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## Executive Summary: MOS Food Services Strategic Expansion into Dubai

### Introduction to MOS in the Fast Food Industry

MOS Food Services, known for its unique Japanese-inspired burgers and commitment to quality and sustainability, plans to enter the Dubai market. This summary covers our market analysis, strategic planning, and proposed operations to ensure a successful launch in Dubai, which we think would be the ideal place to maximize profits.

### Market Analysis and Competitive Landscape

MOS Burger operates in the highly competitive fast-food sector, offering a range of unique items like rice burgers, focusing on fresh ingredients and sustainability. We face competition from global fast-food chains such as McDonald's, KFC, and local favorites. However, our unique selling points position us well to capture a share of Dubai's diverse and growing market, especially within the food industry.

### Strategic Market Entry

Dubai's dynamic economy, diverse population, and openness to international cuisine present a running ground for MOS Burger. Our entry strategy emphasizes local partnerships, franchising, and adapting our offerings to meet local tastes and dietary requirements, including halal certification and vegan options.

### Marketing Strategy

Our marketing targets tourists who are visiting the area, locals, young professionals, families, and health-conscious consumers. We plan to leverage social media, local influencers, and community events to build brand awareness. A key part of our strategy includes localizing our menu to cater to the Dubai market while retaining our Japanese essence.

### Operations Management

Operational excellence is key to our strategy. We'll source high-quality ingredients locally where possible, adapt our menu to local preferences, and ensure our operations exceed Dubai's strict food safety standards. Franchising is our preferred mode of entry, allowing us to scale quickly with reduced capital expenditure.

### Sustainability Initiatives

Sustainability is at the heart of MOS. We plan to implement eco-friendly packaging, invest in energy-efficient equipment, and engage in community activities to reinforce our commitment to the environment. We also aim to support the local economy by sourcing from local suppliers and reducing our carbon footprint. We recognize the importance of training staff to practice "green" methods, so we add it onto our employee training upon being hired. Use of recycled paper pulp, paper bags with wax coating, paper straws and cups made from compostable bioplastic. Offering a small discount for customer who carry own reusable plastic bags for takeaway orders



### Conclusion: A Strategy for Success

Our comprehensive analysis and strategic planning set the stage for MOS Burger's successful entry into Dubai. By combining our unique offerings with a strong commitment to quality, sustainability, and local market adaptation, we are positioned to become a favored choice among Dubai's cosmopolitan residents and visitors.



## **Section 1. The Market: Product and Competition Analysis**

### **Industry and Competition Analysis**

MOS Burger is situated to be within the fast food industry. They specialize in offering a wide variety of fast food items - ranging from: burgers, side dishes, and beverages. Their goal of providing quick and affordable meals to customers, and their consistency across various locations throughout Asia is what characterizes them to be a part of the “fast food” industry.

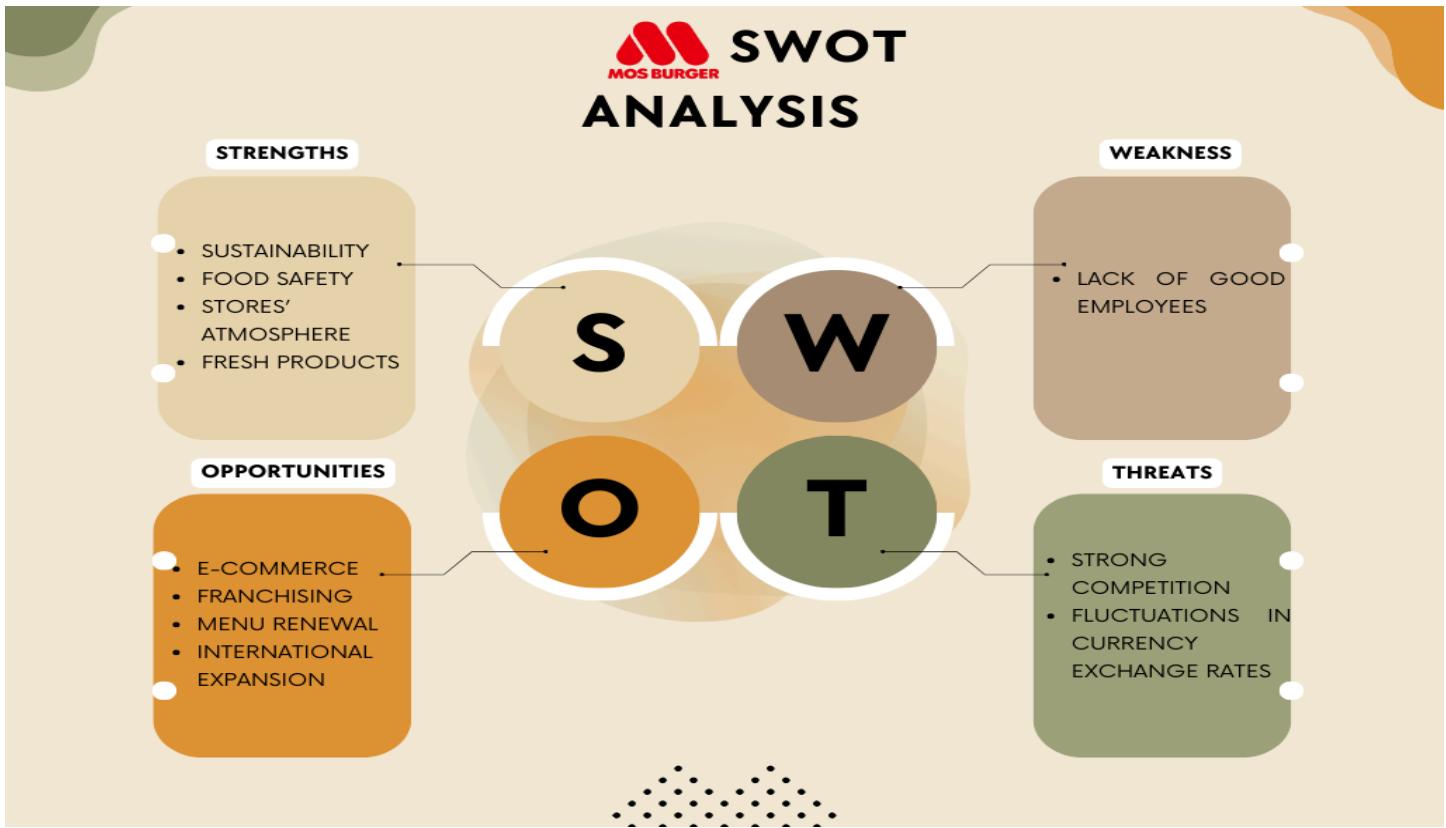
MOS's competitors in the fast food industry include bigger and well known industries such as: McDonald's, KFC, Burger King, Wendy's, and other local fast food chains in Asia such as Lotteria (originating in South Korea).

