



## **Critical Success Factors in the Fast food Industry: A Case of McDonald's**

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### **ABSTRACT**

The study is aimed to examine the critical success factors of McDonald's in the fast-food industry. As a leading global brand, McDonald's has expanded operations into more than 100 countries such as Malaysia, China, and Japan. Its primary purpose is to be the customers' favorite eating place, focusing on customer experience. We employed the quantitative method. A total of 100 customers and 20 employees were surveyed. The result shows that innovation and technology strategies, job satisfaction, marketing strategies, and customer satisfaction are the critical factors that drive McDonald's success in the fast-food industry. The discussion and recommendations are presented.

**Keywords:** Critical Success Factors, Customer Satisfaction, Fast food Industry, Innovation, Job Satisfaction, Marketing, McDonald's, Strategies, Technology

### **INTRODUCTION**

In the hustle and bustle of city life, people tend to spend more time on their work or study instead of preparing their meals. Hence, having fast food as a meal had become a new norm among them. Compared to healthy or self-prepared food, fast food is cheaper, convenient, less time-consuming, and tastier. Besides, as the fast-food industry's development is getting rapid in Asia, it nowadays is no longer a regular burger or fried chicken but more variety to meet their customer's demand. For instance, KFC had come out with a waffle burger, and it had successfully drawn the public's attention. Also, the fast-food brand in Asia is getting more and more compared to last time. A lot of new fast-food brands like Texas chicken, 4 fingers have been opening their market in Asia Country so that the consumer will not get bored quickly as there are many choices for them. Most of the fast-food brands had also realized that the health consciousness among the public is getting heavier among the public due to the obesity and diabetes rate in Asia is getting higher. Therefore, many fast-food brands have tried to modify the menu and increase the nutrition level when preparing their food. For instance, subway provides a healthier choice of bread like 9-grain wheat bread or honey oat for the customer concerned with health issues.

The fast food industry has quite a big market in Asian countries. However, among all the fast food industries, the most famous and successful fast food brand is McDonald's. According to Statista (2020), McDonald's serves more than 60 million people with more



than 38,600 outlets as of 2020 in more than 100 countries every day. By providing the same franchise rights in Asia, over 75% of McDonald's restaurants worldwide are engaged and it is managed by local independent men and women. In 2020, the number of restaurants in Asia was reaching 3,380. Based on the reports released in 2018, McDonald's is known as the private employer which is the second-largest as it is with over 1.7 million employees in the world. As one of the top ten most valuable global fast food brands in 2018, with a brand value of US\$126.04 billion, McDonald's is fortunate to become the most advanced fast food brand around the world. In terms of revenue, McDonald's is also fortunate to become one of the largest restaurant chains in the world.

McDonald's, an American fast food industry, is recognized as one of the world's most successful brands. It is the world's leading food service retailer and the world's largest hamburger fast food restaurant. It aims to provide a simple and comfortable dining experience for every customer who visits to ensure that they are always the first choice of customers. McDonald's was founded in 1940 which is operated by two brothers, namely Richard and Maurice McDonald. Its headquarters is in Chicago, Illinois. They have expanded their business through franchising since 1954, and have earned income from rent paid by franchisees, royalties and fees, and sales in restaurants operated by local companies. Through franchising, they have more opportunities to make big money and create value for their business. In 1967, McDonald's started to sell its franchise to other nations' people, and the first McDonald's that operated in another country was in British. Sooner and later, McDonald's is also available and famous in many Asia countries like Singapore, Malaysia, and China. McDonald's also offers a variety of fast food options, including other specialty chicken products, soft drinks, milkshakes, desserts, coffee, breakfast and wraps even though they are famous for French fries, hamburgers, and cheeseburgers.

In this paper, we investigate McDonald's critical success factors. Specifically, we focus on how McDonald's can survive and succeed in this fierce competition among all the other fast food brands.

We highlighted several critical success factors of McDonald's in the fast food industry. They are job satisfaction, customer satisfaction, innovation and technology, and marketing strategy.

Innovation is an additional step in the development of new services and products in the market. However, technology is the application of scientific knowledge for practical purposes. Thus, innovation and technology application is essential for a company to succeed (Tohidi & Jabbari, 2012). In addition to product maturity, innovation is all-important (Al Shami, Giraldo, Almekhle, & Aldabbous, 2019).

Despite the massive investment in time and money management, innovation always remains a frustrating pursuit in many companies. The former president and CEO of McDonald's, Steve Easterbrook, said that the company will "double" its commitment to adopting technology and will continue to deliver products systematically (Whitten, 2017). By proving this, Steve Easterbrook strongly agrees that innovation and technology will lead to a company's success in the rest of the whole business life. Instead of facing the coming technology revolution with fear, embracing them with a



positive and proactive is always McDonald's management style. Those who can develop new business ideas to establish, convey, and grab value will have the best business opportunities. McDonald's is always the one who stays on top.

