Glocalization Marketing Strategy of Mc Donald’s Case Study: Turkey

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Abstract

Globalization is spreading worldwide and it is coming together with its norms. These norms are not appreciated worldwide and there are many nations which have significant populations that are opposed to globalization and its norms. Mc Donald’s is a multinational corporation, it is entering and expanding into different markets as a result of globalization. Nevertheless, this should not indicate that it is an easy goal to spread worldwide for Mc Donald’s due to the anti-globalization movements. Hence, Mc Donald’s developed the concept of “think global, act local” which is highly related to glocalization marketing strategy.

Mc Donald’s is using local assets, local services, local goods and even the company is producing special products for each country as a results of the glocalization marketing strategy. Turkey has a unique culture between the East and the West and it is one of the countries in which Mc Donald’s have significant growth in the last 15 years. Mc Donald’s has a specific menu for Turkey and there are many products which are actually glocalized. As a matter of fact, this work focuses on the glocalization marketing strategy of Mc Donald’s in Turkey.
Contents

Abstract .................................................................................................................1

Contents .............................................................................................................2

List of Maps, Photos, Tables and Graphics .....................................................4

1. Introduction .................................................................................................5

2. Research Question ......................................................................................6

3. Delimitations ..............................................................................................7

4. Limitations ..................................................................................................8

4.1. Limitations of the Statistical Data ...............................................................8

4.2. Limitations of the Questionnaires ............................................................8

5. Literature Review .......................................................................................10

6. Theoretical Framework .............................................................................14

6.1. Marketing Mix ..........................................................................................14

6.1.1. Product ..................................................................................................16

6.1.2. Price ......................................................................................................17

6.1.3. Promotion ..............................................................................................19

6.1.4. Place .....................................................................................................20

6.2. Glocalization ...........................................................................................20

7. Methodology ...............................................................................................22

7.1. Statistical Analysis ..................................................................................22

7.1.1. Mc Donald’s Restaurants in Turkey 2000-2016 ..................................22

7.1.2. Cities that Mc Donald’s Turkey Operate 2000-2016 ..........................23

7.1.3. Profit of Mc Donald’s Turkey 2000-2016 .........................................24

7.1.4. Turkish Food Suppliers and Mc Donald’s Turkey 2000-2016 ..........24

7.1.5. “Only in Turkey” Products of Mc Donald’s 2000-2016 ..................25

7.2. Questionnaires with Mc Donald’s Turkey’s Customers .........................27

7.2.1. Profile of the Respondents of the Questionnaires .........................27
7.2.2. Results of the Questionnaires..................................................30
  7.2.2.1. Reason of Choice.........................................................30
  7.2.2.2. Most Favorite Product..................................................31
  7.2.2.3. Least Favorite Product..................................................31
  7.2.2.4. Favorite Burger Products.............................................32
  7.2.2.5. Production in Turkey or Abroad..................................34
  7.2.2.6. Taste and Culture......................................................35
  7.2.2.7. Advertisements.........................................................38

8. Conclusion.............................................................................40

Bibliography.............................................................................42

Additional Resources..............................................................45

Appendixes................................................................................46
List of Photos, Diagrams, Tables and Graphics

Table 1 - Mc Donald's Product Mix.................................................................17

Photo 1 - Psychological Pricing and Promotion Advertisement (Discount Coupon) Example of Mc Donald’s UK.................................................................18

Graphic 1 – Number of Mc Donald’s Restaurants in Turkey.........................22
Graphic 2 – Number of Cities where Mc Donald’s restaurants are operating in Turkey..23
Graphic 3 – Profit of Mc Donald’s in Turkey....................................................24
Graphic 4 – Turkish Food Suppliers per Percentage........................................25
Graphic 5 – “Only in Turkey” Products at Mc Donald’s Turkey’s Menu..............25
Graphic 6 – Age of the Respondents.............................................................28
Diagram 1 – Gender of the Respondents.......................................................28
Graphic 7 – Education Levels of the Respondents..........................................29
Diagram 2 – Choice of the Respondents.......................................................30
Graphic 8 – Most Favorite Product of the Respondents.................................31
Graphic 9 – Least Favorite Product of the Respondents..................................32
Graphic 10 – Favorite Burger Products of the Respondents.........................33
Diagram 3 – Production.................................................................................34
Diagram 4 – Better Production.......................................................................35
Diagram 5 – Taste of Mc Donald’s Products..................................................36
Diagram 6 – Mc Donald’s Products and Turkish Cuisine Culture....................36
Diagram 7 – Advertisements.........................................................................38
Diagram 8 – Advertisements and Turkish Culture .........................................39
1. Introduction

Globalization has many positive and negative impacts and these impacts can change from continent to continent, region to region, country to country, city to city as well as people to people. The outcomes of globalization can be witnessed worldwide and each outcome has a rather positive rather negative value for the mankind.

One crucial impact of globalization has become multinational corporations. Multinational corporations are opening worldwide branches around the globe and they have become symbol of globalization. Nevertheless, it is not easy to have a general framework how these multinationals enter different markets. For each continent, region, country, etc. they have certain marketing strategies. As a result of these strategies, multinationals corporations are usually more sustainable businesses than regular businesses since they usually produce their products and services according to local standards and demands (Crawford et al., 2015). On the other hand, the innovations of multinational corporations spread worldwide relatively faster and suit to different markets easier than regular businesses.

Glocalization is a phenomenon which is being used by many multinational corporations. It should be noted that, globalization involves not only the construction of new units of integration but also the systematic disintegration of pre-existing units (Roudometof, 2016). As a matter of fact, globalization delivers a multitude of disintegration which is actually glocalization (Roudometof, 2016). One of these multinational corporations that use glocalization as a marketing strategy to enter and expand in different markets is Mc Donald’s.

The company is able to engage different cultures while it maintains the worldwide identifiable strong brand image. McDonald's is a global brand through its worldwide standards and training operations but at the same time Mc Donald’s is local, with its franchising to local entrepreneurs, locally sourcing food, and targeting specific local consumer market demands (Crawford et al., 2015). Even though, there are more than 190 countries in the world, there are menus of Mc Donald’s which may fit to every country even every culture (Crawford et al., 2015).

Turkey is one of the countries that has a unique culture between the East and the West and it has also a developing economy. It has to be noted that, Mc Donald’s is investing in Turkey since 1980’s. Nevertheless, it is a matter of question what kind of means Mc Donald’s is using for this particular strategy. Consequently, this work is aimed to investigate these adaptation patterns of Mc Donald’s to Turkish market and to investigate the perceptions of the Mc Donald’s local customers in Turkey.
2. Research Question

The main aim of this research is to investigate the adaptation patterns of Mc Donald’s to Turkish market. As it is mentioned above, every country has different cultures, markets, economic structures and social formations. Hence, there is not a general framework which defines these adaptation patterns. Multinational corporations such as Mc Donald’s are using totally different strategies for each country and it is a matter of interest to research these different strategies for each particular case. As a matter of fact, it is a matter of interest to research the particular strategies of the multinational corporations.

It should be noted that, a multinational corporation cannot be easily sustainable or innovative without meeting some certain local standards and demands. Hence, local standards and demands can play crucial roles from time to time for multinational corporations since multinational corporations may not be able compete with local competitors if they do not have local features and understandings.

Turkey is one of the countries that require specific means to expand in its market. It should be noted that, it is a highly competitive market and there are many local and global actors that are competing against each other in various different sectors. It should be noted that, there has been many cases with global brands when these brands decided to leave Turkey for various different reasons. Hence, it is possible to mention that Turkey has not one of the easiest market to expand.

On the other hand, it may require many years to have a significant market share in Turkey. In particularly, fast food sector is one of the sectors that requires a lot of skills to enter and expand in Turkey. The reason is related to Turkish Cuisine Culture which has consumption of meat in the center and traditional Turkish Kebabs have great importance in the society. Nevertheless, Mc Donald’s has more than 200 restaurants and operating more than 40 cities in Turkey. This indicates that Mc Donald’s has a significant market share and have a particular strategy in Turkey.