The competitors of MOS Burger are renowned fast-food chains that all have their own signature touches that make them distinguishable from other fast-food chains. These fast food chains differ from each other by their varietable menus, global presence, and iconic branding.

McDonald's is most known for its burgers, chicken products, and their french fries. KFC is known for its fried chicken and counter chicken products. Burger King is most known for their flame-grilled burgers. Lastly, Wendy's is known for their fresh, square-shaped burgers.

While McDonald's, KFC, and Burger King all have a vast global presence, Wendy's global presence does not compare. It's not as vast as its competitors.

Mcdonald's branding is notable with their Golden Arches and their mascot Ronald McDonald. KFC has their equivalent mascot Colonel Sanders. Burger King has their iconic crowns, and Wendy's is known for their fresh ingredients.



MOS burger's strengths include being involved in sustainability activities, the atmosphere of their stores, and their high level strive for hygiene and food safety. Sustainability activities MOS is involved with are food education, green curtains, and reducing plastic. These activities have enhanced the brand value of MOS in Japan. MOS's interior design is targeted to create a bright and cozy environment for all customers. By doing this, MOS is able to attract more families to come and dine in at the store. Lastly, MOS is big on food safety and hygiene. Not only do they train employees on the importance of hygiene, but they make sure to uphold the same values with customers as well. This strength differs greatly from other fast-food chains.

One of MOS' greatest weaknesses is attracting talent. Japan is decreasing in birthrate and has a larger older population. This means there are less customers and a shortage of labor. It's getting harder to find employees of high standards. Simply raising wages still cannot attract workers.

MOS burger is one of Japan's largest fast food companies. We have therefore analyzed the opportunities and threats:

As far as opportunities are concerned, we can see that they are multiple. This company has many positive points that could enable it to expand, such as good-quality fresh products at low prices, enabling it to sell to a wider target and be more competitive. But the company is also open to change. For example, they have opened an e-commerce site, which can greatly increase their sales. They're also very open to franchising and creating a friendly community with open communication in regards to franchisees, compared with other fast food chains that have poor franchise relations.

We can also add that MOS burger regularly innovates their menu, attracting different target groups and enabling menu renewal. It's also a fast-food chain, making it easier to expand internationally, bearing in mind that

Japanese food is very popular worldwide.

Threats: Some threats include a reduction in expenditure from 2001, which caused a loss of growth. Another problem is the environment of their industry; competition is intense, and the fast food industry is very ruthless; MOS is facing fast food restaurants that are already on the market but also new emerging fast food restaurants. Finally, economic factors such as fluctuations in currency exchange rates, could impact on consumers' spending habits, potentially reducing demand for MOS Burger's products.

## Identifying New Promising Markets

While our business is centered around Japan and Asia, we are ready to expand to other countries in the world. To ensure long-term growth for MOS, we have found different locations in which MOS would consider setting up business.

For Asia-Pacific regions (including countries in South Asia) - Singapore, Malaysia, Thailand, Indonesia, and Vietnam, all offer growing economies, a young population, and a rising middle class with increasing disposable income.

These markets have all shown a growing interest in Japanese cuisine and are receptive to international fast-food chains.

In regards to North America, The United States and Canadian markets have a mature fast-food industry, but there is still room for innovative concepts like MOS Burger. Major cities with diverse populations and a culinary adventurousness could serve as initial entry points. But, the competition is tough in this region.

Then, Europe: London, in particular, could be a strategic entry point due to its multicultural population and openness to international cuisine.

Germany: Known for its appreciation of quality food and sustainability, Germany could be receptive to MOS Burger's offerings, especially if it emphasizes fresh ingredients and environmental consciousness.

Finally, The United Arab Emirates: Dubai and Abu Dhabi, with their cosmopolitan population and strong tourism industry, could provide a foothold for MOS Burger's entry into the Middle East.