To increase competitive advantage and uniqueness, McDonald's has introduced and implemented the drive-thru window. They were the first drive-thru window implementer. After the implementation, customer traffic increases because the order and purchase methods are convenient and less time-consuming. It was reported that the drive-thru window has contributed nearly 50 percent to the overall sales of all the worldwide's McDonald's drive-thru restaurants (Business Today, 219). In addition, in 2019 the first McDonald's drive-thru quarter sales growth of 10% per year on average. Since most of the sale comes from the drive-thru window, McDonald's has realized the importance of the customer experience's improvement. According to McDonnell (2020), to improve the drive-thru's efficiency and speed, McDonald's has installed dual drive-thru alleys at many newly opened and refit restaurants. McDonald's also improved the perspicuity of the speakers by using a brilliant, cleaner, and more systematic menu panel. Indirectly, this innovation and technology have created a better customer experience than the other fast-food brand. Ten and a half years ago, Muller (1999) estimated three main tendencies in restaurants: differentiation and McDonald's success.

McDonald's has extended its McValue menu and the breakfast items are added to improve the flow of people in the morning. This change inspired a goodwill level in the fast food industry that had not been seen in a while. Besides, for companies that also consider the company's intangible assets, goodwill is of importance as it is considered a driving force for sustainable competitive business and corporate advantage (Satt, & Chetoui, 2017). Other than that, McDonald's also invented the "kids' meal" by adding kid's gadgets in their set meal like Happy Meal. All these innovation strategies that have been expanded by McDonald's are trying to increase and attract more customers to step in the door of McDonald's. Nowadays, customers' purchasing and eating habits have changed rapidly; delicious food and competitive prices are not enough to attract and retain customers. To sustain and succeed in a highly competitive market, innovation and creativity are crucial factors.

Besides, McDonald's is more than just a fast-food restaurant; it has launched a specialty coffee and beverage chain McCafé. Starbucks and McDonald's are the two most famous places to buy coffee. However, they provide customers with different experiences. The presence of McCafé gives consumers an alternative from its main competitor, Starbucks. It also successfully attracts many customers due to the higher quality yet the much lower price of coffee. According to QSR Media (2018), 2.3 million visitors come to McDonald's McCafé in an average of four weeks. When an experience is memorable for a consumer, that experience will enhance product value (Yoo, 2020). Thus, McDonald's always keeps competitive and successful in the fast-food industry.

Besides, McDonald's also tried to innovate a new method to make the ordering process more efficient. McDonald's has introduced self-service kiosks, which provide the function of screen ordering and table service. Self-service kiosks allowed people to place an order and purchase without having to queue up at the cashier. The self-serve stations make customers more comfortable with customizing an order. Rensi (2018)



reported in 2018 that all McDonald's brands in the United States and certain restaurants in other countries would be conducting self-order kiosks by 2020.

In Malaysia, McDonald's also provided self-service kiosks in two language options, Malaysian and English to make them easier to use. Instead of paying by credit and debit cards, mobile and order payment options have been also available since 2017 to make payment easier and quicker. All of these technology strategies have created a quicker service for customers. By seeing this scenario, McDonald's has proved that they desire to build a profitable business; however, they are more willing to focus on their long-term growth. McDonald's also believes that the measures they are taking will make McDonald's become a global leader in the fast food industry again. Therefore, these are the reasons why McDonald's can maintain its success in the fast-food industry.

Job satisfaction is defined as the level of contentment or satisfaction that employees feel with their job and it is an important element in the management-employee relationship and an integral component of the organization environment. Job satisfaction is the level of contentment employees feel satisfied with their job. Employees with high job satisfaction stimulate a series of positive effects and directly improve organizational performance. McDonald's has invested in employee growth due to McDonald believes that it is the right approach since the success of the company usually depends on the employees' commitment to achieving exceptional value (Mujtaba & Patel, 2007). Thus, McDonald's always creates a pleasant, safe and clean working environment for their employees to make them feel more secure and delighted when they are working. There is always a positive correlation between employees' perception of the cleanliness of the work environment and job satisfaction and productivity.

McDonald's motivates employees through good rewards and recognition systems by providing a systematic and fair promotion system for every talented employee and deserves rewards, recognition, or promotion. Hence, employee recognition is important to increase employees' job satisfaction. Appreciation is a fundamental human need. Thus, appreciation is a kind of employee recognition, which can improve employee's work efficiency and satisfaction. This theory can be applied to employees.

Employees tend to respond positively to appreciation because it's shown that their hard work is being valued. They will have the motivation to work harder. Employee recognition is the crucial factor that influences employee engagement and leads to outstanding working performance and ultimately leads to job satisfaction (Gallup, 2020). Regular research and expression of appreciation to encourage employees' behavior to achieve their goals are vital. Crawford (2015) showed that McDonald's input the rewards and motivation at the business strategy's core. McDonald's provides rewards for its 400 company-owned restaurants through a reward program. Thus, employee recognition and incentives are the key metrics that lead to job satisfaction and ultimately increases sales when providing a better service and better dining experience to their customer. Hence, external rewards and internal rewards are beneficial in employee motivation, because they encourage employees and improve performance.





