

# Analyzing External Environment Mc Donald's

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## Abstract

McDonald's, as a prominent player in the fast food industry, faces a dynamic external environment influenced by various factors. This study utilizes the Five Forces of Competition model and PESTEL analysis to examine the strategic implications of the external environment on McDonald's operations. The Five Forces model reveals significant challenges such as the threat of new entrants, bargaining power of buyers and suppliers, threat of substitute products, and rivalry among competing firms. Additionally, the PESTEL analysis highlights key external factors including political, economic, social, technological, legal, and environmental aspects. Political factors, such as government policies and regulations, directly impact McDonald's global operations. Economic factors, including inflation and exchange rates, influence pricing strategies and financial performance. Social factors, such as cultural preferences and consumer behavior, necessitate localization of products and services. Technological advancements drive changes in operations, marketing, and customer engagement strategies. Legal factors, such as regulations on food safety and intellectual property rights, shape McDonald's compliance and risk management practices. Environmental factors, including sustainability concerns and climate change, drive initiatives for eco-friendly practices and waste reduction. Through qualitative analysis methods including interviews and data collection, this study offers insights into the competitive landscape and strategic responses of McDonald's to external challenges and opportunities. By understanding and adapting to these external dynamics, McDonald's can enhance its competitive position and customer satisfaction, ultimately achieving long-term success in the fast food industry.

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## 1. Introduction

The need for food is fundamental to every human being, as it sustains life on a daily basis. Consequently, the demand for food continues to increase steadily due to population growth and rising popularity. This trend creates vast opportunities for entrepreneurs, particularly in the fast-food industry. The fast-food business is particularly appealing to many entrepreneurs because it caters to individuals who seek quick and convenient meal options, such as teenagers and workers, who may have limited time for meals. As a result, the fast-food industry is experiencing significant growth in various countries, including Indonesia.

McDonald's, an American-based fast-food company, is a prominent player in the fast-food sector. Established in 1940 in America by Richard and Maurice McDonald as a hamburger stand, it later evolved into the iconic Golden Arches under new ownership. Operating within the fast-food industry, McDonald's offers a diverse range of menus and beverages,

including fried chicken, hamburgers, french fries, apple pie, mango fruit drinks, cola variants, coffee, as well as desserts like McFlurry and sundaes.

With over 38,000 restaurants worldwide, McDonald's continues to expand its franchise network. It maintains a professional approach to recruitment to uphold its reputation. Our group aims to analyze the external strategies employed by McDonald's using the Five Forces of Competition model and conducting a PESTEL analysis, focusing on political, economic, social, technological, legal, and environmental factors influencing McDonald's operations and strategic decisions.

## 2. Literature Review

The most important task for a strategic management professional is to select a business that is assessed to be profitable. This involves identifying industries where the company can gain a competitive advantage and achieve profitability. One method for assessing profitability and analyzing the competitive

environment is by using the Five Forces of Competition Model and PESTEL analysis.

The Five Forces of Competition Model considers several factors:

1. **Threat of New Entrants:** This factor examines the barriers to entry for new competitors. High barriers can protect existing companies from new entrants, while low barriers may lead to increased competition and decreased profitability.
2. **Bargaining Power of Buyers:** This factor assesses the influence buyers have on prices and product quality. Strong buyer power can lead to price pressure and demands for higher quality products or services.
3. **Bargaining Power of Suppliers:** Suppliers play a crucial role in providing inputs for production. Their bargaining power can affect a company's competitiveness, as they may raise prices or lower the quality of goods or services.
4. **Threat of Substitute Products:** Competition can arise not only from direct competitors but also from substitute products that fulfill similar functions. This competition can affect pricing, service quality, and other aspects of the business.

By analyzing these factors, companies can better understand their competitive environment and make strategic decisions to maintain profitability and competitive advantage.

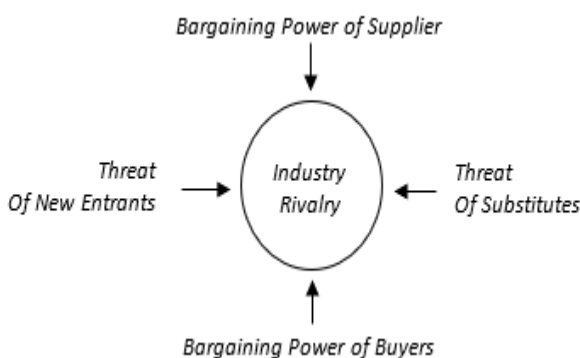


Figure 1.

