades from the German and broader European public. To do this, Jollibee would maintain a corporate database of the demographics of its vendor and strategic partners and prioritize based on underrepresented supplier clients, cost-permitting. It could also exert pressure on its vendors and suppliers and demand to only sign B2B contracts with corporate social responsibility-minded suppliers or those that meet certain thresholds on diversity metrics and standards as the number of female members of corporate boards and diverse hires. This supplier diversity vendor pressure strategy is borrowed from Microsoft in the United States, where it requires suppliers to offer paid family leave, which is transformative in the United States as it is a country with zero mandated parental leave on a federal level (Salinas, 2018). In the case of Jollibee's supplier diversity in Germany, it would exert pressure on vendors to meet diversity and inclusion objectives tailored and applicable in the German context.

Pricing Advertising and Segmentation Strategy

From a pricing advertisement standpoint, Jollibee has to structure and display prices in a geographically-dependent manner. Similar to prices in the Philippines and dissimilar to pricing in the United States and Canada where taxes are calculated and charged upon payment, prices advertised in Germany and the European Union must reflect the post-tax price, meaning that Jollibee must factor in the German standard of 19% value-added tax rate (locally called the MwSt) in prices shown in both advertisements and in store (Meridian, 2019).

Jollibee also needs to take into account its market segment when setting pricing strategy. Given the more economically precarious situation of many Overseas Filipino Workers, refugees, and immigrants in Germany, in addition to younger populations broadly, this market

segment demonstrates varying needs in contrast to the high end of the market or the greater commercial market. In food industry consumer behavior, the higher end of the market may only eat organic or bio products that are locally- or “heimat”-sourced, which could be beyond the supply chain and financial capabilities of Jollibee, which seeks to leverage intra-EU trade and trade with countries where the EU has a free trade agreement in place (EFTA, 2019), not all of which may meet the standards and expectations that higher end consumers may demand. It behooves Jollibee to prioritize its market segment and that segment’s ability and willingness to pay costs when designing reasonable product pricing. Reasonable consumer costs for its segment would maximize potential sales that would be critical in its market entry to Germany.

International Marketing Strategy

Customer Segmentation

Given the lack of brand recognition in the German market, Jollibee will focus on targeting and engaging customer segments (Kotler and Armstrong, 2018) that are already either familiar or to-be likely advocates in promoting the Jollibee brand and would serve as loyal customers. With Jollibee’s lack of track record in expanding to more rural areas in the European Union, the organization will hone in on market entry in German cities first, where the high priority market segment resides, while deferring expansion into more rural German locations in latter expansion phases.

	→ Overseas Filipino Workers in Germany, refugees and immigrants, urban residents, local German population, tourists and visitors, younger populations, those interested in fast-food fusion cuisine, working class, middle class, and upper middle class customers that do not demand organic/bio or locally-/heimat-sourced products
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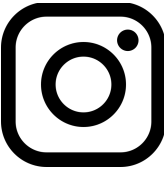
	→ Target refugees and immigrant populations broadly and Overseas Filipino Workers to be direct franchise owners. This could serve as their catalyst towards economic mobility in Germany (Talwar, 2004; Dhingra & Parker, 2015). Jollibee would not be targeting customers seeking expensive and high-brow cuisine, as these would be reserved for food establishments outside the fast food industry, such as French restaurants in Germany.
	→ Cater to customers who enjoy online ordering for in-person pick-up and leveraging artificial intelligence in brick-and-mortars to cater to customers who would like to self-order using self-service kiosks.
	→ B2B Marketing, public-private partnerships, and community engagement to Filipino-German organizations and Philippine governmental organization presence in Germany for catering using Jollibee.