Besides, McDonald's also provides career and education growth, training, and also development opportunities to their employees so that they have the chances to learn, improve and achieve their full potential. Training can be part of systematic learning and development methods to improve directly the organizations (Goldstein & Ford in Bashir & Jehanzeb, 2013). Thus, training and development opportunities provided to the employees able to increase their knowledge and skill acquisition regarding their job scope indirectly lead to growth. For example, McDonald's Hong Kong has provided some education courses to their employees. Besides, McDonald's Argentina branch also provides scholarships for degree programs in national universities for their employees. After that, each employee in McDonald's UK branch also receives incentives for their training, education, or artwork. Therefore, to maintain sustainability, organizations must view continuous employee development and training as valuable due to employee training and development are essential at all employee levels, because skills will corrode over time, thus it must be supplemented.

Also, career development seminars for women, African-Americans, and Hispanics are allowed by "Changing Workforce Seminars" (Smith, 2005). In the United States, 40% of McDonald's American owners or operators are ethnic minorities and women. Starting from 2014, McDonald's has provided more job offers to the female, especially in the management position. McDonald's is intended to build up the confidence and competency of female role models. In 2004, McDonald's bought around \$4 billion of food and paper products from female suppliers and the American minority. After that, in the same year, approximately 26% of managers are ethnic minorities, while 46% are women. This proves that McDonald's had recognized the capabilities of women. Generally, employees are the most critical assets for a company. Therefore, to achieve success, employee job satisfaction is one of the most important elements.

The marketing strategy can be defined as an overall business's planning that aims to reach the consumer's expectation and turn them into the product and service the business provided to create awareness and loyalty in the consumer's mind. Marketing strategy is also long-term planning that guides a business to reach the organization's aim and maximize profit. A successful marketing strategy will allow a business to generate the greatest profit and achieve a sustainable competitive advantage by using limited resources. Hence, there is no doubt that McDonald's marketing strategy had played a significant role in McDonald's and led it to be the leader in the fast food industry.

In McDonald's marketing strategy, it had the first segment of its market into a few important groups, then it decided who will be their targeted customers and how they should position their brand. McDonald's concentrated on its marketing mix (product, price, place, and promotion). Based on the latest research, McDonald's had segmented its market based on consumer demographic variables, including age, education level, income level, status, and job. After the research, it shows that McDonald's had targeted a few groups of segments, including children, teenagers, and working adults. This is because these three groups of consumers are the one who often visits McDonald's. Among these three groups, teenagers spend most in McDonald's and are followed by working adults and children. After segmentation and targeted the market, McDonald's had gathered insight from the targeted customer and positioned itself to provide quality food for every consumer at a reasonable price. This is because most of its targeted



customers are not so rich, hence to make sure the targeted customer will continue purchasing at McDonald's, it has to maintain its low price with quality food and environment.

The first marketing mix is products. Products are services or goods that a company offers to fulfill its customer's needs. To make sure that the products meet the needs of the customer, McDonald's consistently improves its good service. For instance, McDonald's has come out with a new menu or seasonal product to retrain their regular customers and attract new customers at the same time. During the Chinese New Year, especially in Malaysia, McDonald used to release a prosperity burger set which included beef, chicken, and fish. Besides that, this prosperity burger is only limited in Chinese New Year. Therefore, during Chinese New Year, customers always go to McDonald's to buy the prosperity burger set because it had become one of McDonald's significant menus during the Chinese New Year in Malaysia.

The place can be considered as a physical store for a business to sell their goods and services. A good choice of location will directly affect business performance. This is because a good location can be easily accessed, attracting a large number of customers and directly increasing potential sales. Thus, when McDonald's wants to open a new branch, it will always make sure that the location is strategic and near the targeted customer. The reason is that in a highly competitive food environment, even slightly different geographic locations can influence the market share and profitability. To let customers easily spot the store, McDonald's always set up a store beside the main road. The reason to do this is that these places are bigger compared to the normal retail shop lot. Apart from that, the extra space also allows McDonald's to set up a drive-thru station and parking space which will increase the conveniences of customers. To wrap up, McDonald's can become so successful in the fast-food industry because of its strategic places.

Price is the most important strategy in the marketing mix as it is an essential element to determine the company's profit margin. The pricing strategy applied by McDonald's is cost leadership, which offers the product relatively cheaper compared to its competitor like Wendy and Burger King. McDonnel (2020) contended that the most expensive McDonald's products are only \$8 and they were the cheapest between Wendy's and Burger King which cost \$8.59 and \$11.19 respectively. Besides that, McDonald's can enjoy economies of scale and have market power over suppliers and competitors. For instance, McDonald's has signed a contract with Coca-Cola Company, which stipulates that no restaurant chains are allowed to sell Coca-Cola at a price that is not more than McDonald's.

