

The Role Played by Local Culture in International Marketing

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Abstract

Whether we talk about a senior company or a starting one and those people who lead it want it to go internationally, then they have to adapt a part of its products and services to the local culture. The example chosen for this study is McDonald's, a big franchise that started in the United States and has adapted to markets around the world. How has it managed to do this? The answer can be found in the research and theoretical information which offer some insights into the two variables: culture and international marketing which are interconnected when it is about companies crossing borders. The paper aims to show how marketing and culture are entwined. For this purpose, McDonald's behavior in three different countries (the United States, Romania and India) is analyzed in terms of marketing and advertising, products and new ideas; all these elements have generated significant results and they are explained from a cultural point of view.

Keywords: *international marketing, local culture, consumer behavior, adaptation, advertising message*

Introduction

We are going to start this research with a few key questions which play a very important role in the study: *Does local culture of each country or continent affect the way companies operate there? Do companies need to adapt to local culture? If the answer is yes, how do they do that?*

These questions sum up the subject of this research that is going to take the readers through a very catchy and interesting adventure of McDonald's - the well-known multinational company - in its attempts to penetrate three different cultures, at different moments: the oriental culture, the western one and the south-eastern culture. In this research, we are definitely going to focus on India, America and Romania. We have chosen this topic because McDonald's has not been too much analyzed

from these cultures' point of view (with the exception of the American McDonald's).

We have chosen these three countries because not only do they illustrate different cultures, but they are also located on three different continents and this fact produces huge differences between them obviously reflected in McDonald's marketing strategies.

As we mentioned above, the multinational company's behavior in these countries is comparatively analyzed and we have done this in terms of marketing and advertising, products and new ideas. Have you ever wondered if McDonald's uses the same advertisements in all countries? Or if it sells the same products? Does McDonald's attracts the same type of clients all over the world? We will try to answer these questions in the next pages.

Defining Concepts

Culture represents a "bouquet" of beliefs of a specific society, including its lifestyle¹ and being a "collective" phenomenon, with people sharing the same environment, "unwritten rules" are needed among them². These rules are transmitted from one generation to another and so on.

The determinants of culture are religion, language, social structure, education and economic and political philosophies.³

Moreover, people's consumer behavior varies, depending on the culture they belong to. Vectors which influence this behavior are: hierarchies of needs; "culture-based values", that influence what one will purchase, according to his or her orientation (individualist and collectivist) and/or "institutions".⁴ People around the world perceive things differently and this should be a "golden rule" for companies that want to penetrate many markets. For example, while in New York a meal at McDonald's means eating cheap and fast, for people in Moscow serving food there is a sign of high status.⁵

¹ www.merriam-webster.com/dictionary/culture

² Hofstede, G.H., 1994, *Cultures and Organizations: software of the mind: intercultural*, p. 6

³ premium-termin-papers.org/samples/what-is-culture-what-are-the-six-determinants-or-factors-that-influence-culture

⁴ Usunier, J.C., 2000, "Marketing across cultures", p. 88

⁵ Trompenaars, F. and Hampden-Turner, C., 1997, *Riding the waves of culture: understanding cultural diversity in business*; p. 3

At its simplest level, “international marketing involves the firm in making one or more marketing-mix decisions across national boundaries. At its most complex level, it involves the firm in establishing manufacturing facilities overseas and coordinating marketing strategies across the globe”⁶.

Therefore, to launch a product or a service in a foreign market, a company has to have a good knowledge of the specific foreign country’s culture, of the population’s preferences, of their religion and of the results of similar products or services sold in that foreign market.

International marketing also includes what is called “international branding”, this being an important matter in the strategy. This international brand has the same name in each country and almost the same strategies everywhere, but the marketing-mix varies.⁷ McDonald’s has the same logo and observes the cleanliness in all the countries, but its ads, package, products and prices vary according to the economic situation and culture of each country.⁸

In order to better understand how culture influences international marketing, a case study will be presented.