Distribution Channels

	→ In-person orders via customer sales representative
	→ Online order and in-person pick-up
	→ Phone order and in-person pick-up: Aside from conventional phone, there would be data call options for phone orders, such

	as WhatsApp, Facebook Messenger, and Viber to accommodate younger audiences, refugee and immigrant audiences, and economically underserved customers who may not have copious amounts of available SMS message allotments and rely on WiFi for text messages sent through data-powered applications.
	→ Make online website and orders accessible for persons with disabilities in accordance with digital user-experience accessibility standards to accommodate individuals with disabilities who are blind, low vision, learning disabled, mobility impaired and hard of hearing (Said & Schleppenbach, 2003; Stock et al., 2008; Nielsen, 1996). This would strengthen Jollibee's ability to apply its diversity and inclusion commitment into its systems and would make its online presence welcoming and usable for the Philippine expansive conceptualization of "family," which has a focus on intergenerational diversity. Embedding intergenerational diversity beyond strategy and into day-to-day operations entails designing and implementing processes and systems that accommodate to at least three generations, inclusive of senior citizens and "family-members" who may require accessible infrastructures to fully participate, an objective materialized through accessible digital user interfaces.
	→ In-person orders via Cloud-Based, API Integration, Artificial Intelligence-Driven Self-Service Kiosks: As self-service kiosks grow in popularity in fast food chains across the country and in the West, the company could explore partnerships with German artificial intelligence and advanced analytics companies to design Jollibee's menu. The visual design of the

	menus and the order in which the menu options are categorized and arranged would be in sync via seamless, instantaneous, and real-time Application Programming Interface (API) integration (MuleSoft, 2019). For instance, the kiosks would be in sync with a specific temperature threshold outside, which would tailor its offerings automatically triggered by a set logic that would most appeal to customers entering the brick-and-mortar based on the temperature outside the store. This would maximize both the appeal of the product and the appetite of the consumer in accordance with changing temperature conditions on that given day, which is a technological capability that can be reproduced in countries with four seasons and even in equatorial countries with dry and wet spells in weather conditions.
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Promotion Channels	
Social Media Engagement 	→ Facebook and Instagram: Create “Jollibee Deutschland” Facebook and Instagram pages, mirroring “Jollibee Italia” and “Jollibee UK,” and emulating social media positioning in Italian and British market entries. The page would have standard hours of operation and the ability to provide recommendations and reviews. Advertisements and customer engagement would be leveraged based on a generational usage lens. Facebook would be leveraged to attract middle-aged to elderly populations, while Instagram would be used to attract Millennial and Generation Z customers. Jollibee could leverage Instagram influencers and provide them with free meals in exchange for them testing and recording their experience

	eating Jollibee's products, while streaming or being recorded and subsequently uploaded on social media channels. → Tripadvisor: This page would be catered for tourists to provide their reviews and photos. → Leverage Yelp and Restaurant-Kritik, which has over 330 reviews and more than 94,000 restaurants across the country (Shah, 2014).
VLog (Video Blog) Marketing 	→ Jollibee could connect with both domestic and international YouTubers and provide them with free, complementary meals for them to test and taste their products. This would serve as targeting of specific video blogs, also called "vlogs," which appeal to mass and niche audiences that are specific to each YouTuber's clout reach (Lee & Watkins, 2016). → Collaboration with German news sources for short clip interviews.
SEO Marketing 	→ Create a user-friendly, attractive, and optimized online presence that works through application of Maslow's Hierarchy of Needs as Mozlow's Hierarchy of SEO Needs (Fishkin, 2019; See Appendix B) as guidance for SEO marketing.
	→ Engage in low-cost Guerilla Marketing in Deutsche Bahn stations and Stadtzentruns (Central Business Districts) by offering free tasting samples. Provide a free toy or free vouchers for customers who participate in market research survey, designed towards product and service optimization. → Distribute stickers with #JollibeeDeutschland hashtag at events, meetups, random people on the street while verbally asking recipients to "please sticker responsibly" upon distribution. This approach after a few months could make the

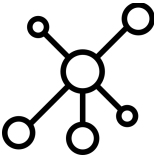
Guerilla Marketing



hashtag go viral on German social media. This allows the brand to “stick” to people’s minds as it would foster direct engagement with the corporate logo by physically sticking on a surface and subsequently using one’s personal social media.