The last element in the marketing mix is promotion. Promotion is a channel for McDonald's to communicate effectively with targeted consumers and create awareness among the public. According to McDonald's Annual Report (2019), McDonald's had spent a huge amount of money on its promotion activities worth approximately 447.3 million US dollars. McDonald's had advertised its product through different media like newspapers, television, and other social media such as Facebook and Instagram. Besides, a lot of sales promotion consists of promoting the business by providing some benefits like coupons and vouchers or carrying some activities that allow the consumer to purchase the item at a lower price had been done by McDonald's. Promotional



marketing activities are considered more effective than advertising. Promotion is an effective method of competitive retaliation rather than marketing activities. Thus, sales promotions like coupons and vouchers are always good choices to attract customers to purchase and automatically boost the sale. "Unexpected" coupons are usually associated with increased purchases during travel and the number of unplanned purchases (Heilman, Nakamoto, & Rao, 2002).

To encourage McDonald's apps, McDonald's had launched a promotion that whoever had downloaded the apps and registered it would purchase the Mc Chicken burger with RM1, which is approximately considered free of charge. By using this strategy, McDonald's can encourage customers to use the app while customers can receive the notifications regarding the promotion items or vouchers indirectly can attract customers to purchase continuously which builds up a consistent relationship between customer and McDonald's.

McDonald's has been a very successful company in the fast food industry with a high market share in the world. The primary factor contributing to its success is that McDonald's always tries to increase its customer satisfaction level. The guiding principle of this strategy is that an enterprise's entire business activities should take customer satisfaction as the policy, stand on the customer's position, consider and analyze the customer's needs from the customer's perspective. Customer satisfaction is equal to a good quality product, service, cleanliness plus value. Value includes product value, service value, image value, and personnel value.

Consumers prefer the convenience and time-saving compared to spend time on handling and preparing their meals (Collins, 1997; Osaili, 2013). However, McDonald's is going to do good in both preparations of food and proper handling. To ensure that the products provided by McDonald's are of good quality, McDonald's has come out with its standard and procedure when preparing food so customers can always enjoy the highest quality of food in all circumstances. McDonald's emphasis on quality has been reflected in every restaurant before it opens. McDonald's has revealed that food safety is the absolute number one priority (McDonald's Corporation, 2020). McDonald's will carry out more than 40 quality-control checks on ingredients every single day and only use the fresh ingredient to prepare food. A lot of customers do not realize how complicated McDonald's food control procedures will be, however, they can always experience the effects of our high-quality, tasty, and balanced food. Regardless of food procurement, product preparation, furnace temperature, cooking time, McDonald's do have its strict high standards. To produce quality food to customers, the food that does not meet the prescribed standards cannot be sold to customers. Hence, most customers are very satisfied with the food provided by McDonald's.

McDonald's business credo, "Sell is service, thoughtful service". McDonald's knows that its food is the key to attracting and keeping customers, so it must meet the local needs; it focuses on service quality. To achieve this goal, McDonald's management team emphasized three requirements of speed, accuracy, and friendliness. Speed means the time taken for service to be delivered to customers. The services must be delivered to customers within the shortest time. Therefore, McDonald's attaches a great emphasis on-time control. Accuracy means McDonald's employees must always get the correct order from customers and provide customers with the right meals. Besides,



McDonald's employees need to serve customers with friendly and gracious hospitality. This is to make sure that the customer will feel that they are being respected and this indirectly also will increase the level of customer satisfaction.

Providing a clean and elegant dining environment also McDonald's business premise. A clean environment is an essential factor to increase the customer satisfaction level as no one likes to have their meal in a dirty place. This is because a clean and elegant dining atmosphere will generate more positive emotions, leading to a positive belief in the restaurant, services, or products.

A good environment is essential in improving the financial performance of a restaurant as the customers are intending to purchase again when they are satisfied with the environment. McDonald's has certain rules to make sure inside and outside the restaurant be clean and tidy. All tableware and machines must be thoroughly disassembled for cleaning and disinfection after work every day, the customers are not allowed to smoke in the restaurant, all the glass in McDonald's needs to be cleaned every day. These rules had been carried out in all the branches of McDonald's so that the customer will enjoy a clean environment no matter which branches they visit.

The last element in customer satisfaction is value. To make the customer satisfied with the product and service provided, McDonald's needs to let the customer feel its value since companies are involved in creating value when they design and promote their products to prospective customers. The customers will evaluate the perceived value of the company's offerings and competitors in making the decision to consume.

The value of McDonald's can be felt through different aspects including product value, service value, image value, and personnel value. Product value created by nutrition provides a reasonable price. McDonald's food attaches great importance to meeting the local taste, providing proper appearance and nutrition needed by customers, and the service delivered is consistent with price, which makes customers feel that it is worth eating. Service value can be felt by customers when the employees are trying their level best to serve the customer, whereas image value and personal value mean that a customer believes in McDonald's and believes it is worth purchasing.

## RESEARCH METHOD

For the primary data, we have designed a questionnaire to collect data from all the individual respondents. In this context, McDonald's employees and customers are the respondents of the present study. We conducted an online survey through Google Form with 100 McDonald's customers and interviews with 20 employees from one of the McDonald's branches at Ipoh in Malaysia.