Research Methodology

As mentioned before, this paper examines whether McDonald’s behaves differently in the three countries with no cultural links between them: the United States, Romania and India. We have chosen the United States because it represents McDonald’s “mother”, the country where it originated, Romania because it is our country and India because it is very different from the other two in all respects. All the three countries have different religions, present different ways of living, different cultures, being connected by only one thing - McDonald’s.

In order to answer the research questions, we have chosen the corpus collection data method which is a branch of qualitative data collection. For the purpose of this study, we have used books and articles about the cultural and international marketing field.

The case study is based on the information collected from online and offline articles about McDonald’s. The first part contains a brief history

⁶ <http://www.marketingteacher.com/what-is-international-marketing/>

⁷ Marieke de Mooij, M. K., 1998, *Global marketing and advertising: understanding cultural paradoxes*, p. 28

⁸ *Idem*, p. 29

of this fast food chain. We have analyzed a corpus of McDonald's commercials representative of each of the three countries – the United States, Romania and India. The aim of the commercials is to present the atmosphere in the McDonald's restaurants in each country and to see what methods it has adopted in order to adapt to different places. From what we have noticed, McDonald's properly use the sense of humor, therefore regardless of the country, its commercials should make the target audience smile. The chosen advertisements present the interior of the restaurants, so that one can see the atmosphere inside a McDonald's restaurant.

Moreover, we have not neglected the analysis of the language used in the advertisements because almost each advertisement conveys a message through the lyrics in the background song, through a slogan, etc. Certain nouns or pronouns used in the commercials have meanings that may go unnoticed at first sight. The advertisements have been analyzed, according to our own views and opinions on the basis of the concepts and theories presented in the literature review.

The most noticeable difference to be found between India and the other two countries lies in India's oriental culture; there is not such a big difference between Romania and the USA. McDonald's should be also analyzed according to the way it is perceived: for Americans it may look like an ordinary fast food restaurant, for Indians it might be pleasant and funny.

There is also some information taken from websites in the case study, for example about how the people's lifestyle in a specific country affects their behavior, their buying decisions, as well as their eating habits. The conclusions are drawn on the basis of the findings from the analysis of the corpus of commercials.

We have chosen not to use questionnaires for several reasons, one of which would be the fact that the respondents' answers might have been vague or unsatisfactory.

The Case Study

A brief overview and history of McDonald's

McDonalds is one of the world's best-known brands, spread in 121 countries with 30,000 restaurants.⁹

⁹ <http://www.slideshare.net/sugeladi/mc-donalds-history>; p. 1

At first, it was about a little drive-in restaurant in the late 1940's, owned by Dick and Mac McDonald, which needed to be upgraded. It was placed in California, San Bernardino.

The first McDonalds restaurants respected the prototype of "red-and-white-tile-building" and the other franchises took the name of McDonalds.

In 1954, McDonalds was taken over by Roy Kroc who decided to expand it globally. Some of McDonalds features were kept even after this change of strategy. Kroc considered that the limited menu, the quality of food and the assembly-line production system were not to change. McDonald's main characteristics remained "Quality, Service, Cleanliness and Value (QSC&V)"¹⁰

McDonald's entered Germany and Australia in 1971 and France and Britain in 1970. China also embraced this kind of fast eating and serving in 1992, followed by the Czech Republic, Hungary or Slovenia- where McDonald has become very popular. In Tel Aviv, McDonald's appeared in 1983.¹¹

France, England, Japan, Canada, Germany and Australia are now called the "Big Six" taking into consideration that together they represent 80% of the international operating income.¹²

Big Mac is the most sold hamburger in the world and its first use would really surprise anyone who is not very familiar with the subject: Big Mac was first produced by Jim Delligutti (1967) as a meal for workers on the building sites. Now it is "the biggest attraction and backbone of the corporation".¹³