Dubai has a fast QSR industry and around 5.5 millions of people consumed fast food on a weekly basis in 2023. The total number of QSR has reached to around 10500 restaurants in 2023. As per the reports Dubai's QSR industry average order per value is 12.23\$ in 2017 and increased to 13.5\$ in 2024.

## **United Arab Emirates Quick Service Restaurant Market**

**Market Size in USD Billion**

**CAGR 18.85%**

**USD 13.21 B**

**USD 5.57 B**

**2024**

**2029**

Source : Mordor Intelligence



Looking at the results of our analysis, we determined that Dubai can be the best new market to enter. Let's analyze it in more detail.

Examining some data regarding economic conditions, we can say that the projected growth rate of GDP is 4.5% to 5.5%, tourist growth rate at 10% and per capita income of around \$38,000 in Dubai, and Dubai residents generally have high disposable income and a stable, rapidly growing economy, driven by tourism, trade, finance, tax benefits and real estate indicates favorable conditions benefiting MOS Burger's expansion plan.

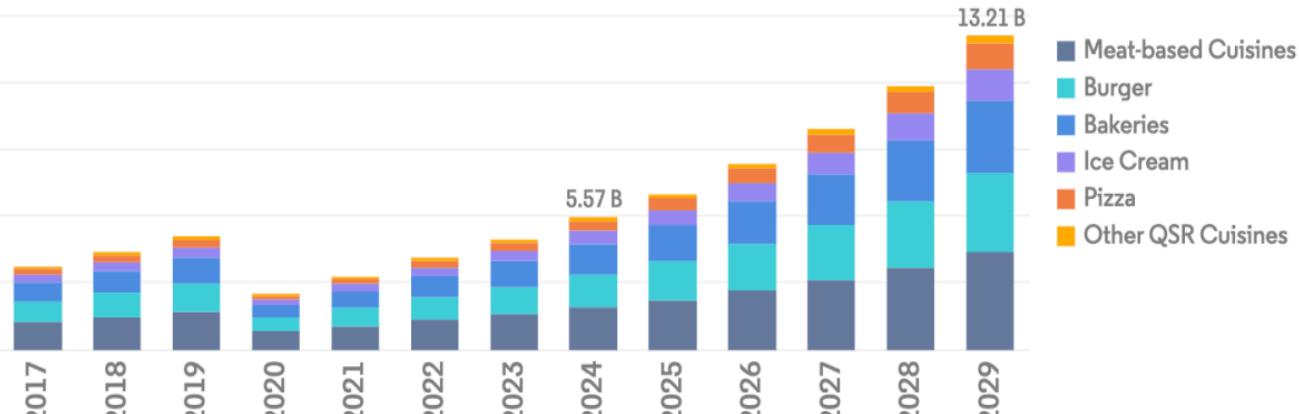
As far as the social condition is concerned, Dubai is a global tourism hub which attracts millions of visitors annually and a home for a diverse population from various nationalities, exposing MOS Burger to serve a wide range of consumers with different tastes and preferences.

Regulatory Conditions are a key point to look at in a strategic plan, and Dubai has established laws and regulation and has stringent food safety regulations to ensure quality and safety of the food products, so MOS Burgers has to meet the standards to obtain licenses and permits for smooth operations.

In order to create a strategic plan for our company, we have to try to understand consumers' behavior and preferences. Dubai has a fast food market growth rate of 8.5% to 10%, residents and visitors have growing preference in international flavors, customizable spice levels, local palates, health consciousness and a mix of casual eateries and premium dining experiences. These are all factors to consider regarding the compatibility of MOS Burgers offering to the consumers. Pre-dominance of Islam in Dubai and its importance to obtain halal

certificates for its products are fundamental to appeal to large customers.

### **Value of Quick Service Restaurants Foodservice Market by cuisine, USD, United Arab Emirates, 2017 - 2029**



Source: Mordor Intelligence



Meat-based cuisines are recording huge demand in the Dubai, with consumption around 445,000 tonnes in the year 2022 and products like fried chicken, chicken wings, meatballs, shawarma, kebab, and other BBQ are highly consumed dishes which MOS burger can customize their offering based on the need of the customers keeping in mind of both national residents and the immigrants in the country.

Existing players in the fast-food market vary by region, but globally recognized brands like McDonald's, Burger King, KFC, Subway, and Wendy's dominate. Each offers value through their brand recognition, established supply chains, extensive menu options, and efficient operations.

As for MOS BURGER, opportunities to enter the market depend on various factors such as consumer demand, competition saturation, and market dynamics. Conducting thorough market research to assess these factors would be crucial in determining the feasibility and potential success of entering the market. Additionally, MOS BURGER would need to differentiate itself by highlighting its unique offerings, quality ingredients, or customer experience to carve out a niche and compete effectively.

## **Section 2. Marketing**

### **Market Analysis and Strategy (STP)**

We would segment the market onto customer demographics, psychographics, behavioral factors, and geographic segmentation.

**Customer Demographics:** Segment based on age, nationality, income level, and lifestyle

**Psychographics:** The lifestyle + values of potential customers. Dubai's population has a lot of health-conscious individuals and people who are willing to try new or international cuisines.

**Behavioral Factors:** focus on occasions such as quick meals, family outings, etc.. We could also focus on the benefits sought and customer usage rate.

**Geographics:** Looking at different areas within Dubai, including tourist hotspots, business districts, and residential areas in order to determine where the MOS audience would be found.