- Utilize reverse graffiti by removing dirt and grime from the street to create a natural-looking marketing message (Botticello, 2018; See Appendix A). This involves placing a Jollibee logo stencil on the sidewalk and washing the holes of the stencils. This is also a more environmentally-conscious marketing strategy as it uses no paper and no ink (Brenhouse, 2010; Randazzo & Lajevic, 2013).
- Emulating Italy’s internationally successful Kinder Ueberraschung’s surprise toy inside an egg-shaped chocolate (Schumpeter, 2011), Jollibee could insert an edible chocolate logo inside each peach mango pie and choco mallow pie box.
- Participate in unconventional social media marketing by being relevant in one’s engagement with the audience so as to deviate from always using trite and professional language. This, for example, involves savvy marketers using well-orchestrated emojis and GIFs online on social media platforms as “clapback” moments when in face of unconstructive criticism or when a marketer seeks to affirm a customer’s expression of pleasure with their Jollibee experience. This is pivotal in establishing a fun and agile corporate brand, which is in alignment and fulfillment of its organizational value of cultivating a “Spirit of Family and Fun” (Jollibee Core Values, 2019). It also caters to the diversity and inclusion organizational capability of attracting and engaging with markets in a culturally competent (Isaacson, 2014) manner that is both enticing and contemporary, which are

	needed to engage effectively and capture the desired youth segments.
Trade Show Exhibitions 	Participate in the following trade shows and food fairs in cities across the country: → eat&STYLE - The Food Festival in Stuttgart every November → Plaza Clinaria in Freiburg every November → Stylt Gastro Messe-Trade Fair for Catering Services in Westerland/Sylt every February → FOOD SPECIAL - Trade Fair in Nuremburg every January → Gourmet Festival Duesseldorf in Duesseldorf every August → FOOD & LIFE in Munich every November or December → ISM - The world's largest trade fair for sweets and snacks in Cologne every January → GastRO - Trade Exhibition for Catering → INTERNORGA - International Trade Fair for Restaurant, Baking, and Confectionery Trades in Hamburg every March → FRUIT LOGISTICA - International Trade Fair for Fruit and Vegetable Marketing in Berlin every February → IGW - International Green Week Berlin - Exhibition for Food, Agriculture, and Horticulture in Berlin every January (M+A Expodatabase, 2019).
Email Marketing 	→ Create weekly newsletters for listserv engagement → Utilize and maintain automated customer relationship management (CRM) system such as Salesforce (Nelson, 2014) → Engage in data-driven marketing by tracking consumer behavior through reporting on click rates using Google Analytics and dashboards using Tableau (Russom, 2011). Leverage insights using longitudinal data and disaggregated data based on product type, IP address geography, season,

	holiday, month and week based on timestamp, among other dashboard filters derived from click rate web analytics. Aside from human capital payroll expenses and annual IT costs of Salesforce and Tableau, the cost of this email marketing campaign would be very minimal if not zero, especially for the brick-and-mortars or regional offices.
Local Newspapers, TV, Radio/Postcasts, Websites 	→ Collaboration with locally-focused media would involve crafting and sending a press release announcing the market entry along with corporate social responsibility commitments of the organization, inclusive of minimization of food waste and animal welfare commitments. The stakeholders include editors at local city newspapers, producers of local cable television shows that could air an interview, producers of local radio and podcast talk shows on Spotify or at university settings, and editors of local websites. Aside from human capital payroll expenses, the cost of this local media campaign would be very minimal if not zero.
Geospatial and Seasonal Advertising: Deutsche Bahn 	→ Utilize Deutsche Bahn routes as catalyst of strategic placing of advertisements based on geospatial movements of targeted customer segmentation. This geospatial advertising would manifest as advertising on buses, Germany's five U-Bahns systems, and the thirteen S-Bahns in the cities that have them (Berlin Stadtportal, 2019). Jollibee will advertise with the assistance of an advertising agency, which is a requirement under the <i>Audiovisual Media Services Directive (AVMSD)</i> European Union law. These advertising agencies would likewise be better equipped in market segmentation as they are more familiar with the unique demographics of German cities and neighborhoods in which they operate (Tanner & Raymond,