McDonald's in the United States

Taking into consideration that the American McDonalds chain of fast-food restaurants started in the USA, the advertisements for these restaurants are to be analyzed first. As stated in the previous pages, McDonald's was set up and improved there, where the hamburger number one billion was served by Ray Kroc in 1963 and where "the first national

¹⁰ <http://www.slideshare.net/sugeladi/mc-donalds-history>; p. 2

¹¹ <http://www.slideshare.net/sugeladi/mc-donalds-history>; p. 5

¹² <http://www.slideshare.net/sugeladi/mc-donalds-history>; p. 6

¹³ <http://essaymonster.net/business/56775-the-environmental-factor-impacting-on-mcdonalds.html>

meeting of McDonald's franchise owners" took place in 1965, along with other important events regarding this chain of restaurants.¹⁴

McDonald's is often considered to be the image of America, not only as an institution, but also because it represents the American lifestyle.

According to Hammer and Kellner the McDonald's arches are seen as a gate which leads people to a kind of "celestial appeals" to children, because it reminds them of the popular song "Old MacDonald", moreover, the restaurants inspire safety and guaranteed fun.¹⁵

To start, we will mention some facts about the McDonald's menu in America. The basic burger there is called "Hamburger" and it is composed of a slice of beef, pickles, onion, ketchup and mustard, all of this between two slices of bun.¹⁶

Another popular burger, bigger than the first one, called BigMac, also contains beef, buns with sesame seeds, pickles, onion, lettuce and special sauces.¹⁷

BigMac is considered the iconic item in the McDonald's menu.¹⁸

The burgers are also accompanied by other menu items.

The types of meat used in American McDonald's restaurants are beef, pork, chicken and fish.¹⁹

The atmosphere of an American McDonald's restaurant:

In America, this restaurant represents "just a cheap place to eat", where you can quickly have your meal and go.²⁰

For a better understanding of the atmosphere in these restaurants in America at present and in former times, several advertisements will be analyzed.

From the beginning, McDonald's has targeted children as their primary type of consumers, without neglecting other segments. It has been keen on children for a long time and the first advertisement to be analyzed,

¹⁴ <https://www.ukessays.com/essays/marketing/the-history-of-mcdonalds-restaurant-marketing-essay.php>

¹⁵ R. Hammer, D. Kellner, 2009, *Media/cultural Studies : Critical Approaches*, p. 255

¹⁶ http://www.mcdonalds.com/content/us/en/food/full_menu/sandwiches.html

¹⁷ http://www.mcdonalds.com/content/us/en/food/full_menu/sandwiches.html

¹⁸ <http://www.nbcnews.com/business/business-news/big-mac-jacked-mcdonald-s-iconic-burger-now-bigger-smaller-n559916>

¹⁹ http://www.mcdonalds.com/content/us/en/food/full_menu/chicken.html

²⁰ <https://delishably.com/dining-out/JapanMcDonalds>

“McDonald’s is your kind of place”, created in 1967, confirms this statement.²¹

To attract children, the people working on this project combined visual techniques and language techniques: they introduced images presenting happy children on the road to McDonald’s, together with their families; their parents order the food, while the kids befriend the cashiers, everything taking place in a very friendly atmosphere. In the background, one can hear a song whose lyrics state that “McDonald’s is OUR kind of place/ It is a happy place... / A clean and happy place”. The song being sung by children’s voices represents a method to meet children’s desire to eat there- “this is the place where we can find our peers, where we can play with them and spend a good time”.

From the linguistic point of view, one can see an attempt to personalize this advertisement in the lyrics - “McDonald’s is OUR kind of place’ - the possessive pronoun “our” not only stands for “us, children”, but also gives them and their families the certainty that McDonald’s is the place to which their children belong; the parents should let worries behind when the kids are there. Stating that the specific restaurant is their “kind of place” also reinforces the idea mentioned before.

“It is a happy place”- this sentence certainly stresses what the images in the advertisement try to present: a place where children are happy, where all the people can be friends.