### The segments that we will target:

1. Expatriates and Tourists: Specifically, those from Asia or individuals with an interest in Asian cuisine. This segment is likely to be familiar with MOS Burger and may seek out the brand for a taste of home or to satisfy their culinary curiosity.
2. Young Professionals: Individuals aged 20-40, working in Dubai, who are looking for quick, healthy meal options that are different from the usual fast-food offerings.
3. Families: Particularly those seeking quality food in a family-friendly environment. MOS Burger's menu, which offers a variety of options including vegetarian and healthier choices, can be appealing to parents.
4. Health-Conscious Consumers: With a growing trend towards health and wellness in Dubai, targeting health-conscious consumers by highlighting MOS Burger's fresh ingredients, unique offerings like rice burgers, and healthier alternatives could be effective.

### Unique Selling Proposition (USP) and Positioning

USP: MOS Burger stands out with its commitment to freshness, quality ingredients, and unique menu items not found in typical fast-food chains. Its offerings, including rice burgers, seasonal items, and vegetarian options, cater to a variety of dietary needs and preferences.

Positioning Statement: For the cosmopolitan residents and visitors of Dubai who appreciate quality, fresh, and unique fast-food options, MOS Burger is the fast-food restaurant that provides a distinctive dining experience with its Japanese-inspired menu, focus on freshness, and innovative offerings, setting it apart from the conventional fast-food experience.

### Strategy for Entering Dubai

Location Strategy: Open initial outlets in high-traffic areas such as Dubai Mall, Marina Walk, or near business districts to capture the attention of the target segments.

Marketing and Promotion: Leverage social media and local influencers to build brand awareness. Participate in food festivals and events to introduce MOS Burger to a wide audience. Consider having the Dubai Bling Netflix series cast participate in promoting MOS Burger in Dubai, as they have large influence in the Middle East.

Cultural Adaptation: While retaining the core menu, we will continue introducing some localized menu items to cater to the local palate and preferences, acknowledging Dubai's diverse population.

Partnerships: Collaboration with local businesses and delivery services to increase reach and convenience for customers would be part of our plan.

## Marketing tactics (4Ps)

### Product:

First we are going to analyze the product features. First of all, let's introduce our product, a fast food restaurant chain.

Our product would be the sale of Japanese burgers, produced in an ecological way with fresh produce. But they also offer common burgers as well as more specific burgers such as teriyaki burgers, or rice burgers, which would be a specialty of this Japanese burger chain. Very unique, attracting customers who would like to try this specialty. All the ingredients are of very high quality.

The people who will benefit most from our products will be the younger generation who don't have much money and prefer to eat fast food, so we need to be able to offer lower prices to continue to reach this segment, and perhaps win out over the competition.

But also people who appreciate Japanese culture, which is very trendy at the moment, particularly among young people. So our rice burger could arouse the curiosity of some people, particularly the younger ones.

According to MOS studies and its history, in the product life cycle, our product could be in the maturity category, because it has already had its rise. Of course it's not yet in decline, but there hasn't been anything new for a long time, so opening subsidiaries around the world and developing menus could enable the brand to avoid decline.

### Price:

The price range would be between \$3 and \$7, depending on the burger, whether it's a rice burger or a regular burger, but rather on the toppings. for sides, it would be between \$1 and \$5, as for desserts, and for drinks between \$1 and \$3.

Which would correspond to the average price of a fast-food chain.

In our pricing strategy we could create a loyalty card with promotions after a certain number of points, but also sometimes offer special offers, and discounts depending on the periods on certain products allowing them to test new products at lower prices and to make them want to eat it when the price is again its base price.

The pricing strategies of McDonald's, for example, are psychological pricing methods, which make it possible to set prices quite low and therefore push people to buy more and consume more and therefore ultimately spend almost as much money as if they were to go elsewhere.

We could base our strategy on this because it is the best strategy for fast food chains, it would be necessary to be even cheaper with good quality products in order to attract people and surpass McDonald's

### Place:

Our product will be sold in restaurant chains, so we will be able to place subsidiaries of the chain almost everywhere in busy areas, where people are in a hurry and do not have time to go to the restaurant but also have to eat for cheap, but also on the internet with take away applications, allowing you to have it delivered to your home.

First of all, for the international market, we prefer to target large cities, where we find the most potential customers, and if it works well we can expand to slightly smaller cities.

### Promotion:

The advertising channels that could best reach our target audience would be, for example, posters in the metro, for example young employees who go to work and wait on the platform, but above all social networks and mainly TikTok, the social network which allows everyone to go viral, which therefore allows us to promote our product among young people by presenting a hamburger that is made from fresh produce and is inexpensive and quick.

and above all promote the originality of the concept, of our menus, of our burgers, by trying to move away from the image of McDonald's to attract people who want to eat healthier, or who don't like McDonald's and yet could be attracted by our product, which is more qualitative and more luxurious at a lower price.

For this we can also try to hold competitions allowing you to have a free meal, for example "try to win a meal for two for Valentine's Day" on TikTok, etc...

or offer free samples to the target audience. But above all for this to work we must have the best communication.