Consequently, the research question of this work is: “What kind of means is McDonald’s using to adapt to Turkish market and how it’s impact on the Turkish customers’ perceptions and preferences?”
3. Delimitations

The main aim of this research is to analyze the means that Mc Donald’s is using to adapt to Turkish market and to analyze the impact on the Turkish customer’s perceptions and preferences. As a matter of fact, it was essential to collect certain data regarding Mc Donald’s operations in Turkey as well as Turkish customer’s perceptions and preferences.

First of all, it became necessary to limit the scope of the research because there are 260 Mc Donald’s restaurants in 42 different cities in Turkey. Hence, it was not possible to visit all of these branches in all these cities in Turkey due to timing, funding and logistical reasons. At the same time, it was decided to conduct no interviews with the Turkish customers and instead it was decided to use questionnaires with open answers to have an understanding of their preferences and perceptions.

As a matter of fact, Istanbul was chosen as the main location of this research since Istanbul has more than 60 Mc Donald’s restaurants. However, it was decided to limit the scope of this research again since it was going to take too much time to conduct questionnaires with the customers in 60 different Mc Donald’s restaurants. For that reason, it was decided to conduct the questionnaires only in 5 branches of Mc Donald’s in Istanbul.

Each of these branches have significant importance for this research due to their locations and the profile of the customers. These Mc Donald’s branches are respectively Kadıköy, Taksim, Sultanbeyli, Başakşehir and Cevahir Shopping Mall branches. Kadıköy is located in the center of Asian side of Istanbul, Taksim is located in the center of European side of Istanbul, Sultanbeyli is located in the outskirts of the Asian side, Başakşehir is located in the outskirts of the European side and Cevahir Shopping Mall is one of the biggest shopping malls in Europe. Hence, each of these 5 Mc Donald’s branches have different profile of customers with different perceptions and preferences.

On the other hand, it was decided to receive data from Mc Donald’s Istanbul Headquarters starting from year 1997 to 2017 in order to limit the research for only a 20 years period of time. However, there were limitations regarding this time period as it will be discussed below.
4. Limitations

4.1. Limitations of the Statistical Data

It should be noted that there were limitations in obtaining statistical data from Mc Donald’s Turkey and actually it was not easy goal to obtain statistical data from the Mc Donald’s Istanbul Headquarters. First of all, Mc Donald’s is a multinational corporation and there is information which is quite confidential. For that reason, the statistical data was received after having 4 phone calls, 2 exchanged emails and 1 personal visit. Mc Donald’s Istanbul Headquarters hardly accepted to provide information regarding their sales and their profit since 2000 in Turkey. They accepted to give also numbers of their Turkish food suppliers, numbers of their branches, numbers of the cities where they operate, numbers of the specific products that has been produced only in Turkey in the world since 2000. Consequently, there were information which they refused to provide. For example, they refused to provide the percentage of the sales of these specific products due to confidentiality even though it was asked from them 3 times.

Secondly, the statistical data that was provided mostly based on certain years and this limited the analysis. Nevertheless, the data was still very useful and it allowed me to make comparisons between years. The data from 2012 to 2016 was significantly detailed and it made the comparisons much easier.

4.2. Limitations of the Questionnaires

It was not an easy task to conduct questionnaires at the Mc Donald’s Turkey restaurants in Istanbul due to several factors. First of all, only 3 of the 5 Mc Donald’s restaurants (Başakşehir, Sultanbeyli and Cevahir) easily gave permission to conduct the questionnaires in their restaurants. Kadıköy and Taksim branches did not allow the questionnaires to be conducted in their premises. Even though, Mc Donald’s İstanbul Headquarters had all the information regarding the thesis, these branches insisted on getting signed documents from the headquarters. Due to time limitations, the questionnaires were conducted right in front of the Taksim and Kadıköy branches doors where all the customers enter and exit the restaurants. This created limitation to the questionnaires because many people did not easily accept to fill the questionnaires on the street.

Secondly, it should be noted that 286 Mc Donald’s İstanbul customers were asked to fill the questionnaires and only 100 of them decided to answer and become a respondent for this work. Many respondents who have relatively higher education levels decided to fill the
questionnaires. Hence, there are mainly respondents who have rather high school or graduate education levels.

Third of all, there were limitations with the female respondents since many of them decided not to fill the questionnaires. For that reason, %43 of the respondents are females and %57 are males. Fourth of all, there were cases with some respondents that filled the questionnaires with insufficient information. There were at least 8 respondents who filled the questionnaires incomplete.

Fifth of all, there were imitations due to different age groups. It was aimed to have many respondents from different age groups but due to several factors it was not easily to have many respondents over 70 years old. For that reason, it was not possible to have many respondents that were over 70.

Finally, it should be noted that the respondents were not paid so in other words they were asked to fill questionnaires without any payment. As a result of this, it was really up to the respondents good intentions to fill these questionnaires. In the following section of this work, the profile of the respondents of the questionnaires will be analyzed more deeply.
5. Literature Review

There are academic sources that are related to this work and these sources have been used in this part of the work.

First of all, it should be noted that if a company wants to compete with other competitors then the company has to be more global (Ohmae, 1989). Nevertheless, it is not very easy to be global due to several factors. There is definitely need for different adaptation patterns and the company has to adapt itself to different conditions and even cultures (Czinkota, 1995). At the same time, it is essential to meet specific choices and non-similar concerns of the consumers (Czinkota, 1995).

It should be noted that, Mc Donald’s is one of the companies that has adapted itself to these specific choices and non-similar concerns of the consumers with the motto “think global, act local” (Vignali, 2001). As an example, Mc Donald’s had to even change its recipe of its most famous product in Israel. After many street protests, Mc Donald’s decided to serve Big Mac without cheese in several outlets by permitting the separation of meat and dairy products required of kosher restaurants (Vignali, 2001). Another example is from the Muslim countries, Mc Donald’s had to produce halal products after receiving heavy criticism from Muslim clerics (Vignali, 2001).

For that reason, multinational corporations have to make changes in their rules and regulations if they want to enter new markets where there is significant rules and regulations. In other words, they need to be local if they want to expand global. As a matter of fact, there is a blend of the words “globalization” and “localization” used to identify a product or service that is promoted and delivered globally, but is also changed to accommodate the user or consumer in a local market (Shamsuddoha, 2008).

Hence, this means that the product or service tailored to conform to local laws, customs or consumer preferences (Shamsuddoha, 2008). If the company has more “glocalized” products and services, the more interest this company will receive from its customers these products and services. As an example, Yahoo! has 25 different versions of its website with 25 different languages to receive more users all around the world (Shamsuddoha, 2008). These kind of examples can be found in many different multinational corporations since they want to expand to totally different markets worldwide.

For that reason, it is possible to mention that multinational corporations face challenges of creating marketing and advertising programs capable of communicating effectively with a
diversity of target markets (Dumitrescu & Simona, 2010). In order to solve challenges, various frameworks are created and developed by the multinational marketers. Sometimes these frameworks come together with specific products. Teriyaki Burgers in Japan, Ayran (A yoghurt drink with salt and water) in Turkey, cold pasta in Italy are some of the examples of McDonald’s where the company has decided to produce “glocalized” products to adapt itself to the cultural needs in these countries (Vignali, 2001).

Nevertheless, successful corporations has to develop a glocal strategy, by applying their global experiences and then developing their services and products in a way that suits to the local market which has to integrate with the variables of the marketing mix (Dumitrescu & Simona, 2010). Glocal strategies are sometimes top priority for successful multinationals because globalization is not viewed everywhere positively and there can be a negative image of globalization in different parts of the world. These negative factors related to globalization often challenge multinational corporations.

Even though, globalization has positive outcomes such as economic integration worldwide but it can also cause problems among different cultures since there are disagreements in human relationships and extreme exploitation of natural resources (Shamsuddoha, 2008). Hence, this created anti-globalization movements worldwide. There are even theories which have anti-globalization in the center.