Another characteristic that McDonald’s commercial emphasizes is cleanliness, which is also stated in the lyrics. This restaurant is “a clean and happy place” and cleanliness is translated into safety for children who eat there.²²

The reputation that McDonald’s has acquired as an innocent children’s place has changed over the recent years as this restaurant has been repositioned to some extent. The commercial called “Working together”, released on 13 August, 2012, presents a wider range of clients. Besides children who happily order their food, there are also two girls, very delighted at the restaurant’s serving system and atmosphere. The staff are working together in a team, helping each other; they smile while vigorously preparing the food and serving their customers. They seem not to take their job as a set of simple and boring mandatory tasks, but as a

²¹ <http://www.businessinsider.com/mcdonalds-ads-2011-7?op=1>

²² http://www.mcdonalds.com/us/en/our_story/our_history/the_ray_kroc_story.html

pleasant way of spending their time together, as members of one large family. The slogan “working together” lays emphasis on their team-oriented way of working.

One can observe that in the commercial, the staff consists of people from different cultures, e.g. American and Asian cultures. This proves the tolerance that McDonald’s shows towards people’s ethnicity and that it is a place suited for everybody, irrespective of the country or the culture they come from.²³

If someone watches the new commercial released in 2016, they will directly get the message that McDonald’s “has grown up”. In 2015, a McDonald’s commercial stated that “Through February 14, McDonald’s will randomly select customers to Pay with Lovin’”. The video has a big emotional impact: people of all ages coming to order food and suddenly being asked to pay in a different way; some of them have to call their mothers to tell them that they love them, a mother who has come with her boy has to tell the cashiers what she likes about him and so on. This commercial is a good choice to prove that a specific company does not focus only on profit making but also on people’s feelings, being like a very large family. As in the previous years, in 2016 McDonald’s has particularly targeted adults in its commercials.

The “Lovin’” in the statement is directly connected to the “I’m lovin’ it” slogan- “...to Pay With Lovin’” in a way means to pay with the same feelings that you have for McDonald’s.

The commercial analyzed above was designed for The Super Bowl and maybe it is one of the most emotional and meaningful commercials made for this fast food chain.²⁴

Being focused on cheap and tasty food, on having fun and combining flavors suited for both children and adults, McDonald’s has earned a good reputation as “the most popular family restaurant”.²⁵

Despite this good reputation, the Americans begin not to have a good opinion about the food served there: they think that it is neither of high quality nor healthy. Another customers’ complaint refers to the fact that they have to wait too long for the food to be served. Almost half the

²³ <https://www.youtube.com/watch?v=kZCbvpJ4O6c>

²⁴ <https://www.youtube.com/watch?v=RsoGFwyDACY>

²⁵ <http://www.britannica.com/topic/McDonalds-Corporation>

Americans would not choose to repeat their calls at McDonald's restaurants.²⁶

McDonald's in Romania

In Romania, the first McDonald's was opened on 16 June, 1995.²⁷ Here, McDonald's occupies the first place in the fast food industry, compared to USA, where restaurants like Five Guys or Burger King have exceeded it. Moreover, McDonald's was the first American company opened in Romania.

We are going to describe below the menu in a McDonald's in Romania. The menu items are the same or in some cases very similar to those in USA; Romanians can enjoy the iconic BigMac, the basic Hamburger (which also contains beef, as in the mother country), the chicken products, like the Chicken McNuggets and so on.

However, there are some differences between the Romanian and the American menus. For example, in the beef products category there is McMici in addition. This product is composed of one slice of beef mici (which is a Romanian specific type of food), mustard (because in Romania, mici always go with mustard, it represents a sort of traditional combination), the two of them being placed between two bun slices.²⁸ In terms of pork products, the Romanian McDonald's adds Carnaciori Oltenesti to the original list.²⁹ The other product in the pork products category is "Sandvis cu porc si sos de hrean", that is a Romanian equivalent of McRib.³⁰

In our opinion, the Romanian specific food added to the menu is stodgier than the original one.

