

## Case Studies Instructor Notes

# Burger King Branding in Japan Instructor Notes

### Main Points

- The industry term for a fast food establishment is “quick service restaurant” or QSR. It describes restaurants such as McDonald's, KFC, and Burger King. QSRs have price points of \$4 to \$7 per meal, with pizza chains typically running a bit more. They have average food, offer limited menus, and rarely provide table service.
- What is the Big Mac market segment in Japan? In Japan, the advertising campaigns vary when approaching demographics. They sometimes focus on children, but they also target adults. One advertisement used McDonald's as a fetish object with sexy girls promoting the burgers, something we would not observe see in the U. S.
- Japanese are savvy consumers even when it comes to burgers; they seek value and quality.
- Burger King's plan to triple its Japanese locations to 300 restaurants by 2022, spending an estimating \$45.5 million in the process opening new outlets in large cities like Tokyo, Osaka, and Nagoya.
- McDonald's and Burger King target the Japanese market because of the large and record number of tourists last year at 29.6 million, giving the restaurants a steady stream of fresh customers.
- McDonald's and Burger King plan to offer home delivery options as well to better compete with online food retailers.

# Suggested Answers to Questions

1) Who are the major Burger King Japan publics and why?

ANSWER: The entire Japanese market especially children and up to middle aged adults, the news media, and tourists.

2) How would you measure engagement of the major Burger King market segment?

ANSWER: Consumer surveys (telephone, text, web-based), focus groups, interviews, mall intercepts, and event participation.

3) How would you address Burger King's weaknesses?

ANSWER: Messaging should be clear to allay concerns such as food quality, competitive pricing, providing sufficient channels of distribution to satisfy generated demand, and communicate a product line that is culturally-friendly.

4) What additional tactics would you deploy not mentioned in the case? Be specific and consider social media and other tactics while considering Burger King's promotional successes.

ANSWER: Perhaps online contests and events that create and maintain buzz for Burger King products would be successful. Sponsorship of events that appeal to the target publics would be effective as well as integrating tactics and activities via social media, traditional media, retail locations, and online ordering.

# CVS: Promoting Recruitment and Retention

## Instructor Notes

### Main Points

#### General Points

- Some experts on aging say the baby boom generation has changed the definition of retirement. “There’s a joke going around,” said Ms. Banda of AARP, “that the new word for retirement is ‘work.’ People are living longer and healthier lives - they want to stay active and engaged. For a lot of boomers, their definition of retirement is cutting down to part time or doing something on a project basis.”
- “Today’s older workers are healthier and a lot more technologically savvy than older workers of previous generations,” said Banda. “They bring a lot to the workplace - many employers are seeing that. They know that recruiting and retaining older workers is good for their business. If they weren’t good for their business, these employers wouldn’t be doing this.”
- In a program aimed at retaining older workers, Michelin, the tire maker, lets experienced white-collar workers to stretch out their careers by transitioning them from often-stressful 50- and 60-hour-a-week jobs to less demanding part-time jobs.
- The National Institutes of Health, a federal agency, offers emergency care for employees’ parents, a step beyond the emergency child care offered by many employers. It helps retain

scientists and other workers who may be tempted to quit to care for parents with recurring health crises.

- Vita Needle, a manufacturing company in Needham, Mass., is famous for employing older workers - the median age of its work force is 72, and its oldest employee is 94. Frederick Hartman 2nd, the company's marketing director, explained why Vita Needle employed so many older workers: "They've got a tremendous work ethic that is sometimes harder to find with some of the younger generation. That's not to say we don't have some folks in their 20s who do a great job." While many people applaud the company, Mr. Hartman said, "We've had a few complaints that you're stealing jobs from younger people."
- Other employers focus on keeping employees healthy and well trained throughout their careers, with retaining experienced workers as an important goal. Pitney Bowes, a producer of mailing equipment and software, has programs to help workers continually upgrade their skills, and offers a six-hour course, "How to Save Your Back."
- Larry Minnix, president of LeadingAge, an association of nonprofits that serve the elderly, said many older Americans were eager to continue working, but perhaps not at the same stressful pace. "There comes a time when you're not going to continue hitting cleanup for the New York Yankees, but they'll keep you in their coaching system," he said. "Older workers might not want to work full time, and many companies are being flexible with them. These workers often play a mentoring role, a leavening role in the organization. They contribute toward a healthy culture in the organization."

## CVS Points

- These efforts to retain older workers coincide with two important trends. First, the nation's over-65 population is growing strongly, meaning, among other things, that many

companies will, like CVS, want mature workers to serve their customers. Second, more Americans are working later in life, either by necessity, because they cannot afford to retire, or by choice, because many stay healthier longer and like their jobs.

- CVS found that national organizations often implement workforce initiatives country-wide, which provide the opportunity to national outlets.
- CVS found that linking studies about national workforce topics to a company's employment initiative increases its exposure and profile.
- CVS found that learning how to craft and execute a PR program with limited funds was another lesson learned. "It is possible to obtain significant top-tier national media coverage on a modest budget-but it takes some creativity," adds Wing. "Weber Shandwick did this by leveraging news hooks and third-party stories to develop broader trend pitches. Trend stories are a great way to obtain coverage with the top-tier national media. When you are the one to introduce the media to a compelling new trend, they will often reward you by making your company the centerpiece of the story." PRN Part-time pharmacist Bill Duclos, 81, helps a customer find cold medicine at a CVS store. Duclos says that the flexibility of CVS/pharmacy's mature worker program is the main reason he has remained working past the traditional retirement age.

## Suggested Answers to Suggestions

1) Who are the major CVS publics and why?

ANSWER: Prospective mature employees, ages 55 years and older is the key public. However, presenting CVS as a desirable place of employment requires reaching other publics such as the public, shareholders, customers, current employees, news media, and present mature employees.