One of these theories is Samuel Huntington’s “Clash of the Civilizations” theory. According to Huntington (1996), differences among civilizations are too basic in that civilizations are differentiated from each other by history, language, culture, tradition, and, most important, religion. As a matter of this, it is not possible to have only one world culture which will diminish the rest (Huntington, 1996).

Globalization is making world smaller and the interaction between different civilizations are rising. These interactions can only create intensification of “civilization consciousness” (Huntington, 1996). Hence, this consciousness may result in clashes and conflicts as it can be seen in the recent examples from West and Middle East.

Another famous theory that is opposed to globalization is McDonaldization of George Ritzer. According to (Ritzer, 2004), there is a process called as “grobalisation” as a result of globalization. “Grobalisation” and glocalization are opposed processes. “Grobalisation” can be defined as the imperialism of nations or multinationals to promote their values on other places.
in the world (Ritzer, 2004). In addition to this, the main ambition of “grobalisation” is to see profits grow through independent homogenization (Ritzer, 2004).

Different names such as “McDonaldization”, “Disneyization”, “Neo-colonialism”, etc. can also be used for “grobalisation” (Shamsuddoha, 2008). Furthermore, globalization is only used by multinationals for promoting the grobalisation of culture (Ritzer, 2004). In other words, all the different cultures will be deleted and one single global culture will be created by multinationals through globalization.

As it can be seen from both of these theories, there are significant negative thoughts against globalization and multinationals. In particularly, conservative cultures and nations see globalization at the center of evil and this creates many challenges to multinationals for adapting into different markets. Hence, this creates some prerequisites for glocalization for it to be implemented in different nations by transnationals.

There is the necessity to have some prerequisites such as reform of traditional diplomacy, peace and development, centrality of cultural issues, municipal governance, resource management, civil society and democratization, public funds, private resources, financial mechanisms, innovative sectors and capacity building (Shamsuddoha, 2008). Nevertheless, all of these do not have to exist for a multinational to implement glocalization strategy and it is possible to implement glocalization with some of these prerequisites (Shamsuddoha, 2008).

Hence, Mc Donald’s is one of the multinationals that realized quite early that they were not selling burgers only (Crawford et al., 2015). The company was indeed selling Mc Donald’s experience through glocalization with their ability to brand globally but think locally (Crawford et al., 2015). In addition to this, Mc Donald’s was one of the first multinationals that realized very early that the possible route happiness amongst customers is through motivated and committed employees (Kaur, 2012).

Mc Donald’s showed a lot of effort to understand their Indian consumers when they began their operations (Kaur, 2012). In other words, Mc Donald’s took the concept of “customer first” (Kaur, 2012). Consequently, Mc Donald’s was able to expand in developing countries such as India, China and Brazil.

Another thing that Mc Donald’s realized very early is that the best way to promote the brand, is through becoming a sponsor for worldwide events. Mc Donald’s is one of the official sponsors of Olympics and the World Cup which are the two biggest events in the world.
(Vignali, 2001). This was a highly costly decision for Mc Donald’s but it was actually one of the smartest moves of the company.

The company paid almost 20 million British Pounds, only to have the right to use the logo of the World Cup (Vignali, 2001). This may sound way too much expensive but the promotion that Mc Donald’s was making during these international organizations is unthinkable. Around 2 billion people generally watch these international sports events and many people who were watching, were able to see Mc Donald’s promotions (Vignali, 2001).

The long and the short of it is that, Mc Donald’s is one of the most successful multinational corporations even though there is a significant opposition. The company is using the essentials of marketing mix together with the concept of glocalization in order to enter and expand into various different markets worldwide.
6. Theoretical Framework

The main objective is to analyze the means of the marketing strategy of McDonalds in Turkey. Marketing Mix has been used by many researchers to have a deeper analysis of different companies. Marketing Mix is a useful tool that makes it easier to define the marketing strategies of companies especially in the case of multinationals. Consequently, Marketing Mix will be used in this work to have a better and deeper analysis of the marketing strategy of Mc Donald’s in Turkey.

6.1. Marketing Mix

It should be noted that, a company is using set of marketing tools to achieve success in the market. Hence, Marketing Mix which is also known as Four Ps is a set of marketing tools that the firm uses to pursue its marketing objectives in the target market (Kotler, 2000). These Four Ps refer to Product, Price, Promotion and Place, almost each company use them for marketing management purposes. Each company is using different set of marketing tools and the number of Ps differ from company to company as well as case to case.

At this point of the research, it is going to be useful to define what a brand is. The definition of brand differs in different works. For instance, a brand is a cycle of contributions linked to a title, mark, or sign associated with a product or service (Kotler, 2000). On the other hand, by other researchers a brand is seen as a name or a symbol (logo or trademark) which is intended to determine the goods or services of either one seller or a group of sellers and to set apart those goods or services from those of the competitors (Maurya & Mishra, 2012).

Most of the brands are using different strategies while they are expanding in different markets. One of the classifications that can be noticed in these successful companies is called Four P (4P) as it is mentioned above. This classification is interrelated to the term “marketing mix”. Marketing Mix was first mentioned by Neil Borden in 1953 and Jerome McCarthy made the classification of 4P’s as Product, Price, Place and Promotion (Schewe, Charles D. & Hiam, 1998). In the past, there were 12 parameters rather than 4 but today mostly marketing mix is interrelated to 4Ps.

Marketing mix defines the strategies and tactics a firm uses to reach target customers (Kotler, 2000). For that reason, the marketing mix framework claimed to ease for the innovations of CEOs as well as Marketing Managers of the companies (Schewe, Charles D. & Hiam, 1998). Innovations mean new strategies as well as ideas and implementations to have success and compete against the other companies that are rivals in the market (Saaksjarvi, 2003). Hence,
this makes “marketing mix” as an important model to company owners, managers, etc. Nevertheless, there have been so many alternative models that are created after the marketing mix model but still it is seen as one of the revolutionary models that has shaped many multinational corporations.

Extended Marketing Mix and customer focused marketing mix model that is called as 4Cs model are some of the alternatives of this theory. Extended Marketing Mix is an upgraded version of this model and the model is based on 3 more Ps which is People, Process and Physical Evidence (Melewar & Saunders, 2000). People are important in this upgraded model since they are seen as main actors due to their involvement in consumption, process is the chain from producer to end users which are customers and physical evidence is the communication between managers and customers for the satisfaction of the customers (Melewar & Saunders, 2000).

4Cs model is based on customers and their preferences; commodity, cost, channel and communication are the 4 C’s of this model (Ramaraju, 2014). This model has been upgraded as well like 4Ps model. The upgraded version of this model is called as 7Cs model. 7Cs model include three more Cs which are Corporation, Consumer and Circumstances (Ramaraju, 2014). The biggest difference between 4P and 4C models is that demand and customers are in the core of 4C model but 4P model is more based on supply.

Hence, it should not be forgotten that some essential steps need to be taken in order to succeed in business. For instance, development of a product that has specific characteristics creating customer demands as well as filling consumer’s needs, choosing a place that would certainly help to increase the sales of this product, pricing the product according to the value that customers get, promoting this product in a right way (Kotler, 2000). Some factors of marketing mix (product, place, promotion, and price) play more significant role than others.

Mc Donald’s has corporate standards that its marketing mix applies globally. The company also uses some variations of its marketing mix to suit the local conditions of markets. When we look at the example of Turkey, Mc Donald’s promotion is based on visual media since there are many viewers in Turkey. Consequently, promotion of Mc Donald’s in Turkey has different set of means as well as values. Nevertheless, McDonald’s marketing mix involves varied approaches that meet business concerns in different markets around the world.

For instance, product and distribution have the highest impact on brand in a long-term period (Olson & Mathias Thjømoe, 2003). A brand can mean six different meanings which are attributes, benefits, values, culture, personality and user (Olson & Mathias Thjømoe, 2003). For
that reason, in this research it is preferred to use 4Ps model in order to understand what kind of means Mc Donald's has used by supply to create demand for itself in the market. Consequently, it is going to be useful to define the Four Ps of the model and then they are going to be analyzed.

