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MASTER THESIS

**ANALYSING THE MARKETSHARE OF GLOBAL FASTFOOD
RESTURANTS: CASE OF MCDONALD'S IN TURKEY**

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ABSTRACT

ANALYSING THE MARKETSHARE OF GLOBAL FASTFOOD RESTAURANTS: CASE OF MC DONALDS IN TURKEY

Being successful in global competition conditions makes it imperative for businesses to act with a “consumer-oriented” marketing theory its forms the basis of modern marketing approach. As is known, the global market environment differs from the local marketing environment. To gain a competitive advantage, strategies for marketing mix elements need to be harmonized, considering market characteristics and consumer differences. The success indicator required to be consumer-oriented is to achieve a high level of customer satisfaction and loyalty. Thus, global businesses can expand their global consumer portfolio. Businesses that want to carry and maintain their goals and targets for international markets for a long period of time have to develop successful product and service strategies by taking into account consumer needs and needs. Businesses that want to create loyal and profitable customers should develop innovative product strategies, considering the market differences in which they operate. Fast food, being an integral part of the social sphere, by virtue of its specificity affects the interests of almost all social groups of the population. In market conditions, fast-food is becoming more differentiated, creating various forms of providing its services, adapted to the innovations arising in the consumption of these services. New formats of catering establishments appear. Many of them are based on the network principle of operation, which significantly increases their competitiveness and profitability. The main goal of the dissertation research is to develop a methodology for assessing the effectiveness of the functioning of fast-food enterprises in the world, as well as recommendations for improving their competitiveness in market conditions.

Keywords: Global Markets, Market share, McDonalds, Fast-Food

ÖZ

GLOBAL FASTFOOD RESTORANLARININ PAZAR PAYLARININ ANALİZ EDİLMESİ: TÜRKİYE'DE MCDONALDS' ÖRNEĞİ

Küresel rekabet koşullarında başarılı olmak, işletmelerin modern pazarlama anlayışının temelini oluşturduğu “tüketici odaklı” bir pazarlama teorisi ile hareket etmelerini zorunlu kılmaktadır. Bilindiği gibi küresel pazar ortamı, yerel pazarlama ortamından farklılık göstermektedir. Rekabet avantajı elde etmek için, pazar özellikleri ve tüketici farklılıkları dikkate alınarak pazarlama karması unsurlarına yönelik stratejilerin uyumlu hale getirilmesi gerekir. Tüketici odaklı olmak için gereken başarı göstergesi, yüksek düzeyde müşteri memnuniyeti ve bağlılığı elde etmektir. Böylece küresel işletmeler küresel tüketici portföylerini genişletebilirler. Uluslararası pazarlara yönelik amaç ve hedeflerini uzun süre taşımak ve sürdürmek isteyen işletmeler, tüketici ihtiyaç ve ihtiyaçlarını dikkate alarak başarılı ürün ve hizmet stratejileri geliştirmek zorundadır. Sadık ve karlı müşteriler yaratmak isteyen işletmeler, faaliyet gösterdikleri pazar farklılıklarını göz önünde bulundurarak yenilikçi ürün stratejileri geliştirmelidir. Sosyal alanın ayrılmaz bir parçası olan fast food, özgünlüğü nedeniyle nüfusun hemen hemen tüm sosyal gruplarının ilgisini etkiler. Piyasa koşullarında, fast-food daha farklı hale gelmekte, bu hizmetlerin tüketiminde ortaya çıkan yeniliklere uyarlanmış, hizmetlerini sunmanın çeşitli biçimlerini yaratmaktadır. İkram işletmelerinin yeni biçimleri ortaya çıkıyor. Birçoğu, rekabet güçlerini ve karlılıklarını önemli ölçüde artıran ağ çalışma prensibine dayanmaktadır. Tez araştırmasının temel amacı, dünyadaki fast food işletmelerinin işleyişinin etkinliğini değerlendirmek için bir metodoloji ve piyasa koşullarında rekabet güçlerini geliştirmeye yönelik öneriler geliştirmektir. Pandemi sürecinde sektörün nasıl etkilendiği de ele alınmaktadır. Fast food sektörünün Türkiye pazarına entegre etmesi ve rakipleriyle olan rekabeti araştırılmıştır.

Anahtar Kelimeler: Küresel Pazarlar, Pazar payı, McDonalds, Fast-Food

PREFACE

İşletmeler, faaliyet gösterdikleri pazar farklılıklarını göz önünde bulundurarak yenilikçi ürün stratejileri geliştirmelidir. Sosyal alanın ayrılmaz bir parçası olan fast food, özgünlüğü nedeniyle nüfusun hemen hemen tüm sosyal gruplarının ilgisini etkiler. Piyasa koşullarında, fast-food daha farklı hale gelmekte, bu hizmetlerin tüketiminde ortaya çıkan yeniliklere uyarlanmış, hizmetlerini sunmanın çeşitli biçimlerini yaratmaktadır. İkram işletmelerinin yeni biçimleri ortaya çıkıyor.

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INTRODUCTION

Being successful in global competition conditions makes it imperative for businesses to act with a “consumer-oriented” marketing theory its forms the basis of modern marketing approach. As is known, the global market environment differs from the local marketing environment. To gain a competitive advantage, strategies for marketing mix elements need to be harmonized, considering market characteristics and consumer differences. The success indicator required to be consumer-oriented is to achieve a high level of customer satisfaction and loyalty. Thus, global businesses can expand their global consumer portfolio. Businesses that want to carry and maintain their goals and targets for international markets for a long period of time have to develop successful product and service strategies by taking into account consumer needs and needs. Businesses that want to create loyal and profitable customers should develop innovative product strategies, considering the market differences in which they operate.

Since consumers and market conditions differ in foreign markets, businesses go to harmonize their products and services to meet the demands and needs of consumers in the foreign market. Some products and services can appeal to consumers in different markets without any changes. The success of a standard product accepted in global markets is advantageous and low cost for the business. The effects of multinational and global businesses on world trade are increasing day by day. These businesses are struggling in increasingly globalized and competitive markets with the influence of many factors such as rapid technological changes and decreasing trade barriers. Even though the markets are similar day by day, the increase in local expectations of consumers, ethnocentric trends, etc. Its effects on consumer purchasing behavior have reached a significant level. Therefore, adaptation of the marketing mix applied with globalization, in other words, glocalization becomes compulsory.

The global strategy approach accepts a balance and harmony between standardization and adaptation. In addition to reflecting the needs of the global strategy approach, it also considers local adaptation needs. The concept of glocal strategy further enhances the current use of the concept of global strategy by making local adaptations at the required time and place. The most appropriate solution in

international marketing is to determine the market segments, to gather the consumers or customers in homogeneous groups and to offer each of them a standard product that meets their desires and needs as much as possible. Presenting the consumer with the same marketing mix elements as a standard product strategy will bring the advantage of benefiting from the economies of scale, but consumer demands and needs are different and cultural factors play an important role in shaping consumer demands and needs. Product adaptation may be mandatory, as required by the legal, economic, political, technological and climate conditions of the local market. For example, at a time when foreign investment was not accepted in India, the Pepsi Cola brand was adapted as Lehar-Pepsi.

Although it is considered as a developing branch of the hotel and food industry every day, it has been very difficult to define fast-food type food in a meaningful way. Some commentators argue that technology such as a microwave oven lies at the heart of the fast-food sector, while others claim that the industry is generally run by American businesses and chain department stores that earn money by selling names around the world, such as McDonald's, Burger King, Kentucky Fried Chicken, and Domino's Pizza. they claim to be a form of retail food sale. In fact, both views are insufficient. Because both focused on how and where food is produced rather than what is traded in the fast-food industry.

Global businesses must find the right answer to the question of a standard product / service, or a product / service adapted to local market conditions in product decisions for new markets. With the increase in competition, we see that many global businesses apply global product strategies in their marketing strategies. For example, the Burger Menu's Sultan Menu, McDonalds' McTurca, and the different flavors and tastes of Turkish cuisine under the brand name of Carte d'Or of Algida are among the glocal product examples. In this respect, the aim of the study is to reveal the strategies of international fast-food companies especially Mcdonalds to gain shares in the world market.

CHAPTER ONE

1. GLOBAL MARKETING AND MARKET CONCEPTS

1.1. The Concept and Importance of Global Marketing

Marketing is shaped as a need for the values it creates economically today. In order to ensure mutual satisfaction between the buyer and the seller and to meet the expectations of both parties, the conditions of the period made it necessary for the marketing to constantly renew its own crust. Factors followed by developments in marketing understanding¹;

- Developments in technology
- Increase in production.
- Population increases.
- Increasing per capita income.
- Increasing in education and knowledge.
- Change of social, political, and cultural conditions.

Marketing improved itself considering different approaches. These approaches are production-oriented approach, product-oriented approach, sales-oriented approach, marketing approach, social marketing approach and relational marketing approaches². The way to reach new customers that globalization promises regarding the markets they will enter into businesses; It is about getting to know new cultures and finding new customers before new competitors. At the same time, the innovations that must be followed in international norms in the expanding market volume production and distribution channels come across as a multi-faceted process that marketing should deal with. Today, “When we look at it with our consumer identity, we can already see how globalization has become. Possibly, the skin of the sneakers you wear are produced in country A, designed by a designer of country C

¹ Derin Erdem (2011), Pazarlama Dahisi Olun, Kum Saati Yayınları, İstanbul,

² Erdoğan Bayram F. Ve Diğerleri, (2013) Pazarlama Yönetimi, Anadolu Üniversitesi yayını, Eskişehir,

living in country B, planted in factories in countries D, E, F, and all these activities are managed by a manager from country H in the company headquarters in country G³.

The global market for Italian lawmaker Daniela Santanchè for Vanity Fair in an interview with the Journal, answer questions, does the definition of globalization as follows: "Look, brought to the dining table in my house, one hundred percent made from pure buffalo milk has been registered is of Italian descent 'mozzarella' cheese of learning that is produced in Turkey is the definition⁴"

The efforts of institutions to achieve a meaningful integrity in all the promotion activities that will be implemented in order to achieve maximum benefit from the resources they use while performing the promotion activities, which are the last leg of the marketing mix, are described as integrated marketing concept. Especially in the increasing communication functions of the 90's, it offered different alternatives for businesses. At this point, "The Association of American Advertising Agencies defines integrated marketing communication as a comprehensive plan that evaluates the strategic roles of communication disciplines such as advertising, public relations, direct marketing, sales development, and combines these functions to achieve clarity, consistency and maximum communication effect⁵"

1.1.1. Concept of Global Marketing

International Marketing - Marketing activities in Foreign Countries Companies is an international development strategy. Marketing in the USA originated in the early twentieth century. There are 2 factors that should be considered in international marketing in American companies. First, changes in Conjugate can be pushed into them or weaken their market-based marketing capabilities. These are cumulative falling rates of national income growth are extreme, high taxes, government-run policies, and are about to be sent to the market to increase foreign currency inflow assets and reduce the US foreign trade deficit.

³ Farina İpek vd, (2013) Küresel Pazarlama TC. Anadolu Üniversitesi, Anadolu Üniversitesi Yayını, Eskişehir

⁴ <http://www.hurriyet.com.tr/ekonomi/5054739.asp>, Erişim 07.09.2014 Erişim:08.09.2020

⁵ http://www.mfa.gov.tr/data/Kutuphane/yayinlar/EkonomikSorunlarDergisi/sayi32/firatb_ayar.pdf Erişim 05.09.2020

Second, American companies have opportunities for their goods in other countries and can engage in foreign trade activities. These companies did not leave the domestic market and they did it abroad.⁶

International marketing should not be viewed as a simple extension or size of national marketing. Businesses entering international markets encounter different and new problems rather than the problems they face in the national market. Natural conditions, lifestyle and consumption, marketing institutions, legal restrictions, consumer behavior are different in each country. In this case, each country is a unique market in terms of marketing. Thus, every international market; In terms of economic environment, political-legal environment, technological environment and cultural environment, it should be analyzed carefully and in depth and marketing attempts should be made accordingly. What a marketing manager is doing to get to know his own country's market should endure similar efforts to get to know the markets of other countries⁷.

Some factors that are not found in national markets confront the marketer in international markets. Examples include customs taxes, currencies and changes in their values, exchange rate difference, modes of transportation, and international certification. These situations, which are very rare in domestic marketing, are the factors that the international marketing manager should have knowledge. Some new situations caused by international activity are product license agreements are joint investments or direct foreign investments. International markets mean more than one environmental factor. This means that different variables increase geometrically. Even if it is known what each environmental factor is, the reason behind it must be understood⁸.

We can summarize the basic information required for international marketing as listed below. Geographical Position of the Market: The close proximity of the foreign market affects transportation and transportation costs. The climate affects

⁶ Güneydoğu Sanayicileri ve İş adamları Federasyonu, Uluslararası Pazarlama Tanımı, <http://sodesgunsiaf.org/uluslararasi-pazarlama/uluslararasi-pazarlama-tanimi>, (b.t.)

⁷ Gegez, A.E., Arslan, F.M., Cengiz, E. ve Uydacı, M., (2003) Uluslararası Pazarlama Çevresi, İstanbul, Der Yayınları.

⁸ Uluslararası Pazarlamada Bilgi Sistemleri ve Pazarlama Araştırmaları, <http://notoku.com/03-uluslararasi-pazarlamada-bilgi-sistemleri-ve-pazarlama-arastirmalari/>, (b.t.).

both the type of product to be sold and the work in marketing. Countries in the immediate vicinity may affect prices more. Natural Resources and Economic Activity⁹: The information about these factors determines which products will be sold, which products cannot be sold and to what extent the marketing activities can be carried out within the framework of market assurance. Population and Characteristics: Age, gender, education, and culture are important in determining the estimated sales and product type. The important thing here is not to count the people, but to determine the consumption and purchasing power. Infrastructure: What is meant here are the infrastructure elements such as transportation facilities, energy resources, educational institutions. Infrastructure information allows us to understand the degree of a number of conveniences in entering the market, on the one hand, and to be informed about the level of development of the country.

The objectives and basic functions of the marketing activities of the companies targeting the domestic market and the marketing activities of the companies targeting the international market are the same. What is separate is the environment in which they work. The customer group of the enterprise, which appeals to the international market, is in countries other than its own. Variables outside the control faced by businesses engaged in international marketing are numerous and complex. These increases both the challenge and the excitement and pleasure of international marketing¹⁰.

1.1.2. The Importance of Global Marketing

The global economic space is characterized by the processes of globalization of business, which consist of many elements of international economic relations between individual countries, regions, all kinds of associations and unions. Currently, the development of a single country, its national market can no longer occur in isolation from world economic processes¹¹. In modern conditions, the sale of goods and services on the international market is a factor in economic progress. A high degree of intensity of the international movement of factors of production, such

⁹ Akat, Ö. (2003). Uluslararası Pazarlama Karmaşı ve Yönetimi, Bursa, Ekin Kitabevi.

¹⁰ Karabulut, M., Karabulut, A.T.,(2010) Küresel Yönetim ve Pazarlama, İstanbul, Papatya Yayın.

¹¹ Burov, A.S. (2000) International marketing: textbook. allowance / A. S. Burov. - M.: Dashkov and K.

as labor, technology, capital, information, forces companies and organizations to engage not only in the production of products and their distribution in the host country, but also abroad. National marketing is gradually turning into part of the international, and the content of international marketing today will seriously affect the conditions of global development.

International marketing determines the marketing activities of the company, first of all, when moving capital, goods, services across the border of states, i.e. acts primarily as export marketing, marketing in foreign markets. But at the same time, international marketing cannot be understood only as export, foreign trade marketing, or as a simple form of effective organization of sales of goods abroad. This is a broader and more capacious concept.¹² International marketing involves marketing activities both outside the country and within it, if:

- the company is part of an organization or company operating abroad (if it is its branch or subsidiary, etc.),
- the company is influenced and / or controlled by its activities from abroad "including if the company is affiliated

In addition, international marketing includes issues of effective organization of import purchases. International marketing is primarily the marketing activity of transnational companies (TNCs) and international monopolies (MM), which extends to foreign countries, but also includes work in foreign markets for small and medium-sized enterprises.

In most sectors of both manufacturing and services, business is no longer confined to the national market. Thanks to the improvement of the communication system and new technologies, a worldwide market has emerged. The implications of this are significant and span the areas of finance, manufacturing, personnel, logistics and marketing. There are now global brands, global services, an international consumer profile and global company images and, of course, global marketing strategies. Firms must decide whether to enter the global market, how to do it, what elements of the firm's activities to standardize for the global market. Companies must

¹² Bagiev, G. L. (2001) International marketing: textbook. manual / G.L. Bagiyev, N.K. Moiseeva, S.V. Nikiforova. - SPb. : Peter

also anticipate the implications of these decisions for their future growth and prosperity.¹³

The globalization of markets is one of the most important characteristics of today's business. This trend has serious and far-reaching implications for the formulation of a firm's strategy and policy in all areas of business, including marketing, manufacturing, finance and personnel. This trend is reflected in the growing number of global goods and brands, in the increasingly complex industrial logistics systems being developed in the automotive, electronics and computer industries, and in a growing number of partnerships and joint ventures between firms from different countries. The development of communication and mutual exchange of personnel, ideas and experience between different countries contributes to the fact that companies can offer their products to global market segments. Consumer groups such as affluent consumers, teenagers, environmentalists are identified in various countries, and around the world, certain products, services or brands are offered to these segments. For example, Rolex and Cartier watches, Hermes scarves and leather goods and Votemen pens are offered to wealthy customers all over the world, while Badi Shap products are designed for those who are worried about the state of the environment. Wednesday. McDonald's, Coca-Cola and Levi-Strauss have succeeded in creating successful global brands that embody the Western lifestyle in markets around the world.¹⁴

Globalization penetrates all spheres of activity of various countries, focuses on certain stereotypes in consumption, behavior, worldview. The evolution of the structure of the world economy is taking place in the direction of ever closer integration of the national economies of different countries. At the same time, profound changes are looming in the international division of labor. As is the case in a market economy, there is intense competition between firms in industrialized countries to conquer markets. More and more countries are taking part in this

¹³ Rapp, S. (1997) New Maximarketing: / S. Rapp, T. L. Collins. - Chelyabinsk: Ural LTD, 1997.

¹⁴ Hollensen, S. (2004) Global Marketing: [trans. from English.] / S. Hollensen. - Minsk: New knowledge

competition. Such dangerous competitors as Hong Kong, Taiwan, Singapore, and South Korea appear for the EU countries, Japan and the United States¹⁵.

Global marketing views the global market as a whole. Customers are offered the products of "Global Sellers", that is, standardized and equally satisfying the needs of buyers. This type of goods includes, in addition to high-tech products, a lot of consumer products: products and services of the Kodak company, McDonald's offers, drinks Coca-Cola, Pepsi, etc., products of perfumery and cosmetic companies and much more. The main goal in a narrow sense is to meet consumer demand, in a global sense - to meet the demand of a specific group of consumers, the so-called target audience.¹⁶ Globalization has affected not only economic processes, but also cultural ones.¹⁷

Even though McDonalds often symbolizes globalization, upon closer inspection, the menus of these eateries consider local customs and very often include a wide variety of local dishes. For example, in Hong Kong it is "Segunburger" - pork teriyaki with salad on a sesame bun, in India - "Makalu Tikkiburger" - a vegetarian burger with potatoes, peas and spices, "McShaverma" in Israel, "MacArabia" in Saudi Arabia and so on Further. Many other international corporations, for example, Coca-Cola, do the same¹⁸.

1.1.3. Degree of Enterprises to Participate in Global Marketing

There are some difficulties in the conceptual definition of global businesses. The first of these is the confusion of the concept of global business and the concept of multinational business. Generally, both concepts are considered identical. In the literature, global enterprises are defined as transnational businesses by some authors¹⁹.

¹⁵ Morgunov, V.I. (2005) International marketing: textbook. allowance / V.I. Morgunov; under the editorship of L.P. Dashkova. - M.: Dashkov and Co.

¹⁶ Azaryan, EM (2003) International marketing: textbook. allowance / EM Azaryan. - Kharkiv: Studtsentr

¹⁷ Chan Kim, W. (2007)

¹⁸ Bagiev, G. L. (2001)

¹⁹ Tutar, Hasan (2000) Küreselleşme Sürecinde İşletme Yönetimi, İstanbul Hayat Yayınları.

First, if we need to define multinational companies, the first definition we will make in this regard is: "Multinational companies are companies operating in two or more countries." Another definition that we can use in the definition of multinational companies; "Under a general management strategy in two or more countries, the distribution of business resources regardless of country and ownership and top management are multinational²⁰." Multinational companies have played a leading role in the development of globalization. When looked at in the historical process, multinational companies have been in the position of a national company before, and then, with the developing time, they have become a multinational company. While the 1960s were the starting years in the world trade for multinational companies, the 1970s were the timeframe for the transformation²¹.

Entering the 2000s in the world, there has been a great increase in the number of businesses operating economically on a global scale. Global businesses, "perceiving the world as a single economy; planning and executing all its strategies, goals and objectives on a global scale; All of the resources they use in the production of goods / services are geographically and culturally widespread networks²²." Global enterprises deal with their understanding of management from a global perspective in order to achieve their goals and to be successful.

Today, most global businesses are mainly USA and Europe and Japan oriented. Global businesses are being established recently in some developing countries in Southeast Asia and Latin America. General Electric, an American originated global company, is listed as the largest global company in the world in the ranking made based on total assets in the 1998 World Investment Report. According to the same report, Royal Dutch-Shell, which is the British-Dutch partnership, comes second, followed by global companies such as Ford, Exxon, General Motors, IBM,

²⁰ Turgut Çürük, Zeki Doğan ve Zeynep Türk, (2005) "Çok Uluslu İşletmelerin Faaliyet Gösterdikleri Ülkede Karşılaştıkları Muhasebe Sorunları", İstanbul Üniv. SBF Dergisi, Sayı: 32

²¹ Balkanlı Osman, (2002) "Küresel Ekonominin Belirleyici Faktörleri Üzerine", Uludağ üniv. İİBF Dergisi, Cilt:21, Sayı:1

²² Seymen Oya Aytemiz, (2003) "2000'li Yıllarda Yöneticiler Açısından Küresel Kariyer Olgusu ve Koşulları Üzerine Kavramsal Bir Değerlendirme", Uludağ Üniv. İİBF Dergisi, Cilt:22, Sayı:1

Toyota, Volkswagen, respectively²³. Global businesses have some features in terms of their qualifications. We can list these features as follows²⁴:

- Global businesses also carry out their production and service activities in countries other than the home country where they are established.
- Global businesses act with a world-wide perspective when creating policies and strategies. Issues such as monitoring global markets, turning towards strategic partnerships, handling global quality, and adapting to change are of great importance for global businesses.
- Global businesses see the world as a single economy and create all their activities with this awareness.
- Global businesses are businesses where the relations between the head office and the affiliated institutions are carried out in a healthy manner.
- Markets of global businesses must be global in customers, businesses, relations, information technology, communication networks and financial markets.

In an environment where goods, services, capital, business and brain power, technology and knowledge spread rapidly in the international arena in the 21st century we are in, international business activities have also gained a global quality.

Global developments in international conjuncture show their influence in many points both nationally and internationally. Global businesses try to adapt to the emerging global developments through several changes in their managerial functions²⁵. Planning is the first link in management functions and is an important phase of the management process. Planning: “It is the process of setting goals and deciding how to achieve those goals in the best way.” According to another definition, “Planning is the process of pre-determining what, when, how, where and by whom. The purpose of planning is to achieve the goals and achieve success

²³ Gür Betül (2003), “Yeni Dünya Düzeninde Ulusaşırı Şirketlerin Yeri”, Dış Ticaret Dergisi, Sayı:28

²⁴ Seymen, a.g.m.

²⁵ Erbay Yusuf (1996), Küresel İşletmelerin Yönetimi ve Türk İşletmelerinin Yeni Türk Cumhuriyetlerine Yönelik Faaliyetleri, Mahalli İdareler Genel Müdürlüğü Yayın No: 11, Ankara

determined by this means by ensuring that the works are performed in the most optimum way²⁶.

Parallel to the development of management theory and the growth of businesses in an organizational sense, planning has gained importance as a management function. With the globalization process, the rapid development of technology, the formation of intense competition and consequently the changing of the markets in a dynamic and dynamic structure, the changes in the social field and the operation of the enterprises in the ever-changing environmental conditions have increased the importance of planning. This process consists of information to help decide the goals of businesses and what strategies and policies will be related to these goals. For this reason, planning constitutes the first and most important function of management²⁷.