#### The Five Forces of Competition Model

A PESTLE analysis plays a crucial role in evaluating the characteristics or changes in the

future environment that can influence the success of a company. This analysis method is used to assess the external environment of companies, identifying both opportunities and risks posed by various factors:

1. **Political Factors:** This factor evaluates the impact of government policies on the company, including taxation guidelines, intellectual property enforcement, trade regulations, and other legal matters. Anticipating changes in political power and policies is crucial for companies to adapt and remain compliant.
2. **Economic Factors:** Economic factors cover aspects such as regional or national economic development, currency exchange rates, inflation rates, consumer sentiment, and other economic indicators. Understanding these factors helps companies anticipate long-term impacts on their business operations.
3. **Social Factors:** Social factors assess the social environment of the market, including consumer preferences, behaviors, demographics, cultural norms, population growth, and trends. By understanding consumer needs and motivations, companies can tailor their products or services accordingly.
4. **Technological Factors:** Technological factors focus on innovations that can impact business operations, such as automation, research and development, technology incentives, and market awareness. Keeping abreast of technological advancements helps companies enhance their efficiency and competitiveness.
5. **Legal Factors:** Legal factors involve compliance with specific laws and regulations governing business activities, including labor laws, copyright and patent laws, consumer protection laws, and others. Companies must stay informed about legal requirements and anticipate changes that may affect their operations.
6. **Environmental Factors:** Environmental factors encompass elements influenced by the surrounding environment, such as

climate conditions, environmental damage, geographical considerations, and sustainability goals. Increasing awareness of environmental impacts helps companies mitigate risks and align with regulatory standards.

By conducting a comprehensive PESTLE analysis, companies can gain insights into the external factors shaping their business environment and develop strategies to navigate challenges and capitalize on opportunities.

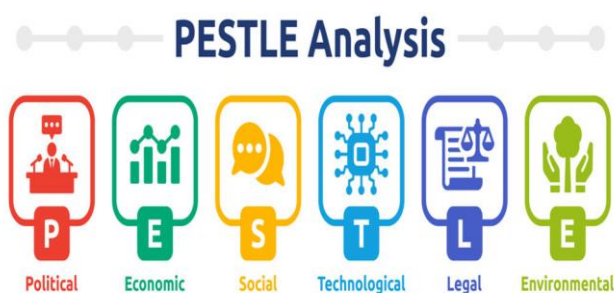


Figure 2. PESTLE analysis

### 3. Research Methods

The data collection technique often used by researchers to gather information based on existing facts is through interviews. Therefore, we have chosen the interview method to conduct an in-depth analysis of external factors affecting McDonald's company. The type of research we are conducting is qualitative, involving the collection of relevant data from the internet related to our research topics. These topics include describing competitive strategy based on the five forces analysis and formulating competitive strategies by connecting the company with its competitive environment.

Additionally, we are utilizing PESTLE analysis, a method commonly used in strategic management, to identify, analyze, and monitor external factors that could impact the company in the future. Furthermore, we employ descriptive methods to propose solutions to problems and analyze data based on the

information gathered to support our research objectives.

### 4. Results and Discussion

A number of methods for analyzing the development of a business strategy in a competitive environment are as follows:

#### 4.1 Threat of new entrants

McDonald's is one of the fast-food chains, known to Indonesians as 'Mekdi'. Due to McDonald's global presence and extensive marketing efforts, it faces significant competition in the fast-food industry. There are many competitors operating in the fast-food sector, such as KFC, Wendy's, Subway, Burger King, as well as street vendors and homemade food providers. These competitors pose a threat to McDonald's market share. To expand its company abroad, McDonald's must learn about the local consumer culture to effectively compete. For example, while Indonesian consumers prefer rice-based meals, in Singapore, consumers prefer fried chicken without rice. McDonald's has implemented strategies, such as offering packaged fried chicken with rice in Indonesia, to cater to local preferences and maintain its competitive edge in the market, despite the availability of other fast-food options that may better suit consumer tastes."

#### 4.2 Bargaining power of suppliers

Material standard like chicken and potatoes used by Mc Donald's for the manufacturing process food , Mc Donald's is also optimizing chain the supply through partnership direct with supplier with creating a capable win-win create mark One The same other. and own weakness Because a number supplier affecting Mc Donald's deeply capacity production in availability material standard that can just proceed or back off so that weaken Power bid supplier .

#### 4.3 Bargaining power of buyers

Customers may choose to switch from McDonald's to other fast-food restaurants such as KFC, Subway, Burger King, Wendy's, and

others due to various factors. One reason for this shift is the consideration of geographical location, as closer restaurants may offer more convenience and faster service. Additionally, some consumers may opt for healthier or slower dining options to manage their body weight, especially considering the negative media coverage of obesity and health issues associated with excessive fast-food consumption. Moreover, McDonald's must maintain competitive pricing to retain its customer base, as customers may switch to competitors offering more competitive prices. To attract a wider customer base, McDonald's engages in promotional activities through mass media advertising and collaborations with brand ambassadors, such as the release of BTS Meals and New Jeans X McDonald's, to appeal to diverse customer preferences.