6.1.1. Product

Products are being purchased because of different reasons; some of them are related to product features while others to invisible factors like the image that a product gives to us or a feeling of satisfaction. Every product has its positive or negative associations. Therefore, a product should have characteristics that would meet the expectations of consumers. Moreover, the emotional side of purchasing is an important factor as well (Khuong, Ngoc, & Tram, 2015). At the same time, product features is an important factor that influences the final decision of purchasing (Khuong et al., 2015).

On the other hand, the packaging is an important factor that helps consumers to identify the quality of a product; the more attractive design of a package, the higher quality of a product perceived (Orth, Campana, & Malkewitz, 2010). As an outcome, they expect the higher price. There is clear connection between the product characteristics and how the brand is perceived (Hess, Singh, & Metcalf, 2014). Different strategies are available to market the product. For instance, line extension is one of them. It is clear that extension of product line gives a positive impact on sales; it increases (Ataman, Van Heerde, & Mela, 2010).

However, development of new product requires lots of capital. In addition, it generates some risks. In order to mitigate these outcomes, different strategy called co-branding can be used. Cobranding is a strategy that might be implied by two or more companies in order to develop a new product or a service (Timothy R. Graeff, 1997). Each partner gets some benefits by using this strategy. There are various types of this such as getting partner’s customer database, increasing brand’s reputation, etc. (Timothy R. Graeff, 1997).

When we look at Mc Donald’s, the company generally provides mainly food and beverage products. This element of the marketing mix covers the various organizational outputs that a company aims to reach its customers. Even though, Mc Donald’s is famous for its burgers, the company has expanded its product mix and new products have been added to the menu within time. McDonald’s product mix is consisted of:
For that reason, McDonald’s product mix addresses to different customer demands. As an example, a customer who wants to eat a breakfast can go to McDonald’s in the morning while the very same customer can go to McDonald’s and eat a hamburger menu during lunch and again the same person can grab a salad from McDonald’s in the evening. Hence, it is crucial that McDonald’s product mix is varied because the product mix makes it possible to supply different customer demands in each hour of the day. Consequently, McDonald’s product mix is one of the reasons why company still expands in different parts of the world today.

6.1.2. Price

Choosing the right pricing strategy is an important factor of successful business. Pricing too high or too low can decrease the sales. For that reason, there should be a balance in the pricing of companies. However, companies that have built strong brands have an advantage of pricing their products higher than competitors do (Ataman et al., 2010). There is a clear interconnection between brand recognition and the price of the products (Ataman et al., 2010). Rivals that cut the prices do not affect the strong brands.

Moreover, such attempts to increase the market share by these companies lead to losing the position to the well-known brand (Hoeffler & Keller, 2003). However, Ataman et al., (2010) claim that consumers tend to compare the prices and chose less expensive products. Consumers can pay higher price for well-known products. In addition to this, the higher price indicates that the product has good quality without any defects (Hoeffler & Keller, 2003). Marketers have an advantage pricing high because consumers can not estimate the difference between quality and

| Table 1 - McDonald's Product Mix (Source: McDonald's HQ) |

- **Beverages**
  - Chicken and fish
- **Hamburgers and Sandwiches**
- **Breakfast**
- **Mc Café**
- **Salads**
- **Snacks and Sides**
- **Deserts and Shakes**

**Table 1 - McDonald's Product Mix (Source: McDonald's HQ)**

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<thead>
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<th>Category</th>
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<tr>
<td>Beverages</td>
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<td>Hamburgers and Sandwiches</td>
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<td>Mc Café</td>
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<td>Snacks and Sides</td>
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<td>Deserts and Shakes</td>
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</tbody>
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**Table 1 - McDonald's Product Mix (Source: McDonald's HQ)**
price of a product very easily (Thjømøe, 2008). Nevertheless, the discounting policy of companies affects the sales generally negative but the immediate results of discounting policy are positive (Ataman et al., 2010).

Mc Donald’s has a specific pricing strategy which involves both price bundling and psychological pricing. First of all, price bundling means that a company is selling two or more products in a package (Stremersch & Tellis, 2002). Mc Donald’s is offering meals in which other product bundles for a discount. As an example, a customer has to pay much more when he or she wants to buy hamburger, French fries and beverages separately but as a meal he or she pays much less.

On the other hand, Mc Donald’s is also using psychological pricing which is actually very common for multinational corporations that are operating in the fast food sector. Psychological pricing is actually a concept where prices are set to odd-number prices to prevent bargains, or even number prices to imply quality (Lamb C., 2012). Mc Donald’s is often using prices where the numbers sound much more affordable such as 5.99 €, 2, 99, € etc. This is indeed an effective way to take the attention of the customers because these numbers sound much more affordable rather than using direct numbers 6 €, 3 €, etc. Hence, Mc Donald’s is using this specific pricing strategy (Price bundling and psychological pricing) effectively to expand in the markets even if there are even financial issues.

6.1.3. Promotion

There are different methods to promote a product including online advertisement, in-store banners, etc. in marketing. There is a clear connection between advertising spending and sales; extensive advertising generates more sales (Ataman et al., 2010). In addition to this, the frequency of seeing (hearing, etc.) an advertising message influences the likelihood of purchasing a brand (Kotler, 2005). However, from marketing mix, the advertising is the less important factor that affects brand sales in the long run (Ataman et al., 2010).

In the last decade, it started to be evident that the media advertising in terms of the television advertising has started to lose its ground (Lowrey, Shrum, & McCarty, 2005). According to Lowrey et al., (2005), this way of advertising is going to disappear in the near future. For that reason, (Kotler, 2005) claims that the strategies of promotions have changed dramatically in recent years; preference is given to establishing personal contacts with the customers including event marketing. It is certain that the reasons of purchasing one or another product are not only in evaluation of product but also in the influence of advertising (Kotler, 2005).

Mc Donald’s is one of the multinational corporations that is using promotion affectively to attract customers. Mc Donald’s is using various tactics for promotion in other words Mc Donald’s has promotional mix. This promotional mix is consisted of advertising, sales promotions, public relations, personal selling and direct marketing (Rodrigues, Nikhil, & Jacob, 2016). Mc Donald’s advertisements are the most famous and effective among these tactics. Mc Donald’s is using internet, TV, radio, print media, etc. for its advertisements (Rodrigues et al., 2016). For that reason, Mc Donald’s is reaching many people due to its various advertisements.

On the other hand, Mc Donald’s is using sales promotions quite effectively. Mc Donald’s is distributing discount coupons as well as freebies to attract as many customers as they can (Rodrigues et al., 2016). In addition to sales promotions, public relations of Mc Donald’s play a crucial role for Mc Donald’s promotion. For Mc Donald’s; increasing credibility, boosting value and having strong relationship between company and customers are important outcomes that the company wants to reach through public relations (Rodrigues et al., 2016). For that reason, Mc Donald’s has even its own charity called Ronald McDonald House Charities and even an environmental program called Mc Donald’s Global Best of Green.
6.1.4. Place

Distribution is an important aspect of the marketing mix. The main function of distribution is making the products available to consumers. Many players are involved in this process including franchisees, distribution centers, distributors, wholesalers, retailers, etc. Different companies have various networks of distribution that can be complex or quite simple.

Distribution is an important aspect of generating better sales in the future (Yun-sheng, 2001). According to the type of a product, different distribution approaches are available. There are various distribution approaches such as making the product available at as many outlets as possible or choosing only specific outlets according to the purpose of a company (image, icon, etc.) (Yun-sheng, 2001). Some companies go international in a very short time from their inception and start generating international revenues successfully.

Mc Donald’s is distributing its products mainly at Mc Donald’s restaurants. On the other hand, Mc Donald’s is distributing its products at kiosks, Mc Donald’s mobile application and on its website. Mc Donald's had 30,766 restaurants operating more than 100 countries in 2005 and the number has increased to 36,899 restaurants worldwide in 2016.¹ This clearly indicates that Mc Donald’s is using distributing channels effectively and the company continues to expand worldwide.