1.2. The Concept of Global Market and the Importance of Global Markets

Globalization in terms of business management is “establishing all of its activities according to the change process in the world in order to develop, grow, renew and maintain its current status”²⁸. In other words, it is the catch-up of globally active companies, not the companies that operate at national or international borders as a criterion in all its efforts. The 'measure (benchmark) of an enterprise that tends to be globalized should be global efficiency. In this context, what is global efficiency? or what should it be? It is necessary to answer the question. Global efficiency is to describe it as “the most rational use of resources in the world for humanity by businesses”²⁹. In order to achieve global efficiency, by producing world-class quality products or services within the free market economy, by offering products or services with lower prices to competitors, even by improving quality without degrading the quality, by developing more useful products, without polluting

²⁶ Balçık Bahattin (1997), İşletme Yönetimi, Konya

²⁷ Kayalar Rıdvan (2005), Genel İşletme, Eskişehir

²⁸ Kogut Bruce, (1990) "Designing Global Strategies : Profiting From Operational", Fall; Thomas J. MURRAY, "Galvin on the 1990's", Business Month, July

²⁹ Porter Michael E., (2002) Competitve Advantage (New York: The Free Press, 1985; Robert J. Allio, "Formulating Global Strategy" Planning Review, March - April

the world we live in, briefly, it can be achieved by using the resources in the most rational way by using them for humanity.

It is possible to define the concept of global marketing as the process of focusing on the resources and objectives of a business in global market opportunities. In other words, the global market is the same basic attraction. It is the market that can be reached by message and product. Product, advertising and promotion may require different studies for different consumers. Product (product), price (price), promotion (promotion) and 'place (place), namely distribution channels. Based on this diagnosis, before moving on to examine in detail what global market opportunities might be and how these opportunities will be sourced by a business that has tended to become globalized; we benefit from making a theoretical explanation. Globalization does not mean going to tumuli in the world. This means that it broadens the horizons in order to closely examine the opportunities and threats in the world. The decision to enter overseas markets or to benefit from overseas resources depends on the resources of the enterprise and the nature of the opportunities and hazards³⁰.

Businesses that tend to be globalized should not have all their 'efforts' either based on the product they produce or on the basis of the consumer. Global businesses need to focus their focus on the outer environment of businesses, either from consumers or manufactured products. In other words, for an enterprise that tends to become globalized, it has to address consumer, competition, government's policies and regulations together with economic, social and political macro powers that shape the development of the market. For a global business, this means working with government representatives in that country and industry competitors to win the target market. Profit is a critical tool and goal for the success of the global business; however, it is not sufficient alone. For this, it must create a value for all business-related segments (consumer, investor, employee, government, etc.). Otherwise, it is obvious that the business will fail. For example, in other words, if the consumer provides more value than the competitors with less decision, in other words, if the

³⁰ Jain, Subbash C. (1990) Marketing Planning Strategy, (Ohio: South Western Publishing Co., 1990)

higher quality or the same quality but low price product is purchased, the competing enterprise will inevitably lose its market share:³¹.

As a dimension of global marketing, the concept of “foreign / foreign” of foreign marketing has started to disappear. For example, IBM operates worldwide on a global basis. There is no psychological foreign market for IBM managers. The more information IBM has about the US market, the more information it has about the Turkish market. For a global business, there are markets in different parts of the world, at different levels of development and with different features. There are four stages in reaching the global business dimension from national enterprises. It is possible to summarize these four stages as follows³²:

- In the first stage, they target the domestic market, domestic customers and competitors in terms of their focus, visibility, orientation and strategies. Market research is limited by the geographical location of the domestic market. The opinion of the decision makers of these companies can be summarized as "If nothing happens in the country where the business is located, it is nowhere."
- In the second phase of reaching the global business dimension, international business still accepts the domestic market as the main region in terms of opportunities and the direction of the business is in line with the domestic market. Such an internal market-oriented business acts, albeit unconsciously, on the assumption that the methods, approaches, people, practices and values in its own country are superior to other places in the world.

In the third phase of reaching the global business dimension, the goal of businesses should be multinational, and they have multicentre management. Multicentre management assumes that it is different and unique to the markets in various parts of the world, and it is necessary to adapt to each national market separately in order to be successful. Multicenter businesses manage each country like an independent state. Businesses at this stage believe that every country is part of a region and every region is a part of the world organization. «The product strategy,

³¹ Dudley James W. (1990), *Strategtes for the Single Market*, (London: Kogan Page Ltd.)

³² Porter Michael E. (2002), *Competition in Global Industrles*, (Harward Business School Press, 1986)

called adaptation, aims to meet regional demands by developing products in line with regional preferences and practices.

- It is the stage of globalization in the fourth stage. At this stage, the formation of global enterprises emerged, which adapted their products to global markets.

Global businesses try to reach different consumers by developing different strategies in pricing in the advertising and promotion works they produce or related to this product. For example, cars to be marketed in the USA must be equipped to go to the right of the road. But cars to be marketed in many countries such as the UK, Sweden, Australia, Japan and Bermuda must be equipped to go left³³. Electronic products sold in North America should operate at 120 V, but for many other markets, these products should comply with 220 V. The clearest difference between global businesses and multinationals is that global businesses prefer to serve markets that are essentially the same in many countries around the world.

1.2.1. Market Definition

In economic theory, there is a wide variety of points of view not only on the market definition itself, but also on its nature. Without setting the task to comprehensively illuminate the existing views, relying on the research of R. Boyer, we give only some of the concepts: the market as a space for the seller and the buyer to meet; territory for the sale of acts of sale; total solvent demand; self-regulating mechanism of supply and demand; economic system³⁴. The objectives of this study require a broader approach to understanding the essence of the higher education market due to its specific features³⁵:

- -absolute, not relative, social relations, realized in the interaction not only of specific actors among themselves, but also of an indefinite circle of people participating in market relations through public institutions

³³ A.g.k., s. 57

³⁴ Boyer R. (1999) The Variety and Unequal Performance of Really Existing Markets: Farewell to Doctor Pangloss, in: Hollingsworth, J.R. and Boyer, R. (eds.). Contemporary Capitalism: The Embeddedness of Institutions. Cambridge, Cambridge University Press

³⁵ Alekseeva A.Iu. (2002) [Conceptual Bases of Research of a Phenomenon of Trust: a Review of Major Approaches]. Institutsional'nyi analiz: metody i rezul'taty [Institutional Analysis: Methods and Results]

- the impact on demand and supply of an expanded set of factors, in particular public opinion, traditions, views (informal institutions), public policy (formal institutions);
- The important social and cultural role of higher education determines the positioning of the market not only in economic, but also in socio-cultural coordinates.

Note that, on the one hand, based on the classical and neoclassical economic theory, the market can be considered as a way of coordinating the interactions of its participants. However, it is obvious that the market for higher education, due to the presence of many informal rules governing interactions, cannot ensure the proper coordination of participants. Coordination in the described cases is provided by interconnected, often interdependent social, economic, political, cultural, and other relations, which take the form of a network. It is necessary to agree with representatives of neo-institutional theory that interpret the market as a social device that mediates a repeated exchange³⁶.

It seems that a generalization of the above characteristics will allow us to interpret the market of higher education as a universal means of organizing social relations in the form of a network. It should be noted that the actors in public relations of higher education are vulnerable because they cannot easily and quickly change suppliers / consumers and are dependent on the personal qualities of the consumer and the professionalism of the supplier, government behavior, labor market conditions, etc. As a result, there is a simple market exchange in the higher market education is being replaced by more complex, but more reliable contracting, which guarantees some stability and compliance with the rules. We emphasize that in the framework of this study, by relational contracting, studied in detail by O. Williamson, on the one hand, we mean a transaction (transaction), and on the other

³⁶ Furubotn E.G., Rikhter R. (2005) *Instituty i ekonomicheskaya teoriya: Dostizheniya novoi institutsional'noi ekonomicheskoi teorii* [Institutions and Economic Theory: Achievements of New Institutional Economic Theory]. Transl. from Engl. St. Petersburg

hand, this category corresponds to the broader interpretation of a transaction as a public relation proposed by J. Post and his coauthors³⁷.

A working definition of a contract in the higher education market is social relations, structured through a set of formal and informal rules that coordinate the exchange of rights between actors in the higher education market. In the context of this part of the study, the classification proposed by McNeill and used by O.I. Williamson to describe relational contracts³⁸. This classification characterizes the power of legal registration - classic, neoclassical, relational contracts. In the latter, informal norms prevail in terms of influence over formal ones; the basis of such contracts is the trust of subjects.

As emphasized Dementiev V.E. and Ustyuzhanina E.V., the contract can be voluntary (with formal equality of the parties and the presence of free will when concluding the contract) or imposed. Moreover, the imposed contract can be largely a consequence of traditions that are based on cultural coercion and / or common expectations³⁹. The contract on the higher education market is incomplete due to the following factors: limited rationality and opportunism of participants, the presence of unverifiable variables related to the implementation of the contract, the duration of the contract, and the high dynamics of changes in the institutional environment. As a working one, one can use the concept of “contract as a framework” put forward by K. Lewellin, who notes that the contract does not accurately reflect the characteristics of the existing relations, but serves as their basis, guideline, and the highest norm in cases of doubt and disagreement⁴⁰.

However, attention should be paid to the presence in several institutional agreements of higher education subjects less formalized, based mainly on informal norms of implicit contracts. Such contracts include agreements between a teacher and a student, between students, contracts between educational institutions of higher

³⁷ Post J.E., Preston L.E., Sachs S. (2002) *Redefining the Corporation: Stakeholder Management and Organizational Wealth*. Stanford University Press, Stanford, CA

³⁸ Uil'iamson O.I. (1996) *Ekonomicheskie instituty kapitalizma. Firmy, rynki, «otnoshencheskaia» kontraktatsiia* [The Economic Institutions of Capitalism. Firms, Markets, “Relational” Contracting]. St. Petersburg

³⁹ Dementiev V.E., Ustyuzhanina E.V. (2016) [The Problem of Power: Institutional Approach]. *Journal of Institutional Studies*, vol. 8, no. 3. (in Russ.) DOI: 10.17835/2076-6297.2016.8.3.091-101

⁴⁰ Llewellyn K.N. (2013) *What Price Contract? An Essay in Perspective*. *Yale Law Journal*, vol. 40

education and employers, not mediated in writing. Note that contracting cannot be considered only in the field of formal institutions and in isolation from the social framework of informal relations. Regional differences can be significant, which also affects the specifics of the institutional environment⁴¹.

And if a full contract cannot be considered outside the support of formal institutions, then an incomplete contract is largely guaranteed by informal institutions. Where, due to certain circumstances, a contract cannot be complete (an implicit contract), formal regulation is powerless, it is replaced by a more flexible form of relational contracting based on socially significant institutions.

Thus, the emergence of relational contracts is due to their incompleteness due to the above reasons. The basis of further considerations is the theory of relational contracts O.I. Williamson. Next, we clarify the theoretical approaches to the scientific understanding of the category of “relational contract”. According to Williamson, a relational contract is used in case of repeated (long-term) and non-standard transactions requiring specific investments in human or physical assets⁴². The most important sign of a relationship contract, according to the scientist, is the importance of the personality of the parties and mutual trust. In the scientific literature, such contracts are characterized as long-term relationships based on the expectations of the respective behavior of partners, their mutual commitment and bringing additional benefits to all parties involved. Investment in specific assets, characteristic of such contracts, is also special, and first, investments in human capital⁴³.

1.3. Reasons for Turning to Global Markets

According to Kotler and Armstrong, the second decision to be taken during the internationalization process is whether to enter the international market. Businesses generally do not want to open up to international markets because they do not want to take risks. Because the uncertainties in the foreign market pose a great

⁴¹ Katochkov V.M. (2013) [Structural and Functional Peculiarities of Modern Service Market]. *Rossijskoe predprinimatel'stvo* [Russian Journal of Entrepreneurship], , no. 12 (234) (in Russ.)

⁴² Uil'iamson O.I a.g.e.

⁴³ . Kuz'minov Ia.I., Bendukidze K.A., Iudkevich M.M. (2006) *The Course of Institutional Economics: Institutions, Networks, Transaction Costs, Contracts*. Moscow

risk for businesses and businesses do not want to spend extra effort to avoid these uncertainties⁴⁴. In such cases, they decide not to open up to international markets. On the other hand, some difficulties in the country force businesses to internationalize. While global enterprises enter local markets and offer better quality and cheaper products to consumers, incentives given to global businesses in foreign markets, consumers' desire to consume more products in local markets, and economic difficulties in local markets, businesses accelerate the internationalization process, it is almost challenging⁴⁵.

There are some questions to be asked in the literature to decide whether to enter the international market. These are as follows⁴⁶:

- What are the chances of losing your share in the local market to competitors?
- What are the growth opportunities offered by the global market?
- Is the local market shrinking?
- Will dependency on a market decrease?
- Are customers shifting to global markets?

Before an enterprise enters the international market, it has to determine its marketing policy and the decision on which markets to enter with those policies. According to the literature, the decision on which market to enter is categorized under three main headings. These are the commercial attractiveness of the region / country, the strategic location and importance of the region / country, the sinner opportunities of the region / country with other businesses⁴⁷. There are five key issues to consider when examining the commercial attractiveness of the region / country. The first is market potential.

There is a relationship between market development and / or product development combinations and determination of market entry method. After

⁴⁴ Kotabe, M., & Helsen, K. (2014). *Global Marketing Management*. New York: John Wiley and Sons Inc.

⁴⁵ McKinsey, & Company, A. M. (1993). *Emerging Exports: Australia's high value-added manufacturing exports*. Melbourne: Australian Manufacturing Council.

⁴⁶ Saen, R. F. (2011). *International Market Selection Using Advanced Data Envelopment*. IMA Journal of Management Mathematics.

⁴⁷ Ulaş, D. (2006). *Franchising Sisteminin Girişimcilik Açısından Değerlendirilmesi*. Gazi Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi.

deciding on market development and / or product development strategies, it is decided with which method to enter the market. Market entry methods are also divided into three. These are methods based on export, contract and investment⁴⁸. These methods are divided into different methods. For an enterprise that wants to export, there are two options: indirect exports and direct exports. Businesses that choose indirect exports export their products and services to foreign country markets through independent brokerage firms working in their own country. Direct export companies do not benefit from intermediary institutions while exporting their products and services to foreign markets. Contract-based entry strategies include assembly, license agreements, franchising, turnkey projects and contract production, while investment-based entry methods include joint ventures, international mergers and acquisitions, and direct investment⁴⁹.

In the decision of the marketing program, the enterprise must first decide whether to apply the marketing mix program it has implemented in its local market or a different marketing mix program. Kotler defines the marketing mix as one of the requirements of the modern marketing approach and defines it as a mixture of marketing variables used to keep the sales of the business in target markets at a certain level⁵⁰. Enterprises apply many strategies to reach desired customers in target markets and to keep the customers reached. One of these strategies emerges as the marketing mix. The marketing mix is a set of marketing tools used for effective communication with products or services in the targeted market, with appropriate pricing and distribution.

Of the marketing mix components, the product or service is the primary marketing mix element that provides the necessary link between customers. Some businesses have a wide range of products to meet customer expectations, while others do not implement the product diversification strategy. Within the scope of the relevant component, marketing tactics are developed and implemented in the context of product features, product design, product standards, packaging and labels,

⁴⁸ Wortel, L., & Wortzel, H. (1981). Export Marketing Strategies for NIC and LDC Based Firms. Colombia Journal of World Business.

⁴⁹ Saen, R. F. (2011)

⁵⁰ Kotler, P. (2011). Reinventing Marketing to Manage the Environmental Imperative. Journal of Marketing.

branding, product diversification and differentiation, and new product development decisions⁵¹. However, critical at this point is that each product in its product range is profitable. The pricing of the product is the second component of the marketing mix.

The distribution component is related to the company's transportation of its products to the final consumer. In terms of distribution channel selection, vehicle selection, physical distribution issues and point of sale arrangements, marketing strategies differ according to product, industry, market, demand intensity and competition⁵². On the other hand, the costs of the distribution channel to be selected and the collection of sales made through this distribution channel should be an important criterion in order for the companies to maximize their profits.

With the promotion strategy, which is the last component of the marketing mix, it is necessary to keep distributors and end customers informed about the features of the product, service, or brand. The entity must provide feedback on how the transmitted information is perceived by the distribution channel and end customers⁵³. Thus, new strategies can be developed by evaluating positive or negative opinions. Marketing strategies are created through promotion, advertising, sales promotion, public relations and personal sales and direct marketing tools.

1.4. Global Marketing Policies and Their Effects on National Economies

International marketing is a response of international market actors to such processes as the growth and expansion of partnerships, an increase in production capabilities, a rapid renewal of the product range, frequent changes in the nature and structure of market demand, its market fluctuations, increased competition, an increase in the volume and improvement of the quality of information provision. It

⁵¹ Ulaş, D. (2006).

⁵² Wisner, B. (1995). Applied Marketing. London: Prentice Hall.

⁵³ Burnett, J. (2008). Core Concepts of Marketing. Zurich: The Global Text Project Jacobs Foundation.

provides for systematic, constant, active work in the international market at different stages of promoting products and services to the consumer.⁵⁴

From the point of view of business, globalization is «the formation of all its activities according to the process of change in the world in order for a business to develop, grow, renew and maintain its current status». In other words, the criterion in all his efforts is that he catches not the enterprises operating on national or international borders, but the enterprises operating globally. A 'measure' (benchmark) of a business tending to globalize should be global productivity. In this context, what is global productivity? or what should it be? must answer the question. It would be appropriate to define global productivity as “the most rational use of all resources in the world by businesses on behalf of humanity”. In order to achieve global efficiency, by producing world-class quality products or services in a free market economy, by offering products or services with lower prices to the market, by developing more useful products, without deteriorating or even increasing the quality, the industry is no longer the industry and the world we live in. It can be achieved by using the resources in the name of humanity without polluting them with wastes and in short, by using the resources in the most rational way.⁵⁵

It is possible to define the concept of global marketing as the process of focusing the resources and objectives of a business on global market opportunities. In other words, the global market is the same core attraction. It is a market that can be reached by message and product. Product, advertising and promotion may require different work for different consumers. Product, price, promotion and place, that is, distribution channels. Starting from this diagnosis, before going into a detailed examination of what the global market opportunities might be and how these opportunities will be sourced by a business that has a tendency to globalization; We find it useful to make a theoretical explanation. Globalization does not mean going to all countries in the world. This means broadening the horizons to closely examine the opportunities and threats in the world. The decision to enter overseas markets or to

⁵⁴ Dikkaya Mehmet; DENİZ Fatih, (2006), ‘‘Ekonomik Küreselleşmenin Yol Açtığı Problemler: Teorik Bir Bakış’’, ZKÜ Sosyal Bilimler Dergisi, Cilt: II, Sayı: 3.

⁵⁵ Dikkaya, a.g.e.

take advantage of overseas sourcing depends on the firm's resources and depends on the nature of opportunities and hazards ⁵⁶.

Businesses with a tendency to globalize should not make all their efforts either on the basis of the product they produce or on the basis of the consumer. Global businesses need to shift their focus to the external environment of consumer or manufactured goods businesses. In other words, in order to be successful, a business that has entered into a globalization trend has to deal with the consumer, competition, government policies and regulations, together with the economic, social and political macro forces that direct the development of the market. For the global business, this means working with government representatives in that country and industry competitors to win the target market. Profit is a critical tool and goal for the success of the global business; but it is not enough by itself. For this, it has to create value for all segments of the business (consumer, investor, employee, government, etc.). Otherwise, it is obvious that the business will fail. For example, If the consumer provides more value than competing firms that are willing to make less profit, in other words, if the consumer buys a product of higher quality or the same quality but lower price, the competing firm will inevitably lose its market share. ⁵⁷.

1.5. Global Marketing Environment

To be successful in influencing their markets and consumers, international marketing managers have to get to know their target audience and the environment they live in and analyze the different cultural characteristics they have. No marketing manager would like to bear such a risk since all the marketing efforts to be made without having enough information about the target audience are at high risk of wasting. For this reason, it is the basis of marketing success to study environmental

⁵⁶ Fındıkçı Aydın, (2006), “Dünya Ekonomisi Küreselleşmenin Neresinde?”, Uluslararası İlişkiler Dergisi, Cilt III.

⁵⁷ Ceng FU (2012), Ekonomik Küreselleşme ve Anti-Küreselleşme Üzerine Bazı Düşünceler, Çeviren, Cem Kızılcı, -<http://www.anafikir.gen.tr/90-diger-konular/dunyadan/307-ekonomik-kuresellesme-ve-anti-kuresellesme-uzerine-bazi-dusunceler-cheng-enfu.html>

factors related to the international market well and to develop plans and products compatible with this environment⁵⁸.

1.5.1. Cultural and Social Environment

Culture is perhaps the most important feature to consider in international campaigns in different countries. Cultural differences have an impact on product development, personal sales, advertising, price, in short, almost every aspect of the marketing program. If the culture and norms of the country are not well known, the campaign cannot be expected to be successful and may even cause a negative attitude towards the product or service on the target audience in that country. Traditions are stronger than laws. Traditions are generally inconspicuous, so it is easier to ignore than laws. Religion, family, education, psycho-social and other characteristics that make up the cultural structures of countries are also different. Family structures also change a lot. Relationships between family members and the roles of family members in marketing decisions and practices also affect marketing in general, and sales efforts such as advertising⁵⁹. At the same time, individualism or team spirit levels of the countries affect the advertisements.

The education level of the country should also be considered in the preparation of international campaigns. Culture varies from country to country and even it is divided into many different subcultures within the borders of a country. Social factors also lead to significant differences in international marketing. While trying to enter a new foreign market, family, religion, education, health, sports, etc. social institutions should be thoroughly analyzed and analyzed, and marketing activities should be arranged accordingly⁶⁰. Social and cultural differences also lead to differences in business executives' job interviews, which leads to negative situations and confusions, such as breaking over time, thinking to be insulted. The impact of the target country culture on the companies is quite large. The lifestyle and behavior models of customers who are members of a different culture are directly reflected in the activities of the consumers in the market. Therefore, this situation has

⁵⁸ Akat Ömer (2017), Uluslararası Pazarlama Karması ve Yönetimi, 4. Baskı, Ekin Kitabevi Yayınları, Bursa.

⁵⁹ Cemalcılar, İlhan, (2001), Pazarlama Yönetimi. T.C. Anadolu Üniv. Yay. No:885. Üçüncü Baskı. Eskişehir.

⁶⁰ Kozlu M. Cem (1998), Uluslararası Pazarlama, İş Bankası Yayınları, 6. Baskı, İstanbul.

a significant effect on the firm's marketing decisions⁶¹. Contrary to what is often thought, cultural interaction at the consumer and firm level is not unilateral; It is based on the idea that the individual and the society in which the individual lives have decisive cultural effects on firms as well as the impact of firms on the individual / consumer.

1.5.2. Political and Legal Environment

The enterprise that wants to operate in a foreign country should examine the political stability and trade constitutional regulations and laws in that country in detail. Some countries sincerely adopt establishing relations with the businesses of foreign countries, and even provide investment facilities. Others act in the opposite direction, set various boundaries⁶². Trade restrictions are also very important, and the practices of various countries in this way vary greatly. Among the most common barriers and limitations to foreign trade can be listed as follows; customs tax, import quota, boycott, blocking the profit gained in the country (preventing partial or complete profit transfer), setting standards regarding health, safety, or product quality. Regulatory laws and rules vary greatly from country to country and are among the issues to be considered.

Risks in the form of expropriation and confiscation arise, especially for countries where political power is forcibly changed, in the attitude towards foreign investments in politically unstable environments. In foreign countries where political risk is high, foreign firms that tend to foreign trade can often lead to export marketing rather than direct investment (in terms of being less risky)⁶³. With the effect of globalization and international trade, not only countries should know not only their own market but also the legal environment of targeted markets.

1.5.3. Economic and Demographic Environment

The demographic and economic environment is one of the important factors in international target audience selection. Because the population indicates the

⁶¹ Odabaşı, Yavuz (2000), Satışta ve Pazarlamada Müşteri İlişkileri Yönetimi, Sistem Yayıncılık, İstanbul.

⁶² Cemalcılar, 2001.

⁶³ Cengiz Emrah (2002), Uluslararası Pazarlamada Promosyon Der Yayınları, İstanbul.

market volume of a country; the level of economic development, the income level of society, and per capita income are also directly related to purchasing power. The demographic structure is particularly important in terms of the following: Demographic environmental factors consisting of age, gender, education, lifestyle and geography are effective in the division of mass markets into more micro-scale micro markets in terms of the marketing strategies of companies⁶⁴. It directs the export companies in the international markets to create product price promotion and distribution strategies by considering the specific preferences and characteristics of each consumer target group.