The survey consisted of three sections. The first section consists of five multiple-choice questions related to the respondents' background or demographics such as gender, age, race, nationality, and occupation. The second section contains four multiple-choice questions of "Have you ever visited McDonald's", "How often do you visit McDonald's", "Is the location of McDonald's near your home", and "Compared with other fast food industries, do you prefer with McDonald's". Lastly, twenty-eight questions employed a 5-Point Likert Scale in the third section. The first nine questions





about customers' opinions about the most important success factors of McDonald's in the fast-food industry. The next six questions evaluate McDonald's' innovation and technology strategies. The other six questions evaluate McDonald's' marketing strategies. The last seven questions are to investigate their satisfaction with McDonald's.

The employees' survey consists of two sections with -choice questions. The first section consists of five questions about the employees' background or demographics, such as gender, age, race, nationality, and job position. The second section contains eleven questions related to McDonald's employees' job satisfaction. Besides, group discussion has been done to collect opinions based on the data collected.

## RESULTS AND DISCUSSION

**Table 1. Summary of Employees' Demographic (N=20)**

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
<b>Gender</b>		
Male	10	50%
Female	10	50%
<b>Age</b>		
Below 20	4	20%
21 - 30	7	35%
31 - 40	5	25%
41 - 50	4	20%
51 and above	0	0%
<b>Race</b>		
Malay	8	40%
Chinese	4	20%
Indian	4	20%
others:		
Bangladesh	2	10%
Indonesia	2	10%
<b>Nationality</b>		
Local	16	80%
Nationality	4	20%
<b>Job Position</b>		
Lower level	15	75%
Supervisor	3	15%
Manager	1	5%
Regional manager	1	5%
<b>Organizational Tenure</b>		
Less than six months	3	15%
One year	4	20%
More than one year	8	40%
More than five years	5	25%
<b>Monthly Income</b>		
Below RM 1, 000	4	20%



RM 1, 001 - RM 2, 000	12	60%
RM 2, 001 - RM 3, 000	2	10%
RM 3,001 and above	2	10%

Table 1 shows the demographic profile of the McDonald's employees. A total of 20 employees participated in this survey. Most of the respondents are local (80%), followed by those between the age of 21 to 30 years old (35%). By gender, the percentage for both male and female employees is equal (50%) and most of them are Malay (40%). The majority of the employees were lower-level employees (75%). Most of them had worked for more than one year (40%) followed by those who worked for more than five years (25%). This implies the turnover rate at McDonald's is quite low and most of the employees are willing to stay and continue to work at McDonald's.

**Table 2. Summary of Employee Loyalty**

Response	Frequency	Percentage (%)
<b>Are you willing to continue working in McDonald's Company?</b>		
Yes	15	75%
No	5	25%
<b>How often McDonald's Company gives a bonus to you?</b>		
Every month	2	10%
Once a year	3	15%
Twice a year	8	40%
None	7	35%
<b>Does the job match your salary?</b>		
Yes	12	60%
No	8	40%
<b>Do you think your working environment in McDonald's Company is better than other fast food companies?</b>		
Yes	19	95%
No	1	5%
<b>Are you satisfied with McDonald's work practices?</b>		
Yes	16	80%
No	4	20%
<b>Are you satisfied with the management of McDonald's Company? If you are not, please answer the questions below.</b>		
Yes	13	65%
No	7	35%
<b>Why are you unsatisfied with McDonald's? (You can choose more than 1 option)</b>		
Salary unequal with the workload	6	85%
Bad environment	0	0%



Unsatisfied with my position	1	14.3%
Unsatisfied with my superior	2	28.6%

**Have you ever worked in another fast-food company before? If so, please answer the question below.**

Yes	5	25%
No	15	75%

**Do you like to work with McDonald's?**

Yes	11	78.6%
No	3	21.4%

In terms of the employee loyalty shown in Table 2, 75% were willing to continue working at McDonald's and 40% received a bonus from McDonald's company twice a year. Also, 60% believed that their job was matching the salary received. Asked why they are unsatisfied with McDonald's, 85% answered that their wages were not equal with their workload. It may explain why some of the employees were not willing to continue work at McDonald's.

On the other hand, for the question regarding the satisfaction of the working environment, working practice, and management system in McDonald's, most of them had responded positively to these questions. A total of 75% of the respondents have not worked in other fast-food companies. Another 78.6% like to work with McDonald's as they were satisfied with McDonald's environment, work culture, and management.

**Table 3. Summary of Respondents' Demographics (N=100)**

Response	Frequency	Percentage (%)
<b>Gender</b>		
Male	43	43%
Female	57	57%
<b>Age</b>		
Below 20	40	40%
21 - 30	30	30%
31 - 40	13	13%
41 - 50	10	10%
51 and above	7	7%
<b>Race</b>		
Malay	34	34%
Chinese	47	47%
Indian	15	15%
Others:		
American	2	2%
Thai	1	1%
Pakistani	1	1%
<b>Nationality</b>		
Local	96	96%
Nationality	4	4%
<b>Occupation</b>		



Student	56	56%
Worker	27	27%
Self-employed	13	13%
Retiree	4	4%

In addition to employees, we have also collected and analyzed the data from 100 McDonald's customers. Table 3 shows the demographic profile of the respondents. Over half of the participants were female (57%), 70% were between the age of 30 years old and below. Most of the participants were Chinese (40%) and Malay (34%). By nationality, 96% were local and there were other nationalities from the United States, Thailand, Pakistani. By occupation, the majority of respondents were students (56%), followed by working professionals (27%), self-employed (13%), and retirees (4%). The findings of the study reveal that most of the McDonald's customers were young people.