#### **4.4 Threat of substitute products**

The threat of substitutes is a significant concern in the fast-food industry due to the wide availability of alternative options. These alternatives include not only dining at home by preparing meals using recipes found on various media platforms but also purchasing ready-made meals from grocery stores. Furthermore, in various countries, there are numerous fast-food establishments offering similar menu items to McDonald's, such as KFC, Burger King, Subway, Traffic Bun, Wendy's, and street vendors. These competitors provide a diverse range of menu options desired by customers, posing a competitive challenge to McDonald's.

#### **4.5 Rivalry among competing firms**

The fast-food industry is highly competitive across various countries, with numerous competitors vying for market share, directly impacting McDonald's. Competitors such as Burger King, KFC, Wendy's, Subway, Burger Ramly, A & W, along with other restaurants and street vendors offering burger options, are known rivals to McDonald's. These competitors often offer menu items that are perceived to have better taste compared to McDonald's offerings. In addition to burgers,

McDonald's also competes with its rivals in categories such as fried chicken, sundaes/mc flurry, french fries, soft drinks, and other menu items.

As a result of this competition, customers may choose to patronize restaurants that better suit their taste preferences. Furthermore, customers tend to opt for fast-food establishments that are conveniently located geographically. Therefore, the availability of options and geographic proximity play significant roles in customers' decisions when selecting a fast-food provider.

In addition to using the Five Forces of Competition model to analyze the external factors impacting McDonald's, the company can employ the PESTLE method to assess both opportunities and risks in its operating environment. This involves evaluating political, economic, social, technological, legal, and environmental factors that could affect McDonald's business operations and strategic decisions:

##### **a. Political**

Expanding business operations to other countries involves navigating various economic systems that influence the sustainability of McDonald's, often requiring collaboration with governmental authorities. For instance, in countries like Russia and Ukraine, ongoing crises in the food industry due to moderate political issues indirectly affect McDonald's profitability. In response to such challenges, McDonald's must take proactive measures to address the situation and remain competitive. Consequently, the company may decide to cease operations in certain regions, as seen with its decision to halt operations in Russia.

Furthermore, governments in several countries closely monitor the marketing of fast food due to concerns about its role in exacerbating health issues such as obesity. McDonald's must adhere to government policies regarding food safety and public health. The company has already provided clear directives to its employees on how to navigate crises effectively, ensuring that the company minimizes any significant losses.

Overall, McDonald's must remain adaptable and responsive to the unique challenges presented by different countries' economic and political landscapes while prioritizing compliance with relevant regulations and safeguarding public health.

### **b. Economics**

The economic situation in each country significantly impacts the sustainability of a company like McDonald's, although it may not directly influence its financial consequences. Various risks may arise, resulting in either a reduction in profit or an increase in reported income. When McDonald's conducts global marketing, influencing its financial reporting, several potential scenarios may occur.

Firstly, economic development can fuel inflation in a country, impacting McDonald's operations. As inflation rises, the costs associated with operating McDonald's restaurants, such as ingredients and labor, also increase. Consequently, McDonald's may need to adjust its menu prices to maintain profitability. This would result in rising prices across its food offerings, in line with the moderate inflation experienced in each country.

Secondly, global marketing exposes McDonald's to fluctuations in foreign currency exchange rates. Changes in the value of foreign currencies relative to the U.S. dollar can impact the costs of sourcing ingredients and conducting business operations abroad. McDonald's must factor in exchange rate fluctuations when determining pricing strategies and managing currency conversion costs associated with global marketing campaigns.

Lastly, McDonald's expansion into international markets requires a comprehensive understanding of foreign taxation policies. Taxes, including value-added tax (VAT), levied on fast food sales, can significantly affect the company's profitability. McDonald's must accurately calculate and account for these taxes when expanding its global marketing efforts to ensure compliance

with local tax regulations and mitigate any adverse financial implications.

In summary, McDonald's must closely monitor and adapt to economic conditions in each country where it operates to effectively manage risks associated with inflation, exchange rate fluctuations, and foreign taxation. By proactively addressing these challenges, McDonald's can optimize its financial performance and sustain its global market presence..

### **c. Social**

Country differences naturally entail unique characteristics in lifestyle patterns and consumption habits, varying according to cultural norms and societal preferences. McDonald's faces the challenge of adapting to diverse cultures when expanding its business into new countries, requiring an understanding of and alignment with each country's cultural nuances to maintain its success.