Countries with this structure are not very attractive for international marketing. In the industrialized countries, middle and upper classes are formed. These consumers are a good market for durable and non-durable goods⁶⁵. Therefore, distribution channels and sales efforts are developing. In countries with natural resources, owners or managers of natural resources are interested in imported goods as well as luxury goods. The industrial structure, income level and distribution of the country is important in various countries. Especially the total income and income distribution associated with the level of industrialization lead to different life standards, causing great differences in marketing systems.

1.5.4. Technological Environment

Another of the external environmental factors affecting the businesses that want to engage in global marketing activities is the technological environment. Technology can be considered as a product in international marketing in two ways: either as an element to help produce any product or technology itself. Those who excel in international competition are those who use communication and information technologies extensively⁶⁶. In this process, where the internet, which offers great opportunities in information sharing and production, is widely used all over the world and using computers in all segments of the society, the trade over the internet has become more widespread and the term "electronic commerce" has become more

⁶⁴ Kozlu M. Cem (1998)

⁶⁵ Ünüsan Çağatay (1993), "Türkiye'de Franchising'in Gelisimi ve Ülkemiz Kalkınması İçin Önemi", Pazarlama Dünyası Dergisi, Mart-Nisan.

⁶⁶ Odabaşı,2000.

used⁶⁷. In this changing process, besides the classical export transactions, the electronic environment also increases trade opportunities and lowers the costs. Economies that can access information by using technology as required gain a high and permanent competitive advantage.

1.5.5. Geographical Environment

Topography, temperature, humidity, mountain, sea, land, etc. features, climates and general features. It affects the quality, quantity, storage, transportation and packaging of the demanded goods (Cheese, ice cream, steel, piano, computer). If an example is given; According to Turkey in countries close to the equator humidity is very high. Packaging requires a form that is resistant to moisture. - Egyptian cotton - the softest - There is no river transportation in TR, but transportation is possible in the Danube and Rhine rivers in Europe. - Sea, iron, air transportation (those with the seashore are more convenient and cheaper.) Geographical structure is very important for logistics planning and structuring. - Tourism movements are also affected by the geographical structure. (Turkey?) Example: - transport conditions in mountainous regions, winter-summer features, costs - in terms of flat - Embodiment's edge of the lake?⁶⁸

1.5.6. Competition Environment

The most important factor for competition to cross international borders; It is the opportunity for information to spread rapidly because of the developments in communication technology. It is observed that the globalization of products and competition in world economies has gained a visible speed⁶⁹. One of the issues that reveal globalization is the changes in firm strategies. Firms are not a single country as production area; they target the whole world. The globalization of the firm's activities, on the one hand, increased the cooperation between the firms through horizontal and vertical mergers; on the other hand, it caused an increase in global

⁶⁷ Göksu Nüsret, ve Cantez Murat, (1999) “ Uluslararasılaşma Yolları” Pazarlama Dünyası Dergisi, Sayı: 76, Temmuz / Ağustos

⁶⁸ Demirel Fatma (1993), “Franchising Sistemi ve Türkiye’deki Uygulaması”, İşletme ve Finans, Ağustos.

⁶⁹ Tekin, Mahmut ve Ömürbek, Nuri. (2004). Küresel Rekabet Ortamında Teknolojik İş birliği ve Otomotiv Sektörü Uygulamaları (1. Baskı). Ankara: Günay Ofset.

competition⁷⁰. The main aim of the enterprises trying to adapt to the global competitive environment is to integrate and organize the economic activities around the world to maximize the universal profit. It is an organic structure that is expected to serve all parts of the global company⁷¹.

The most important step for businesses to survive in a global competitive environment is to change their business structures and understanding significantly. Globalization revealed that the process should change themselves in accordance with the new conditions, and over time, more enterprises understood the necessity of this change and went to restructuring with the change⁷². Globalization is not only common but also predicts a long-term transformation. A process of change that concerns a large part of the society in every period can create hope for some and anxiety for some of the individuals living in the same society. Because the results of no change affect everyone affected by it in the same direction and in the same proportion. Change earns some, some also loses⁷³.

⁷⁰ Aktan, Coşkun Can ve Şen, Hüseyin. (2004). Globalleşme. [httpwww.canaktan.org/canaktan_personalcanaktanarastirmalaridegisimaktan-sen_globallesme.pdf](http://www.canaktan.org/canaktan_personalcanaktanarastirmalaridegisimaktan-sen_globallesme.pdf).

⁷¹ Bilge, F.Atıl. (2004). Küresel Rekabet Ortamında Rekabet Üstü Olabilmek İçin Müşteri Odaklı Pazarlama Stratejileri, Doktora Tezi, Selçuk Üniversitesi Sosyal Bilimler Enstitüsü, Konya.

⁷² Güzelcik, Ebru. (1997). Küreselleşme ve İşletmelerde Değişen Kurum İmajı (1. Basım). İstanbul: Sistem Yayıncılık .

⁷³ Demir, Ömer. (2003). Küresel Rekabette Etkin Devlet. Ankara: Nobel Yayın Dağıtım.

CHAPTER TWO

2. GLOBAL FAST-FOOD MARKET AND ENTRY STRATEGIES FOR INTERNATIONAL COMPANIES' BRANDS

The main thing that should be considered is the increasing purchasing power of the Turkish people. Average income levels have increased each year since the beginning of the last decade, reaching more than \$13,000 in 2016. Turkish people, who have more money to spend, thus spend more on consumer goods as well as basic needs, and this causes a change in their eating habits.

There's a study results of 1200 people, 41% of them consume fast food 1-2 times a week and 59% of them eating hamburgers. Another study conducted by Mediabrands Insights with 2500 people 46% of fast food consumers in Turkey prefer Burger King, 43% prefer Domino's Pizza and 36% prefer McDonald's.

With the reference to the interview of CEO of McDonald's Turkey, increasing level of marketshare, number of customers per restaurant shows that the powerful system of this sector oppressing small businesses. Due to the cheaper prices and easily accessible products, small businesses can't compete with the brands like McDonald's. Increasing number of new McDonald's restaurants every year shows the monopolistic effect among the small businesses.

2.1. Global Market Entry Strategies

The concept of international marketing should not be confused with international trade. International trade is a concept related to capital, goods and services operating outside national borders⁷⁴. With the globalization, the process of turning to international markets revealed that businesses operate outside their national borders. On the other hand, because of the reasons such as decreasing demand in the domestic market, exchange rate policies, tax laws, and economic instability, businesses have had to open up to new markets in order to be sustainable.

⁷⁴ Onur, G. (2007). Dış Pazar Araştırması Nasıl Yapılır? Ankara: T.C. Başbakanlık Dış Ticaret Müsteşarlığı İhracatı Geliştirme Etüt Merkezi.

New markets have brought many advantages and disadvantages. Businesses have faced the question of how to enter these new markets. At this point, different methods developed when entering the foreign market due to the political and economic policies of the countries, cheap labor, abundance of resources, incentives given to foreign investors. Enterprises should enter the market by determining the most suitable method for them when entering international markets, and after doing a good research and analysis, determining the most suitable method for them⁷⁵. It will be inevitable for the business to lose money in the market entered without extensive research.

Businesses make their decision to enter the international market for various reasons. While entering international markets, business personnel will face problems such as learning new languages, knowing the legal legislation of countries, redesigning their products according to the country's markets, and exchange uncertainties and different customer needs⁷⁶. Despite all these uncertainties, businesses decide to enter international markets to take advantage of the potential of international markets. Sometimes this decision is required by businesses to grow. Competition in the domestic market or the saturation that occurs in the domestic market may cause the profit of the enterprise to decrease. As a result, the company may also seek new markets⁷⁷. At this point, international markets appear as a great opportunity. Since the demographic, social, economic, geographical, and cultural values of the countries are different, it is beneficial to consider these factors when entering the international market.

The point to be taken into consideration when deciding to enter the international market is whether to enter the market via export or to operate in the country market to be entered through production. The possibility that some countries may have demands for production in their own country should be considered.

⁷⁵ Akat, Ö. (2012). Uluslararası Pazarlama Karmaşı ve Yönetimi (Cilt 8). Bursa: Ekin Basın Yayın Dağıtım.

⁷⁶ Akın, H. (2010). Temel İşletme: Girişimcilik İş Kurma ve Yönetim. H. Akın içinde, Temel İşletme: Girişimcilik İş Kurma ve Yönetim. Ankara: Adres Yayınları.

⁷⁷ Bai, O. (2012). Governance of innovation network in services: The case of Alibaba. Management of Technology (ISMOT), 2012 International Symposium on, Hangzhou: <http://ieeexplore.ieee.org/xpls/icp.jsp?arnumber=6679433>.

2.1.1. Export

Export is one of the first options used by many companies to open up to the international market today. Exports can be defined as the marketing of businesses and their products to foreign markets for a price. Companies tend to export for reasons such as saturation in the domestic market, increased competition in the domestic market, taking advantage of international markets, government incentives, and foreign exchange risk. Export is an indicator of the level of development of the national economies. Export performances can be checked to get information about the economic development of industrialized countries. Since exports provide foreign currency input to the country's economy, countries develop policies that encourage exports, and take measures to restrict imports⁷⁸.

Enterprises may be abstaining at first when starting their export activities. At this point, they export through some big companies that carry out their export activities or they choose to act cautiously by exporting small amounts. Foreign trade firms consisting of experts who carry out export activities guide these cautious approaching firms or act as a wholesaler and take the product from the exporters and send it to foreign markets.

2.1.1.1. Indirect Export

It is the export of the domestic company by selling the products and services produced in the country either by intermediaries or by selling them to another domestic manufacturer that combines these products with export products⁷⁹. Indirect export sales are like sales to a company in the country. In indirect exports, the company does not have much control over the product. Most of the control is in the vehicle operation.

Export trade companies are independent organizations that offer the goods of domestic exporters to international markets⁸⁰. In cases where these companies cannot sell the product to the international market, excessive production of the product may

⁷⁸ Öztürk, N. (2012). Dış Ticaret Kuram Politika Uygulama. Bursa: Ekin Basım Yayın Dağıtım

⁷⁹ Koparal, C. (2004). Uluslararası İşletmecilik. Eskişehir: Anadolu Üniversitesi Web Ofset Tesisleri.

⁸⁰ Cengiz, E., Ark.. (2007). Uluslararası Pazarlara Giriş Stratejileri. İstanbul: Beta Basım Yayın Dağıtım A.Ş.

cause it to remain in their hands. Since the producer has no relation with the buyer in the international market, he does not have much control in international marketing.

These companies, which are specialized in certain products and products, provide small and medium-sized enterprises that cannot establish an export department, and their products are included in the international market. The most important benefit of these companies is that they can create wider and full product lines and offer them to customers in international markets. Often, it seems that importers want to buy products that complement each other together and find it tiring or objectionable to obtain them from separate sources. In this case, companies that do not have such full product lines may lose their chance of selling. On the other hand, the combined export management company will collect and gather goods from various companies and benefit from these opportunities that a single company cannot create⁸¹.

Foreign traders are intermediaries who buy a property on their behalf and then sell it to their customers in their own country or in a third country. They often appear to make purchases for specific customers. Representatives, on the other hand, are persons or organizations that purchase goods on behalf of businesses, usually for private or public sector in foreign countries. They receive a fee or allowance from the organizations they represent in return for these activities. In both cases, as in previous years, the manufacturer makes sales to almost any domestic customer⁸².

Brokers are institutions or individuals that bring the importer and the exporter together. Brokers receive a certain amount of commission from the foreign company and the seller company. Brokers may not be able to communicate face-to-face with the buyer in the international market because they operate on behalf of the company they represent, which leads to loss of control over exports⁸³.

They are domestic traders operating in the country of the company, which is oriented towards export. They are intermediaries that market the goods they purchase from the exporter to the international market. These intermediaries can also export

⁸¹ Karafakioğlu, M. (2015). Uluslararası Pazarlama Yönetimi: Teori, Uygulama ve Örnek Olaylar. İstanbul: Beta Yayınları.

⁸² Karafakioğlu, M. (2015).

⁸³ Akat, Ö. (2012).

goods to the international market with their own brands. In this case, they must have accepted the risks they will face. Since the exporter has sold the product to a buyer in his country, he is not at risk of not being able to collect the goods⁸⁴. Local traders also have some advantages. It also offers activities such as transportation insurance, customs clearance and logistics on behalf of the exporter.

2.1.1.2. Direct Export

It is the delivery of goods and products directly to international markets without intermediaries. In direct export, the exporter reaches the final consumer and sees high profit opportunities. Direct export companies are generally large companies. It includes an export department that carries out product and marketing activities, and exports are tracked more systematically⁸⁵. The difference that distinguishes direct exports from indirect exports is that there are no intermediaries in direct export. There are advantages such as getting to know the international market in direct export, having information about the players in the market, and actively operating in the marketing environment.

The exporter does all the export operations himself by not using any tool. In direct export, all responsibility from the presence of the importer to the receipt of payment belongs to the exporter. To export directly, it is very important that the company creates an export division independent of the domestic sales. The company can control all export stages and specialize. It increases the profit share by eliminating intermediaries. The company can establish closer relationships with its buyer⁸⁶. On the other hand, the exporter may have to spend more time and resources in order to be successful in direct exports and their costs increase. Exporter may be exposed more directly to risks⁸⁷.

2.1.2. License Agreements

Licensing is the right to use a patent, trademark, and technology of a business or to produce and sell a special product to the other party in a certain geography and

⁸⁴ Akat, Ö. (2012).

⁸⁵ Baldemir, E., & Metin, İ. (2011, 11 14). İhracat İşlemleri. Muğla: Muğla Üniversitesi.

⁸⁶ Baldemir, E., & Metin, İ. (2011,)

⁸⁷ Baldemir, E., & Metin, İ. (2011)

timeframe for a certain fee⁸⁸. The party issuing the license is called the licensor and the licensee is called the license. In the form of licensing entry, the licensor is only responsible for the realization of production or service to the licensee and distribution to the market while renting the patent, technical-knowledge, and process to the licensee⁸⁹. In the license agreement, the licensor can obtain the right to have the share of the licensee's income and sales volume⁹⁰.

Certain restrictions are imposed on both parties in license agreements. While the enterprise that enters international markets through licensing gives up its right to export to this market, the licensee is restricted to the right to do business in other business lines and loss of income since it is brought to the status of the licensor's worker⁹¹. The company that enters the international market prefers the licensing path when it does not have sufficient financial and managerial resources⁹².

2.1.3. Franchising

The privileged agreement is that the enterprise wishing to enter the international markets gives the local business the right to produce and sell its products under its own trademark name in a certain region, within a certain timeframe⁹³. Hodget and Luthans have defined the concession agreement as follows⁹⁴: it is the agreement that enables the business that wants to enter the international markets to have the right to use its own logo, trademark, product line and production processes for a certain fee and to support it to produce the same product and quality.

The concessional agreement forces the business that wants to enter the international markets to follow and follow the local business continuously, thus forcing the concession to the local business to abide by the rules of the contract.

⁸⁸ Rugman, A.M. ve R.M. Hodgetts (2003). *International Business* (3rd Ed.), İngiltere, Prentice Hall

⁸⁹ Root, F.R., R.L. Kramer ve M.Y. D'arlin (1966). *International Trade and Finance* (2.Edi.), Cincinnati, Ohio, South-Western Publishing Company

⁹⁰ Root et al., 1966,

⁹¹ Hennart, J-F. (2001). *Theories of the Multinational Enterprise*, in Rugman, A.M. ve A. Verbeke (Edi.), *The Oxford Handbook of International Business*, New York, Oxford University Press.

⁹² Hodgetts, R.M. ve F. Luthans (2003). *International Management: Culture, Strategy and Behavior* (5th Ed.), New York, McGraw-Hill Irwin

⁹³ Fladmoe-Lindquist, K. ve L.L. Jacques (1995). *Control Modes in International Service Operations: The Propensity to Franchise*, *Management Science*, Vol.41, No.7

⁹⁴ Hodgetts, R.M. ve F. Luthans (2003).

Since the concessional agreement does not allow to go beyond the contractual business format and procedures for entering international markets, it enables the capture of a certain business standard and is thus preferred more frequently in service businesses where the business standard is difficult to achieve⁹⁵.

While the contracts provide cost advantage by loading the costs (customs, facility, distribution channels, transaction costs) that businesses will encounter at the market entrance, they cannot reduce the risk of using the patented products owned by the main business, the technology knowledge used by the business in production for its own benefit. The main motivation behind the selection of the privileged agreement system is the opportunity to spread to the market by reducing the risk of finance and ownership in the buyer market⁹⁶.

2.1.4. Joint Venture

The form of joint venture is an official merger that enables the parties to carry out certain activities jointly in the international markets, and the motivation behind this merger is that each partner has a business presence to help each other⁹⁷. In a joint venture, while a new business is created in the market, the parties become partners in terms of profit, risk, investments, and owned assets in proportion to their capital⁹⁸. While the joint venture provides partial protection to the property advantages of the business, it brings disadvantage to the business because the partner shares the advantages of the business⁹⁹.

Enterprises can carry out activities that they cannot use by using their own resources in entering international markets by creating a resource pool through a partner. Strategic merger, industry consortium, technical training, supply and repurchase adjustment, production / installation adjustment, patent licensing, privileged agreement, technical-information licensing, Management / Marketing

⁹⁵ Fladmoe-Lindquist and Jacque, 1995

⁹⁶ Hackett, D.W. (1976). The International Expansion of U.S. Franchise Systems: Status and Strategies, *Journal of International Business Studies*, Vol.7, No.1 (Spring),

⁹⁷ Couturier, J. ve D. Sola (2010). International Market Entry Decisions: The Role Of Local Market Factors, *Journal of General Management*, Vol. 35 No. 4

⁹⁸ Mescon, M.H., C.L. Bovee ve J.V. Thill (2002). *Business Today* (10th Edi.), New Jersey, Prentice Hall

⁹⁹ Hennart, J-F. (1989). Can the “New Forms of Investment” Substitute for the “Old Forms?” A Transaction Costs Perspective, *Journal of International Business Studies*, Vol.20, No.2

service agreement, cooperation agreements that do not require equity. An example of a strategic merger in practice is the merger of Renault and Nissan. Accordingly, Nissan developed its own operation by developing learning as an organization from Renault¹⁰⁰. Although privileged agreement and licensing are described under the form of joint venture, these forms of entry are considered as joint forms of joint entry that do not require equity¹⁰¹.

2.1.5. Foreign Direct Investment

Direct foreign investment is the type of entry preferred by companies wishing to enter international markets when they want to control all (100%) of their production or distribution activities in the markets they want to enter¹⁰². Foreign direct investment brings certain costs to the business to learn the operation of the activities in the receiving country market¹⁰³. Direct foreign investment requires capital and key staff to cover or reduce these costs.

In the form of direct foreign investment, when businesses continue their activities either by purchasing or by establishing a new company, they will have administrative control within the business and will have the chance to use their own practice and culture in the management of businesses¹⁰⁴. While establishing a new company, it is necessary to have knowledge and experience about the country of the buyer country to increase the performance in performing the production, distribution and marketing activities, bringing the personnel to be employed in the enterprise from the main country (education and training costs) or employing the buyer country causes cultural differences. and brings a certain level of fixed cost to the business, so businesses try to access the information they need in the buyer country market by purchasing the local business¹⁰⁵.

¹⁰⁰ Klein, S., G. L. Frazier ve V.J. Roth (1990). A Transaction Cost Analysis Model of Channel Integration in International Markets, *Journal of Marketing Research*, Vol. XXVII

¹⁰¹ Pan, Y. ve D.K. Tse (1996). Cooperative Strategies between Foreign Firms in an Overseas Country, *Journal of International Business Studies*, Vol.27, No.5 Global Perspectives on Cooperative Strategies (1996)

¹⁰² Hodgets and Luthans, 2003

¹⁰³ Caves, R.E. (1996). *Multinational Enterprise and Economic Analysis*, (2nd. Edi.), New York, Cambridge University Press.

¹⁰⁴ Davis, P.S., A.P. Desai ve J.D. Francis (2000). Mode of International Entry: An Isomorphism Perspective, *Journal of International Business Studies*, Vol.31, No.2

¹⁰⁵ Caves, 1996

2.2. Policies for Entering Global Markets and Their Effects on Economy

Financial globalization is part of economic globalization. It is the liberalization of capital in the international arena. As the economy becomes global, we can see that the movement in capital increases. After the cold war, the increase in the financial markets has increased even more when the international arena is trusted. There has also been an increase and globalization in the field of information, and this has had an impact on financial globalization. Foreign exchange markets also expanded after 1970. With financial globalization, foreign trade has increased, developed countries are the most preferred for foreign capital investments, and developing countries cannot benefit from this situation as much as developed countries. Foreign capital movements cause financial crises in developing and transition countries¹⁰⁶.

According to the advocates of globalization, the global economy; it means the acceleration of the capital and financial market. On the other hand, globalization has caused a lot of unemployment in developed countries, and competition has increased with globalization¹⁰⁷. With globalization, the field of transportation has also developed rapidly, and the transfer of goods and services produced in one country to another country has become faster and with lower costs compared to the past. Institutions that are banks and do financial affairs have become internationalized with globalization. With the globalization of the economy, world companies have emerged. The globalization of finance has opened new doors for both savers and fund-seeking entrepreneurs.

The absence of controls in interest or foreign exchange transactions, which were set to ensure state control in national financial systems, paved the way for international capital movements. For those who cannot find capital in the markets within the country or who want to utilize their capital, the globalization of the market has provided them with convenience. Entrepreneurs have turned to the foreign market in order to get money with cheaper interest than national interest rates or they

¹⁰⁶ Şentürk B. (2013) Adıyaman Üniversitesi Sosyal Bilimler Enstitüsü Dergisi sayı/6 (Haziran 2012)

¹⁰⁷ Şentürk, a.g.e.59

have turned to international financial markets to sell their shares in the stock market to foreigners with a higher market. The financial sector, which aims to turn its savings into investments and consists of intermediary institutions; It has facilitated economic problems and jobs and creates a service sector in which many people find employment. Various financial instruments such as maturity and payment instruments have emerged. With the globalization of finance, and these financial instruments have made it difficult for nation states and central banks to control money and credit. With financial globalization, savers who invest their savings in different countries have emerged¹⁰⁸. In other words, economic globalization; It refers to the integration of states' economies with the world economy and their unification in a market. With economic globalization, relations between states have intensified and states have brought closer together. With the increase of financial globalization, capital did not stay within a certain state but also spread to the borders of other states. With financial globalization, surplus capital has spread to the borders of other states to provide less risk and more profit. Financial globalization developed and showed its effect mostly in the 1980s, so the reasons that separate international financial markets from each other disappeared and international financial markets were rapidly integrated with each other.

It has been observed that the liberalization of financial markets after the 1980s not only contributed to the economies of the states but also caused economic crises. According to neoliberals, the unification and integration of financial markets contributes to economic growth. There are also thoughts that financial globalization will adversely affect countries after the economic crises after 1990. Powers have also been effective in the capital flows to gain a global dimension. After the collapse of the Bretton Woods system, we can say that globalization in the financial field increased faster. For those who want to be a debt and investors in the globalization of finance; states and financial institutions have been affected as much. Liberal economic policies are also required for financial integration.

¹⁰⁸ Davis vd., a.g.e.246

2.3. Factors Affecting the Selection of the Method of Entering Global Markets

In the literature, the factors affecting the internationalization process are generally classified under two headings¹⁰⁹. The first of these are the driving factors, which include several phenomena that businesses, also called internal causes, experience both within themselves and within the country. The second topic is the attractive factors of the host country.

Market potential is primarily determined by its capacity (development prospects, the availability of penetration by a foreign enterprise without excessive spending of money and time). The main obstacles on the way of an enterprise planning to enter the foreign market are customs barriers, non-tariff restrictions, and legal obstacles. The second parameter in the selection of foreign markets is the study of the intensity and practices of competitors. Competition should be studied along the following lines: ¹¹⁰.

- Identification of effective competitors.
- Defining the structure of competition, i.e. the number of competitors and the distribution of their market shares;
- Establishment of competitiveness criteria.