### **Promotion Channels**

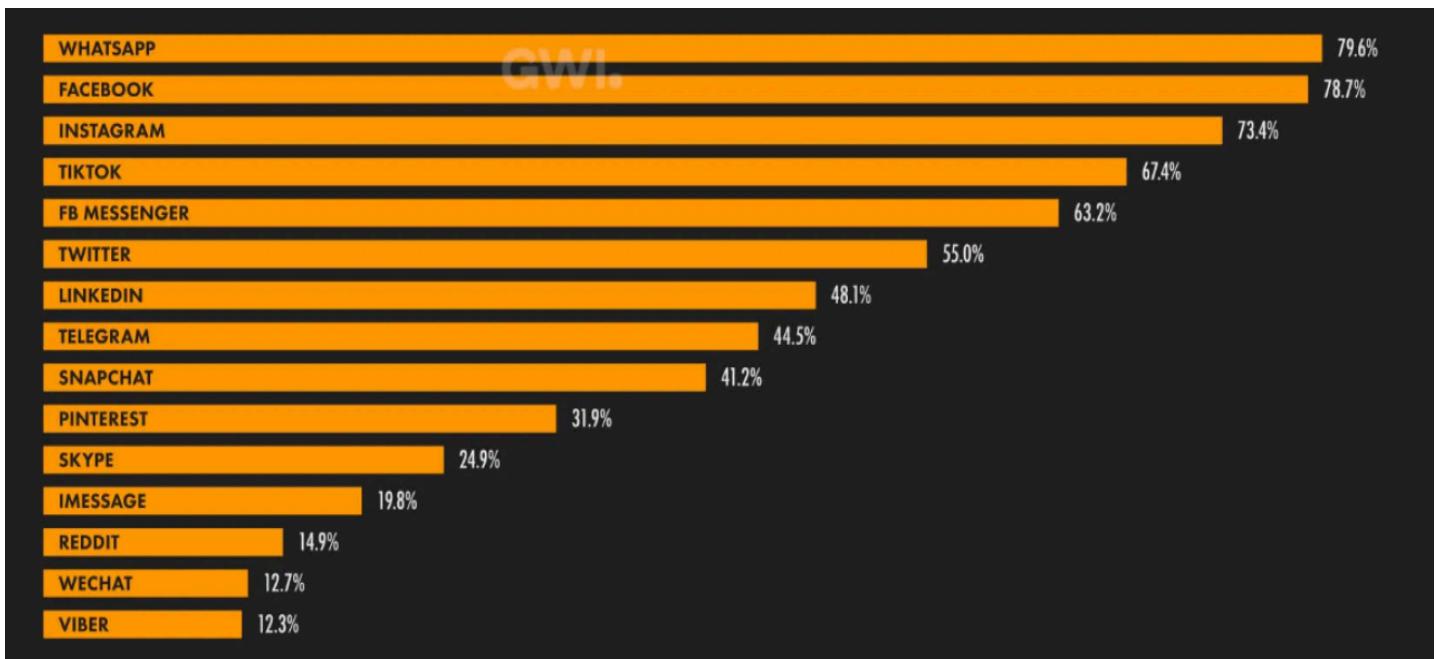
To effectively market MOS Burger's unique offerings and expand its customer base, a comprehensive marketing strategy that encompasses various channels and techniques is essential. Here's how MOS Burger can implement each aspect for promotion:

#### **Social Media Groups:**

MOS Burger should identify and engage with social media groups that align with its target audience's interests, such as food enthusiasts, health-conscious individuals, and fast-food lovers. By actively participating in these groups, MOS Burger can provide valuable content, answer questions, and foster discussions related to healthy eating and fast food innovations. After establishing credibility, the company can subtly introduce its products in a non-intrusive manner. While joining these groups is free, MOS Burger might consider investing in sponsored posts or ads on these platforms to increase visibility. Engagement should be regular to maintain visibility and strengthen relationships within these communities.



### Most Social Media Used in UAE:-



As per the reports in the UAE, there are 9.6 million internet users and average daily time spent is 2 hrs 33 min with such potential opportunities in social media marketing MOS burger can target the right audience.

### Professional Associations and Meetings:

Engaging with professional associations or industry groups related to the food industry, hospitality, or health and wellness can be beneficial. MOS Burger can attend meetings, conferences, and networking events to connect with influencers and decision-makers. Opportunities such as speaking engagements or event sponsorships can serve as platforms to showcase MOS Burger's unique value proposition, focusing on its commitment to quality ingredients and innovative menu items. Meeting with cafeterias at universities and schools could also be a great option, as it would cater as a quick and on-the-go option for busy students. Costs will vary based on membership fees and sponsorship opportunities, but regular participation is crucial for sustained engagement with the target audience.

### **Collaborations with Bloggers or Opinion Leaders:**

MOS Burger can collaborate with food bloggers, influencers, and opinion leaders who have a substantial following among the company's target audience. By partnering for sponsored content, product reviews, or endorsements, MOS Burger can leverage the influencers' credibility to promote its products. Compensation and terms should be negotiated carefully, with a focus on aligning with influencers whose values and audience match MOS Burger's brand identity. Campaigns can be run periodically with different influencers to maximize reach and engagement.

### **Industry Periodicals:**

Advertising in industry periodicals, magazines, or newsletters read by food industry professionals and enthusiasts can increase MOS Burger's visibility among key decision-makers. Creating compelling ads that resonate with the publication's audience requires understanding the nuances of each platform. Costs will depend on various factors, including ad size and circulation, but periodic ads can help maintain consistent visibility, and gradually bring in revenue over time.