6.2. Glocalization

As it was mentioned above, Mc Donald’s continues to expand worldwide and the expansion of the company requires specific marketing strategies such as glocalization marketing strategy. Glocalization is actually a new phenomenon and it is being theorized within the last decade. It is seen highly related to globalization and it is actually becoming more popular due to the age of globalization but there are some differences between globalization and glocalization.

First of all, globalization involves not only the construction of new units of integration but also the systematic disintegration of pre-existing units (Roudometof, 2016). As a matter of fact, globalization delivers a large group of disintegration which is actually glocalization (Roudometof, 2016). At the same time, glocalization does not promise a world free from conflict but offers a more historically grounded and pragmatic worldview (Khondher, 2005).

This indicates that glocalization is quite different than globalization. The reason is related to the major concepts of globalization. Globalization offers lots of promises such as “a world without conflict”, “borderless world” and “one world with one culture” (Higgott, 1998). These promises often cause fears among people in particularly for conservatives and nationalists in each country.

Nevertheless, glocalization offers no such promises and it has no objective such as “one world with one culture” or “borderless world”. Glocalization accepts other cultures and it is open for diversity but of course in a pragmational matter (Roudometof, 2016). For that reason, glocalization is used for removing the fear that globalization resembles as a tidal wave erasing all differences and it enables history and culture operate autonomously to offer a sense of uniqueness to the experiences of groups (Khondher, 2005). In addition to this, glocalization takes diversity as essence of social life unlike globalization does (Roudometof, 2016)

It should not be forgotten that, there are countries that has significant anti-globalization movements and there are even demonstrations against globalization in these countries (Bhagwati, 2004). Globalization is often seen as a mean to exploit the resources and steal the independence of the country while multinational corporations are seen as the secret agents by the anti-globalization movements (Bhagwati, 2004).

As a matter of these factors, there are many corporations such as Mc Donald’s that are using glocalization as a mean to enter and expand in different countries with the motto “think global, act local.” Multinational corporations are using local advertisements, local products and local services and even produce local type of products to adapt themselves to various different countries and their cultures (Crawford et al., 2015).

The long and the short of it is that, glocalization has a particular role for multinational corporations such as Mc Donald’s and it creates efficiency in implementing marketing mix as well as in creating contribution to the leading performance of the McDonald’s brand in the market. Hence, glocalization has a significant role in the promotions of Mc Donald’s in various countries such as in the case study of this work: Turkey.
7. Methodology

Mc Donald’s has almost 37,000 restaurants worldwide as it was discussed before in this work. For that reason, it has different types of marketing strategies and these marketing strategies differ from country to country. As a matter of this, there will be a statistical analysis from the data that is retrieved from Mc Donald’s Turkey Headquarters and there will be also an analysis of questionnaires that were conducted to Mc Donald’s customers in Istanbul to analyze the marketing strategy of Mc Donald’s in Turkey.

7.1. Statistical Analysis

Mc Donald’s is one of the biggest multinational corporations that is operating in Turkey. The existence of Mc Donald’s in Turkey goes back to 1980s. However, the main growth of the company started after 2000s. For that reason, it was crucial to obtain statistical data from Mc Donald’s Turkey to analyze the company’s growth in Turkey since 2000s. On the other hand, there was definitely need to analyze how the company glocalize itself in Turkey since 2002.

7.1.1. Mc Donald’s Restaurants in Turkey 2000-2016

First of all, there is the need to understand the expansion of the company in Turkey through comparing the statistical data which is obtained from Mc Donald’s Istanbul Headquarters from 2000 to 2016.

As it can be seen above, the number of the restaurants changed dramatically from 2000 to 2016. There were 131 Mc Donald’s restaurants operating in Turkey back in 2000. However, the
numbers of these restaurants decreased to 80 back in 2004. This dramatic change was due to some dramatic developments in Turkey. In 1999, there was an earthquake which costed many lives in Turkey and in 2001 there was the major economic crisis as an aftermath of the earthquake. These developments led Mc Donald’s Turkey to close 60 of their branches in Turkey (Mc Donald’s Istanbul Headquarters, 2017). However, Mc Donald’s decided to expand in Turkey again after 2002 General Elections and the numbers of these restaurants were almost tripled in 2012 compared to 2004. In 2012, Mc Donald’s Turkey had 206 restaurants operating in Turkey and this increased to 260 Mc Donald’s restaurants in 2016 in Turkey. Hence, Mc Donald’s had a significant expansion in Turkey within 16 years even though there were major social, economic and political turning points.

7.1.2. Cities that Mc Donald’s Turkey Operate 2000-2016

In order to understand the company’s expansion in Turkey, there is also need to analyze the number of cities in Turkey that the company is operating. The comparison will be again from 2000 to 2016:

As it can be seen from the graphic, Mc Donald’s was operating in 25 cities in Turkey back in 2000. Even though, there was downsizing back in 2001, the number of the cities where Mc Donald’s Turkey operating, were not less than 15 cities (Mc Donald’s Istanbul Headquarters, 2017). The number of the cities where Mc Donald’s Turkey operating increased to 34 back in 2012 and it increased to 42 different cities in 2016. This is actually a significant expansion because Mc Donald’s is not only operating in major cities located in the western part of the country such as Istanbul and İzmir. In 2007, Mc Donald’s opened its first branch in the Southeastern Anatolian region in Diyarbakır and in 2011 Mc Donald’s opened its first branch...
in the Eastern Anatolian region in Erzurum (Mc Donald’s Istanbul Headquarters, 2017). Consequently, Mc Donald’s in Turkey is expanding in the whole country in the last 16 years.

7.1.3. Profit of Mc Donald’s Turkey 2000-2016

The most crucial data is the change in the profit of the company from 2000 to 2016. It is crucial to analyze the change in the profit of the company to understand the growth of the company in Turkey:

As it can be seen from the graphic, Mc Donald’s has a significant increase in its profit in the last 16 years. It was 50 million Turkish Lira (TL) profit per year back to 2000 of Mc Donald’s Turkey. As it was mentioned above, dramatic events took place in Turkey from 1999 to 2001 and this led Mc Donald’s Turkey to downsize their operations. However, Mc Donald’s Turkey decided to expand in Turkey after 2002 General Elections and Mc Donald’s profit increased to 78 million TL in 2004 and it increased to 240 million TL back in 2013. Consequently, Mc Donald’s Turkey almost tripled its profit in 9 years.

The most dramatic change in Mc Donald’s Turkey’s profit is in the last 3 years. Mc Donald’s Turkey increased its profit to 700 million TL in 2015 and the profit continued to increase up to 750 million TL in 2016 (Mc Donald’s Istanbul Headquarters, 2017). Hence, these changes are indeed significant and it shows how much Mc Donald’s Turkey has become a strong brand in Turkey.

7.1.4. Turkish Food Suppliers and Mc Donald’s Turkey 2000-2016

In order to understand how Mc Donald’s Turkey has become a strong brand in Turkey, there is definitely a need to look at the changes in the marketing strategy. Glocalization marketing strategy has become a significant strategy for Mc Donald’s Turkey starting from 2002 right
after the General Elections in Turkey. Mc Donald’s Turkey started to focus on using products mainly from Turkish food suppliers:

As it can be seen from the graphic, the percentage of the Turkish food suppliers that supply Mc Donald’s Turkey has risen %25 in the last 16 years. This is directly related to glocalization marketing strategy of Mc Donald’s. Mc Donald’s wanted to prove its customers that it’s not only global but also local through getting only supplies from Turkish food suppliers. Meanwhile, these Turkish food suppliers include Pınar Et, Fersan and Tat which are important food producers in Turkey. Mc Donald’s Turkey has been working with these companies since its operations began in Turkey back in 1986 (Mc Donald’s Istanbul Headquarters, 2017). As a result of the change in marketing strategy back in 2002, Konya Şeker and Doğa Tohumculuk has signed deals with Mc Donald’s and they are relatively smaller food producers compared to Pınar and Tat (Mc Donald’s Istanbul Headquarters, 2017).