**Table 4. Summary of Respondents' Brand Awareness**

Question	FREQUENCY	PERCENTAGE (%)
<b>Have you ever visited McDonald's</b>		
Yes	93	93%
No	7	7%
<b>How often do you visit McDonald's</b>		
Every day	5	5%
Once a week	33	33%
Two or three times in a week	25	25%
Once a month	37	37%
<b>Is the location of McDonald's near your home?</b>		
Yes	75	75%
No	25	25%
<b>Compared with other fast food industries, do you prefer with McDonald's?</b>		
Yes	76	76%
No	24	24%

In terms of the respondents' brand awareness shown in Table 4, 93% had visited McDonald's before and 76% prefer McDonald's than other fast-food companies. Most of the respondents would visit McDonald's once a month (37%) or once a week (33%). As for the restaurant location, 75% indicated that the location of McDonald's is near their home. This implies that most of the respondents are more willing to choose McDonald's and therefore McDonald's has a strong national character and room for development and potential.

**Table 5. Key Success Factors of McDonald's**

Response	Frequency	Percentage (%)
<b>Adapting to customer's changing tastes</b>		
1 – Not At All	1	1.0
2 – To Some Agree	6	6.0





3 – To a Moderate Agree	23	23.0
4 – To a Large Agree	39	39.0
5 – To a Very Large Agree	31	31.0
<b>Marketing Strategies</b>		
1 – Not At All	1	1.0
2 – To Some Agree	4	4.0
3 – To a Moderate Agree	25	25.0
4 – To a Large Agree	45	45.0
5 – To a Very Large Agree	25	25.0
<b>Innovation</b>		
1 – Not At All	1	1.0
2 – To Some Agree	5	5.0
3 – To a Moderate Agree	28	28.0
4 – To a Large Agree	39	39.0
5 – To a Very Large Agree	27	27.0
<b>Customer Satisfaction</b>		
1 – Not At All	1	1.0
2 – To Some Agree	3	3.0
3 – To a Moderate Agree	22	22.0
4 – To a Large Agree	43	43.0
5 – To a Very Large Agree	31	31.0
<b>Speedy and Convenience Dining Experience</b>		
1 – Not At All	0	0.0
2 – To Some Agree	5	5.0
3 – To a Moderate Agree	27	27.0
4 – To a Large Agree	42	42.0
5 – To a Very Large Agree	26	26.0
<b>Support from Loyal Customers</b>		
1 – Not At All	0	0.0
2 – To Some Agree	7	7.0
3 – To a Moderate Agree	25	25.0
4 – To a Large Agree	40	40.0
5 – To a Very Large Agree	28	28.0
<b>A Comfortable Dining Environment</b>		
1 – Not At All	1	1.0
2 – To Some Agree	3	3.0
3 – To a Moderate Agree	36	36.0
4 – To a Large Agree	45	45.0
5 – To a Very Large Agree	15	15.0
<b>Brand Guarantee</b>		
1 – Not At All	0	0.0
2 – To Some Agree	2	2.0
3 – To a Moderate Agree	28	28.0
4 – To a Large Agree	43	43.0
5 – To a Very Large Agree	27	27.0
<b>Service of the Workers</b>		
1 – Not At All	0	0.0
2 – To Some Agree	3	3.0



3 – To a Moderate Agree	32	32.0
4 – To a Large Agree	45	45.0
5 – To a Very Large Agree	20	20.0

As for the key success factors shown in Table 5, 70% agreed and strongly agreed that the ability to adapt to customers' changing tastes, marketing strategy application, and brand guarantee from McDonald's had contributed to the success of McDonald's. Besides, 66% agreed and strongly agreed that innovation was the key success factor of McDonald's while 74% of them thought that customer satisfaction had also played the main role in the success of McDonald's customers. From the data, we know that the customers are quite satisfied with McDonald's.

On the other hand, the percentage of respondents of the factors namely "speedy and convenient dining experience" and "support from loyal customers" that were "agreed and strongly agreed" were equal (68%). Nevertheless, only 60% were agreed and strongly agreed "a comfortable dining environment" was the key success factor and 65% were agreed and strongly agreed with the factor of "Service of the Workers". In summary, we can conclude that most of the customers agreed with the key success factors of McDonald's that stated above.