The third parameter taken into account when choosing foreign markets is associated with the definition of the goals and capabilities of the enterprise. An analysis of the actual position of the enterprise in the foreign market should be carried out, the weak and strong sides of its activities are identified, the reserves of the enterprise are determined, which can be successfully used both in the domestic and foreign markets. A comprehensive study of the foreign market consists in analyzing the factors that determine the market situation: supply and demand for a specific product, competitiveness, prices, commodity circulation, etc. This is the process of identifying market problems, collecting and processing information about the foreign market to improve the commercial and economic decisions taken to

¹⁰⁹ Otay, F. (2001). Pazarlama İletişiminde Global Pazarlama Stratejisi. Selçuk İletişim

¹¹⁰ Saen, R. F. (2011). International Market Selection Using Advanced Data Envelopment. IMA Journal of Management Mathematics

create, movement, sale, consumption of marketable products in this market. When choosing a foreign market, an important guideline for marketers is adherence to such research principles as:¹¹¹

- Systematic - research should be carried out systematically, and not be ad-hoc.
- Consistency - research should cover the entire foreign market and the entire structural hierarchy of market processes, facts, their dynamics and relationships.
- Complexity - on the one hand, it includes a set of actions or processes (collection, processing, analysis of data), and on the other, an integrated approach to the study of objects (their relationship with other processes and objects).
- Connectivity and purposefulness - the direction, scale, depth, detailing of the research carried out should be organically linked to the goals and objectives of the activity of the given market entity, reflect its real needs for specific analytical information.

Multiple sources of information - expedient receipt of market information not from one, but from several sources, which allows you to have comprehensive "overlapping" data and thereby clarify, verify information; Versatility - research can be conducted based on any need of a market entity for information to make a rational decision. Scientific's - accuracy, objectivity, conditionality. Insufficiently objective, unjustified research leads to distorted recommendations. The importance of research on the choice of a foreign market increases with the expansion of the use of scientific achievements, taking into account the evolution of public consciousness, with the strengthening of its socio-economic orientation. The solution to a wide range of marketing problems is carried out using various scientific techniques and methods.¹¹².

Hostile measures of the host country are also an important factor that attracts the business to that country. The greater the facilities provided by public authorities

¹¹¹ Ries, A., & Trout, J. (2013). Konumlandırma Tüketici Zihnini Fethetme Savaşı. İstanbul: MediaCat

¹¹² Trout, J., & Rivkin, S. (2006). Yeni Konumlandırma, Dünyanın Bir Numaralı İş Stratejisindeki En Son Gelişmeler. İstanbul: Optimist Yayınları.

for a business, the more confident it is to move to the market of the country concerned. For example, in this framework, Mutual Promotion and Protection of Investments (YKTK) Agreements exist. negotiation of this Agreement is carried out by the Ministry of Economy and Turkey has signed Bilateral Investment Treaties with 98 countries. These agreements are important in terms of protecting the rights of Turkish investors who want to invest in the foreign country market, which is the party of YKTK Agreements. YKTK Agreements include provisions such as “determining the limits of the treatment to be applied by the host country, the protection of fundamental rights and interests in the countries where they invest, on the basis of international law, guaranteeing the profit transfers, determining the conditions of possible expropriation by the host state and applying for arbitration in case of conflict”¹¹³.

2.3.1. Internal Factors

Factors specific to the enterprise in choosing the way enterprises enter international markets are called internal environmental factors. These factors can be counted as the technology used during production, technical-knowledge, patents, business size, assets and experience that the business previously had in international markets¹¹⁴.

Business size: number of workers and size of sales, it can be measured by. One of the factors that increase the desire to enter international markets, the size of the business ensures that the fixed costs of the business in international markets are met by sales ¹¹⁵. As the size of the business increases, the amount of resources that the enterprises will have will increase and the enterprises will enter foreign countries by choosing direct foreign investment with high level of return and high level of resource undertaking¹¹⁶. Small-scale businesses will choose entry forms with high control level as long as they gain integration ability in international markets and

¹¹³ Ministry of Economy. (2014). International Investment Agreements. Ministry of Economy: <http://www.ekonomi.gov.tr> Access: 10.07.2020

¹¹⁴ Erramilli, M.K. ve D.E. D’Souza (1993). Dış Pazarlara Girmek: Küçük Hizmet Firması Örneği, Girişimcilik Teorisi ve Uygulaması, 17 (Yaz)

¹¹⁵ Horst, T. (1972). Yurtdışına Yatırım Kararının Firma ve Sektör Belirleyicileri: Ampirik Bir Çalışma, The Review of Economics and Statistics, Cilt.54 (Ağustos)

¹¹⁶ Alkhatlan, K. ve M. Tarique (2009). Suudi Arabistan'da Doğrudan Yabancı Yatırım-Ekonomik Kalkınma Perspektifi, Journal of International Business And Economics, Cilt 9, No. 2

achieve this integration with less cost. Agarwal and Ramaswami stated that the enterprises with large scale and international experience will choose direct foreign investment when they want to enter international markets and emphasized that the way of entering may change depending on the potential of the market to be entered¹¹⁷.

Technical information, patent, hard-to-develop organizational structures, effective and well-known trademark and technological capabilities that provide oligopolistic power to businesses, protected by patent systems, provide property advantage¹¹⁸. These factors also affect the decision to choose the way of entering international markets¹¹⁹. The development of the main skills that provide competitive advantage by using the resources they have, provides an advantage to the business in global competition. In entering international markets, businesses want to take advantage of these benefits while at the same time seeking to protect them.

The technological features of the business product interact with the market attractiveness and the size of the business and affect the decision on the choice of input format¹²⁰. It wants to retain business control that produces products with high proprietary advantages, technological features and abstract technical information, and selects direct foreign investment¹²¹. Businesses that gain the ability to develop differentiated products by investing more in Research and Development and advertising enter the markets that have a high risk of competing in the future with a license or concession agreement, while choosing the form of direct foreign investment and becoming a competitor of the franchisee and licensee. eliminates the risk¹²².

¹¹⁷ Agarwal, S. ve S.N. Ramaswami (1992). Dış Pazar Giriş Modu Seçimi: Mülkiyet Etkisi, Yer ve İçselleştirme Faktörleri, Uluslararası İşletme Araştırmaları Dergisi, Cilt.23, No. 1

¹¹⁸ Vernon, R. (1966). Ürün Döngüsünde Uluslararası Yatırım ve Uluslararası Ticaret, Quarterly Journal of Economics

¹¹⁹ Chatterjee, S. (1990). Fazla Kaynaklar, Kullanım Maliyetleri ve Giriş Modu, Academy of Management Journal, Cilt. 33. No. 4

¹²⁰ Li, L. ve G. Qian (2008). Ortaklık veya Kendi Kendine Güvenme Giriş Modları: Büyük ve Küçük Teknoloji Tabanlı İşletmelerin Denizaşırı Pazarlardaki Stratejileri, Uluslararası Girişimcilik Dergisi, Cilt 6

¹²¹ Anderson, E., ve H. Gatignon (1986). Yabancı Giriş Modları: Bir İşlem Maliyet Analizi ve Öneriler, Uluslararası İşletme Araştırmaları Dergisi, 17 (3)

¹²² Agarwal and Ramaswami, 1992

The experience of businesses in the international market, the share of annual sales income in foreign markets in total annual sales revenue and the number of years in foreign markets. Experience in international markets enables them to obtain the inputs that they are looking for efficiently and to better predict the risks of the markets and the gains they will bring¹²³. However, experience in international markets also helps the company to anticipate the costs that the business may encounter. Having knowledge and experience on all risks, opportunities, business processes and procedures, the business makes more accurate and bolder decisions based on the degree of risk. According to Davidson, the international market experience is important for the company to evaluate the opportunities in the market for the following reason: the company can use the experiences it has gained in the market in which it has been operating before, both in the market in which it has operated previously and in other foreign markets that have similar features to this foreign market¹²⁴. Having experience in choosing the way of entering international markets, the enterprise reduces environmental uncertainty with the information it gains and increases the level of resource undertaking in the receiving country market.

2.3.2. External Factors

Continuous and mutual interaction in the business and its environment takes place as follows¹²⁵: The uncertainty that exists in the business environment affects the business's competitive level, ability to create demand, its ability to change the market and bargaining power, and against this uncertainty created by the business environment. It shapes its external environment according to its perceptions by wanting to use its resources in an optimum way. As businesses are divided into subsystems within their own organization, their environment varies according to these systems¹²⁶. Business subsystems are divided into three as Production, Research and Development and Marketing systems. The degree of uncertainty carried by these systems differ from each other. Accordingly, while the uncertainty in the production

¹²³ Agarwal, 1994

¹²⁴ Davidson, W.H. ve D.G. McFetridge (1985). Uluslararası Teknoloji Transferi Modu Seçiminde Temel Özellikler, Journal of International Business Studies, Cilt. 16, No. 2

¹²⁵ Ronen, S. (1986). Karşılaştırmalı ve Çokuluslu Yönetim, New York, John Wiley ve Sons.

¹²⁶ Lawrence, P.R. ve J.W. Lorcsch (1967). Karmaşık Organizasyonlarda Farklılaşma ve Entegrasyon, Administrative Science Quarterly, Cilt 12 No. 1

system is minimal, the uncertainty in the marketing system is slightly higher than the production system, the uncertainty of the direction of the change that may occur in the information belongs to the Research and Development system as the uncertainty of what can be produced and designed by Research and Development.

The type of sectors that businesses operate in affects the way businesses enter international markets¹²⁷. The type of sector in which businesses operate is divided into two as industry and service sector. The service is that the customer does activities that create value by spending time and money in a certain time period but does not have it. The effect of the types of sectors on the form of entry is due to the characteristics of the service sector. Due to the inseparability, weakness and ownership of the service enterprises, businesses choose the direct foreign investment form, while businesses marketing industry and consumer goods choose the export route¹²⁸. In the service sector, the presence of consumer-producer interaction during the production of the service, the simultaneous production and consumption, the degree of abstraction of the service, the production, distribution and marketing of the services make it different from the industrial sector. The characteristics of the service sector in the realization of both downward (distribution) and upward (production) activities affect the choice of enterprises to enter international markets. Vandermerwe and Chadwick stated that the consumer-producer interaction of service companies and the degree of concealment of the service within the product affect the decision on the choice of input form. According to this,¹²⁹ for the types of services (engineering, consultant, medicine, advertisement) with high consumer-producer interaction and high degree of hiding in the product (engineering, consultant, medicine, advertisement), for the types of services where the degree of interaction and concealment are moderate (retailing, hotel, repair, fast-food, mail), licensing, privileged agreement or minority joint venture form, for the types of services with low interaction and concealment (cinema, books, education, Compact-Disk (CD), newspapers), export format should be chosen.

¹²⁷ Erramilli & Rao, 1993

¹²⁸ Chung, H.F.L. ve P. Enderwick (2001). Pazara Giriş Stratejisi Seçiminin İncelenmesi: İhracat - Yabancı Doğrudan Yatırım Modları: Ev sahibi Ülke Senaryosu, Asia Pacific Journal of Management, 18 (4)

¹²⁹ Vandermerwe, S. ve M. Chadwick (1989). Hizmetlerin Uluslararasılaştırılması, Hizmetler Endüstrisi Dergisi, Ocak3

Enterprises should decide who will be the management staff together with the selection of the entry form in entering international markets¹³⁰. The most effective use of human resources is the aim of management in the management of organizations consisting of people from different cultures¹³¹. Whether the management team will consist of people from the nation in the receiving country market or people from the main country will affect the efficiency of the way organizations work. The length of the sales cycle, the relationship and interaction with the customer will vary, with the fact that employees are from different nationalities, not from the country of origin. Organizational structure consisting of different cultures will bring productivity loss to the business along with training costs¹³². The language, culture, political system, education level, industrial development level differences that affect the exchange of information from the businesses negatively create a physical distance between the business and the receiving country¹³³. Depending on these factors, training of workers in foreign markets operating and adaptation of workers to corporate culture brings additional costs to the enterprise.

While strategies to enter international markets are affected by cultural differences, it is unclear exactly how the cultural distance has an impact on the choice of input modes. Some studies argue that as the cultural distance between the main country culture and the receiving country market increases, low control and less risky input forms should be chosen¹³⁴. On the other hand, another study advocates that low control and low resource undertaking input forms should be chosen, as cultural similarity increases and monitoring, and control costs will decrease¹³⁵. The reason for this is the distribution of the risk to be undertaken and the management problems that the enterprise will face in the buyer market may be the structure of the industry in which it operates.

¹³⁰ Graham, J.L. (2001). Rugman A.M.'de K lt r ve  nsan Kaynakları Y netimi ve T.L. Brewer (Ed.), The Oxford Handbook of International Business, New York, Oxford University Press

¹³¹ Ronen, 1986

¹³² Graham, 2001

¹³³ Johanson, J. ve J-E. Vahlne (1977). Firmanın Uluslararasılaşma S reci: Bir Bilgi Geliştirme Modeli ve Artan Dış Pazar Taahh tleri, Journal of International Business Studies, 8 (1)

¹³⁴ Kim, W.C. ve P. Hwang (1992). K resel Strateji ve  ok Uluslu Şirketlerin Giriş Modu Seçimi, Journal of International Business Studies, Cilt 23, No. 1

¹³⁵ Taylor, C.R., S. Zou ve G.E. Osland (1998). ABD ve Japon Firmalarının Dış Pazara Giriş Stratejilerine ilişkin İşlem Maliyeti perspektifi, Thunderbird International Business Review, 40 (4)

2.4. Getting Market Share

Market share (market share) is an economic term in a market, which means the share of a firm within the total sales amount or revenues of a good¹³⁶.

Market share is one of the important variables that explain the amount of profits obtained by firms, and it is one of the important indicators in measuring firms' monopoly power. Accordingly, there is a correct proportion between the firm's market share and its power in the market, and in general there is a similar relationship between the firm's profitability and the firm's market share¹³⁷.

In traditional marketing understanding, performance measurement is based on market share. Therefore, in marketing, it is aimed to increase the market share, that is, to find more customers for products or services¹³⁸. The main benefit of using the market share as a performance criterion of the enterprise is its low dependence on macroeconomic variables such as economic status or tax policies¹³⁹.

2.5. General Information

The fast-food sector is a sector that deals with the supply of fast-food offered to consumers packaged to prepare it at home or for consumers to consume immediately. Fast-food sector growth: economic life and parallel changes in social and demographic factors caused it¹⁴⁰.

In daily life, individuals have difficulties in many problems faced or in the selection of preferences with more than one alternative. In the solution of problems with alternatives with almost the same characteristics, individuals enter the process of solving these problems by creating criteria that characterize the alternatives. Multiple Criteria Decision-Making Methods are used to make these choices in the best way. Multiple Criteria Decision-Making Methods facilitates the preferences of

¹³⁶ TDK (2012). <https://web.archive.org/web/20131220065655/http://tdkterim.gov.tr/bts/> 11.07.2020

¹³⁷ Kırım, A., (2001), "Strateji ve Bire-Bir Pazarlama CRM", Sistem Yayıncılık, İstanbul.

¹³⁸ Kırım, A., (2001)

¹³⁹ Kırım, A., (2001)

¹⁴⁰ Korkmaz, Sezer. (2005). "Effectiveness of Competitive Strategies in Fast Food Market: Analysis of University Youth's Preferences," Journal of Commerce and Tourism Education Faculty

individuals and ensures that the decisions made are consistent¹⁴¹. Having more than one alternative in the food sector is one of the factors that make consumers' choices difficult. Consumers make their choices by evaluating many criteria about companies.

With the start of the industrial revolution, people worked less and allocated more time to them. Thus, participation in various non-home activities has increased, causing long-term dining restaurants to be opened in Europe. With the onset of the industrial revolution, the concept of time led to shortening lunch breaks, which divided the working hours. The American Quick Ready Meal System, which allows businesspeople to eat in a short time, offers products such as food and beverage to consumers quickly, and changes have been recorded in this sector¹⁴².

The Quick Ready Meal System is a food system that serves many consumers in a short period of time, where food products prepared with standard methods are produced and sold. This system not only meets the taste buds of the people who spend most of their time away from home, but also offers solutions to the problem of time¹⁴³.

Fast-food, manufacturing and service to be of not more than a few minutes in total, cheaper and with disposable packaging, as a food category eaten by hand, maintaining the entire world has reached a considerable size¹⁴⁴. Fast-food sector is one of the favorite choices in people's food preference due to its fast preparation, ease of consumption and transportation¹⁴⁵. Fast-food restaurants, on the other hand, are businesses that serve this food group to meet the food and beverage needs of people. The fast-food sector is increasing day by day due to the increase in urbanization rate with the effect of the rapid population growth, women's entry to work life, the increase in family income levels accordingly, the establishment of the eating habits outside, the increasing pace of working life shorten the time allocated to

¹⁴¹ Korkmaz, Sezer. (2005)

¹⁴² Schlosser, E. (1997). "Fast Food Nation," Boston: Houghton Mifflin Book Company.

¹⁴³ Anıl, M.; Kılıç, O.; Başkaya D.; Dinçer, M. ve Aydın G. (2011). "Samsun Ondokuz Mayıs Üniversitesi Öğrencilerinin Fast-Food Tipi Beslenme Alışkanlığı," Samsun Sempozyumu, Samsun.

¹⁴⁴ Marketing Turkey. (2017, 11 20). Fast Food Sector in Turkey. Turkey

¹⁴⁵ Siew, L.W., Wai, C.J. ve Hoe, L.W. (2017). Fast Food Restoranlarının Tercihinin Analitik Hiyerarşi Süreç Modeli ile İncelenmesi. Uluslararası Psikoloji ve Bilişsel Bilimler Dergisi, Cilt 3 (6)

food, the increase in the young population ratio and the effect of advertisements. It is growing slightly.

2.5.1. Properties of the Fast-food Restaurants

Fast-food is a form of nutrition that has an impact on urban living areas, as a compulsory result of people spending less time on nutrition to sustain their lives more efficiently. Fast-food means cheap food that is quickly and easily prepared and served, sold in restaurants and snack bars¹⁴⁶. Fast-food is one of the favorite choices among people's choice of food. It is preferred because it can be prepared in a short time, suitable for on-site consumption and transportation as a package¹⁴⁷.

Menus in most fast-food restaurants usually include options such as burgers, French fries, fried chicken pieces, sandwiches, carbonated soft drinks, coffee, salads, juices, grilled chicken and baked potatoes. To reduce food costs, it is usually served in plastic or cardboard boxes or paper packaging. This type of packaging keeps food warmer longer, prevents bacterial contamination, provides easy storage and transportation¹⁴⁸. Today, fast-food is a million of dollars industry spread all over the world. Leading fast-food chains such as McDonald's, Burger King and KFC are multinational companies worldwide. According to Schlosser, Americans spend more on higher education than on personal computers, software, or new cars. Similarly, Jones (2002) sees the fast-food industry as an important segment of the country's economy¹⁴⁹.

Fast-food restaurant managers should know how consumers differ, perceptions and preferences between fast-food outlets and cultures / countries. Thus, this information can be used by managers to improve their restaurant's perceptions and increase demand.¹⁵⁰. The study aims to prioritize the factors that consumers consider valuable when choosing a fast-food restaurant. Studies show that the critical factors for the selection or rejection of restaurants are food quality and food variety. In addition to these factors, customers prefer fast service restaurants. In recent

¹⁴⁶ Medeiros, C. O. ve Salay, E. t. (2013). Tüketici İçin Önemli Gıda Hizmet Seçimi Faktörlerinin Gözden Geçirilmesi. Gıda ve Halk Sağlığı, Cilt 3 (4)

¹⁴⁷ Siew vd., 2017

¹⁴⁸ Mammadli, 2016

¹⁴⁹ Mammadli, 2016

¹⁵⁰ Ehsan, U. (2012)

studies, the effects of the criteria such as the taste of the food, the cleanliness of the restaurant, the temperature of the food, the quality, the price, the speed of service, convenience / courtesy, the comfort of the environment, the variety of menu items, the availability of healthy foods and the menu for children are examined. The results show that both men and women prefer fast-food restaurants but are influenced by different attraction factors¹⁵¹.

It was observed that men turned to fast-food due to the cooperation of the employees, the services provided by the restaurants, the taste of the food, the price and the services offered late at night. For women, brand image, location of the restaurant, food quality and packaging style are important factors in the choice of the restaurant. In the work of Aziz and Bukhari, price, food quality, services provided, packaging style, food freshness, timely delivery, food variety, serving late at night, being preferred as a meeting place with friends, brand image, restaurant environment, location and cooperation of employee's factors have been studied¹⁵². Ehsan conducted a study to determine the importance level of the factors affecting the choice of fast-food restaurants in three different cities of Pakistan. In this study, ten factors were analyzed, including the brand image of the restaurant, its surroundings, location, employees' cooperation, prices, promotion and promotion, fast service, seating area, food flavor, food variety. It was observed that the four most important factors in city A were fast service, the image of the restaurant, promotion and promotion and prices. The most important factors in B and C are the variety of foods, fast service, promotion and promotion, prices¹⁵³.

Azim et al. the physical environment of the restaurant, cleanliness, fast service, employees' attitude and cooperation, privacy, price, availability of restaurant, taste and quality of food, privileged service, suitable environment for families, they used eleven factors, including their image. It was concluded that all the factors were effective in restaurant selection. However, among these factors, it has been concluded that the taste and quality of food, cleanliness, physical environment,

¹⁵¹ Ehsan, U. (2012)

¹⁵² Aziz, F. ve Bukhari, A. (2009). Ergenlerin Fast Food'a Öngörüsü. 5. ISOSS Uluslararası Araştırma Konferansı

¹⁵³ Ehsan, U. (2012)

attitude and cooperation of employees, and environmental factors suitable for families affect customers much more in choosing a restaurant.¹⁵⁴.

Goyal and Singh used six factors: menu diversity, taste and quality of food, ambience and hygiene, service speed, price, and location of the restaurant in their study to determine the main factors affecting restaurant choice¹⁵⁵. In the above-mentioned studies, nine factors that are thought to be effective in the choice of restaurants and are used frequently are used in this study. These; taste and quality of food, cleanliness, helpfulness and attitude of the staff, menu variety, speed of service, location of the restaurant, price, setting / ambience, brand awareness¹⁵⁶. A successful restaurant should always want to be different from its competitors. A difference that can affect customers will enable the restaurant to be preferred more than its competitors and to have a stronger position in the market. Therefore, restaurant management should know the factors affecting the customers and influencing the preference of the restaurant¹⁵⁷.

2.5.2. History of the Fast-Food Restaurants

In fact, most fast-food types have their origins in Europe and are quite Henry Mayhew told the social history of London in the 1840s and 1850s, and subjects related to fast-food are also mentioned. Hamburger is actually a steak that various tribes, especially Tatars, had eaten in the Baltic regions of Russia in the Middle Ages. Tatars introduced this flavor to the Germans with whom they had commercial relations in the port of Hamburg. The Germans fried this meat and flavored it by adding onions. German immigrants brought this meal with them when they came to America. There are also sources reporting that the Romans had consumed hamburger and pizza food in 500 BC¹⁵⁸.

The term “Fast Food” was not found in the vocabulary of languages until 1954, the use of the phrase takeaway for the first time in 1962, the news of the world's top ten fast-food brands of American origin and reaching a total sales volume

¹⁵⁴ Ehsan, U. (2012)

¹⁵⁵. Goyal, A. ve Singh, N. (2007). Hindistan'da Fast Food Hakkında Tüketici Algısı: Keşifsel Bir Çalışma. British Food Journal, Cilt 109, No. 2

¹⁵⁶ Mammadli, 2016

¹⁵⁷ Siew et al., 2017

¹⁵⁸ Burskey, C., TRuesdell, M., Hellow, A., Shepherd, D., (2005) “Fast Food Sektörünün Bir Analizi”

of \$ 75 billion, was created on traditional cultures. Considering the impact, these opinions mentioned in the above paragraph can be understood to some extent¹⁵⁹.

What is identified with America is the fast-food concept of the food chains, which has emerged because of successive developments that increase the efficiency of such operations and intensification of the right to name sales since 1925. The Fast-Food sector has reached double digit growth figures especially after 1970 and has grown approximately 10% annually according to 1999 data¹⁶⁰. In line with the growth rate, the companies in this market must live in a competitive environment. This situation suggests the effectiveness of the competitive strategies determined by the companies in the sector.

Competition means, in a way, struggling in the market with strategies that fulfill their expectations and create value for them while meeting the needs of customers. Since value creation is realized by providing low cost or different features of goods and services to the customer, it is seen that the struggle between businesses in the market also intensifies in these issues¹⁶¹. Based on this point, in this study, competitive strategies determined and implemented by fast-food companies were introduced and the effect of these strategies on fast-food preferences of university youth, which was determined as the target audience in the research, was tried to be determined.