McDonald's endeavors to meet the needs of consumers by considering local factors such as demographics, geography, and social norms. While McDonald's offers a basic menu globally featuring items like hamburgers and fried chicken, it also tailors its offerings to suit local tastes and preferences. For example, in Indonesia, where consuming food with rice is prevalent, McDonald's introduced a menu that pairs fried chicken with rice. In contrast, in Singapore, where French fries are more popular, McDonald's offers fried chicken paired with French fries.

Additionally, McDonald's responds to growing consumer demand for healthier options by introducing menus tailored to dietary preferences. These menus may include items high in protein or low in calories and sugar, aligning with health-conscious trends. By customizing its menus and business plans to fit the cultural context of each country, McDonald's demonstrates its commitment to adhering to local regulations and respecting cultural differences. This approach allows McDonald's to effectively cater to diverse

consumer preferences while maintaining its global presence and brand relevance.

#### **d. Technological**

In the rapidly evolving technological landscape, McDonald's embraces various advancements to enhance its operations and engage consumers effectively. While not fully reliant on online sales, McDonald's leverages technology, particularly social media platforms, to captivate a wider audience. Through strategic advertising promotions on various social media channels, McDonald's endeavors to reach and engage with more consumers, thereby expanding its customer base. Moreover, McDonald's acknowledges the growing demand for convenience, especially amidst the COVID-19 pandemic, by offering food delivery services through popular platforms such as Food Panda, GoFood, and GrabFood.

This initiative aims to cater to consumers who prefer to enjoy McDonald's meals in the comfort of their homes or workplaces. By embracing food delivery technology, McDonald's adapts to changing consumer behaviors and ensures accessibility to its products. Additionally, McDonald's harnesses the power of mass media advertising and collaborates with brand ambassadors, such as the release of BTS Meals and New Jeans X McDonald's, to generate interest and drive sales. These collaborations not only raise brand awareness but also contribute to the company's operational efficiency and revenue growth. Furthermore, McDonald's demonstrates a commitment to legal compliance and environmental stewardship. The company adheres to regulations and policies in every country where it operates, ensuring smooth business operations.

McDonald's also prioritizes environmental sustainability through initiatives such as reducing plastic waste and offering eco-friendly packaging alternatives. By implementing sustainable practices and promoting environmental responsibility, McDonald's aims to minimize its

environmental footprint and contribute positively to the communities it serves.

## **5. Closing**

### **5.1 Conclusion**

McDonald's is a renowned restaurant chain operating in the fast-food sector, with a significant presence across various countries. Its global expansion includes the establishment of franchises worldwide. However, successful global marketing requires a thorough analysis of potential factors and risks associated with operating in diverse markets.

To effectively penetrate and dominate a market, it is crucial to understand the local consumer habits and cultural preferences. By familiarizing themselves with the cultural nuances of each region, McDonald's can tailor its products and marketing strategies to resonate with the local population. Additionally, compliance with government regulations and policies is essential for obtaining necessary permits and licenses to conduct business operations.

In conducting market analysis, it's imperative to assess potential threats and competitors operating within the same industry. By identifying and understanding these challenges, McDonald's can develop robust strategies to compete effectively in the market. These strategies may involve product differentiation, pricing strategies, marketing campaigns, and customer engagement initiatives aimed at achieving its business objectives.

In summary, McDonald's must conduct comprehensive market analyses to identify potential risks and opportunities associated with global marketing. By adapting its strategies to local market conditions, complying with regulatory requirements, and effectively competing with rivals, McDonald's can achieve its goals and maintain its position as a leading player in the fast-food industry worldwide.

## 5.2 Suggestion

To effectively compete in the market and attract more customers, McDonald's must implement various promotional strategies and offer competitive prices for its products. Analyzing supplier goods allows the company to ensure smooth operations and maintain a steady supply chain. Leveraging advanced technology can also help McDonald's attract more customers by enhancing its marketing efforts and improving customer engagement. In addition to competing with street vendors by offering delicious and appealing products, McDonald's should focus on providing excellent customer service to make patrons feel appreciated and satisfied.

Regularly updating the menu with new and exciting options prevents customers from getting bored and ensures that there is always something fresh to try. Introducing more budget-friendly menu items can also make McDonald's appear more accessible to a wider range of customers. Expanding its presence by opening branches in busy areas ensures that McDonald's is easily accessible to people in various locations. This strategic expansion strategy allows the company to reach more potential customers and increase its market share. Overall, by implementing these recommendations, McDonald's can strengthen its competitive position and attract a larger customer base.

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