**Table 6. Innovation and Technology Strategies**

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
<b>I am pleased with the experience of McDonald's Drive-Thru. (Scaling)</b>		
1 – Not At All	0	0.0
2 – To Some Agree	4	4.0
3 – To a Moderate Agree	25	25.0
4 – To a Large Agree	44	44.0
5 – To a Very Large Agree	27	27.0
<b>I am satisfied with the experience of using McDonald's self-order kiosks. (Scaling)</b>		
1 – Not At All	0	0.0
2 – To Some Agree	6	6.0
3 – To a Moderate Agree	33	33.0
4 – To a Large Agree	30	30.0
5 – To a Very Large Agree	31	31.0
<b>I am pleased with the experience of using the McDonald's app because I can enjoy exclusive deals for my favorite items. (Scaling)</b>		
1 – Not At All	1	1.0
2 – To Some Agree	14	14.0
3 – To a Moderate Agree	34	34.0
4 – To a Large Agree	31	31.0
5 – To a Very Large Agree	20	20.0
<b>I am satisfied with the experience of using Mc Delivery. (Scaling)</b>		
1 – Not At All	1	1.0
2 – To Some Agree	17	17.0
3 – To a Moderate Agree	35	35.0
4 – To a Large Agree	29	29.0



5 – To a Very Large Agree	18	18.0
<b>I am pleased to enjoy McCafé. (Scaling)</b>		
1 – Not At All	0	0.0
2 – To Some Agree	15	15.0
3 – To a Moderate Agree	34	34.0
4 – To a Large Agree	36	36.0
5 – To a Very Large Agree	15	15.0
<b>Overall, I am satisfied with McDonald's functions above as they bring convenience to me. (Scaling)</b>		
1 – Not At All	1	1.0
2 – To Some Agree	6	6.0
3 – To a Moderate Agree	33	33.0
4 – To a Large Agree	38	38.0
5 – To a Very Large Agree	22	22.0

In terms of the innovation and technology strategies shown in Table 6, 71% were agreed and strongly agreed with the experience of McDonald's Drive-Thru, and 61% were agreed and strongly agreed with the experience of using McDonald's self-order kiosks. Besides, 51% agreed and strongly agreed that they enjoyed McCafé and the experience of using McDonald's app because they can enjoy exclusive deals for their favorite items. However, only 47% were agreed and strongly agreed with the experience of using Mc Delivery. It may be because most of them like to visit McDonald's by themselves or they like to use other delivery apps such as Foodpanda, and Grab. Finally, 60% agreed and strongly agreed that they were satisfied with McDonald's functions above as they bring convenience to the customers. In summary, most of the customers are satisfied with McDonald's innovation and technology strategies. This also indicates that McDonald's can continue to create new varieties and improve its diversified technologies.

**Table 7. Marketing Strategies**

Response	Frequency	Percentage (%)
<b>I receive the McDonald's advertisement regularly. (Scaling)</b>		
1 – Not At All	2	2.0
2 – To Some Agree	8	8.0
3 – To a Moderate Agree	24	24.0
4 – To a Large Agree	36	36.0
5 – To a Very Large Agree	30	30.0
<b>I am always attracted by McDonald's promotions. (Scaling)</b>		
1 – Not At All	2	2.0
2 – To Some Agree	12	12.0
3 – To a Moderate Agree	29	29.0
4 – To a Large Agree	38	38.0
5 – To a Very Large Agree	19	19.0
<b>I like to collect McDonald's toys. (Scaling)</b>		
1 – Not At All	17	17.0
2 – To Some Agree	25	25.0
3 – To a Moderate Agree	24	24.0



4 – To a Large Agree	20	20.0
5 – To a Very Large Agree	14	14.0
<b>I am attracted by McDonald's logo is the golden arches of the letter M on a red background. (Scaling)</b>		
1 – Not At All	5	5.0
2 – To Some Agree	5	5.0
3 – To a Moderate Agree	37	37.0
4 – To a Large Agree	28	28.0
5 – To a Very Large Agree	25	25.0
<b>I am attracted to McDonald's clown. (Scaling)</b>		
1 – Not At All	4	4.0
2 – To Some Agree	15	15.0
3 – To a Moderate Agree	29	29.0
4 – To a Large Agree	35	35.0
5 – To a Very Large Agree	17	17.0
<b>Overall, I am happy with McDonald's marketing and publicity. (Scaling)</b>		
1 – Not At All	1	1.0
2 – To Some Agree	9	9.0
3 – To a Moderate Agree	28	28.0
4 – To a Large Agree	38	38.0
5 – To a Very Large Agree	24	24.0

In terms of the marketing strategies shown in Table 7, 66% were agreed and strongly agreed that they can receive McDonald's advertisements regularly. This showed that customers can see McDonald's advertisements via different media like television, and Facebook, and 57% agreed and strongly agreed that they are always attracted by McDonald's promotion. Table 7 also concludes that not many of the respondents were attracted by McDonald's toys, as 42% of respondents disagreed and strongly disagreed with the statement "I like to collect McDonald's toys". Moreover, a lot of respondents were attracted by McDonald's significant icons which included McDonald's logo and McDonald's clown as more than half of respondents agreed and strongly agreed to these significant icons (53% and 52% respectively). All in all, 62% of respondents stated that they are happy with McDonald's marketing and publicity.