Because one of the franchisers' responsibilities is to adapt to local culture and tastes, in Europe and implicitly in Romania, McDonald's restaurants serve beer, in comparison with USA, where the favorite drink in a fast food restaurant is yoghurt.³¹

²⁶ <http://www.chicagobusiness.com/article/20150829/ISSUE01/308299977/what-americans-really-think-about-mcdonalds>

²⁷ <http://documents.tips/documents/politica-de-promovare-mcdonalds.html>

²⁸ <http://mcdonalds.ro/ce-mancam/produse/detalii/213-mcmici>

²⁹ <http://mcdonalds.ro/ce-mancam/produse/detalii/329-carnaciori-oltenesti>

³⁰ http://www.mcdonalds.com/us/en/food/product_nutrition.burgerssandwiches.10.mcrib.html

³¹ <http://documents.tips/documents/afacerea-mcdonalds.html>, p. 18

The way McDonald's acts in Romania and the restaurant atmosphere:

In order to surprise its customers, McDonald's Romania has built restaurants with different themes, like Rock'n'Roll, Cinema or Internet Corner in Bucharest and Targu Mures.

As in USA, in Romania McDonald's benefits from McCafe locations. In Europe, these locations are separated from the restaurant itself and the coffee has a better quality. McCafe also offers desserts.³² This idea to create a place like McCafe works in Romania, because of the Romanians' habit of drinking pretty much coffee sitting in a comfortable place.

To get a better understanding of how McDonald's is perceived by the Romanians and about what type of people visit these restaurants, some commercials will be analyzed.

The first one is called "Sah" which in English translates "chess" and comes from the campaign made for the Combo menus. In the video, two boys and three girls stay at a table, thinking about a new "combination". At the suggestion of one of them, they combine chess with slow motion and then imagine how it would be to play this game in slow motion or to fall to the ground in this way. These imaginary scenes along with the fact that one of the boys is eating a fry in slow motion, makes them laugh and have a good time.

The images with these young people having fun at the table in one of these restaurants also transmit the message, as in the American commercials, that in Romania McDonald's "has grown up" and has become a place for teenagers and young adults too.

On the other hand, another difference is that also for the Romanians this chain does not only offer places with cheap food, but also perfect places for young people to socialize. Compared to America, where McDonald's represents nothing but an "eat on the run" spot, in Romania people find it a good location to stay and discuss, joke and have fun.

The first remark in the advertisement is uttered by one of the boys and sounds like this: "Ok, let's see: are we making another combination?" The word combination, even if they are talking about the combination between chess and slow motion moves, also refers to the new McDonald's Combo menus, whose rule is that if you combine two different menu items you will obtain a good price.

³² <http://documents.tips/documents/afacerea-mcdonalds.html>, p. 24

The second commercial that is to be analyzed is “Mic Dejun 15” (Breakfast 15’) and refers to the fact that McDonald’s has introduced items of food that are proper for breakfast. The first scene that one can see in this advertisement shows a man lying in his bed and smiling. On the background, one can hear a voice saying “You will start to love mornings”, a fact which is linked with the tasty breakfast items which McDonald’s offers you - they are listed in the commercial after the statement. Then the pronoun “you” refers to all McDonald’s customers or potential customers, who will definitely love this food.³³

The last commercial analyzed in this section presents a visit to important traditional Romanian places, like The Old City (Centrul Vechi), where you can find “Romanian disco, bars...”. A Romanian guide takes some tourists to show them all these places and, at the end, they go to a McDonald’s restaurant, so the tourists can taste the Romanian specific food: “placinte, carnati, mici” (“pies, sausages, mici”). This is a very good proof that McDonald’s has the ability to adapt to the local culture.