2.6. Fast-Food Restaurants in The Global Market

Hamburger It is a kind of steak that Tatars eat in the Baltic region of Russia in the Middle Ages and Tatars introduced this meat to the Germans during their trade with the Germans in the port of Hamburg. With German workers coming to America to work and introducing this meat, hamburger has become a favorite food by the Americans. In 1921, Americans established the first hamburger chain called "White

¹⁵⁹ Burskey, C., TRuesdell, M., Hellow, A., Shepherd, D., (2005)

¹⁶⁰ Rumore, N., Zhu, Z., Taner J. Scheuermann L., (1999), "Effectiveness of Competitive Strategies in Fast Food Markets: An Analysis of Costomers' Preferences, Journal of Restaurant and Foodservice Marketing, Vol.3 (3/4)

¹⁶¹ Ülgen, Hayri, Mirze, Kadri, S., (2004), İşletmelerde Stratejik Yönetim, Literatür Yayıncılık, Dağıtım, Pazarlama, San. ve Tic., Ltd., İstanbul.

Castle¹⁶²". In 1940, the first McDonalds restaurant was opened as a drive-in (car service restaurant) in California. In the 1950s, the issue of eating out started to become widespread in Europe and the interest in fast-food restaurants has increased gradually. Burger King, which opened its first restaurant in Miami in 1954, opened its first restaurant outside the United States in Puerto Rico in 1963. The years of 1960 and 1970 are the fastest spread of the fast-food industry in America. The leading brands that increased on the roadside during these years were Burger King, Wendy's, Kentucky Fried Chicken, Arby's, and Pizza Hut. With the introduction of Domino's Pizza's take-out service in the 1980s, pizza became a popular food. Fast-food businesses are "fashion food" in the country where they are opened and especially address the young population of the country¹⁶³.

McDonald's is a leader in this fast-developing market. The first McDonald's was opened in 1948 in San Bernardino in the state of California. According to the 2001 data of the Standard Advertising Guide, McDonald's is ahead of all other companies with its 364.000 employees in 12.380 different regions (2001 Standard Directory of Advertising). Its golden arched logo and Ronald McDonald mascot are its famous trademarks worldwide. McDonald's opened the Ronald McDonald House in 1974 for parents of severely ill children. Such initiatives have helped McDonald's to become the cornerstone of the fast-food industry and to create a name that is remembered with friendly and children-friendly environments.

The KFC company has undergone many changes since its establishment. The first Kentucky Fried Chicken restaurant opened in Salt Lake City, Utah in 1952. Harland Sanders, the owner of Kentucky Fried Chicken, sold the company to a group of investors in 1964¹⁶⁴.

Table 2.1: 10 most valuable quick service restaurant brands, 2020 (million US dollars)

	Brand value, US dollars
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¹⁶² Gökşen, A. (2015). Modeling Factors Affecting Fast Food Restaurant Location Selection: The Case of Istanbul, Istanbul University Institute of Science, Department of Real Estate Development, Unpublished Master's Thesis.

¹⁶³ Yazıcıoğlu, İ., Işın, A., & Koç, B. (2013). Reasons for University Students to Prefer Fast Food Products. Journal of Tourism and Gastronomy Studies (JOTAGS), 1 (1)

¹⁶⁴ Yamane, Toro, (2001), Basic Sampling Methods, Translators: Alptekin Esin, Celal Aydin, M. Akif Bakır, Esen Gürbüzel, Literatür Publishing, Distribution, Marketing, San. ve Tic., Ltd., İstanbul

McDonald's	129,321
Domino's Pizza	10,743
Starbucks	47,753
Pizza Hut	7,341
Subway	13,768
KFC	16,584
Tim Hortons	5,353
Chipotle	6,603
Taco Bell	5,928
Burger King	6,368

Source: <https://www.statista.com/> fas12.08.2020

Table 1 shows the 10 most global important fast-food restaurants. The brand value of these restaurants is indicated in the table. This year, the brand value of Starbucks has reached about \$ 47.8 billion. McDonald's was the most valuable fast-food brand in the world, with a detailed brand value of approximately 129.3 billion US.

Entry of international companies in the fast-food sector in Turkey started in the 1980s. The first international fast-food restaurants in Turkey in 1986, McDonald's opened in Taksim. In 1991, McDonald's has established its head office in Turkey. Burger King brand was brought to Turkey by Tab Gıda in 1995. Pizza Hut is opened its first branch in Turkey in the Galeria shopping center in 1989¹⁶⁵. the fast-food sector in Turkey has a \$ 2.4 billion market. According to a study with 1200 people, 41% of the participants stated that they consumed fast-food 1-2 times a week and 59% stated that they ate hamburgers¹⁶⁶. TAB Food is in control of the 40% share of the market. TAB Gıda operates a total of 1132 restaurants, including some major American brands.

The global market for fast-food and fast-food restaurants was estimated at \$ 257.19 billion in 2019 and is expected to grow at a CAGR of 5.1% from 2020 to 2027. Market growth is supported by increased choice. for fast-food of generations X, Y and Z around the world. The size of the fast-food industry in 2019 was over \$ 500 billion. Fast-food restaurants and fast-food restaurants have become the main

¹⁶⁵ Görkem, O. (2015). Organizational Commitment in Fast Food Businesses with Franchising System: The Case of Denizli. *Journal of Business Studies (İSARDER)*, 7 (1)

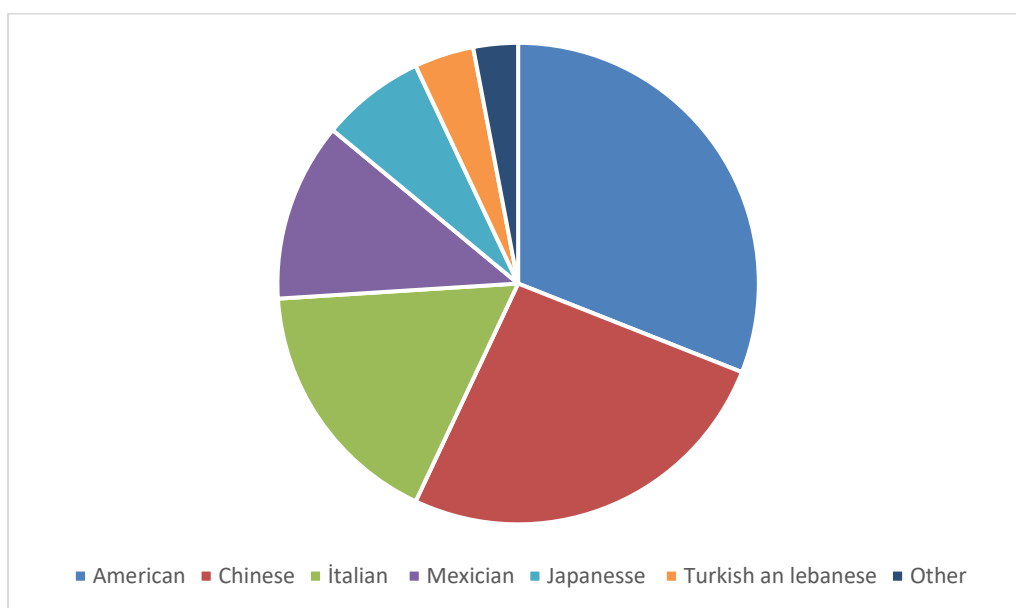
¹⁶⁶ Brand Core. (2018). Fast Food Habits Research, http://zennadanismanlik.com/images/pdf/Brandcore_Mart-Nisan-2018_Fast-Food-aliskanl%C4%B1klari.pdf. (Access Date: 10.04.2020)

suppliers of these mass-produced products, attracting more and more people to enjoy their service. Convenience, good taste and saving time and money are some of the key factors driving the development of the fast-food market and fast-food restaurants.

American cuisine dominated the market and accounted for more than 25.0% of global revenues in 2019. This category includes various hamburgers, popcorn, french fries, frozen milk desserts, wrappers, buns, toast, nuggets, sandwiches, etc. Sliders, cabbage salad, potato wedges, french fries, corn sausages, chicken sticks, cinnamon rolls, cookies, muffins, muffins, and sugary flavored drinks. Production processes, dynamic lifestyles, franchise development, and production efficiency are some of the factors that play a vital role in expanding the diversity of American cuisine.

Turkish and Lebanese cuisine is expected to show the fastest YBBO with 6.4% from 2020 to 2027. Kurdish dough, lahmajun, stuffed mussels, corn, lavash, pogaka, bagel, sausage, taksim hamburger, tantuni, chicken rice, toast and shawarma. The growing popularity of the cuisine has enabled various restaurant companies offering Turkish and Lebanese fast-food to open new branches abroad.

Figure 2.1: Global fast-food and quick service restaurant market share, by cuisine, 2019 (%)



Source: <https://www.grandviewresearch.com/>

Fast-food has become a kitchen for all occasions. For example, in March 2019, the White House hosted a dinner for the North Dakota State Bison football team, where food was delivered from McDonald's and Chick-Fil-A. On the menu were things like Big Macs, fried chicken sandwiches, and gravy.

2.6.1. Entry Strategies of Fast-Food Restaurants to Global Markets

The twentieth century was a century when mankind could look at him from outside and manage to see the "sphere". However, looking from the outside did not mean that inequalities and imbalances disappeared; the globe was viewed as a business opportunity and potential market. Globalization, which is a phenomenon with economic, political, and socio-cultural dimensions, is one of the most popular concept or discussion areas of today. One aspect of globalization is very clear (capital movements, etc.); on the other hand, there are aspects of globalization such as socio-cultural concentration. With globalization, the problems of different nations entered each other's agenda. Today, nation-state sovereignty is questioned, and cultures are getting closer to each other. It is now possible to say that a certain turning point has been reached. In this respect, we need to see and understand globalization and see what we can extract from it. It does not seem possible to reach a place by refusing globalization with a wholesale approach or by "affirming global capitalism" on the grounds of "no other choice"¹⁶⁷.

In the study, it is planned to explain the interaction of the symbolic meaning of fast-food foods standardized on a global scale with the local culture in a research universe that includes not only economic terms but also cultural highlights. Regarding the adaptation to the global, the transformation of national culture and local motifs towards the national culture, the perspectives that envisage the unity of the global and local in order to provide the flexibility of the local region and culture for the universal production structure have been evaluated through the symbolization of the localization of hamburgers and the process of adding local cultural dynamics to the global has been discussed.

¹⁶⁷ Gencel Bek, Mine (2003). "Küreselleşme, Ulus-Devlet ve İletişim: Avrupa Birliği'nin Türkiye'deki İletişim Politikalarına Etkisi Üzerine Bir Değerlendirme." Ankara

The possible relationship of Ramadan menus with local cultural and economic dynamics lies in the fact that these menus contain different features than the products that multinational companies offer to consumption as a standard all over the world and these features vary according to local cultural and geographical conditions; for fast-food products, from the weight of hamburger patties to cooking times, remarkable concessions are made under certain conditions from the global uniformity that companies proudly announced¹⁶⁸. The aim of simply going Considering that more hamburger companies can be defined as selling may have decisive effects on the society, the underlying cause of these concessions, said the impact of local cultural dynamics for example in Turkey traditionally the largest market returns having shares or cultural contained in local products like pizza It is possible to say that the codes may be caused by the failure to be broken by global consumption habits. However, it is not possible to simply formulate the issue in the form of "pressure and resistance"¹⁶⁹; this is only one aspect of the question in which the answer is sought in the study.

On the other hand, Ramadan menus that do not fit the global uniformity of fast-food products are likely to be a masterful strategy that multinational companies use consciously to create new markets. Therefore, instead of addressing the global-local relationship directly in terms of domination / oppression and resistance, it was tried to question whether it is possible to discuss this relationship around these concepts. However, it can be thought that the month of Ramadan is also a global feature because of its acceptance as sacred for Muslims in many parts of the world and why an example of Ramadan is considered as a local practice¹⁷⁰.

However, it is not the act of fasting as a global religious ritual, which is considered as a local practice, but are the determining factors in the selection of menus offered in fast-food restaurants during the Ramadan period; these menus also

¹⁶⁸ Giddens, Anthony (2000). "The Globalizing of Modernity". Küresel Dönüşümler Okuyucu. David Held ve Anthony McGrew(der.) içinde. Malden: Polity Press.

¹⁶⁹ Ritzer, George (2000). Büyüsü Bozulmuş Dünyayı Büyülemek. Çev., Ş. Süer Kaya. İstanbul: Ayrıntı Yayınları

¹⁷⁰ Robertson, Roland (1999). Globalization: Social Theory and Global Culture. Trans., Ümit H. Yolsal. Ankara: Science and Art Publications.

differ across the Islamic countries on a global scale¹⁷¹. Moreover, other comments and practices specific to the month of Ramadan include different rituals in each Islamic country, local menus are prepared in accordance with these rituals and local cultural dynamics. In short, the fact that Ramadan is directly linked to Islam does not hinder the study of practices that can be associated with national culture, because the cultural interpretations and practices of Islam do not contain uniqueness. As a matter of fact, as will be mentioned later in the study, the local Ramadan menus of fast-food companies differ even among various Islamic countries; even non-Muslim countries, such as the Easter menu, can be seen¹⁷². Therefore, the fast-food companies, saddled they eat mustachioed Janissaries hamburger Ramadan menu advertisements, still in use in Saudi Arabia is a Muslim or not Ethiopia in Turkey, Ramadan menu in Jordan "authentic Arabian flavor" (authentic Arabic taste) With the slogan, in short, they can be Jews in Hanukkah, Muslims in Ramadan, as well as Arab, Turkish, Albanian in various new geographies. In this respect, it will be possible to grasp Ramadan menus as an application expressing the originality of national culture as much as religious culture. In line with this approach, other examples of local menus-like practices in the world were also examined, and the findings obtained by revealing whether this practice was specific to a locality or a religious motif was evaluated in terms of discourses of globalization-localization.

2.6.2. Marketing Program Determined by Fast-food Restaurants in Global Markets

The fast-food sector or fast-food sector is defined in different ways from different perspectives. A more instructive approach is to define the fast-food retail industry as a finished and final product with four general characteristics. According to this definition, the products in this sector are relatively low in price. Production and service time is short. The product is edible by hand, has a packaging that can be thrown away after use, and sometimes even cutlery. The durability of the final product is expressed in minutes for hot fast-food products and hours in cold products. Typical fast-food products included in this general category include beverages or

¹⁷¹ Tomlinson, John (2004). Globalization and Culture. Translated by Arzu Ekinici. Istanbul: Detail Publications

¹⁷² Ritzer, George (2000).

canned beverages, burgers, fish and potatoes, ice cream served with a ladle, kebabs, fried or grilled chicken, French fries, pizza, Chinese or Indian takeaway, sandwiches and other baked ready products can be said¹⁷³.

If a general classification is made regarding the fast-food sector, the sector can be expressed under four sub-headings. These are Hamburgers, non-hamburgers, ethnic food chains and family restaurants that offer fast service. According to this classification, Businesses such as Mc Donald's, Burger King, Wendy's can be given as examples to the hamburger industry, while businesses such as Pizza Hut, KFC and Taco Bell are examples of the non-hamburger sector. Ethnic food chains, on the other hand, describe businesses that contain products that reflect the food culture of different communities based on cultural characteristics. Examples of this area are Chinese, Indian and kebab-dominated Turkish fast-food chains. Restaurants such as İlyas restaurants chain and Hacı Arif Bey can be given to family restaurants that offer fast service. Thanks to Americans who are constantly working on this subject, the catering industry has become an indispensable part of our lives. The four leaders in the catering.

McDonald's is a leader in this fast-developing market. The first McDonald's was opened in San Bernardino, California, in 1948. According to the 2001 data of the Standard Advertising Guide, McDonald's ranks ahead of all other companies with 364,000 employees in 12,380 separate regions (2001 Standard Directory of Advertising). The golden arched logo and the Ronald McDonald mascot are world-renowned famous signs. McDonald's opened Ronald McDonald House in 1974 for parents of severely ill children. Such initiatives have helped McDonald's become the cornerstone of the fast-food industry, creating a name that is associated with friendly and child-friendly environments.

Taco Bell was acquired by PepsiCo in Tricon Global in 1997. PepsiCo bought Taco Bell in 1978, 14 years after its first opening. According to a 2001 study, it has 100,000 employees in 6,746 restaurants¹⁷⁴. Wendy's is the smallest with its 47,000 restaurants and 5,207 employees¹⁷⁵. Its founder, Dave Thomas, founded the

¹⁷³ www.Issihk.com: 2020

¹⁷⁴ 2001 Standart Reklamcılar Dizini. Ulusal Kayıt Yayını. N.Y .: 2001.

¹⁷⁵ . 2001 Standart Reklamcılar Dizini. Ulusal Kayıt Yayını. N.Y .: 2001

first Wendy in 1969, and since then Wendy has introduced new products with brand-new flavors to consumers. The fast-food industry has been one of the fastest growing branches of the hotel and food industry. This growth has not only been driven by consumer demand, but also by the proliferation of diversified supply sources. This diversification has been in four forms¹⁷⁶. Product variety, distributor variety, task variety, geographic diversity.

While fast-food menus were limited to a certain number of products at first, diversity increased as the market grew and matured. For example, major hamburger chains not only offer pizza, chicken, french fries, sandwiches, and salads, but they also offer different variations of these food items to the market. These chains thus want to offer their existing customers a new experience and possibly flavors that their new customers will enjoy. In the United States, product diversity has led to strategic mergers that have led to double-branded restaurants that supply complementary products.

Fast-food retailers generally apply to others and takeaway businesses to distribute their products. Competition in prestigious streets has led to changes in the size and format of restaurants, the phenomenon of fast food, serving buffets, mobile vehicles, places served inside cars, services to homes - to automated machinery and food markets by making changes in product content and cooperating with food manufacturers and other retailers. spread.

Diversity in task diversity is an arrangement to lift the boundaries between businesses established by fast-food retailers of different categories and those who trade fast-food and retail food. Because, apart from the fast-food sector, it is seen that many small and medium sized enterprises in different sectors have entered this sector. In this case, it may be possible for businesses in the fast-food chain to vary in different sectors outside the fast-food sector.

2.6.3. Results of Entry Strategies

While the process of opening to the world has accelerated as a result of the saturation of the market in the United States, the geographical difference has been

¹⁷⁶ www.Issihk.com: 2020

important since the early 1950s, especially after the hamburger chain Wimpy opened another restaurant in London in 1957, the fast-food industry was important. The main methods used to ensure international expansion were naming rights, joint investments and to some extent, acquisitions. Nowadays, the main regions targeted by fast-food chains are Pacific countries, South America, and the Middle East. As can be seen from all these explanations, there is a very rapid change in the fast-food sector. To keep up with this rapid change, business managers in this industry have to develop and implement the most competitive marketing strategies. Competition strategies can be defined as the whole of decisions and behaviors that create competitive advantage through the basic capabilities that create value for customers in a particular market¹⁷⁷. In the fast-food sector, concepts such as quality, location, reasonable price, cleanliness, fast service, easy transportation and high value of fast-food products (flavor, healthy food, restaurant cleaning) are used by businesses in the chain when developing marketing strategies¹⁷⁸.

While Porter defines competitors as the most important competitive power in the sector while competing in the business environment, it has defined new businesses that can enter the business environment, substitution products that will be an alternative to the product of the business, and the bargaining power of suppliers and customers as factors affecting the competition¹⁷⁹. For a business to protect itself against competition, it is necessary to develop appropriate strategies by taking into consideration these powers mentioned above. Many fast-food operators try to differentiate themselves in product, distribution, price and promotion dimensions based on traditional marketing mix elements. The aim here is to differentiate between goods and services that are mostly related to marketing strategies. However, in today's world where change is experienced very quickly, the differentiation strategy must be aimed at providing an above average return by performing differentiation in all the activities that create value for the business. In this regard, differentiation must be made in human, physical evidence and business processes, which are important for the service sector. With its differentiation strategy, the company will be able to

¹⁷⁷ Hitt, M. A., Ireland, R.D. Hoskisson, (1999), R.E., Stratejik Yönetim, 3.ed., South Western

¹⁷⁸ Howard, Theresa., (1994), "Ayarlama Motorlarında Çift Sürüş: Rotada Kalmak İçin Büyük 3 Vitesli Vites", Nation's Restaurant News. 28 (15)

¹⁷⁹ Porter, Michael, E., (2000), Rekabet Stratejisi, Sektör ve Rakip Analizi Teknikleri, Çeviri: Gülen Ulubilgen, Sistem Yayıncılık., İstanbul.

fulfill customer expectations differently from its competitors. Therefore, the main starting point of this strategy is customer expectations, behavior patterns and value judgments. In addition, the differentiation strategy ensures the customer loyalty to the business or its products, thus creating loyal customers¹⁸⁰. In this regard, firstly, it is necessary to determine the customer groups in which goods and services are provided and to analyze them in various dimensions, to determine and analyze the needs and expectations of the customers or groups that are served, and then to determine how the customer needs and expectations will be met in the competitive environment.

Based on this requirement, in the study carried out, in order to create loyal customers in the fast-food sector where there is intense competition, university students, who are seen as important customers of the enterprises in the sector, were identified as research groups and the fast-food eating habits and preferences of this group were tried to be determined. Planning to meet customer demands is important for maintaining a restaurant business¹⁸¹. A good understanding of customer demand will also enable the development of effective competitive strategies. Accordingly, in the study, the effect of factors affecting university students' fast-food preferences on business competition strategies has been tried to be revealed.

2.6.4. Global Market Share and Profitability of Fast-Food Restaurants

Today, products that ordinary people can easily consume and glorified with popular culture are all around. These products are offered to ordinary people through cultural codes familiar to them and for small amounts, but the mass size of these people as consumers is enormous. In short, it is the sale of a lifestyle hidden behind cultural motifs and images. In Ritzer's (1998: 16) words, societies are "McDonaldized". Morley and Robins (72) define this as cocacolonization. Here the authors also use a pun, combining Coca-Cola with the word's colonization, which

¹⁸⁰ Ülgen & Mirze, 2004: 265

¹⁸¹ Crandall, Richard E. ve Markland, Robert, E., (1996), "Demand Management Today's Challenge for Service Industries", *Production and Operation Management.*, 5(2)

means colonization, and point out a spread that took place under the Coca-Cola identity or leadership¹⁸².

Today, the sovereignty of hamburger and its hegemonic cultural connotations, by using cultural codes traditionally accepted in every layer of society, succeeds in spreading the message that hamburger is a product that does not exclude local habits. One of the important factors that accelerate this is the validation of the idea of being privileged by consuming products with international connotations such as hamburgers in the society. Hamburger is both familiar and universal. As a matter of fact, Ritzer draws attention to the international position promised in exchange for consuming such products and the resemblance behind it with the example of Hard Rock Cafe. Customers of Hard Rock Cafes located in major cities of the world are more interested in products with the Hard Rock Cafe logo than food. Many people who wore Hard Rock Cafe T-shirts have not gone to dinner there even once. Wearing anything with this logo almost instantly gives the wearer an international position, and for many people respect is achieved by the presence of the Hard Rock logo on a T-shirt. Similarly, eating hamburgers provides a valid image and satisfaction in terms of popular cultural values¹⁸³.

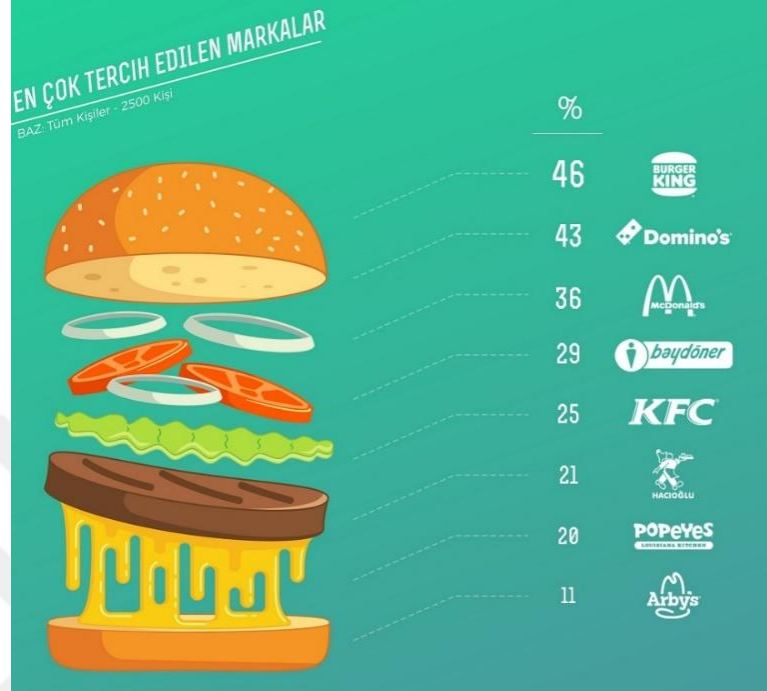
At this point, new identities are constantly created in the world where the global cultural elements interact with local and traditional codes. At the cultural level, this symbolizes the development of marketing methods that target specific market segments rather than geographic distance. Acting on only economic or cultural, only global or local dynamics in the definitions to be made regarding globalization may lead us to misleading results. Because in today's world where intercultural communication and interaction is inevitable, the line between global and local is becoming more and more ambiguous. With the definition of Güneş, "We, now, that rebellion and slavery, virtue and dignity, justice and savage spirit, knowledge and ignorance, wealth and poverty, honesty and dishonesty, truth and

¹⁸² Park, C. (2004), "Verimli mi, Keyifli mi? Kore'de Dışarıda Yeme ve Fast Food Restoran Tüketiminin Tüketici Değerleri, Otelcilik Yönetimi.