### **Local TV and Radio Stations:**

Local advertising through TV and radio stations that cater to MOS Burger's target demographic or geographic area can be an effective way to reach potential customers. Developing engaging commercials that highlight the unique aspects of MOS Burger's offerings, such as their commitment to fresh ingredients or innovative menu options, can capture the audience's attention. Advertising rates will vary, but selecting the right time slots and frequency can optimize campaign effectiveness. For cheaper alternatives, word of mouth would be a great form of advertisement, but would require time in order to build deep customer relationships and maintain loyalty through food quality and services.

For MOS Burger, crafting a marketing campaign that resonates with consumers' needs, desires, and values is crucial. This involves highlighting the unique value proposition of MOS Burger's offerings, focusing on the emotional benefits of dining at MOS Burger, and tailoring messages to address specific consumer segments. Utilizing a mix of traditional and digital channels, incorporating compelling visuals, and creating personalized messaging can enhance engagement. Additionally, localizing the brand presentation and continuously gathering market feedback can further refine MOS Burger's appeal to new and existing markets. By implementing these strategies, MOS Burger can effectively increase its market presence and convince consumers of the value of its product offerings.

Key decision-makers in purchasing MOS products encompass:

- Individual Shoppers who value uniqueness, fresh ingredients, and prioritize sustainability and cleanliness.
- Parents and Guardians who weigh convenience, child-friendliness, budget, and other considerations.
- Company Cafeterias or Catering Services, where food service managers or those in charge of employee meals make the choices.
- Franchise Owners act as the principal decision-makers for acquiring products and services.
- Social Media Influencers who partner with MOS Burger can sway consumer purchasing decisions.
- Convenience Seekers who lead fast-paced lives and value quick and easy meal solutions.
- Brand Reputation, molded by marketing efforts, promotional activities, customer experiences, and online reviews, influences perceptions and choices.
- Seasonal Offers may draw in new customers, appealing to those looking for something different or seasonal.

These channels illustrate the diverse audience and factors influencing the purchase of MOS products, highlighting the importance of tailored marketing strategies to meet the varied needs and preferences of each group.

**The best way to reach the decision makers to promote our client's products include:**

1. **Individual purchase decisions:** Social media marketing, content marketing and targeted ads and highlight about Interactive AR menu which shows proteins, calories and other facts of each menu , limited edition ‘Chef’s collaboration’ Burgers, customize burger flavors through mobile apps.



2. **Parents or guardians:** Family oriented promotions like combo, kid friendly options and offer MOS themed boxes kid friendly fun activities, Interactive game area and activities for kids while parents order.

**3. Company cafeterias or catering:** Direct outreach, participate in industry events and offer subscription based catering programs and offer flexible plans with customization, Analyze corporate employee demographics to suggest optimal menu options based on their data.

**4. Franchises owner:** Communication channels and offer reward and incentives and offer AI powered inventory management

**5. Social media influencers:** partner and collaborate with food bloggers, social media personalities and health conscious influencers and track and measure performance and leverage this data to offer targeted promotions.

**6. Convenience seekers:** Partner with popular delivery partners and explore drone deliveries for on the go customers and offer deals or discounts based on the data. Implement voice activated ordering through smart devices in store and through smart speakers like alexa, google home etc

**7. Brand perception:** Partner with relevant media outlets and the food publications and focus on providing positive touchpoints and promote and offer an AI powered virtual brand ambassadors to engage with the customers both online and offline and make use of the AI tools to analyze customers feedback, online reviews, mentions of MOS brand.



**8. Seasonal offerings:** Creating social media hype, and limited time promotion and burgers.

Channels for advertisement such as social media, could be used to take advantage of ongoing trends in order to connect with customers. Creating collaboration within the community - influencers, well known people, and the general public, could also help boost our sales. Lastly, targeted email marketing would make our customers feel like they are special, as they would be targeted towards our top buyers and rewarded with promotions. This would lead to strong word of mouth in regards to our innovative practices and offering to our clients.

## Message

There are many ways that customers can be convinced to buy the products of MOS Burger. However, the best way to convince customers to buy the products is to market the high quality ingredients used in the menu which in turn have a better outcome in health and nutrition for the customers. With healthier and more fresh menu items, customers are more likely to indulge in the products without having to worry if the products are bad for

their health. This could promote customers to be more likely to try other and more items on the menu. This could help expand MOS Burger into Dubai as people in Dubai are looking for healthy, organic, and innovative cuisine which can all be provided by MOS' versatile menu.

The main message of the marketing campaign should include that MOS' food items are so fresh, healthy, and nutritious that customers will not hesitate to indulge in the innovative, delicious foods provided by MOS Burger. This main message should be presented visually in social media ads and/or commercials where the quality of the food can be presented to the customers. Alongside with visuals, real customers should be able to give their take on how they feel about the products of MOS Burger. These customers should review the freshness, quality, and taste of the items.