The message that the commercial may transmit would be that the Romanians are friendly and hospitable to foreigners.³⁴

McDonald’s in India

To achieve competitiveness, McDonald's has had to be imaginative. How about the McAloo-Tikki, 'a combination of potato and peas patty with special Indian spices'? Taking into consideration that cow is considered to be a sacred animal by the Hindu people, it is not advisable for McDonald’s to sell dishes based on beef in India. To adapt, McAloo-Tikki was created with the following ingredients: peas, potato and Indian spices;³⁵ it also seems a suitable dish for vegetarian people. Unlike in USA and in other countries, McDonald’s in India has kept only 30% of its original menu, 70% of it consisting of food which respects the local culture³⁶.

McAloo-Tikki is closely followed by McSpicy Paneer, which is a very demanded product. The wide range of vegetarian products was not enough for their consumers, in India, so in 2009 the team decided to create

³³ <https://www.youtube.com/watch?v=DMrree3LSG8>

³⁴ <https://www.youtube.com/watch?v=cp5WwW11E6w>

³⁵ <http://www.telegraph.co.uk/food-and-drink/news/weird-mcdonalds-food-around-the-world/mcaloo-tikki-india/>

³⁶ <http://www.thunderbird.edu/blog/faculty/washburn/2010/12/14/mcdonalds-adapts-to-india>

a “premium” product to complete the menu.³⁷ This kind of burger contains a type of cheese called Paneer, which is made by heating the milk and adding lemon juice and vinegar, which are used as coagulants. In order to keep the cheese soft, the team needed special equipment, which was very hard to get. Buffalo milk was used in the process, along with a special sauce.

Another dish that is absent in Indian McDonald’s is pork dish. When McDonald’s entered India, many Hindu people feared that it would use beef and pork in their menus.³⁸

McDonald’s has made great efforts to open restaurants in some religious places in India, considering the opposition from a lot of people. Regardless the fact that McDonald’s has stated that the food is going to be vegetarian, it seems that the chances of success are very few. Katra (Jammu and Kashmir) and Amristar (Punjab) - these are the names of the two locations in which this chain of restaurants would have liked to operate. The first location is home to one of Hinduism shrines, Shri Mata Vaishno Devi. The second location is called “the center of the Sikh religion in Punjab” and is also the “home of the Golden Temple”. In this kind of temples, only vegetarian food is served for pilgrims. In other words, both of them do not represent the ideal “home” for a chain that promotes eating habits that do not respect the local religion.

It is very easy to differentiate an Indian McDonald’s restaurant from a Western one, because of a set of restrictions. Beef has never existed in the Indian McDonald’s menu, even if the location of the restaurants was not in religious places; it has kept its “meat menus”, serving fish burgers, chicken nuggets and so on.

As it was mentioned before, In India, pilgrims make journeys to the Golden Temple and to the shrine in Shri Mata Vaishno Devi. In order to get there, they have to climb the Himalaya Mountains and to hike for some miles. After getting there, they have to wait for almost 20 hours to see the “Mother Goddess”. McDonald’s has considered that it has been one of the

³⁷ <http://www.telegraph.co.uk/news/worldnews/asia/india/9520451/McDonalds-facing-Hindu-protests-over-restaurants-near-holy-sites.html>

³⁸ <http://mic.com/articles/81755/what-mcdonald-s-looks-like-in-6-different-countries#.Kkvpb1HTM>

best locations to open a restaurant, assuming that those people return tired and hungry from their rough journey.³⁹

Despite the growing variety of the menu in India, Chicken Maharaja Mac remains the “signature product”, which in America and other beef eating countries is represented by Big Mac.

Introducing burgers in India was not an easy mission. Amit Jatia, the one who invested in McDonald’s India, admitted that he had to inform the population that a burger also represents a meal. Very few people were going out to eat at that time.

Yet, Aloo Tikki Burger has had a lot of success there because it has been considered a kind of meal that could be sold in the Indian streets, due to its ingredients. The price and the taste have also contributed to the burger’s success. Thanks to this success, the number of people going out to take a meal has increased.