¹⁸³ Ritzer, George (2000). Büyüsü Bozulmuş Dünyayı Büyülemek. Çev., Ş. Süer Kaya. İstanbul: Ayrintı Yayınları.

image are side by side; we live in a surprising cultural environment where they integrate and clash with each other”¹⁸⁴.

Figure 2.2: Fast-food consumption in Turkey



Source: <https://www.marketingturkiye.com.tr/haberler/turkiyede-fast-food-sektoru/>

The first McDonald's restaurant in Turkey, on 24 October 1986 and enter service in istan find Taksim Square. is the most important step in structuring the eating McDonald's Turkic, in 1991, McDonald's Corporation came to Turkey "head office" was created to establish a n and Turkey were among the countries where McDonald's is growing rapidly. In 19 settlements, 93 McDonald's restaurants operating in la, the LED business operations in Turkey, is forced in the direction of the high costs to the deal in May 2005, the developer Anatolia la Grande as it has transferred the license. ¹⁸⁵.

Fast prepared diet is the result of a change that occurs due to the competition of the person over time. When the lifestyle and social structure of the Turkish society is examined, it will be seen that the fast-prepared nutrition system has existed in the nutrition culture for centuries. Bagels sold on the table, various pastries, buns, dough

¹⁸⁴ Güneş, Sadık (2001). Media and Culture. 2nd edition. Ankara: Vadi Publications

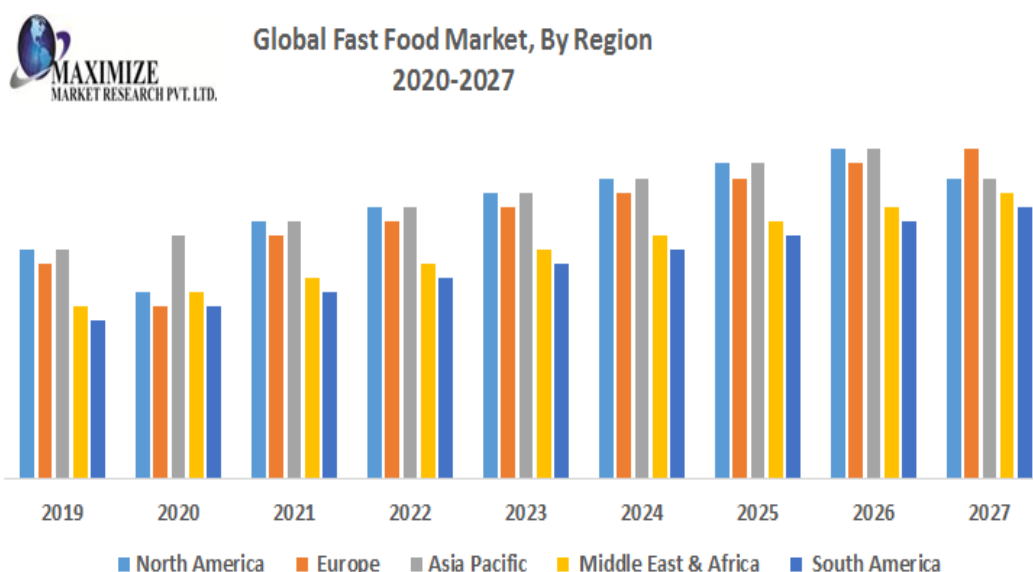
¹⁸⁵ <https://www.zraporu.com/sector/turkiyenin-fastfood-markalari/>

desserts, which are sold in portions on mobile open / closed cars, chickpea pilaf, liver between breads, fish, doner, meatballs, grilled meat-skewers, etc. food among food types exhibiting a movement parallel to traditional fast-food but today the term is being consumed in Turkey for many years. In addition to the restaurants where these traditional foods are produced and served to consumers, restaurants selling western pizza and hamburgers have been opened over time¹⁸⁶.



¹⁸⁶ Park, C. (2004)

Figure 2.3: Global Fast-food Market, by region



Source: <https://www.maximizemarketresearch.com/market-report/global-fast-food-market/28718/#toc>

It is estimated that the international Fast-food market was worth 550.1 billion USD in 2018 and will reach 799.01 billion USD by 2026¹⁸⁷.

As the aforementioned above the interaction between people's time has become more limited compared to the past, the innovations occurring in different parts of the world as a result of technological developments and the lifestyle has increased in recent years¹⁸⁸. This increase in demand made it necessary to consider the factors affecting the consumption of fast-food products preferred in almost every country of the world. Although there are many variables that cause consumer groups to tend to fast-food products in food and beverage consumption, some of these variables can be said to be interactively based. It can be said that the concept of culture comes first among the interactively based variables that are effective in fast-food consumption. Culture varies openly to interactions and is learned. Individual needs, which act in direct proportion with the developing technology and living standards, also change and increase over time. This increase, or in other words, differentiation creates changes in the cultural structure. Eating and drinking habits, which are shaped within the cultural structures of individuals, also go into

¹⁸⁷ <https://www.maximizemarketresearch.com/market-report/global-fast-food-market/28718/#toc>

¹⁸⁸ Anıl, M., Kılıç, O., Başkaya, D., Dinçer, M. Ve Aydın, G. (2011),”

differentiation within the cycle of change. When considered as a transcendent variable, cultural interaction accelerates social convergence and is an important variable that causes serialization in various subjects. Travels, communications, and media on a global scale have also combined cultures and helped create a common culture worldwide. Fast-food companies gained a global dimension with the effect of this common culture formation¹⁸⁹.

As another interactive reason, the idea of eating out can be shown to individuals. When people are eating out, they think about the value that both the product and the business bring to them. Consumers often eat out not only to satiate, but also to engage in social interactions, to experience a spiritual transformation, to have fun. The meaning and values of the consumers who catch these variables wherever they go to the evaluations related to the business will also be positive. This shows that psychological or, in other words, taste-based reasons may be effective in the choice of a food and beverage business¹⁹⁰.

2.6.5. Target Market Selection of Fast-food Restaurants

The fusion of hamburgers, which meet with consumers in fast-food restaurants, with traditional cultural codes has distinct marketing advantages. It is seen that the diversified menus specific to Ramadan are not limited to advertising applications, but are important marketing strategies that companies put into practice to protect profitability, especially in cases where consumer demand decreases. It is observed that in Turkey Ramazan menu especially rampant in the 2000s. It is possible to think that the change in consumer demand and the environment of economic crisis have an effect on this. The change in purchasing power due to the crisis and the less frequent going out of potential consumers led to a decline in the demand for fast-food meals and companies seeking a way out with new products and affordable prices. It can be said that these conditions have accelerated the search for

¹⁸⁹ Emerson, R.L. (1990), "The New Economics Of Fast Food", Van Nostrand Reinhold, New York.

¹⁹⁰ Park, C. (2004), "Efficient or Enjoyable? Consumer Values Of Eating-Out And Fast Food Restaurant Consumption In Korea, Hospitality Management, 23

new products and campaigns that will determine the target audience correctly and appeal to people with low purchasing power within the target country culture¹⁹¹.

The understanding of marketing, which targets the ethnic or religious characteristics of the consumer, does not actually have a spiritual or cultural purpose, it is only used as a tool to sell an idea, product or service. Global marketing strategies that do not coincide with the local culture do not yield results, so it is natural for the Ramadan culture to take part in advertising and marketing activities. Although the content of marketing strategies is influenced by religious and local cultural motifs, it would be appropriate to identify that the global consumer culture does not have a religion. Global brands do not only consider the product they will sell; It knows that the best way to sell is by selling the product itself and its lifestyle to its potential consumer.

Lifestyle is expressed as how a person spends his time, his activities, his interests in his environment, his consumption-related activities, habits and opinions¹⁹². Lifestyle gives information about consumers' buying behavior. In short, lifestyle features respond to why consumers buy. Therefore, it is one of the important factors affecting the purchasing decisions of the consumers. Consumers' past experiences, culture, demographic characteristics, economic conditions and values affect their lives. With the effect of these factors, the formation of lifestyle affects its purchasing and consumption¹⁹³. The lifestyle was first introduced by Max Weber. Weber defined this concept as differences and status among social groups in his works¹⁹⁴. Lifestyle is the measure of life expressed by an individual's activities, interests, and thoughts¹⁹⁵.

The focus of his lifestyle is to know the consumer better, to satisfy his wishes and / or needs, to communicate with them and to market the product and / or service accordingly. At this point, many methods have been developed to determine the lifestyle of consumers. These; Activities, Interests and Opinions (AIO), Rokeach

¹⁹¹ Garnham, Nicholas (2001). "Bir Kültürel Materyalizm Teorisine Doğru." Çev., Sevilay Çelenk. Praksis 4:.

¹⁹² Erdal M. (2001), Yaşam Tarzı Analizi ve Psikografik", Pazarlama Dünyası Dergisi, 15 (5),

¹⁹³ Odabaşı Y., Barış G. (2002), Tüketici Davranışları, 2.bs., İstanbul: MediaCat Yayınları

¹⁹⁴ Kesic T.Rajh S.P. (2003), "Market Segmentation on the Basis Food Related Lifestyles of Croatian Families", Britihs Food Journal, 105 (3),

¹⁹⁵ Kotler P. (2000), Pazarlama Yönetimi, İstanbul: Beta Yayınları.

Value System (Rokeach Value Survey RVS), List of Value LOV, Values and Lifestyles VALS. Values and Lifestyles2 (VALS2) started to be used as the fifth method in the subsequent studies by adapting the VALS study to the current conditions. In these five methods, the aim is to determine the consumer profiles according to the consumers' lifestyles, to make market segmentation and to make brand / product positioning according to the lifestyle characteristics¹⁹⁶.

2.6.5.1. Factors Affecting Target Market Selection

Market segmentation is one of the main elements of a firm's market strategy. The goal of segmenting the target markets of the company is the fullest satisfaction of the needs and requirements of customers, and, as a result, the successful functioning and prosperity of the company.¹⁹⁷

So Magjaro noted that a marketing specialist who is able to offer a new way of market segmentation for his product can enable a firm to avoid fierce competition. Consequently, the success of the firm in the competition will largely depend on how well the market segment is chosen.

The main segmentation of the market is such a position of a firm in a competitive environment when it is unable to satisfy all the needs for a certain product, and therefore should focus only on those segments that are most preferable in terms of the production and commercial capabilities of the firm. Objects of segmentation of the sales market are groups of consumers, goods (services), as well as enterprises (competitors). ¹⁹⁸.

Targeted marketing requires three main activities:¹⁹⁹.

- Market Segmentation - Breaking down the market into distinct groups of buyers, each of which may require separate products and marketing mixes. The firm identifies different ways of segmenting the market, profiles the segments obtained and assesses the attractiveness of each of them.

¹⁹⁶ Plummer J.T. (1974), "The Concept and Application of Life Style Segmentation", Journal of Marketing, 38(1)

¹⁹⁷ Mucuk, İsmet., "Pazarlama İlkeleri", 13.bs., Turkmen Bookstore, Istanbul, 2001. NAKİP, Mahir, "Pazarlama Araştırmaları Teknikleri ve Uygulamalar", Seçkin

¹⁹⁸ Buttle, Francis, "Food Service Marketing", Cassel Education Ltd., London, 1986

¹⁹⁹ Dıbb, Sally, Sımkın, Lyndon, Pride, William M., Ferrell, O. C., (2001) "Pazarlama Kavramları ve Stratejileri", Houghton Mifflin Company, Boston

- Selection of target market segments - assessment and selection of one or more market segments to enter them with their products.
- Positioning a product on the market - ensuring a competitive position for the product in the market and developing a detailed marketing mix.

The market is made up of buyers, and buyers differ from each other in a variety of ways. Everything can be different: needs, geographic location, resources, purchasing habits in the end. And any of these variables can be used as a basis for market segmentation ²⁰⁰.



²⁰⁰ Hart, Christopher ve Troy, D., “*Strategic Hmobilya üretim*”, Mmobilya üretim Marketing

CHAPTER THREE

3. MARKET CONCENTRATION OF MCDONALD'S RESTAURANTS IN TURKEY AND ITS EFFECTS ON LOCAL FAST-FOOD MARKET

With the entry of McDonald's into the Turkish market the growth of the sector in Turkey gained momentum and in recent years it has become a large market dominated by many domestic and foreign brands. Despite the dominance of foreign-owned fast food brands domestic companies are also trying to grow by branding with the products as hamburgers, pizza, doner, meatballs etc. According to a study examining fast food preferences and habits in Turkey Burger King, Domino's, Baydoner also are the most famous fast food brands. The cause of success of McDonald's is about powerful focus on customer service and well usage of marketing techniques.

In 2019, McDonald's emerged as the most valuable QSR (i.e., fast-food) chain with a brand value about 130.36 billion USD and total assets worth 47.5 billion USD.^{6 7} McDonald's has, consistently, led this market segment in terms of overall sales and number of restaurants worldwide. Revenue stream (rent and royalty income received from franchisees) is far more stable and, most importantly, predictable, while the operating costs are measurably lower, allowing for an easier path to profitability. As being so popular among its few competitors and less amount of local brands about hamburger sector makes McDonald's easily adapt to the Turkish market and increase its value day after day.

3.1. Methodology

The study consists of two stages. The first stage is to provide information on "Fast Food Restaurants and Market Shares". The second stage is the examination of the mentioned issues on McDonald's case. The market share analysis in the fast-food sector was carried out on the example of McDonalds, and the decisive influence of global brands in this market, their dominant role and the economic consequences they created were tried to be analyzed.

3.1.1. Purpose of the research

With the increase in competition with globalization, the most fundamental problem of companies is to maintain their market share, to increase their share in the market they are in and to come to a better position in each passing time period. Due to the problems mentioned, businesses need to allocate time and budget for market research. Competitive intelligence facilitates this process even more and ensures that the right consumer is reached in the shortest time, in the most economical and easy way, with limited time and scarce resources.

Sampling: is to obtain specific examples, facts, or actions that can clarify and deepen understanding. Sampling is a big problem for most research methods. It is difficult to examine every instance of whatever is of interest. Every scientific institution tries to find an explanation that covers a certain variety by analyzing a few examples, in which the results of the research are generalizable. Since it is not usual to reach all people in the sampling type, the convenience sampling method, which is a non-random sampling type, was deemed appropriate and applied. Convenience sampling method is widely used. The essence of this method is that everyone who responds to the survey is included in the sample. The easily found person is the ideal. The sample of this study is McDonald's restaurants. The share of McDonalds restaurants in the market was examined.

3.1.1.1. Hypotheses and Analysis of Data

The hypotheses of the study were determined as follows:

H1- There is a lack of a close relationship between economic growth and investment.

H2- Market concentration rate of McDonalds' restaurants is high and its increasing market share has made a monopoly effect over local hamburger market in Turkey.

3.2. Fast-Food in Turkey From Beginning

With the increase of people participating in business life in parallel with the developments in economic life, people have sought to make effective use of their short time outside of working hours. With the starting point of saving the time

allocated to the activities that people routinely perform every day in their daily lives, innovations and developments in different areas have started to be seen. The idea of shortening the time allocated to eating activity is one of these developments and brought along the formation of the concept of fast ready-to-eat food.

The concept of fast food, which is described as food prepared in a short time, first appeared in the USA in the form of workers' cafeterias, food and beverage cars on the streets, and food stands²⁰¹. People's eating and drinking habits have undergone a rapid change especially with the production of hamburger and hot-dog products, and the market where these products classified as fast foods are offered has become a billion of dollars market today²⁰².

In Turkey, for many years fast food was consumed in the conventional food the terminological quality and fast fast food system, both of these foods based on the meaning of the fast-food term has gained intensity of use in terms of food renewed both sitting down on the street²⁰³.

The new lifestyles that emerge due to the changes in the social and economic structures of societies bring about a differentiation in the consumption habits of people. As an example of this situation, the industrialization and urbanization of Turkish society and the fact that family members started to eat outside the home with the participation of the family members in the business life or the increase in the tendency to eat outside can be given²⁰⁴.

The fact that people's time has become more limited compared to the past, the innovations occurring in different parts of the world as a result of technological developments have spread to a wider area more rapidly than before, and the interaction between lifestyles has increased the demand for fast food type foods in recent years²⁰⁵. This increase in demand has made it necessary to carefully consider the factors affecting the consumption of fast-food products, which are preferred in

²⁰¹ Anıl, M., Kılıç, O., Başkaya, D., Dinçer, M. And Aydın, G. (2011), "Fast-Food Type Nutrition Habits of Samsun Ondokuz Mayıs University Students", Samsun Symposium, Samsun.

²⁰² Zhong, C.B. ve DeVoe, S.E. (2010), "Sen Nasıl Yiyorsun: Fast Food Ve Sabırsızlık", Psychological Science, 21 (5)

²⁰³ Anıl et al., 2011

²⁰⁴ Sürücüoğlu, M.S. and Çakıroğlu, F.P. (2000), "A Research on Fast Food Preferences of Ankara University Students", Journal of Agricultural Sciences, 6 (3)

²⁰⁵ Anıl et al., 2011

almost every country of the world today. Although there are many variables that cause consumer groups to tend to fast food products in their consumption of food and beverages, it can be said that some of these variables are interaction-based. It can be said that the concept of culture is one of the interactional-based variables that are effective in fast food consumption. Culture varies and is learned open to interactions. Individual needs, which act in direct proportion to developing technology and living standards, also change and increase over time. This increase, in other words, differentiation creates changes in the cultural structure. Eating and drinking habits shaped within the cultural structure of individuals also go to differentiation within the cycle of change. Considered as a variable that transcends borders, cultural interaction is an important variable that not only accelerates social convergence but also causes similarity in various issues. Global travel, communications and media have also combined cultures and helped to create a common culture across the world. Fast food businesses have also gained a global dimension with the effect of this common culture formation²⁰⁶.

Fast food food products are the names of the foods that are prepared, packaged in a short time and presented to the customer quickly, essentially by self-service. It is defined as a quick snack ²⁰⁷. Fast food is defined as "fast food" in Turkey. ²⁰⁸. Dishes such as simit, different pastries, buns, dumplings sold in mobile open / closed cars, rice with chickpeas, liver in bread, fish, doner, meatballs, grilled meat and skewers are examples of fast food in Turkish society. In today's sense, fast food restaurants are known as pita, kebab, pudding, börek, and meatball restaurants²⁰⁹.

Today, the sovereignty of hamburger and its hegemonic cultural connotations, by using cultural codes traditionally accepted in every layer of society, succeeds in spreading the message that hamburger is a product that does not exclude local habits. One of the important factors that accelerate this is the validation of the

²⁰⁶ Emerson, R.L. (1990), "Fast Food'un Yeni Ekonomisi", Van Nostrand Reinhold, New York. **(times new roman ve 9 punto olmalı tüm dipnotlar)**

²⁰⁷ Görkem, O, (2015), "Organizational Commitment in Fast Food Enterprises Applied with Franchising System: The Case of Denizli", Journal of Business Studies, 7 (1)

²⁰⁸ Keskin, E.B, (2012), "A Different Perspective on the Concept of Sustainable City: Cittaslow", PARADOKS Journal of Economics, Sociology and Politics, 8 (1)

²⁰⁹ Canpolat, E; Çakıroğlu, F, P, (2016), 'Fast Food Consumption Habits of University Students', Journal of Academic Social Research, 4 (26)

idea of being privileged by consuming products with international connotations such as hamburgers in the society. Hamburger is both familiar and universal. As a matter of fact, Ritzer draws attention to the international position promised in exchange for consuming such products and the resemblance behind it with the example of Hard Rock Cafe. Customers of Hard Rock Cafes located in major cities of the world are more interested in products with the Hard Rock Cafe logo than food. Many people who wore Hard Rock Cafe T-shirts have not gone to dinner there even once. Wearing anything with this logo almost instantly gives the wearer an international status, and for many people respect is achieved by the presence of the Hard Rock logo on a T-shirt. Similarly, eating hamburgers provides a valid image and satisfaction in terms of popular cultural values.

At this point, new identities are constantly created in the world where the global cultural elements interact with local and traditional codes. At the cultural level, this symbolizes the development of marketing methods that target specific market segments rather than geographic distance. Acting only from economic or cultural, only global or local dynamics in the definitions to be made about globalization can lead us to misleading results. Because in today's world where intercultural communication and interaction is inevitable, the line between global and local is becoming more and more ambiguous.

3.2.1. McDonald's in Turkish Market From Historical Prespective

The first McDonald's restaurant in Turkey, opened in Istanbul on 24 October 1986, and today operates under the umbrella of the Anadolu Group in Turkey McDonald's, with about 260 restaurants and 6,000 employees in 41 cities annually serves 100 million people. The data obtained from McDonald's page reveals that the majority of the restaurants are in big cities such as Istanbul (116), Ankara (22), Antalya (14), Izmir (12) and Bursa (10). This shows that McDonald's restaurants affect cities with high population potential in terms of urban culture. McDonald's, which entered the Turkish market in the mid-80s, soon brought a new breath to the existing fast food market in the axis of adana, urfa, chicken doner kebab with a high profit margin. At that time, McDonald's became a favorite of children and young

people with the restaurant it opened in Taksim, and attracted the attention of those in this age group with the clown on its door.

From beginning of 2000s' till 2015 there was some changes about McDonald's Turkey. The main change was about the number of restaurants. Due to the earthquake and economic crisis so many branches were closed. But till 2012 due to the good policy of management the number of branches increased again. This development deals with which cities they chose to open a new branch.

3.2.2. Competitors of McDonald's in Turkey

Having reached 100 restaurants in Turkey in 5 years, Burger King Turkey has thus become the fastest growing franchise company in the world. Alp Gürdil, General Manager of TAB Gıda, the representative of Burger King in Turkey, states that they owe this success to their meticulous management and solid infrastructure work.

The structure of Burger King Turkey is really interesting. TAB Gıda, which has not given franchise to any private entrepreneur until today, manages Burger King restaurants scattered in 22 provinces from a single center. The company has 400 managers and 4000 employees nationwide.

Burger King buys meat from Maret, a subsidiary of Koç Holding. The sales to fast-food chains have a significant share in the total sales of meat companies. Therefore, the growth of fast-food chains actually means the growth of meat producers.

Today, fast food chains maintain and increase their presence with franchise systems in Turkey as they do all over the world. In Turkey, the company with the highest number of franchisees is seen as TAB Gıda. TAB Gıda has been in a position to control 40% of the whole fast food sector in the country since the day it had the right to open Burger King restaurants all over Turkey in 1995. TAB Gıda operates a total of 1,132 restaurants together with some large American companies.

34 Restaurants operated by TAB Gıda ("Worldfood Istanbul", 2018): 651 Burger King restaurants, 200 Popeyes restaurants, 135 Usta Dönerci restaurants, 78 Sbarro pizza restaurants, 68 Arby's restaurants.

Domino's Pizza, which has the leading market share in the field of pizza in Turkey and has been operating since 1996, has 530 branches. (“About Domino’s”, 2019). McDonald's, which is the first fast food chain to enter the Turkish market, serves 100 million people a year with its approximately 260 restaurants and around 6000 employees. (“About McDonalds”, 2019).

3.3. Target Market Selection

The first restaurant to form McDonald's was opened in 1948 in California by San Bernardino (USA) by Mac and Dick McDonald.