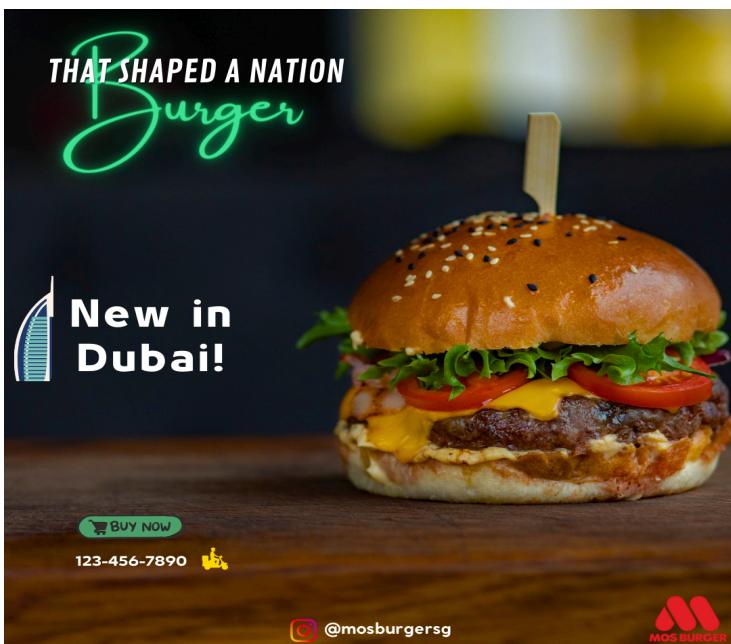
Possible slogans include:

- “Fast, Fresh, and Uniquely Japanese”
- “Bite into Tradition, Taste the Innovation”
- “MOS Burger: Where You Eat Fresh”
- “So Fresh, You Won’t Stop Indulging”

These slogans capture MOS Burger's emphasis on innovative, delicious food items, the freshness and high quality of the food items, and the healthy and nutritiousness of it all.

MOS Burger's logo can be found either in a variation of the colors red, white, or green. The red is minimal, but the green color signifies healthy and naturalness. This ties in with the main messages of MOS Burger, so that aspect does not need to be changed. MOS stands for Mountain, Ocean, and Sun which is the founder of MOS Burger's way of saying he loves human beings and nature. With this message, it can show customers that MOS Burger is truly committed to serving the best items they can to customers. With such dedication, the messages of MOS Burger are hard to deny and distrust. MOS is doing good with its logo and marketing thus far visually.

### Promotional materials:



This is our idea for a potential post on Instagram. We used green items to recall the concept of healthy food, a strong point of MOS BURGER. We also add the Burj al-Arab icon, so everybody can immediately think about Dubai. The style is simple, but it is possible to recognize the points we want to leverage: MOS FOOD, hamburgers and Dubai.

## Section 3. Operations Management

### Market Entry Mode

There are three entry modes: wholly owned subsidiaries, joint ventures, and licensing only with no capital. Joint ventures also have two options, either directly owning the stores or allowing franchises in a certain area (called sub-franchise).

We would consider licensing and franchising as the potential method of entry into the market.

The type of business license will affect several factors, such as choosing between mainland and free zones in Dubai. Dubai has strong regulation for franchising and licensing like mandatory registration in concerned authority and can enjoy benefit of 100% foreign investors owned, company, wider market access, offer exemptions from corporate and income taxes for a set period, indirect access to local expertise, reducing financial burden etc

#### 1. Compliance with Local Regulations:

Dubai's regulatory environment is conducive to franchising, but it requires careful navigation. By opting for franchising, MOS Burger can leverage the expertise of local franchisees who are familiar with the necessary legal and business registration processes. This ensures compliance with local laws, including those related to business licensing, mandatory registration with the appropriate authorities, and adherence to food safety and employment standards. Dubai mandates that franchises register with the Commercial Compliance & Consumer Protection (CCCP) sector in Dubai Economy, which can be more seamlessly managed by a local partner.

#### 2. Market Access and Localization:

Entering the Dubai market through franchising allows MOS Burger to adapt its offerings to local tastes and preferences more effectively. Local franchisees can provide valuable insights into consumer behavior and preferences, facilitating the customization of menu items and marketing strategies to align with local cultural and dietary practices. This localized approach can enhance customer acceptance and brand resonance in a market that values both global brands and local adaptations.

#### 3. Reduced Capital Expenditure:

Franchising minimizes the financial burden on MOS Burger by transferring the investment requirements and operational expenses to the franchisee. This mode of entry enables the brand to expand its presence without allocating substantial capital towards establishing and operating new outlets. This is particularly advantageous in Dubai's competitive F&B landscape, where upfront costs can be significant. Moreover, the franchise model aligns with Dubai's incentives, offering exemptions from corporate and income taxes for a specified period, further reducing the financial load on the parent company.

#### 4. Risk Mitigation:

By franchising, MOS Burger can mitigate market entry risks associated with unfamiliarity with the local business environment. The franchisee assumes a significant portion of the operational and financial risks, including those related to market fluctuations, real estate, and local competition. This risk-sharing model enables MOS Burger to focus on brand and product development while relying on the franchisee's investment in the local market dynamics.

## 5. Rapid Market Penetration:

Franchising facilitates faster expansion across Dubai compared to establishing wholly owned subsidiaries. Franchisees, being local entrepreneurs or established businesses, can rapidly scale the brand's presence across different parts of the city, leveraging their existing networks and resources. This accelerates market penetration and brand visibility, essential for gaining a competitive edge in a market with a high turnover of food and beverage concepts.

## 6. Benefit from Local Expertise and Networks:

Local franchisees bring in-depth knowledge of the Dubai market, including consumer preferences, business practices, supply chain logistics, and local government regulations. This expertise is invaluable for MOS Burger in navigating the complexities of the Dubai market. Moreover, franchisees often have established relationships with suppliers, real estate developers, and government officials, which can facilitate smoother operations and potentially preferential access to prime locations.