7.1.5. “Only in Turkey” Products of Mc Donald’s 2000-2016

In order to better understand Mc Donald’s Turkey’s glocalization strategy, there is also need to look at the Mc Donald’s Turkey restaurants’ menu. In other words, there is necessity to evaluate how many “Only in Turkey” products existed in Mc Donald’s Turkey restaurant’s menu:
As it can be seen from the graphic, in 2000 there was one “Only in Turkey” product which was Ayran (a yogurt drink with salt). However, in 2003 the numbers of these products increased and there were five products that were only available in Turkey. These were Mc Turco with Meat, Mc Turco with Chicken, Puf Börek (a type of pastry with cheese), Fried Vegetables (Broccoli and Cauliflower) and Ayran.

For that reason, it is evident that Mc Donald’s started focus more on glocalization marketing strategy after the 2002 General Elections in Turkey. The downsizing of Mc Donald’s was actually a turning point because Mc Donald’s lost 60 of its restaurants in Turkey. Hence, it was the time for Mc Donald’s to use more local based products in their restaurants in Turkey so that they would be able to expand their market share.

As a matter of this, in 2012 the number of the “Only in Turkey” increased to 6 and they were respectively: Ayran, Mc Turco with Meat, Mc Turco with Chicken, Puf Börek, Köfte Burger and Turkish Breakfast Plate (Traditional Turkish Breakfast Plate is consisted of white cheese, bread, tomato, olives and sucuk). Turkish Breakfast Plate has been a successful product for Mc Donald’s Turkey because Mc Donald’s Turkey increased their profit share of breakfast products from %3 to %9 only in 2012 (Mc Donald’s Istanbul Headquarters, 2017). On the other hand, Köfte Burger has been a successful product for Mc Donald’s and it also increased Mc Donald’s Turkey’s market share up to %30 (Mc Donald’s Istanbul Headquarters, 2017).

In 2016, Mc Donald’s Turkey decided to increase the number of “Only in Turkey” products due to successful results since 2003. There are eight “Only in Turkey” products at the Mc Donald’s restaurants and interestingly most of them are burger related products. At the moment, Mc Donald’s Turkey serve Köfte Burger, Mangal Burger, Leziz Etli Burger, Leziz Tavuk Burger, Acılı Tavuk Burger, Double Köfte Burger, Ayran and Turkish Breakfast Plate. According Mc Donald’s Turkey, these variety of burgers which can be found only in Turkey helped the company to increase their profit and market share dramatically in the last 3 years.

To sum up, these statistics from Mc Donald’s Turkey Headquarters show that there are different indicators that reflect that Mc Donald’s Turkey had a significant increase in their profit and their market share in Turkey due to dramatic change in their market strategy after 2002. The company increased their contact with Turkish food suppliers as well as with Turkish customers in the last decade. Hence, it is possible to say from these statistics that Mc Donald’s does think global but act as local in the case of Turkey but how all of this affect the customers’ preferences
and perceptions and do they really see Mc Donald’s as a local member? The answers of these questions will be sought below.

7.2. Questionnaires with Mc Donald’s Turkey’s Customers

The statistics from Mc Donald’s Turkey was able to show us Mc Donald’s Turkey changed its marketing strategy and it started to use glocalization marketing strategy since 2002. However, it is important to analyze the customers’ preferences and perceptions regarding the marketing strategy of Mc Donald’s Turkey. For that reason, 100 questionnaires were conducted in Istanbul which is the financial capital of Turkey, has more than 15 million citizens and a gate between Asia and Europe.

These questionnaires were conducted in 5 different Mc Donald’s restaurants in Istanbul. These locations were selected according to their importance in the city. Taksim branch which is located at the center of European Side of Istanbul, Kadıköy branch which is located at the center of Anatolian Side of Istanbul, Sultanbeyli branch which is located at the outskirts of the Anatolian Side, Başakşehir branch which is also located at the outskirts of European Side and finally Cevahir Shopping Mall branch which is one of the most popular locations for many people in Istanbul.

Each of these restaurants are located in different parts of the city where the customers profile as well as their perceptions can change dramatically and it should not be forgotten that there are over 240 McDonald’s restaurants in Turkey and each restaurant might have different types of customers due to their locations.

There were 10 questions in Turkish some of these questions were “yes or no” questions and some of them were “open answer” questions. From different age groups people were selected and it was aimed to have equal numbers for each different age group. Education and gender were other criteria for the selection, below further details will be given.

7.2.1 Profile of the Respondents of the Questionnaires

100 people responded the questionnaires in Taksim, Kadıköy, Sultanbeyli, Başakşehir and Cevahir Shopping Mall branches of Mc Donald’s Turkey in Istanbul. First of all, it is meaningful to analyze the profile of these respondents. Each responded was asked to specify their name, surname, age, gender and their education before they started to fill the questionnaires.
As it was mentioned above, age, gender and education were the main criteria for selection of the respondents. 100 respondents are consisted of different age groups and as a result of this they were divided into 8 age groups:

As it can be seen from the graphic above, 33 respondents are from the 25-34 age group and 28 of the respondents are from 18-24 age group. Both of these age groups have 61 respondents in total which is more than half of the respondents that answered the questionnaires. On the other hand, there are 18 respondents from 35-44 age group and 6 from 45-54 age group which are in total 24 respondents.

There are only 10 respondents who belong to the 15-17 age group and the questionnaires were not conducted to the respondents that are younger than age of 15 in order to have more reliable results. Meanwhile, there was another limitation which was in relation to the elder respondents. It was planned to have respondents that are older than 60 but at the field it was not easy to conduct the questionnaires with respondents that were older than 60 since they were quite skeptical about answering the questions. For that reason, there are only 5 respondents who are older than 60 as a respondent of the questionnaires.

Gender was the second criteria for selection of the respondents and the main aim was to have a balance between the numbers of male and female respondents:
As it can be seen from the diagram, 43 of the respondents are female and 57 of the respondents are male. The main aim was to have 50 female and 50 male but it was not possible to achieve this due to different factors. However, it was possible to achieve at least close numbers to the primary goal.

The third criteria for the selection of the respondents was education and it was aimed to have as much as variety of education levels as possible. There were 4 different groups of education which were respectively: Primary-Secondary School Education, High School Education (Includes High School Students that are still studying), Graduate Education (Includes University Students that are still studying) and Postgraduate Education (Includes Master’s Degree Students and PhD Students that are still studying):

As it can be seen from the graphic above, 53 of the respondents have rather graduate education or still studying as a graduate student which indicates that more than half of the respondents of the questionnaires have graduate education or ongoing graduate education. On the other hand, 34 of the respondents have high school education which is basically the second highest group of the respondents. There are 11 respondents that has postgraduate education or still studying as a master’s degree or PhD student. There are only 2 respondents that have rather primary or secondary education. In short, there are respondents who have different education levels. In the following part of this work, the perceptions of these respondents will be analyzed.
7.2.2. Results of the Questionnaires

As it was mentioned above, there were 10 questions were asked to 100 respondents regarding the globalization marketing strategy of the company in Turkey. It was aimed to have detailed data of the perceptions of the Mc Donald’s Turkey’s customers. For that reason, there were varied questions related to vary topics:

7.2.2.1. Reason of Choice

It was aimed to discover the main reason behind the choice of the Mc Donald’s Customers in Turkey and the first question of the questionnaire had 5 different choices as answers which were price, quality, taste, advertisement and other reasons. In each location different sets of results were achieved but it is better to look at the whole picture:

As it can be seen from the diagram above, 39 of the 100 respondents said that they choose Mc Donald’s Turkey because of its products’ taste. On the other hand, 21 respondents said that they choose Mc Donald’s Turkey because of its quality while other 19 said that they choose it because of its price. In addition to this, 18 respondents said that they choose Mc Donald’s Turkey because of other reasons. There are only 3 respondents that said Mc Donald’s Turkey’s advertisements are the reason behind their choice.