	2010). Equipping the International Operations and Marketing functions with this German-specific demographic and spatial knowledge, Jollibee's marketers would target buses, U-Bahns, and S-Bahns that cross working class neighborhoods in German cities. These working class neighborhoods are correlated with the presence of the Philippine diaspora living in Germany, in addition to newer immigrants and refugees from the Middle East, Africa, Eastern Europe, Asia, and Latin America (Otto & Steinhardt, 2014; Schoenwaelder & Soehn, 2009; Body-Gendrot & Martiniello, 2000). The Deutsche Bahn routes that serve these neighborhoods act as the high-traffic corridors for Jollibee's segmented population. → The advertisement imagery would be season-specific, meaning the Halo-Halo Sundae and Chocolate Sundae would be featured in the summer months, while the Peach Mango and Choco-Mallow pies would be featured in autumn.
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Marketing and Advertising Regulations

Due to absence of large-scale familiarity with the Jollibee name and branding in Germany, Jollibee seeks to comply in accordance with both required and voluntary German and European Union regulations on advertising. For example, the 2009 European Union's *Audiovisual Media Services Directive (AVMSD)* states that there is a twelve minute per hour maximum on television advertisements (European Commission, 2018; US Commercial Service, 2018).

Additionally, the *AVMSD* places a cap and mandates a code of conduct that limits junk food advertising to children, which means that Jollibee will limit its advertising of its signature

Halo-Halo Sundae, Chocolate Sundae, Peach Mango Pie, and Choco-Mallow Pie in television channels for children. The product focus of digital and print media advertising for children, in children's tv shows or YouTube for Kids, for example, would be shifted to its traditional offerings. Children advertisements would focus on its internationally renowned Chicken Joy and Jollibee Spaghetti, which could appeal to the broader German populace as well given the inclusion of sliced sausages in the sauce, especially given that sausages are a signature hallmark of German cuisine.

Future State Recommendations

Recommendations derived from TOWS Matrix

Leveraging an international TOWS analysis, the TOWS matrix below scans Jollibee's external opportunities and threats and compares them to the organization's strengths and weaknesses. As a result of this comparison, the end product of the international TOWS analysis below serve as recommendations in the form of TOWS strategies (Wehrich, 1999) that function as actionable tactics (Woodruff, 2019) that Jollibee can take to materialize a successful market entry into the German market space.

	STRENGTHS (S)	WEAKNESSES (W)
O P P O R T U N I T I E S (O)	SO 1. Capitalize on <u>Overseas Filipino Workers</u> (Semyonov & Gorodzeisky, 2004; San Juan, 2009) and their embrace of <u>fusion</u> cuisine (Duruz, 2010; San Juan, 2001; McKay, 2007). 2. Leverage <u>experience</u> and <u>insights</u> obtained from <u>UK</u> and <u>Italy</u> expansions (Mulingtapang, 2018; Gonzales, 2018). 3. Market to <u>immigrants, youth, city dwellers</u> with global outlook (Taylor & Berudder, 2004). 4. Create partnerships with <u>trade schools</u> and <u>Applied Sciences Universities</u> in order to recruit globally-oriented and operations-minded talent (Beise &	WO 1. Take advantage of little to no brand recognition and initial uptick in media coverage with <u>successful rollout using Philippine diaspora as cultural ambassadors</u> to establish loyal following early on (Hess, 2009; Tomiczek, 2011). This would be taking advantage and living up to Jollibee's emphasis on the family as its audience, while emphasizing that family refers not to the nuclear family but the Filipino conceptualization of family as extended family and as a global village. 2. Create <u>segmented and tailored</u> short-term (Tanner & Raymond, 2010) and long-term <u>marketing strategic plans</u> (Hooley et al., 2018) in order to tap into both urban and rural markets and understand and predict via data analytics consumer behavior (Hill,