The company has grown continuously after the Second World War. In 1954, the chain of McDonalds restaurants was bought for \$ 70 million by entrepreneur Ray Kroc, and the real growth in McDonalds was after this period. Ray Kroc bought all the name rights of McDonalds in 1961 and preferred to place it in an advanced franchising system rather than running this chain alone with the increase in the number of restaurants²¹⁰. The company went public in 1965, and its shares began trading on the New York Stock Exchange in 1966, and in international exchanges such as Frankfurt, Munich, Paris and Tokyo in 1989. By opening Hamburger University in 1961, it was ensured that McDonald's business was handled with various aspects and a license was given for hamburger. Each McDonald's operator completes the last semester of 8-12 weeks of training at this university before the restaurant is operational²¹¹.

In the 1970s, McDonald is carried itself out of the USA and gained an international company identity. In the early 1990s, it adopted a new strategy to open to markets with a special position and different conditions such as Russia and China. Today, McDonald's serves approximately 70 million people every day with over 36,000 restaurants in 119 countries. More than 13,000 of its restaurants are outside the US. As of the end of 2013, 80% of McDonald's restaurants were created with a franchising market strategy and the Company has nearly 2 million employees²¹².

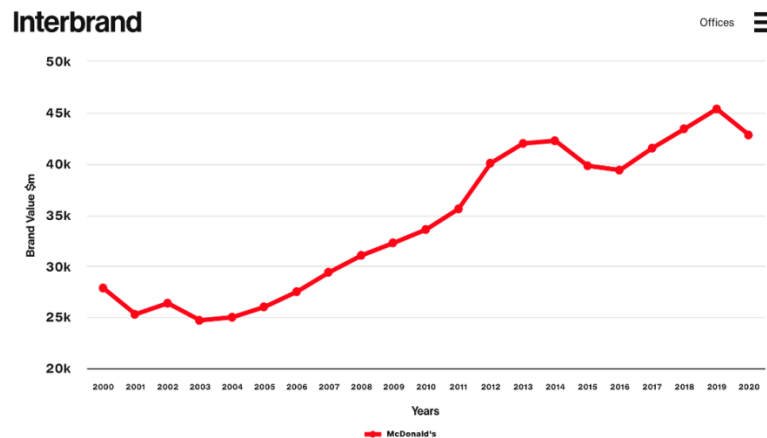
²¹⁰ McDonald's Annual Report (2013), <http://www.aboutmcdonalds.com/content/dam/AboutMcDonalds/Investors/McDs2013AnnualReport.pdf>

²¹¹ Vardar, Nükhet, (2011), Fark Yaratmak, İstanbul: Anadolu Restoran İşletmeleri Limited Şirketi.

²¹² McDonald's Annual Report, 2013



Figure 3.1: Figure McDonald's yearly brand value

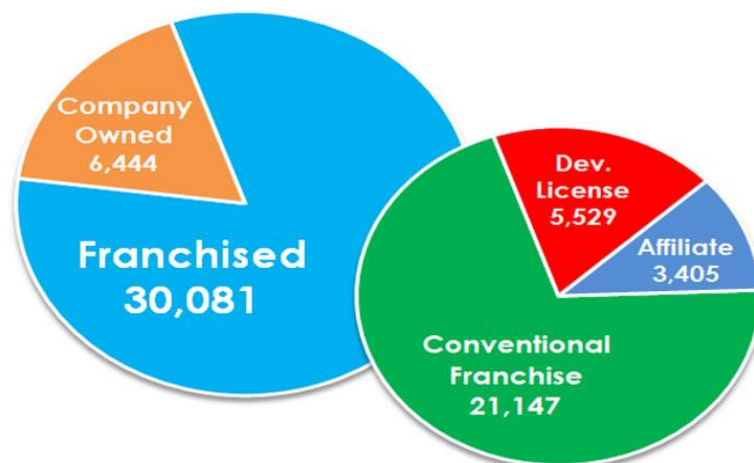


Source: <https://www.interbrand.com/best-global-brands/mcdonalds/>

Worldwide McDonald's activities are managed from the company's headquarters in Oak Brook, near Chicago in the USA. Every year, thousands of McDonald's operators and employees from all corners of the world learn the subtleties of the 'hamburger business' at McDonald's international training center, Hamburger University, also located in Oak Brook²¹³.

Figure 3.2: Percentage of McDonald's Restaurants

The Ownership Structure of McDonald's 36,525 Restaurants



Source: <https://www.fool.com/investing/general/2016/04/03/what-percentage-of-mcdonalds-restaurants-are-owned.aspx>

²¹³ <https://corporate.mcdonalds.com/corpmcd/about-us/our-values.html>

The first McDonald's restaurant in Turkey, opened in Istanbul on 24 October 1986, and today operates under the umbrella of the Anadolu Group in Turkey McDonald's, with about 260 restaurants and 6,000 employees in 41 cities annually serves 100 million people²¹⁴. The data obtained from McDonald's page reveals that the majority of the restaurants are in big cities such as Istanbul (116), Ankara (22), Antalya (14), Izmir (12) and Bursa (10). This shows that McDonald's restaurants affect cities with high population potential in terms of urban culture.

Since the mid-90s, Burger King and McDonald's was so popular in Turkey, and cooperations of them such as MC Donald's with Coca Cola, Burger King with Pepsi was noteworthy. In this period, we often see the shops of two brands side by side, facing each other. However, McDonald's became superior in terms of the number of dealers, reached more consumers, made more ads, and extended more market share.

The fast food sector in Turkey has a market of 2.4 billion dollars. According to a study conducted with 1200 people, 41% of the participants stated that they consume fast food 1-2 times a week and 59% of them eat hamburgers (Brand Core, 2018). 46 % of them prefer Burger King, 43% prefer Domino's Pizza, 36% prefer McDonald's (World Food Istanbul, 2018; Marketing Turkey, 2017). With around 6000 employees, it serves 100 million people annually.

Turkey's main economic situation is inflation. Consumer prices increased by 80 percent in 1996, and 99 percent in 1997. In spite of government price controls and a strict monetary policy, inflation lingered at 85 percent in 1998. The schedule for 1999 are more positive, with inflation falling to around 50-60 percent per annum, the lowest in more than a decade. MC Donald's carries out important social projects in Turkey in parallel with the global practices in the field of child health with the McDonald's Children's Foundation, which became operational in 2001. In 2003, McDonald's AloServis service, which is a very important turning point in the history of Turkey, started. In the same year, the "Success Plan", which was initiated worldwide, began to be implemented in Turkey as well. McDonald's has been continuing its growth in Turkey under the umbrella of Anadolu Group since 2005.

²¹⁴ McDonald's Türkiye Web Sitesi (2014), "Türkiye McDonald's" http://www.mcdonalds.com.tr/turkiyede-mcdonalds_1_7

3.3.1. McDonald's in Turkish Market

McDonald's' target customers are families, children, working people, and teenagers. There are some customer examples which represent the customer profiles, and each group has reasons to prefer. For example, a parent goes to McDonald's to feed the children, the children for a fun place to eat, a businessman for the lunch break, a working woman for the ready meal and not to cook at home, and for the teenagers it is the place to socialize and show off²¹⁵. McDonald's chose Turkey because Turkey has a crowded and young population, it is one of the most promising markets, there are urbanization, developed infrastructure, demand for western-style fast foods, large and dynamic growing market, cost effective labor force, Customs Union with European Union countries. Additionally, Turkey has an important geographical position which constitutes a bridge between Europe and Asia²¹⁶.

Turkey benefits from McDonald's presence in Turkey because McDonald's provides marketing and business experience to local suppliers also by hiring local employees offers a permanent solution to unemployment, gives a chance to take place in international markets, and with the evolving consumption culture and developments in international trade presents Turkey to other cultures, contributes to the economy. Also there has been a "The Slow Food Movement", which first has been emerged a reaction against fast food and to fast life style. It tries to preserve traditional and local food. In Turkey, there has been a reaction against fast food, called "The Sefertası Movement", which opposed to fast paced and uniform life style, and represents the Slow Food Movement in Turkey²¹⁷.

McDonald's changes the local cuisine culture and related food habits in every country. While it never makes privileges of its operation system implemented in America and quality and service etc, it adopted local values in product range and advertisement campaigns. The strategy aiming to appeal to habits, beliefs and local

²¹⁵ Watson, James L. (2006) *Golden Arches East: McDonald's in East Asia*. Stanford, Calif.: Stanford University Press.p.52

²¹⁶ Nart, Sima. Türkiye'de Franchising Sistemi Alan Girişimcilerin İş Memnuniyeti Belirleyicilerinin Analizi Üzerine Bir Araştırma. *Kocaeli Üniversitesi Sosyal Bilimler Enstitüsü Dergisi* (10) 2005/2: 123-149.

²¹⁷ Kocabaş, Esra. *The Latest Conquest of the West: "The Fast Food Revolution"*. http://fef.baskent.edu.tr/amer/includes/conference3papers/esra_kocabas.pdf, 2009.

tastes is implemented²¹⁸. McDonald's restaurants are owned and operated by franchises and operators. This system is called Franchise System which is the Backbone of McDonald's' success. The main factors that contribute to the success is speed, self-service, cleanliness, and low price. In the Franchise System, the most important thing is to preserve the standards. Only then it is possible to mention the presence of standardization and uniform operations²¹⁹. After McDonald's' entrance to Turkey, it attracted the foreign investment. Until a few decades ago, a lot of Turks had hardly any chance to use products of foreign origin, whereas today one can find any kind of such goods available in European markets.

Before entering to a country, McDonald's tries to adjust its menu according to customer needs and preferences. It takes cultural and religious characteristics into account as well. In order to adapt according to the changes of consumer behavior, McDonald's launched the iftar meals, McTurko, Max Burger, Köfteburger, and Ayran. Additionally, in Turkey McDonald's serves a sour cherry pie. The meat used in cooking is Halal meat. It does not contain pork meat. These are important signs of strategies that McDonald's follows to affect different cultures and there are also components reflecting Turkish culture in the menus and in the product promotion.

McDonald's chooses its suppliers among national companies of the countries where it operates. By cooperating with local suppliers, McDonald's ensures the entrance to the country and to be accepted by the local. Through this selection, McDonald's seeks to show that it contributes the national economy of the country as an advantage. In conclusion, with the introduction of McDonald's, the local companies had the chance to export and to be known worldwide

McDonald's has left its rival brands behind with its "strong brand strategy and positioning" and has become the focus and the most preferred brand even today, maintaining its leadership in the market. It has always managed to stand out with its creative marketing strategies, strong advertisements and successful mottos. Though this success of McDonald's brand is a movie, it is still spoken by everyone.

²¹⁸ Ritzer, George. The McDonaldization of Society. USA: Sage Publications, 2010

²¹⁹ Schlosser, Eric. Fast Food Nation. USA: Library Cataloging-in-Publication Data, 2001.

If we analyse all the factors about marketshare in Turkey we can see that there is an oligopoly market structure. In other words, imperfect competition market. There also have results of a survey from Mediabrands and Insight Research that shows Turks' dining preferences. Burger King 46%, Domino's 43% and McDonald's with 36%. It can be noted that McDonald's can be considered as an oligopoly cause it can happen when there are some firms are dominating and can set prices. If we take into account the results of last 10 years company enhances its reputation and market concentration rate of McDonald's restaurants is high so increasing market share could make its market structure monopolistic. For entering into the hamburger industry others buy franchising but McDonald's lowers the average total cost by enhancing the size of their firms. So these reasons make McDonald's stronger and allows it to make new entries harder and Small and Medium-sized enterprises get shutting down in fast food industry.

3.3.2. Target Market Selection of McDonald's Restaurants

In the Middle East, the first restaurant opened in Tel Aviv in October 1993. Then restaurants appeared in Saudi Arabia, Oman, Kuwait, Egypt, Bahrain, United Arab Emirates and Qatar. Respecting local customs, McDonald's restaurants in Arab countries offer food prepared according to Islamic laws, especially beef. In addition, there are no figures or posters depicting Ronald MacDonal in restaurants in Saudi Arabia, since the Islamic faith forbids portraying idols. The first kosher McDonald's opened in early 1995 in the suburbs of Jerusalem. It does not offer dairy products and is closed on Saturdays. In India, Big Mac is made from lamb meat, and this sandwich is called "Maharaja Mac". However, the company has not always been able to adapt to local requirements: in India, new restaurants are invariably picketed by the crowd with posters "McDonald's is the main killer of cows!", "We will not tolerate the killers of the sacred cows of India!" After spreading the company's restaurant chains around the world, McDonald's began to be considered a symbol of globalization. In addition, McDonald's is kind of spreading the American way of life around the world.²²⁰.

²²⁰ Doğan, M. A. (2018). Fast Food Brands of Turkey, <http://www.derinekonomi.com/sektor/turkiyenin-fastfoodmarkalari/>. (Access Date: 17.02.2020)

Regardless of the geographical location of the restaurant, its design does not change, although over time McDonald's changed its design. In 2007, for example, McDonald's restaurants were redesigned - now red is terracotta and yellow is golden. In order to create a warmer atmosphere in McDonald's restaurants, the decision was made to use less plastic and more wood and bricks. For softer lighting, hanging lamps are used, which create a pleasant atmosphere in the restaurant. The walls of the McDonald's restaurant are adorned with contemporary photographs and advertisements for a relaxed atmosphere. The new McDonald's restaurants will be divided into areas for food, relaxation and children's play. The recreation area will accommodate comfortable armchairs and sofas, as well as a wireless Wi-Fi network. The importance and impact of McDonald's restaurants is enormous. However, McDonald's is also a constant subject of controversy around the world, as many oppose the food it serves. For example, in 1990, McDonald's Corporation sued Ellen Steele and David Morris for distributing leaflets against McDonald's in London and questioning the company's operations.

In 2001, Eric Schlosser's book "Fast Food Nation" was published, in which McDonald's business was actively criticized. The author argued that the company uses political connections to increase its revenues without caring about the health of its customers and the social well-being of the company's employees. In addition, the book criticized the advertisements used by the company, especially with regard to children. In 2004, Morgan Spurlock's documentary "Super size me" made a lot of noise. In his opinion, the food offered in McDonald's restaurants contributes to obesity, especially since the company does not provide information on the beneficial and harmful components of its food. Six weeks after the film premiered, McDonald's announced the creation of a happy meal for adults. Throughout the history of its existence, the company has many times been involved in litigation, each of which in some measure influenced the activities and prestige of McDonald's. Nevertheless, the network continues to be active. ²²¹.

In all of its markets, McDonald's faces competition from other companies. In addition, economic, legal and technological changes, social causes, environmental differences and many other factors affect McDonald's success in the market. Market

²²¹ Gardner, B. B. ve Levy, S.J. (1955). Ürün ve Marka. Harvard Business Review, Mart-Nisan, 33-39

research identifies these factors and calculates how they will influence people's willingness to buy McDonald's products. The company needs this research to understand whether the number of target customers is increasing or decreasing, and whether customer habits may change in the future.”²²².

3.3.2.1. Factors Affecting Target Market Selection

Recently, McDonald's strove to position itself as a company that cares about the environment, as well as participating in charity events. Recently celebrated World Children's Day. On this day, about 30,000 McDonald's restaurants around the world simultaneously participated in a charity event in favor of children in difficult situations. Movie stars, athletes, public figures, and other famous people, on this day, sold their autographs on special “I helped the children” sticker-palms²²³. Replacing each other, famous people stood behind the counter. All the funds raised were directed to the Ronald McDonald House Charitable Foundation for the development of the Family Rooms project for parents whose children undergo long-term treatment in hospitals. Also, part of the company arranges a charity sale of mittens in favor of children. Also, the restaurant chain has joined the general trend of the 21st century on environmental friendliness, naturalness, and proximity to nature. Since 2009, the company began to change its corporate color from red to green to focus buyers on the environmental friendliness of its food²²⁴. Thus, McDonald's wants to attract people who show interest in the environment, as well as charity, into their target audience. Similar trends are clearly visible among the current generation, it has become fashionable to think about the environment and take part in charity events. This group of the planned target audience does not yet exist and so far, remains only in the possible prospects of the company.

The company is also currently planning to reach a new target audience. These are people who came to have a good time in parks, festivals, concerts, children's

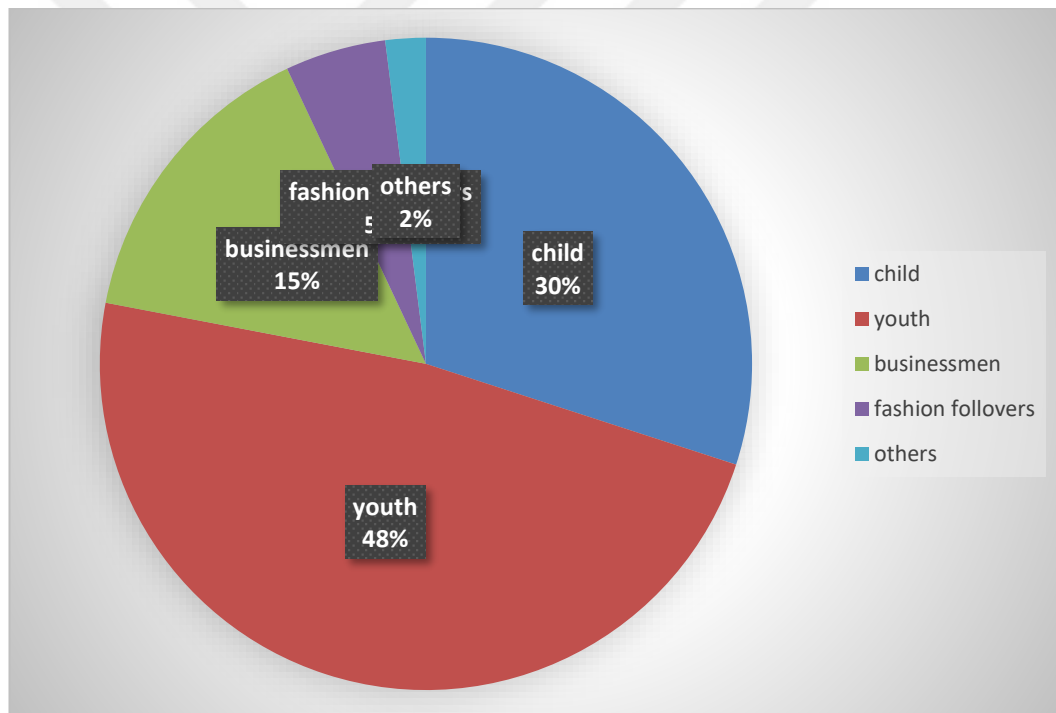
²²² McDonald's'ın Dağda Kayaklı Bir Restoranı Var. Evet, Gerçekten (2015) MPORA, <http://mpora.com/articles/mcdonalds-have-a-ski-thru-restaurant-on-a-mountain-yes-really#QJrLdK3U24ADtlsv.97>

²²³ MCD's Competition by Segment and its Market Share (2016) CSI Market, Available at: <http://csimarket.com/stocks/competitionSEG2.php?code=MCD>

²²⁴ The World's Most Valuable Brands (2015) Forbes, Available at: <http://www.forbes.com/companies/mcdonalds/>

parties and other open-air events, where a large number of hungry people gather. It can be people with any income level, with any education, any gender and age. For this segment, the company came up with "trailers" that will stand outdoors in the above locations. Each trailer will sell its own dish²²⁵: burgers, french fries, cocktails or ice cream. I believe that this target audience is interesting and has a right to exist, but with respect to Russia the idea is not very attractive, because due to weather conditions, such "cars" can only function effectively in the summer and, possibly, a couple of months of spring and autumn. Youth and children (with or without parents) can be attributed to the core of the target audience. Currently, these two segments are the largest among the entire McDonald's target audience²²⁶. This is what the approximate distribution of the segments the company covers looks like.

Figure 3.3: Consumer analysis



Source: https://studref.com/333856/turizm/vybor_tselevogo_rynka_rynkov

The target audience of the McDonalds brand is already huge. The main two groups are young people (14-23 years old) and small children with parents. Next come businesspeople who have practically no free time to live, then girls who try to

²²⁵ McDonald's Profitability Comparisons (2016) CSI Market

²²⁶ Tam Menü Gezgini (2016) McDonald's, Şu adresten ulaşılabilir: http://www.mcdonalds.com/us/en/food/full_menu/full_menu_explorer.html

eat right, but don't have enough money for expensive restaurants, and in the near future a group of people who are sensitive to environmental problems and want to make their small contribution to assistance to children in difficult situations. The company also has the opportunity to attract "hungry" people, walking and resting in the open air.

Such competing companies as Burger King, Subway, Rostiks use the strategy of "company number 2". This strategy is offensive, and its main principle is to attack the leader. Companies are doing their best to reduce the market share of the leading company at least somehow. They try to find a weak spot in the leader and attack him. These firms also use flank attack strategies. They try to develop a new product that will differ from the products of the leader, but at the same time will be interesting to the target audience²²⁷. So, Subway entered the fast-food market not with hamburgers already familiar to the target audience, but with baguettes, sandwiches, etc. Also did Rostik's offering its customers delicious chicken and much more.

McDonald's uses the competitive strategy of the leader "company number 1" and uses the principle of defense number 1 - "deceive the enemy, but not yourself." Such competing companies as Burger King, Subway, Rostik's use the competitive strategies of "company No. 2". Companies are doing their best to reduce the market share of the leading company at least somehow²²⁸. These firms also use flank attack strategies.

McDonald's Corporation uses a variety of differentiation strategies. She actively uses the Leadership, Proximity to Buyer strategy. At one time, the company actively used the Pioneer strategy. Actively uses the strategy of "heredity", since all the traditions of the company remain from the time of its foundation. Burger King uses the High-Quality strategy by offering customers meat cutlets. It also uses "Customer **

²²⁷ Kasperkevic, J. (2015). — McDonald's çalışanları yanıkları çeşnilerle tedavi etmelerini söylediler, anket gösterileril The Guardian, Şu adresten ulaşılabilir: <http://www.theguardian.com/business/2015/mar/16/mcdonalds-workers-treat-burns-condiments-oshacomplaints>

²²⁸ Berg, M. (2015) — Robert Gibbs, McDonald's Plays Politics Forbes'dan İşe Alım, <http://www.forbes.com/sites/maddieberg/2015/06/10/by-hiring-robert-gibbs-mcdonalds-playspolitics/#6035085526f1>

Orientation” and “Leadership”, all over the world the company is trying to catch up with its main competitor and become a market leader²²⁹.

Subway uses the strategies “Specificity”, “Wide Choice”, “Creative Approach”, “Attribute Ownership”. The restaurant offers the buyer to choose various fillings, additives that he wants to see in a sandwich. KFC company uses the strategies “Proximity to the customer”, “Wide choice”, “Heredity”, “Specificity”. She entered the World market and immediately took into account the tastes of the Worlds, their usual cuisine, while using the traditions and technologies of her American partner KFC²³⁰.

3.3.2.2. Target Market Selection Process

McDonald’s company color is red and yellow. Over the years, these two colors have been firmly entrenched in the company, they are easy to remember and have a strong emotional impact, for many people the combination of these colors is associated with this restaurant chain. Despite this, now the company is making a gradual change of red to green, thereby showing the consumer a reverent attitude towards environmental problems. Many European countries have already started these changes²³¹. I think that this change in the corporate identity of the company will only have a positive effect on consumer loyalty, as the environmental problem is now being massively discussed, and the green color will only remind customers once again about the company's struggle for environmental production.

Recently, the corporation turned to clothing designers Russell Simmons, P. Diddy, and Tommy Hilfiger to change the corporate identity of their employees. McDonald's is the world's largest youth employer, so the main idea of the company is to make McDonald’s employees a “live advertisement” of the brand for peers, by

²²⁹ Parfitt, T. (2015) —Vladimir Putin, Rus fast food rakibini McDonald's'a destekliyor! The Telegraph, Şuradan ulaşılabilir: <http://www.telegraph.co.uk/news/worldnews/europe/russia/11524817/Vladimir-Putin-backs-Russian-fast-food-rivalto-McDonalds.html>

²³⁰ 0 Annual Report (2019) McDonald’s Corporation

²³¹ Talwalkar, P. (2012) — McDonald's ve Burger King neden genellikle yan yana bulunur? Fast food lokasyon oyun teorisi! Mind Your Decisions, Şuradan ulaşılabilir: <http://mindyourdecisions.com/blog/2012/10/23/why-are-mcdonalds-and-burger-king-usually-located-near-each-other-fast-gıda-konum-oyun-teorisi/>

means of uniforms. The cost of switching to a new uniform cost the company \$ 80 million.

3.3.3. McDonald's Restaurants Opening Strategies to Global Markets

One of the most difficult problems of marketing communications is the overload of media advertising. Celebrity support facilitates the process of transmitting a key message, as advertising coming from them is much easier for consumers to remember.