It can be understood that the majority of the respondents choose Mc Donald’s Turkey because of it is taste. This indicates that “taste” of Mc Donald’s products play a major role in Turkey and it is a significant reason behind the choice of its customers. At the same time, “quality” and “price” are other factors which affect the choices of the customers of Mc Donald’s Turkey. Furthermore, it can be seen from the diagram that many customers do not choose Mc Donald’s Turkey because of its advertisements.
7.2.3.2. **Most Favorite Product**

It was essential to analyze the most favorite product of the customers of Mc Donald’s Turkey to understand the customers’ perceptions more detailed. For that reason, 100 respondents were asked their most favorite product at Mc Donald’s Turkey restaurants:

![Graphic 8 - Most Favorite Product of the Respondents](image-url)

As it can be seen from the graphic, there are different products which respondents see as their “most favorite product”. Nevertheless, it is clear from the graphic that Mc Donald’s iconic product Big Mac is the “most favorite product” of 36 respondents. This is a significant result because there are no any other products which are appreciated more than Big Mac. On the other hand, Mc Chicken is the “most favorite product” of 15 respondents of the questionnaires which is another important result since it is the second “most favorite product”. In short, Big Mac and Mc Chicken are the “most favorite product” of the majority of the respondents.

7.2.3.3. **Least Favorite Product**

It was interesting to ask the respondents if they have a least favorite product. Many of the respondents had varied answers as a response to this question:
As it can be seen from the graphic, 36 of 100 respondents said that they do not have any least favorite product at Mc Donald’s Turkey’s restaurants and these respondents mentioned that they like most of the products. However, there is still the possibility that the respondents could have different thoughts than this and they were not comfortable to answer this question. Nevertheless, there are various different answers and there is no any single product that is disliked by the majority of the customers.

There are only “Nuggets” which are disliked by 10 respondent and it should be noted that there are 15 people who has marked “Nuggets” as one of their favorite products. More detailed analysis of this will be made below in the graphic.

In short, majority of the respondents have different point of view on the least favorite product and there is a significant group which is consisted of 36 respondents whom has none least favorite Mc Donald’s Turkey product.

7.2.3.4. Favorite Burger Products

In order to analyze the favorites of the customers more deeply, especially in terms of the burger type of products, another question was asked in the questionnaires. The respondents were asked to choose their most favorite 3 products from 18 different Mc Donald’s Turkey products.
As it can be seen from the graphic, globally seen as a Mc Donald’s icon and probably the most famous burger of Mc Donald’s; Big Mac has the lead since 60 of the 100 respondents marked that it is one of their favorite Mc Donald’s Turkey’s burgers. As it was mentioned above, 36 of these 60 respondents see Big Mac as their “most favorite product”. On the other hand, Mc Chicken which is another global product of Mc Donald’s has the second place as the favorite products of the respondents. 40 of the 100 respondents said that Mc Chicken is among their favorite burgers.

As it was mentioned above, 15 of this 40 people see Mc Chicken as their most favorite product. After Big Mac and Mc Chicken, Köfte Burger which is a glocal product that is only served in Turkey has the third place. This is actually a significant result because 27 of 100 respondents marked Köfte Burger as one of their favorites and this means more than a quarter of the respondents. At the same time, double version of Köfte Burger which is Double Köfte Burger, was marked as a favorite product by 19 respondents.

On the other hand, another glocal product which has been recently released to the market, Mangal Burger was marked by 20 respondents as one of their favorite burgers of Mc Donald’s Turkey while another 20 respondents marked Acılı Tavuk Burger (Spicy Chicken Burger) which is another glocal product which is only produced in Turkey, as one of their favorite products.

Even though, Big Mac and Mc Chicken which are global products of Mc Donald’s are the most favorite products of Mc Donald’s Turkey’s customers, there are significant results which were obtained from the questionnaires that glocal products such as Köfte Burger/Double Köfte Burger, Mangal Burger and Acılı Tavuk Burger are among the favorites of Turkish customers. Consequently, it is visible that “Only Turkey Products” which is a part of the Mc Donald’s
Turkey’s glocalization marketing strategy, has importance for the Turkish customers and glocalization marketing strategy has an impact on their preferences and perceptions.

**7.2.3.5. Production in Turkey or Abroad**

It was essential to analyze the knowledge of the respondents that filled the questionnaires. For that reason, a question was asked whether they know that Mc Donald’s Turkey’s products are produced in Turkey or not. As it was mentioned above, Mc Donald’s Turkey is obtaining %95 of their products from Turkish food suppliers and this is an important part of the glocalization marketing strategy. Hence, main reason behind the question was actually to understand if they view Mc Donald’s as a local member or not:

![Diagram 3 - Production](image)

As it can be seen from the diagram, %69 of the respondents know that Mc Donald’s Turkey is producing their products in Turkey and they are aware that Mc Donald’s is using products from Turkish food suppliers. Majority of this %69 has graduate education (Includes ongoing graduate education) or postgraduate education (Includes ongoing postgraduate education) so this indicates that education level has significant importance for answering this question.

On the other hand, %17 of the respondents have no idea whether Mc Donald’s Turkey’s products are produced in Turkey or abroad. Majority of this group has high school education (Includes ongoing high school education). Meanwhile, %12 of the respondents believe that Mc Donald’s Turkey’s products are produced abroad and majority of these respondents have again high school education (Includes ongoing high school education). Finally, %2 of the respondents believe that Mc Donald’s Turkey’s products are both produced in Turkey and abroad.
It was essential to view how the respondents view glocalization marketing strategy and the only way to analyze this was to ask them questions that is related to glocalization and their perceptions. For that reason, another question was asked to respondents and the question was simply asking them if they prefer production in Turkey or production abroad of the Mc Donald’s Turkey’s products:

As it can be seen from the diagram, %90 of the respondents believe that Mc Donald’s Turkey’s products should be produced in Turkey through Turkish food suppliers. In other words, respondents believe that Mc Donald’s Turkey should use local products instead of foreign ones. There are only 7 respondents who said that production should be made abroad while 3 of them said they have no idea regarding this matter.

In short, Mc Donald’s Turkey’s glocalization marketing strategy in which %95 of the products are coming from Turkish food suppliers, is mostly appreciated by its customers as it can be understood from the answers. Customers prefer to eat local products and they have mostly knowledge whether the products are produced in Turkey or not as it was discussed before.

**7.2.3.6. Taste and Culture**

There were 2 more questions asked to respondents regarding the products of Mc Donald’s Turkey. These questions were in particularly related to the taste of the products and whether they suit to Turkish Cuisine Culture. It should be noted that, Turkey is not an easy market for any multinational corporation that is related to food products since Turkish Cuisine is a unique cuisine that has its specific taste and culture. The respondents were asked first of all how they find the taste of the products:
As it can be seen from the diagram, 57% of the respondents believe that Mc Donald’s Turkey’s products taste good while 18% of the respondents believe that the products taste very good. This indicates that almost 75% of the respondents believe that the products taste good or very good which shows that the Mc Donald’s products taste quite good according to respondents. It should be noted that 23% of the respondents find Mc Donald’s products’ taste average. This is a significant number as well because it shows that almost a quarter of the respondents see Mc Donald’s Turkey’s products as not good or very good. Nevertheless, this does not mean that they see it bad or very bad since there were only 2 respondents out of 100 who believe so.

There was another question in the questionnaire regarding the Turkish Cuisine Culture. The respondents were asked to answer whether Mc Donald’s Turkey’s products suit to Turkish Cuisine or not:

**Diagram 6 - MC DONALD'S PRODUCTS AND TURKISH CUISINE CULTURE**

- 56%: They suit to Turkish Cuisine Culture.
- 23%: No idea.
- 20%: Partly yes, partly not.
- 1%: No, they do not suit to Turkish Cuisine Culture.
There were many different opinions of the respondents regarding this question because of various reasons. First of all, there is %56 of the respondents that believe that Mc Donald’s products suit to Turkish Cuisine Culture. Secondly, there is %20 of the respondents that believe that the products do not suit to Turkish Cuisine Culture. Third of all, there is %23 of the respondents that believe that partly the products suit to Turkish Cuisine Culture and partly not. This third group is almost equal to one quarter of the respondents and many people who belongs to this group gave interesting answers because they have talked mainly about “Only Turkey Products”. These respondents mentioned that burger products such as Mangal Burger and Köfte Burger suit to Turkish Cuisine Culture while products such as Nuggets or Mc Chicken do not fit Turkish food taste according to the third group.