A framework of the atmosphere in Indian McDonald’s restaurants:

According to Amit, from Monday to Friday, customers that mostly visit McDonald’s in India are “aged between 19 and 30”, which represents a different market segment compared to other countries.⁴⁰

While lunching in a McDonald’s restaurant placed in a crowded area of Delhi, the author observed that an interesting variety of people have chosen to have a meal there, including a boy participating in a meeting via Skype or a couple with their parents, establishing some rules for the union between the young ones, which represents a traditional ritual which is also practiced in modern India. These types of people eating at McDonald’s stand proof of its accessibility.

In order to show how McDonald’s in India is perceived, what type of restaurant it is, we have analyzed a set of advertisements. The first one features two children, a boy and a girl, sitting on a bench and discussing. The girl smiles and asks him if they are in a “boyfriend-girlfriend” relationship. When she sees that the boy’s answer is negative, she asks why and the boy starts telling her how demanding the girls are: they want this, they want that... so he cannot stand this situation; but the little girl’s answer shocks him- she just wants an AlooTikki from McDonald’s! In the end he accepts her proposal, taking out some coins from his pocket.

³⁹ <http://www.telegraph.co.uk/news/worldnews/asia/india/9520451/McDonalds-facing-Hindu-protests-over-restaurants-near-holy-sites.html>

⁴⁰ <http://www.bbc.com/news/business-30115555>

In India, McDonald's has an image different from the USA, where it is perceived as a cheap food place, where hurried people can eat fast.⁴¹ For Indians McDonald's represents a place where teenagers can escape from home, far from their parents' "close looks", where they can have fun and take their meals at a good price. In the advertisement presented, McDonald's has the same meaning: friends, fun, cheapness, freedom.

By creating advertisements with these messages, McDonald's captures the attention of people who fall in some age categories: children and especially young adults.

Another advertisement that illustrates this hypothesis, namely that McDonald's in India is mostly visited by young adults is called "The Familiarity Test". A few cashiers ask people coming to order food together (most of them being young adults) how well they know each other. Their responses vary from "well, very well" to "we met ... years ago". Then, against a red background appears the question written in white: "But did they really know each other that well?" The cashiers start asking them questions about each other. None of them answered correctly, so the cashiers offer them a free meal to enable them to spend more time with each other and get to know each other better. The advertisement ends with the conclusion that "...the more time you spend with someone, the better you get to know them", followed by people enjoying their meal and discussing and by the "new Maharaja Mac" presented as a "social burger". By using short stories with emotional messages and language devices, as for example the "social burger", McDonald's succeeds in attracting a wide range of people. In India, the majority is still composed of young people who want to socialize while eating their meal.

Conclusions

A comparison of McDonald's position in three countries shows that McDonald's still occupies the first position in the fast food industry in Romania and India, in contrast with the United States, where people have begun to consider it just an ordinary and a little bit unsatisfactory place to have a meal on the go. On the contrary, in India, McDonald's is considered a meeting place, where young people can meet and have fun.

⁴¹ <https://delishably.com/dining-out/JapanMcDonalds>

According to the commercials, McDonald's restaurants in India are still visited by a lot of children, while in the United States and in Romania McDonalds restaurants have mostly teenagers and young people as clients. Unlike American and Romanian McDonald's restaurants, those in India do not serve beef and pork and the majority of the items are vegetarian, which represents a kind of mutual agreements between the company and the Indians.

To make a brief outline of the case study, several facts should be mentioned, including McDonald's ability to adapt to local tastes in terms of food, activities or advertising, shaping its practices by taking into consideration the place and its local culture. McDonald's has also succeeded in entering even the most untouchable markets, like India, and to maintain its position, without changing its values and it has become the best-known fast food chain in all the places that it has reached.

The studies also show that there are a lot of differences in the way companies promote their products or services in foreign countries. It all depends on the culture of the specific countries. The messages that the company uses, the images in the ads, the products that they sell or the prices they put on them should differ in order to get access to different areas of the world.

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