Stahl, 1999; Leyh, 2012). 5. Engage in German public-private partnerships by co-hosting launch events with <u>VHS</u> in large cities (Delaney, 2017; Hur, 2015). 6. Engage in global Philippine government public-private partnership by co-hosting with <u>embassy and consulates</u>, such as the Philippine embassy and embassies from other ASEAN nations (Holtbruegge & Baron, 2013; Meyer et al., 2008)), which would lay out <u>future expansion advocates</u> in untapped markets (Palmer, 2013). 7. Rotate global corporate services employees across continents within the International Operations division of the corporate structure and rotate between International Operations and Philippine Operations. This would <u>build cross-functional flexibility, create broad-based knowledge management, and optimize global corporate structure</u> (Boglind et al., 2011). This would foster the nurturing of an international workforce that <u>advocates for cultural competence and intercultural communications</u>, while at the same time <u>cultivating international knowledge management</u> that could serve as <u>strategic leverage in future market entries</u> (Meyer, et al., 2009; Lymbersky, 2008). 8. Enable <u>product positioning based on season or time of the year</u> in order to maximize appeal for the local customer	2008). 3. Apply a diversity and inclusion approach to employment (Dobbs, 1996) and <u>hire populations with higher unemployment rates</u> (Vallaster, 2012), such as people living in rural areas, refugees, immigrants, people with disabilities (Cimera, 2006) as brand ambassadors to improve corporate brand identity, make inroads to capture underserved markets (World Bank, 2015), make living standards more equitable (Van Tulder, 2005), and obtain public and government buy-in. 4. Capitalize on lack of brand recognition with the population by tapping into <u>Overseas Filipino Workers and all immigrants and refugees as potential direct franchise owners</u> (Sangita, 2013; Talwar, 2004; Dhingra & Parker, 2015). Leverage a diversity and inclusion approach to <u>franchising by applying best practices from the European Commission's Small Business Act and Entrepreneurship 2020 Action Plan</u> (European Commission, 2019). This demonstrated desire and ability to implement <u>European Union commitments towards small business and female entrepreneurship</u> as well as providing economic mobility for immigrants and refugees. By aligning itself to the EU's shared commitment to diversity and inclusion goals, Jollibee would position itself as a contributor to the broader European project. 5. Hire and collaborate with local German advertising agencies as consultant to <u>assist with regulatory compliance</u> with AVMSD and
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	base. 9. Leverage free to low-cost applications, such as Google Analytics or Tableau in order to <u>track and obtain insights</u> continuously over time based on <u>consumer behavior</u> through analytics derived from online website click rates (Russom, 2011). 10. Cater to <u>refugee and immigrant populations as franchise owners</u> in order to <u>promote economic mobility</u> for these underserved populations (Kim & Keister, 2006; European Commission, 2019).	other European Union and German marketing regulations. Local advertising agencies have a <u>longitudinal track record of market segmentation and home-field advantage</u> in the given locales in which they operate (European Commission, 2018; US Commercial Service, 2018). 6. Where financially permitting, engage in supplier diversity to promote regional economic development in ASEAN (Holtbruegge & Baron, 2013; Meyer et al., 2008) and to support European Union commitments to small business and female entrepreneurship (European Commission, 2019), a move that would promote positive and productive relationships with the ethically-minded German public and the European Union.
T H R E A T S (T)	ST 1. Apply <u>prior experience with European, Asia Pacific, and North American expansions</u> to design competitive pricing strategy and overcome currency rate threats from global volatility (Gonzales, 2018; Jollibee Financial Risk Management, 2019; Christoffersen & Diebold, 2006). 2. Leverage cross-functional teams with local and global input to foster <u>intercultural communications</u> (Kotthoff & Spencer-Oatley, 2007) and to create <u>global diversity and inclusion strategy</u> (McKinsey & Company, 2018; Dobbin & Kalev, 2007).	WT 1. Implement Just-In-Time (JIT) production to minimize operational costs while marketing <u>minimization of food waste from JIT</u> (Halloran et al., 2014) as commitment to <u>environmental sustainability</u> (Deloitte, 2018). 2. Schedule regular macro-environment scanning <u>using industry benchmarks</u> and follow <u>global trends</u> to forecast pricing, growth (Chung, 2005), consumer behavior, and macroeconomic landscape of Germany and the EU that would position Jollibee to <u>create organizational-wide strategic plans</u> based on accurate benchmarks and emerging trends.