**Table 8. Customer Satisfaction**

Response	Frequency	Percentage (%)
<b>I am pleased with the experience of enjoying McDonald's meals. (Scaling)</b>		
1 – Not At All	2	2.0
2 – To Some Agree	7	7.0
3 – To a Moderate Agree	19	19.0
4 – To a Large Agree	39	39.0
5 – To a Very Large Agree	33	33.0
<b>I am satisfied that McDonald's renews the menu regularly so that I can try new flavors. (Scaling)</b>		
1 – Not At All	1	1.0
2 – To Some Agree	9	9.0
3 – To a Moderate Agree	20	20.0





4 – To a Large Agree	35	35.0
5 – To a Very Large Agree	35	35.0
<b>I am comfortable with McDonald's environment. (Scaling)</b>		
1 – Not At All	2	2.0
2 – To Some Agree	2	2.0
3 – To a Moderate Agree	27	27.0
4 – To a Large Agree	43	43.0
5 – To a Very Large Agree	26	26.0
<b>I am satisfied with McDonald's speed of serving dishes. (Scaling)</b>		
1 – Not At All	1	1.0
2 – To Some Agree	2	2.0
3 – To a Moderate Agree	27	27.0
4 – To a Large Agree	38	38.0
5 – To a Very Large Agree	32	32.0
<b>I am satisfied with the reasonable price which McDonald's offers. (Scaling)</b>		
1 – Not At All	1	1.0
2 – To Some Agree	4	4.0
3 – To a Moderate Agree	27	27.0
4 – To a Large Agree	38	38.0
5 – To a Very Large Agree	30	30.0
<b>I am satisfied with the experience of enjoying McDonald's breakfast as it is the only fast food industry that serves breakfast. (Scaling)</b>		
1 – Not At All	1	1.0
2 – To Some Agree	6	6.0
3 – To a Moderate Agree	27	27.0
4 – To a Large Agree	37	37.0
5 – To a Very Large Agree	29	29.0
<b>Overall, I am satisfied with McDonald's service quality. (Scaling)</b>		
1 – Not At All	1	1.0
2 – To Some Agree	3	3.0
3 – To a Moderate Agree	30	30.0
4 – To a Large Agree	36	36.0
5 – To a Very Large Agree	30	30.0

As for customer satisfaction shown in Table 8, 72% of respondents agreed and strongly agreed that they are pleased with the experience of enjoying McDonald's meals. Besides, 70% agreed and strongly agreed that they are satisfied that McDonald's renewed the menu regularly so that they can try new flavors more often. Besides, 69%, 70%, and 68% of respondents agreed and strongly agreed that they are satisfied with McDonald's environment, speed service, and prices. Furthermore, the statement "I am satisfied with the experience of enjoying McDonald's breakfast as it is the only fast food industry which serves breakfast." was agreed and strongly agreed by 66% of the respondents. This concludes that 66% of respondents agreed and strongly agreed with McDonald's service quality.



## CONCLUSIONS

Based on the analysis above, a conclusion has been drawn that McDonald's critical success factors are innovation and technology strategies, job satisfaction, marketing strategies, and customer satisfaction. As with the proper analysis, customers' brand awareness of the McDonald's is relatively high as most of them prefer McDonald's compared to other fast-food companies. On the other hand, we have come to know that McDonald's' numerous key success factors, and most customers agree with that. The first five main key factors that lead McDonald's to success are "adapting to customers' changing tastes", "marketing strategies", "customer satisfaction", "speedy and convenience dining experience", and "brand guarantee". Hence, we can see that most customers are quite satisfied with McDonald's facilities and services.

For McDonald's' innovation and technology strategies, most of the customers are satisfied with the McD Drive-Thru, self-order kiosks, McCafé, and McDonald's app as all these are much helpful to them. Unexpectedly, customers have the least concern about Mc Delivery. Most of them may prefer to visit McDonald's by themselves. Overall, the majority of the customers agreed that all these functions have brought convenience to them. Furthermore, most of the customers are also satisfied with McDonald's' marketing strategies as they indicate that they can receive McDonald's advertisements regularly and are always attracted by its promotion. Moreover, based on the survey results, many of them were attracted by McDonald's logo and clown as they found these highly interesting. However, there are not many customers who like to collect McDonald's toys. Maybe the reason is most of them are adults. Overall, many of the customers are pleased with McDonald's marketing and publicity.

Generally, customer satisfaction is high as many customers are pleased with the experience of enjoying McDonald's meals because it always renews the menu to try new flavors, especially McDonald's breakfast McFlurry. Besides, they are also satisfied with McDonald's comfortable environment. Based on the survey results, many young people prefer McDonald's due to the speed of serving dishes and reasonable prices are provided. Thus, we can conclude that most of them are satisfied with McDonald's service quality.

Apart from the customers, based on the survey we conducted, we can conclude that most of McDonald's employees are satisfied with McDonald's as the job satisfaction level among them was high. This is because three-fourths of the McDonald's employees were more willing to continue working for McDonald's Company. We have also tested their job satisfaction level by interviewing them several questions regarding this factor in salary, working environment, working practice, and the management system. Most of their responses are positive, thus concluding that most McDonald's employees have a high level of job satisfaction. In short, we can conclude that customers and employees have positive responses to McDonald's. This research has been carried out successfully in determining McDonald's' critical success factors in the fast-food industry.



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