It should be not forgotten that, products can be only be promoted and be successful easily if they are appreciated by its customers. Even though, globalization and multinational corporations are spreading all around the world, there can be barriers which may stop the spreading process. Hence, glocalization is often being used by multinational corporations such as Mc Donald’s to pass these barriers.

Turkish Cuisine Culture is really one of the most conservative cultures and it is not easy for any multinational to enter the market. Meat is often consumed by Turkish people and it is not hard to find a kebab shop in each city of Turkey. In other words, Turkish market is not an easy market to enter and there should be specific marketing strategies such as glocalization marketing strategy for making profit in Turkey. Mc Donald’s had seen the dramatic results in 2001 after the economic crisis in Turkey. As it was mentioned above, Mc Donald’s had to close almost 60 of its restaurants after the crisis. This led Mc Donald’s to change its marketing strategy and Mc Donald’s started to focus on the products which has some local taste even some local motive. This was really a turning point for Mc Donald’s and Mc Donald’s was able to achieve much more market share.

The long and the short of it is that, glocalized products such as Mangal Burger or Köfte Burger are being used by Mc Donald’s in Turkey to pass barriers such as a conservative cuisine. In the following sub-section of this work, questions that are related to promotion of Mc Donald’s will be analyzed.
Advertisements (Promotion) are key factors of marketing strategies. As it was described before, Mc Donald’s Turkey has a really aggressive marketing strategy and they often use advertisements to promote their products. But how does this reflect on the decisions of the customers? This was one of the key questions that was asked in the questionnaires. Respondents were expected to answer whether Mc Donald’s answers are really good or not:

One thing that can be understood from the diagram above is that majority of the respondents do not see Mc Donald’s Turkey’s advertisements bad or very bad. Only %10 of the respondents view the advertisements bad or very bad. Nevertheless, %41 of the respondents think that the advertisements good and other %15 of them think that the advertisements are very good. However, it should be noted that %34 of the respondents view the advertisements as average which is still result that has quiet importance.

To sum up, almost %56 of the respondents view the advertisements as good or very good and this shows that Mc Donald’s advertisements are seen as above the average and they are not bad at all according to their Turkish customers but the question at the moment is different. Do these advertisements suit to Turkish culture? It is a crucial question because Mc Donald’s Turkey has been using famous Turkish singers, actors and icons in their advertisements as a result of their glocalization marketing strategy and they usually have substantial promotion capabilities in Turkey. Hence another question was asked to the respondents whether these advertisements suit to Turkish culture or not:
This question has varied answers and the respondents have mixed views on this topic. 45% of the respondents believe that Mc Donald’s Turkey’s advertisements do suit to Turkish Culture while 34% of the respondents believe that they do not suit to Turkish Culture. On the other hand, there is the third group of respondents that said that sometimes these advertisements fit to Turkish Culture but sometimes they do not.

As a matter of fact, Mc Donald’s Turkey’s glocalized advertisements have different impacts on the customers but still the advertisements are enjoyed by almost half of the customers. Meanwhile, some of the customers emphasized the success of the latest advertisements which has more Turkish motives in them such as the latest advertisement in which there is a Turkish street vendor and his son visiting Mc Donald’s restaurant to order a Mangal Burger.
8. Conclusion
The main aim of this work was to analyze the glocalization marketing strategy of Mc Donald’s in Turkey. In order to make a better analysis, questionnaires were conducted with 100 different respondents and statistical data was received from the headquarters of Mc Donald’s in Turkey. In addition to these, many articles that are related to glocalization, marketing mix and Mc Donald’s have been taken into account.

Multinational corporations like Mc Donald’s are using glocalization marketing strategy to expand in markets such as in the case of Turkey. Glocalization marketing strategy helps global corporations to be more local. At the same time, glocalization marketing strategy assists multinational corporations to be more sustainable than regular companies and assists them in implementing their innovation strategies since glocalization marketing strategy is highly related to local standards and demands. It should be noted that, an innovation strategy cannot be easily implemented without meeting some certain standards and demands. Furthermore, there are many countries that have unique cultures, competitive markets, different economic structures as well as social formations. For that reason, companies have to adapt themselves to these totally different countries through glocalization marketing strategy.

As a matter of the fact, Mc Donald’s had to produce %95 of its products from the agricultural goods that are being received from Turkish food suppliers and this is highly appreciated from Mc Donald’s Turkey’s customers as it was observed through the questionnaires. Due to dramatic events that took place from 1999-2001 in Turkey, Mc Donald’s had to close 60 of its restaurants and Mc Donald’s had to reset all its marketing strategy in Turkey.

Mc Donald’s started to focus more on local demands in order to regain its market share. For that reason, Mc Donald’s had to produce totally different products than its usual products starting from Puf Börek to Köfte Burger in order to re-expand in the Turkish market. This change in the strategy has been mostly appreciated from its customers in Turkey as it was observed in the questionnaires. Many customers prefer global products such as Big Mac and Mc Chicken but they do also prefer glocalized products such as Puf Börek, Köfte Burger, Mangal Burger and Acılı Tavuk Burger. In other words, glocalized products were game changers for Mc Donald’s in Turkey because Mc Donald’s profit raised almost 10 times in 13 years.

The long and the short of it is that, glocalization has been used effectively by Mc Donald’s in Turkey. The change in the marketing strategy was a turning point for Mc Donald’s in 2002. Mc
Donald’s did not face a turmoil after losing 60 restaurants and high amount of its market share to competitors. Instead, Mc Donald’s started to adapt glocalization marketing strategy and changed its products, advertisements and even its mottos in Turkey. Hence, it is possible to say that Mc Donald’s has been a successful multinational brand in the last 15 years in Turkey and it continues to expand in the Turkish market through similar glocalization marketing strategy.
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ADDITIONAL RESOURCES:


APPENDIX I – QUESTIONNAIRE THAT WAS CONDUCTED TO MC DONALD’S CUSTOMERS IN ISTANBUL, TURKEY (IN TURKISH)

Ad-Soyad:
Yaş:
Cinsiyet:
Eğitim:
1. Mc Donald’ı neden tercih ediyorsunuz?
A- Fiyat  B- Kalite  C- Tat  D- Reklam  E- Diğer

2. Mc Donald’sın en çok hangi ürünü seviyorsunuz?

3. Mc Donald’sın ürünlerinin içindekiler (Et, ekmek vb.) Türkiye’de mi üretiliyor yoksa yurtdışından mı geliyor?

4. Sizin için Mc Donald’ı nın ürünlerinin Türkiye’deki tedarikçilerden mı gelmesi daha iyi yoksa yurtdışından mı gelmesi daha iyi?

5. Aşağıdaki Mc Donald’s ürünlerinden en çok sevdiğiniz 3 ürünü lütfen seçiniz.
   a) Mc Chicken  g) Hamburger  m) Double Cheeseburger
   b) Big Mac  h) Cheeseburger  n) Double Köfteburger
   c) Köfte Burger  i) Nuggets  o) Leziz Burger Tavuklu
   d) Quarter Pounder  j) Mc Wrap  p) Leziz Burger Etli
   e) Mangal Burger  k) Max Burger  r) Mc Royal
   f) Acılı Tavuk Burger  l) Double Mc Chicken  s) Mega Mac

6. Mc Donald’sın en sevmediğiniz ürünü hangisi?

7. Mc Donald’s reklamlarını nasıl buluyorsunuz?
A- Çok İyi  B- İyi  C- Orta  D- Kötü  E- Çok Kötü

8. Mc Donald’s reklamları sizce Türk kültürüne hitap ediyor mu?

9. Mc Donald’s yiyeceklerini nasıl buluyorsunuz?
A- Çok İyi  B- İyi  C- Orta  D- Kötü  E- Çok Kötü

10. Mc Donald’s yiyecekleri sizce Türk damak tadına hitap ediyor mu?

TEŞEKKÜRLER !!!!!