The main goal of attracting stars to the advertising campaign is the desire to ensure that the personal qualities of celebrities in the minds of consumers are firmly associated with the brand. So, the company McDonald's is trying by all means to convince the consumer that its products are absolutely healthy food. For this, the company uses such well-known personalities who enjoy a certain authority among its target audience and whose image is associated with a healthy, athletic, and active lifestyle²³². For example, NBA Cleveland Cavaliers club star LeBron James has signed a multi-year contract with McDonald's, providing for his participation in the company's commercial.

The video is a remake of the 90s video released during the 1993 National Football League final. Then it starred Michael Jordan and Larry Bird. In the video, they threw around the ring, competing for Big Mac²³³.

Neil Golden, McDonald's chief marketing officer for the United States, explained the invitation of 25-year-old James as one of the actors in the video to the effect that "LeBron is a star both on and off the court.²³⁴" The company seeks to create in the minds of the consumer an image of a healthy, athletic person who eats McDonald's products and eradicate an unfortunate opinion about the dangers of restaurant products.

²³² <http://www.brandlovebook.com/brand-love-case-study-mcdonalds/>

²³³ <http://www.brandlovebook.com/brand-love-case-study-mcdonalds/>

²³⁴ Samuely, A. (2015) —McDonald's, mobil adaylar etrafında ücretsiz kahvaltı dağıtım promosyonu oluşturuyor! Mobile Commerce Daily, Şu adresten ulaşılabilir: <http://www.mobilecommercedaily.com/mcdonalds-delights-consumers-in-northerncalifornia-with>

Another famous person representing the company is NBA player Yao Ming. A video with his participation continues the theme of sports in the McDonald's advertising campaign. The video advertises a new menu "for an active lifestyle." The theme of the video is "I eat it and do it." This athlete is part of a new advertising policy for a healthy lifestyle company²³⁵.

Also, one of the most famous models in the world, Heidi Klum takes part in the company's promotional activities. Her image is more likely aimed at the newly formed target audience of the company (mainly women), "smart and fashionable" youth, who monitor their health and shape. Young girls attending fitness clubs and eager to eat right when they see a world-famous model in the restaurant's advertisement are more likely to follow her example, wanting to be like a star, and this will create more confidence in the company's products based on the ideal figure of the model, which according to advertising, visits this restaurant. Since McDonalds has a large number of target audiences, it is necessary to choose a character that is optimal for everyone. You also need to consider the new positioning of the company - now McDonald's cares about the environment, helps children, and also offers us a new menu with "absolutely healthy" food²³⁶.

3.3.4. Marketing Program Determined by McDonald's Restaurants in Global Markets

McDonald's uses the strategy of the leader "company number 1". This strategy is defensive. The company sets itself the goal of protecting its dominant position in the market and staying at this stage for as long as possible. The company uses the principle of defense No. 1- "deceive the enemy, but not yourself." The company should continue to use this strategy, since for its leading position in the market, this strategy is the most relevant²³⁷. The corporation must differentiate the menu that it offers to the consumer, it must be different from the menu of its

²³⁵ Peterson, H. (2016) — McDonald's giderek ucuzluyor - bu da Burger King ve Wendy's'i korkutmalı. Yahoo! Finans, Şu adresten ulaşılabilir: <http://finance.yahoo.com/news/mcdonalds-getting-cheaper-terrify-burger-160555106.html>

²³⁶ Magee, K. (2015) — McDonald's, MTV canlı etkinliklerine sponsor olacak! Kampanya, Şuradan ulaşılabilir: <http://www.campaignlive.co.uk/article/mcdonalds-sponsor-mtv-live-events/1349612>

²³⁷ 5Croucher, S. (2015) — McDonald's 75'te: Pink slime, McLibel ve diğer skandallar! IBTimes, Şu adresten ulaşılabilir: <http://www.ibtimes.co.uk/mcdonalds-75-pink-slime-mclibel-other-scandals-1501345>

competitors, convince the consumer of better product quality and attract attention through various marketing communications tools, which I will mention later.

The Pioneer Strategy is currently used rather weakly. McDonald's was the first company of this magnitude in the fast-food market. It was founded back in 1940, has a huge and interesting history that consumers are already starting to forget. The history of McDonald's is a very great advantage of the company, which cannot be used. In the USA, there is the McDonald's Museum, which calls the "McDonald's USA First Store Museum". It is a real restaurant (a reproduction of one of the first restaurants opened by the founder of the corporation Rayam Cork.)²³⁸ Whose visitors can see how the first legendary restaurants of the chain looked inside and out, as well as they can visit the kitchen, where they will see old mixers for cocktails and other equipment, outside the restaurant are American cars of those times. The restaurant works only as a museum, and in order to get there you need to sign up first. This would revive the interest of Worlds in the brand, they would remember how they once defended huge lines to try a real hamburger²³⁹.

The Leadership strategy is actively used in our country, but not with the same force as it was about 7 years ago. Therefore, communications aimed at the modern consumer should remind him that McDonald's has been a leader in the fast-food market since its inception. The strategy "Heredity" is actively used and should continue to be one of the main competitive strategies of the company²⁴⁰. This strategy helps the company stand out among its competitors who do not have the opportunity to use this strategy.

The strategy "Proximity to the buyer" is used by the company quite actively. The company tries to track all the changes and trends that occur in society and transfers them to its product. In this regard, the company rebrands, tries to get into the trend that exists in society. The Low-Price strategy uses little. For a long time,

²³⁸ Moore, K. & Pareek, N. (2010) —Marketing: The Basics| 2nd edition, Taylor & Francis

²³⁹ Naveed (2008) "Promosyon Teknikleri" Şurada mevcuttur:
<https://naveed92.wordpress.com/tag/direct-marketing/>

²⁴⁰ Siguaw, J.A. & Bojanic, D.C. (2004) —Hospitality Sales: Selling Smarter| Cengage Learning

checks for lunch at a restaurant have become equal or even exceed checks at other similar establishments²⁴¹.

The strategy “Attribute ownership” is actively used, but not so much as in the initial stages of company development. This attribute is speed. Now competing companies McDonald`s also realized that the service in the fast-food market should be based on speed, therefore, the company under study should pay special attention to this strategy and make its service really as fast as possible. Since most visitors see the turn in front of the restaurant, their desire to visit it will decrease and the choice can be made in favor of competitors. Many restaurants have staff who record the customer`s order even before it reaches the checkout, such personnel must be in all restaurants in the chain, since McDonald`s and speed must be in the mind of the consumer as a whole²⁴².

The company should develop a specificity strategy. The company organizes children's parties that other restaurants do not offer their customers. Participates in charity events. A flexible work schedule for students allows you to work at a convenient time for them without distraction from study. With the help of marketing communications, the company needs to inform consumers on time about charity events and other events held by the company²⁴³.

With it, the company will be able to achieve a positive and long-term relationship with its brand for each target segment individually. For example, you can arrange days in some restaurants dedicated to different target audiences. One day you can give a 5% discount to schoolchildren, to other children or people who come with laptops²⁴⁴.

Global Market Share and Profitability of McDonald`s Restaurants

The company is currently rebranding. There is a gradual change of red to green, thereby showing the consumer his reverent attitude to environmental problems. Many European countries have already started these changes. In this

²⁴¹ McDonald`s Supplier Data (2016) CSI Markets, Available at:
<http://csimarket.com/stocks/competitionNO4.php?supply&code=MCD>

²⁴² Annual Report (2018)

²⁴³ Annual Report (2014) McDonald`s Corporation

²⁴⁴ 9Annual Report (2014) McDonald`s Corporation

regard, one of the main tasks for the company now is to inform its target audience of an unexpected change in the familiar corporate color that has been associated with the company for several decades. The company will have to make sure that such a target audience as “children” understand the reason for changing the company's philosophy. For other market segments the company works with, these changes can only say positively, because the environmental problem is now being massively discussed, and the green color will only remind customers once again about the company's struggle for environmental production²⁴⁵. Accordingly, the first communication goal of the company is to inform its target audience of the changes that have occurred in the company's philosophy and are implemented through rebranding.

CEO of McDonald's Turkey notes that they quintupling profitability in three years. By the end of 2019, they had 1.2 billion TL in turnover. The annual average number of customers per store was 191 thousand in 2015, 245 thousand in 2018 and 263 thousand in 2019. Also he said that there is a huge potential in Turkey. 85 million population, 250 restaurants have a long way to go. They aim for 450-500 restaurants by 2025. There is such demand from consumer.

In recent years, the company has clearly seen a weak spot that sets off the brand and cuts off some of the potential restaurant customers. The weak link is the prevailing opinion about the quality of products, their calorie content and health hazards. The communication goal follows from this - to impress potential consumers that only high-quality products are used in the preparation of the products, the dishes themselves are safe for health and some are even useful²⁴⁶.

An important goal of the company is the development of new market segments. It is necessary to develop measures for marketing communications for each new target audience (businesspeople, “smart and fashionable” youth, people interested in environmental issues and charity)²⁴⁷.

²⁴⁵ McDonald's'in Dağda Kayakla Gidilen Bir Restoranı Var. Evet, Gerçekten (2015) MPORA, Şu adresten ulaşılabilir: <http://mpora.com/articles/mcdonalds-have-a-ski-thru-restaurant-on-a-mountain-yes-gerçekten#QJrLdK3U24ADtIsv.97>

²⁴⁶ Good Business Report (2014) McDonald's Corporation

²⁴⁷ Yolculuğumuz Birlikte. Temelli olarak. (2016) McDonald's Corporation, Şu adresten temin edilebilir: http://www.mcdonalds.com/us/en/our_story/values_in_action.html

Currently, the company under study uses a bilateral asymmetric PR model. The company is trying to convince potential consumers of the safety of its products and their quality. This communication is two-way, but not balanced, as the company itself does not make any efforts to really improve the quality of the products offered. The only task is to change the prevailing negative attitude to fast-food among consumers²⁴⁸. For the further development of the company, its strengthening in the market (recently, due to the trend of healthy food, the company's credibility in the fast-food market has noticeably decreased), there is only one sure way - the company needs to approach the model of bilateral symmetry. The company should saturate its menu with the healthiest food, and improve the quality of traditional hamburgers, potatoes²⁴⁹. If a company can get closer to this model, its market position will be leading for another ten, twenty or even a hundred years.

Competitor companies McDonald's also cannot boast of PR-models that take into account the interests of consumers. So, the company Burger King (in the World market) uses the PR model as public information. But for a company, albeit a world-famous one, which has just entered the World market, this strategy is justified, since some potential consumers are not yet familiar with the restaurant's products. It shows that in the next 5 years this is precisely the company that can compete with McDonald's, since on the international stage it has long been using a two-way symmetry model, the quality of its hamburgers is noticeably higher than that of McDonald's, accordingly, disseminating information about its companies in Russia, Burger King will try to look for other forms of interaction with consumers, in the first place - to indicate the quality of its products²⁵⁰.

For further interaction with the new target audience, "smart and fashionable" youth make McDonald's a place where students can eat healthy, in a restaurant and at the same time at an affordable price. In the menu, which has already been developed for this target audience, you need to include a business lunch, consisting

²⁴⁸ Kasperkevič, J. (2015). "McDonald'in çalışanları yanıkları çeşnilerle tedavi etmelerini söyledi, anket gösterileri" The Guardian, <http://www.theguardian.com/business/2015/mar/16/mcdonalds-workers-treat-burns-condiments-oshacomplaints>

²⁴⁹ Elks, J. (2014) —McDonald's Reveals CSR/Sustainability Framework and Host of 2020 Goals! Sustainable Brands, http://www.sustainablebrands.com/news_and_views/organizational_change/jennifer_elks/mcdonalds_reveals_csr_sustainability_framework_ho

²⁵⁰ Jargon, J. (2015)

of the most "not harmful", but at the same time fast for cooking products. Be sure to include a couple of cream soups there.

For interaction with the planned target audience, social orientation. You can sell at the box office toy animals representing small copies of animals listed in the Red Book, as well as very rare and endangered species. Such mini souvenirs should be accompanied by a small brochure with brief information about the animal, its habitat, and so on. Souvenirs will be sold at 50-100 and all proceeds from their sale will be transferred to the wildlife fund. It is necessary to inform consumers about this, as well as hand each a mini certificate, thanking everyone about the contribution of their funds to the wildlife fund²⁵¹.

McDonald's, as mentioned above, operates in the restaurant business, the segment is fast food. A feature of this segment is the extremely low profitability of the business, which is associated with the low added value of products. Because of this, even despite the low costs (in particular, those associated with the direct manufacture of the main product), the net financial result remains very low. However, the quantitative approach in this market segment is still the most effective - the company is one of the most successful in the world and has been operating since 1940. A key element of this success is the franchise scheme, thanks to which it is possible to open a huge number of restaurants around the world and at the same time attract the bulk of investments from private franchise buyers.

Geographically, the largest share in the revenue structure falls on the European market - total revenues reach \$ 11.08 billion at the end of 2014, which is 2% less than a year earlier. Thus, sales in Europe account for over 40% of the company's total revenues. The second most important market is the American one, which accounts for 31.5% of revenues, or about 8.65 billion dollars, while revenues in this market decreased compared to 2013 by 2.25%. Finally, the markets of the Asia-Pacific region account for slightly more than \$ 6.3 billion (about 23% of revenue), which is 3% less than a year earlier. However, the number of restaurants is still the largest in the American market - about 14.350 thousand establishments,

²⁵¹ McDonald's, Dünya Çapında İş Yeniden Yapılandırması ve Finansal Güncellemeler Dahil Geri Dönüş Planının İlk Adımlarını Açıkladı (2015) McDonald's, [http://news.mcdonalds.com/Corporate/newsstories/2013/McDonald-s-Announces-Initial-Steps-In-Geri Dönüş](http://news.mcdonalds.com/Corporate/newsstories/2013/McDonald-s-Announces-Initial-Steps-In-Geri-Dönüş)

against 7.855 thousand in Europe and 10.345 thousand in the Asia-Pacific region. Thus, in terms of geography, the European market is key for the company, therefore, a sharp weakening of the euro and a drop in the purchasing power of Europeans, most likely, will negatively affect the financial results in the coming quarters.

3.4. Big-Mac Index

Big Mac contains meat, vegetables, cheese, bread and other foods. It also includes the cost of renting space and equipment, labor, and other factors. If the price of a Big Mac low then we can say that the prices in the country are low, even if the high prices are relatively high. The research about the Big-Mac Index which is conducted at magazine «The Economist» is the following:

Table 3.1: Big Mac index of McDonald's

Country ▼	2020 y. ▼
Argentina	1.76
Australia	4.74
Austria	4.85
Azerbaijan	2.32
Belgium	4.94
Brazil	3.8
Britan	4.7
Canada	5.39
Chile	3.35
China	3.32
Colombia	3.03
Costa Rica	3.78
Croatia	3.45
Cyprus	4.85
Czech Republic	3.93
Denmark	4.74
Estonia	4.85
Finland	4.85
France	4.85
Germany	4.85
Greece	4.85
Guatemala	3.21
Honduras	3.65

Hong Kong	2.63
Hungary	2.99
India	2.53
Indonesia	2.28
Ireland	4.85
Israel	5.27
Italy	4.85
Japan	3.54
Jordan	3.24
Latvia	4.85
Lebanon	4.28
Lithuania	4.85
Malaysia	2.25
Mexico	2.49
Montenegro	4.85
Netherlands	4.85
New Zealand	4.56
Nicaragua	3.41
Norway	5.96
Oman	3.01
Peru	2.91
Philippines	2.8
Poland	2.83
Portugal	4.85
Romania	2.27
Russia	1.85
Scotland	4.7
Singapore	4.36
Slovakia	4.85
Slovenia	4.85
South Korea	3.93
Spain	4.85
Sweden	5.95
Switzerland	7.11
Taiwan	2.59
Thailand	3.44
Turkey	1.51
UAE	4.02
USA	5.67

Uruguay	4.08
Vietnam	2.87

Source: <https://www.globalprice.info/>

In the same period of last year, the Big Mac price was 5.74 dollars in the USA and 13.99 TL in Turkey. According to these data, while the dollar / TL exchange rate should have been 2.44 last year, it was 5.72 TL. In other words, the TL was 57.4% less valuable against the dollar than it should have been.

Purchasing power parity (PPP) is defined as the price ratio of a standardized basket of goods and services in different countries. Thus, price level differences between countries are eliminated and real price and volume comparisons can be made internationally. According to the PPP announced by the European Union Statistics Office (Eurostat), the average of 27 European Union (EU) countries was 100 according to the per capita gross domestic product (GDP) index for 2020, while this value was 64 for Turkey and 36% of the EU average. remained under. In comparisons, 27 EU member states, 3 European Free Trade Association (EFTA) countries (Switzerland, Iceland and Norway), 5 candidate countries (Turkey, North Macedonia, Montenegro, Serbia and Albania), 1 potential candidate country (Bosnia-Herzegovina) and United Kingdom covered. Among the 37 countries included in the comparisons, the country with the highest GDP per capita index according to PPP was Luxembourg with 266, and the lowest country was Albania with 31. In the GDP per capita index, Luxembourg was 166% above the EU average, while Albania was 69% below.

While the comparison of the development levels of the countries is based on the gross domestic product per capita, the actual individual consumption indices per capita are accepted as a more appropriate indicator in the comparison of the relative welfare levels of the consumers. Actual individual consumption includes services provided by the government or non-profit organizations (education, health, etc.) in addition to the goods and services purchased by consumers.

The price level index is an indicator of the purchasing power of the national currencies of the countries in comparison with the exchange rate. If the price level index of a country is greater than 100, this country is expressed as "expensive" compared to the country group average, and if it is less than 100, this country is

expressed as "cheap" compared to the country group average. Turkey's price level index for actual individual consumption became 32 according to the provisional results for 2020. This value showed that the same basket of goods and services purchased for 100 Euros across EU countries can be purchased in Turkey for 32 Euros in Turkish Lira.

3.5. Impact Before and After the Pandemic

After the onset of the Corona virus epidemic, many physical stores and shops, including restaurants, were closed in many countries. But restaurants in many countries continued to offer home delivery services so that people could order food. Among them were McDonald's restaurants in the USA.

During the epidemic, many McDonald's employees in the USA continued their duties. According to the news shared by Business Insider, the fast food restaurant chain also decided to give a 10% bonus to its staff who continue to work in this difficult process in May. However, this practice only applies to employees in restaurants owned by the company. Only 5% of McDonald's branches in the US are owned by the company.

However, McDonald's stated that it has implemented this new application, inspired by its franchise branches. "We have been inspired by the incredible support franchisees and restaurant staff have provided throughout this crisis," a company representative said in a statement. In fact, the majority of franchises are providing advanced compensation programs during COVID-19, such as appreciation, bonuses, gift cards and raises.

The new safety procedures of this bonus application are one of the steps taken to support employees in company stores, such as paid sick leave for employees affected by COVID-19 and double first quarter incentive bonus for qualified restaurant managers. The company has also arranged nurse hotline and emotional support counseling sessions for its employees and their families.

Expressing that the 'health first' approach is the most important focus of McDonald's Turkey during the pandemic period, as always, CEO of McDonald's Turkey Oğuz Uçanlar said that, "While we are working to meet the needs of our customers without interruption, we have kept the health of our teammates at the top

of our priorities. In addition to quality and hygiene standards, we continued our service with additional measures that we updated according to the epidemic conditions. We continued our services uninterruptedly with the outstanding efforts of our employees and suppliers.”

And he added that,"We became the first brand to implement contactless delivery"

Oğuz Uçanlar said that as McDonald's, they revised their targets with the pandemic, but they did not slow down in their activities: “We quickly adapted to the change. In such periods, access to quality and safe food is of great importance. With this understanding, we focused on package service in order to bring our customers together with McDonald's flavors. We introduced “Stay at Home” menus and became the first brand to implement contactless delivery. With our McDelivery application, we have made it possible for our customers to pay for their orders online and for our courier to deliver the order without contact by hanging it on the door. In addition to McDelivery, we have provided our customers with access to quality and healthy food with the Gel-Take and Car Service in our restaurants. With our 'Online Pay, Come and Get' service, we have made it possible for our customers to pay online and receive their orders at any time, from any restaurant they wish, from a counter, ice cream window or car service point.

CONCLUSION

“McDonald's spread all over the world with the chain it established. While there are two types known as toast and sandwich in Turkey, hamburger, which has become widespread gradually, became current with the entry of fast-food chains into the country. The sector, which continued to grow with the entry of McDonald's in Turkey in 1986, has become a giant market of 2.4 billion dollars today. Data in 2016 revealed that 30 percent of the out-of-home consumption sector, which is 2 trillion 700 billion euros in the world, is in the fast-food sector.

Efficiency is the most basic and distinctive feature of McDonalds systems. For consumers, McDonald's has found the most accessible way for a customer to go from being hungry to being full by applying the car service model. The products also comply with the principle of efficiency: the products do not have a complicated recipe, the variety of ingredients is very low, they are easy to prepare, serve and eat. On the customer side, the customer can sit down at the tables that he will reach in a few steps after taking his food and eat his meal immediately. In McDonald's restaurants, tables and chairs are designed with an uncomfortable ergonomics to prevent the customer from lingering in the restaurant. Customers often eat quickly, collect the remaining styrofoam paper and plastic trash, empty them into the nearest bin, and return to their cars to arrive at their next (mostly McDonaldized) activity. The fact that people unconsciously rush to their next activities by being tossed around prevents them from seeing the material and moral costs of McDonald's and McDonaldization.

Another important principle of McDonaldization is computability, emphasizing quantification. According to Ritzer, McDonald's emphasizes calculable phenomena such as emphasizing the quantity of products instead of quality, creating illusions about quantity, and reducing the production process and service to numbers. Computability provides the ability to produce or get a lot from something in less time. E.g; McDonald's often emphasizes size with the 'bigger is better' mentality. This emphasis is particularly evident in product names. The best-known example is the Big Mac. Here, customers are made to believe that they get a lot of food for little money. Calculating customers leave feeling like they got a good deal, maybe even beat McDonald's.). Other fast food restaurants such as KFC and Burger King have

also imitated this presentation. Beyond that, McDonald's takes great care to ensure that each raw hamburger has a total weight of 35 grams. The diameter of the pre-cooked hamburger should be 9.35 cm and the bread should be 9.50 cm. The reflection of the principle of computability in modern societies can be shown to people who strive for continuous self-development and to fill their resumes with abundant certificates and extra courses/grades.

In this study the effects of global fast-food brands on national and local food markets were examined. Firstly historical background of fast-food industry and its development process across the world has been considered and then, the main brands were handled by considering their ratios in the market. It aims to be analyzed the monopolistic effects of global fast-food brands over local small brands in fast-food industry. Even though there is not enough statistical data to make a clear conclusion about the ratio of these brands, it can be said that there is a negative effect on local firms and development process of other fast-food restaurants.

Apart from the oligopolistic effect, another problem is that brands are increasingly starting to import the raw materials of their products from abroad. Most of the raw materials of fast-food products that can be produced in the local market such as bread of hamburgers and potatoes, ketchup etc. are brought from abroad and generally imported from the main country of famous fast-food restaurants with the cheaper policy of the global brands. Global brands, which say that they will support the domestic manufacturer and will have a positive effect on the use of domestic raw materials and locally grown fruits and vegetables when entering into a market for the first time, then start to import the raw materials from abroad with a cheaper price, even cheaper policy. This situation causes the host country to be adversely affected and its economy to start to give a trade deficit.

The study showed that one of the long-term factors of economic growth in the fast-food industry is the unblocking of sources of domestic demand, the growth of investment and innovation. The essence of economic dynamics lies in the change in the types of economic behavior, in the search for strategic advantages based on product, technological or organizational innovations. Structural factors - a change in the sectoral structure of the fast-food industry in the region, a deepening of the degree of processing of raw materials, an increase in the output of products with high added value - also determine long-term economic growth.

Since a few big global brands have dominated the market and they can control the price of the products and determine the pricing policies, it is really difficult for small firms and local brands to compete with these big firms and global brands. They can easily use their strong capital structures to further dominate the market, and they may easily use their global recognition and size to manage and steer local markets. In order to quickly enter the market and become a permanent player, global brands can run intensive advertising campaigns and carry out promotional activities by allocating big budgets. fewer and fewer small local brands are surviving and they are trying to exist by downsizing or merging with other firms in this fierce global competitive environment. Shortly, there is no room for small companies and local brands that will be newly developed in an increasingly rooted oligopolistic structure of global fast-food market.

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