3. Create a <u>global analytics department</u> in order to leverage insights from previous expansions on CSR, environmental issues to appeal to market share (Jayaram et al., 2015) 4. Host <u>summits and regional meetings</u> to foster knowledge exchange between brick-and-mortars, to provide insights to corporate for <u>strategic direction</u>, and to cultivate an organizational <u>culture of recognition and collaboration</u>, both of which create a <u>high trust and high performing</u> organization (Becker & Huselid, 1998; Beer, 2009; Beer et al., 1984; Evans & Lorange, 1989; Griffiths & Inman, 2016; Li, 1995). 5. Foster a culture of accountability and transparency by <u>crafting and publishing to the public animal welfare transparency reports</u>, which should build German trust in Jollibee. Given that many Westerners believe corruption is often an organizational problem in both Philippine private sector companies and government, this initiative to improve transparency is indispensable in building trust with the German public, while also catering to the inclination of Germans to prefer ethically sourced food. 6. Engage in <u>tailored digital marketing based on diversity and inclusion segmented demographic categories</u>, such as for Millennials and Gen Zs, by sending <u>free products to YouTube vloggers</u> to test Jollibee products and	3. Utilize <u>change management</u> methodologies (Prosci, 2019) to foster a <u>cash management culture</u> (Deloitte, 2019). 4. Buttress <u>mergers and acquisitions</u> and engage in <u>joint ventures</u> to increase market share, stimulate cash flow, and retain strategic advantage in a competitive environment (Cartwright & Cooper, 2012). 5. Despite coming from a financial-resource constrained developing country, Jollibee can leverage industry-best practices and business literature combined with <u>change management</u> globally in order to engage in a <u>corporate and brick-and-mortar digital transformation</u> that would allow it to channel the highly innovative and disruptive German market space as opportunities to disrupt the sector (Orlikowski, 1996). 6. Financial threats to the organization stemming from inefficiencies could be averted by <u>leveraging the high organizational positionality of Corporate Audit</u>. The function that is strategically placed closest to the CEO could perform comprehensive accountability measures and conduct routine and random audits in order to ensure the <u>minimization of financial waste</u> as Jollibee plans and implements its market entry into Germany (Jollibee Company's Organizational Chart & Group Corporate Structure, 2019). 7. Out-innovate competitors through <u>digital transformation of brick-and-mortars</u> through leveraging of artificial intelligence-powered kiosks (MuleSoft, 2019).
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widen appeal and brand recognition (Lee & Watkins, 2016). 7. Leverage <u>diasporic cultural capital as an organizational strategic advantage</u> against competitors by integrating it as a driver in direct franchise market operations and marketing (Kim & Keister, 2006). 8. Engage in <u>supplier diversity</u> through vendor engagement. This would take the form of not only contracting with minority- and woman-owned business enterprises, but would also manifest as <u>applying pressure and requiring vendors to meet diversity and inclusion goals</u> that Jollibee has for the German context, such as <u>diverse hiring</u> and <u>more representation of women in corporate boards</u> (Salinas, 2018).	8. Resist fast food sector-wide threats of lack of trust and insufficient communication and knowledge exchange (Hollensen, 2009) between brick-and-mortars and corporate headquarters by implementing <u>employee recognition initiatives</u>. Knowledge exchange would be incentivized through <u>gamification in regional conferences to obtain insights from brick-and-mortars to then transform as corporate strategy</u> (Houtari & Hamari, 2017; Hofacker et al., 2016; Rice, 2012; Su & Cheng, 2014). 9. To fund research and development innovation, fill out <u>requests for proposals for government grants</u>. The proposals would incorporate both technological and social responsibility objectives that serve a public purpose.
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Appendix A



Guerilla Marketing: Reverse Graffiti
(Botticello, 2018)

Appendix B



Rand Fishkin's application of Maslow's Hierarchy of Needs as "Mozlow's Hierarchy of SEO Needs" (Fishkin, 2019)