## 7. Sustainability and Growth Prospects:

Dubai's strategic location as a business hub in the Middle East offers MOS Burger the potential to use its Dubai franchise as a springboard for further regional expansion. The success of the franchise in Dubai can serve as a model and catalyst for entering neighboring markets, leveraging the city's reputation as a trendsetter in the food and beverage sector.

In conclusion, franchising as a mode of entry into the Dubai market offers MOS Burger a balanced approach to expansion, combining the benefits of local expertise and networks, reduced capital expenditure, and compliance with local regulations, all while allowing for rapid market penetration and scalability. This strategic choice aligns with the brand's growth objectives and the dynamic nature of Dubai's food and beverage industry.

### Logistics:

Since MOS Burger is looking to expand into Dubai, how we procure our ingredients is going to be important. Ingredient procurement will center on maintaining quality while using cost-effective strategies. Some strategies include: sourcing locally, using global supply chains, and adapting to local tastes.

With sourcing locally, MOS Burger can partner up with local suppliers in Dubai. This partnership can provide fresh ingredients such as meats and/or produce that will maintain the quality of the foods made from the ingredients. Another way MOS can source locally is to modify menu items to include ingredients that are readily found in the Dubai markets. Using resources that are already available will be cost-effective. Not only that, the new tailored menu items may entice more people in Dubai to try the MOS' food since it includes ingredients they are familiar with.

With global supply chains, MOS can continue to export ingredients from Japan to Dubai. This would keep MOS' reputation of fresh, healthy, and quality foods. However, a downside of this is that it can become costly. To cut down costs of this, MOS can just export specific ingredients that make up the signature food pieces of MOS. This way, Dubai can get a glimpse of what MOS is all about. Another downfall could be MOS having to comply with the regulations of exporting and importing ingredients over Japan and Dubai. This can become time consuming and be costly.

Lastly, this was briefly touched on, but MOS can adapt to local tastes. By doing research on the culture of Dubai, MOS could possibly modify their food items to fit in with the tastes the people of Dubai are familiar with. Some people are scared to try new things, so establishing a place of familiarity is more inviting than something you've never tried before. MOS could slowly start with modified items, and when they are known in Dubai, then can they shift back to their original ways. If MOS decides to modify their menu items to fit local tastes, it could be more effective to procure ingredients by using readily available ingredients.

### **Sustainability:**

**Better Packaging:** MOS can use packaging that doesn't harm the environment, like stuff that breaks down easily or can be recycled. They should also use kitchen and restaurant equipment that uses less power.

**Helping the Community:** MOS can work with groups in the area to help clean up or plant trees where they have restaurants. They could also help teach kids and people in the community about taking care of the environment.

**Treating Employees Well:** MOS can make sure they pay their workers fairly and give them chances to learn more and move up in their jobs. They should also make sure to hire people from all kinds of backgrounds.

**Buying Local:** MOS can buy food from local farmers and producers to help the local economy and cut down on pollution from transporting goods. They could also give away food that they don't sell to local food banks or shelters.

**Teaching About Being Green:** MOS can tell their workers and customers why it's important to look after the planet, using signs in their stores, posts on social media, or handouts.

**New Food Choices:** MOS can add dishes made from eco-friendly ingredients or more options that don't include meat to help the environment. They can also work with suppliers who farm in a way that's good for the earth.

### **Organization:**

In terms of organization, we chose the E: H<L model, as it seemed the most appropriate and in line with our company's values. Our aim is to give importance to local companies, enabling them to take the initiative and grow where they are, and to give importance to the brand abroad. This is particularly important as the people in the country in question, i.e. Dubai, are more familiar with the culture and values of the place and will therefore know better the market, and so, how to take initiatives to improve the brand there.

The aim would be to strengthen the links between local businesses and the MOS burger head office, by mixing local employees and some managers from Japan. To help this connection, we'd first create a platform just for MOS employees, enabling communication between all MOS businesses and making it easier and more fun to exchange ideas.

But this platform could also be used to ask questions and get answers, as well as to manage teams and make organization simpler.

As for the rules, culture and mentality, these should remain the same whatever the country, i.e. the company opening in Dubai will have to keep the image that MOS burger wants to give in Japan. Values that can be learned and shared via the platform or by creating seminars that enable all employees to meet and share their values, etc...

The aim would be to encourage exchanges between countries and between subsidiaries, to enable more interaction and to help managers to perform better and to create these intercultural relationships.

And finally, we need to make employees aware of this diversity, of the fact that there are now several cultures and not just the Asian one. We need to highlight the need for adaptation, and to do this we need to organize as many exchange meetings as possible, rotate staff, and organize team building activities and to provide training and encourage communication.

### **Recommendations:**

- Develop vending machine system that operates 24/7, offering convenient access to quick snacks for customers on the go and particularly catering to late-night cravings. This initiative aims to minimize staffing requirements while tailoring product selection to both the limitations of vending machines and the preferences of the customers. These vending machines can double as eye-catching signboards to attract the attention of travelers and can help in increasing the awareness of the brand.



- Provide a detailed list of ingredients of menus, where its sourced from to the customers. Showcase videos relating to food preparation process, safety standards, quality control measures, sourcing of ingredients in the led wall of the offline store and also in online and allow customers to interactive tour both physical and virtual.