

Customer Service

410-DJ3-AS

Group number: 8598

Final Project: McDonald's

Team Members:

1. Veronica Vargas – Accounting (Team Leader)
2. Hector Aldo – Sales/Marketing
3. Madusan Somasuntharam – Operations
4. Marisely Nunez – Human Resources
5. Ali Mouttaki – Senior Management
6. Terra van Leeuwen- Purchasing

Presented to Mr. Donald Provençal

LaSalle College
November 27, 2017

Table of Contents:

Section 1: The introduction	2
Section 2: The objective of the “Final Project”	3
Section 3: The findings	3
Section 4: The proposal	10
Section 5: The conclusion	11
Bibliography:	13
Annex 1: Data collected by Veronica Vargas	14
Annex 2: Data collected by Hector Aldo	15
Annex 3: Data collected by Madusan Somasuntharam	17
Annex 4: Data collected by Marisely Nunez	18
Annex 5: Data collected by Ali Mouttaki	18
Annex 6: Data collected by Terra van Leeuwen	19

Section 1: The introduction

McDonald's is a fast food restaurant franchise with more than 35,000 restaurants in over 100 countries. It was founded in 1955 by Ray Kroc, and nowadays it employs more than four million people and serves 70 million customers per day. McDonald is a company known for its fast service when serving food. McDonald has evolved by not serving only french fries and hamburgers, but it is getting into other markets by providing people with different kind of desserts other than icecreams and some salads options.

The multi national corporation McDonald found a way long time ago of reducing costs and provide their restaurant with a secure place to operate by buying all the properties they were putting its restaurants. when, McDonald got into the real state market not only it started to buy all its properties, but also it started to charge every franchisees 8% on top of the franchise fee for the simple fact that they were using McDonald property to operate. The company currently owns all the land, valued at an estimated \$16 to \$18 billion, on which its restaurants are situated.

McDonald is a company that offers value proposition to all its customers, it offers first of all an incredibly fast service regardless how many people are on the line McDonald is not going to make them wait more than few minutes to receive their food, it is for the system McDonald has design on its production department, but its value proposition goes above fast customer service, it includes for instance :

- Convenient locations
- Comfortable seating and in-store facilities
- Consistent quality menu items
- Distinct products, such as the Big Mac
- Good value offering and pricing
- A broad range of food choices – suitable for a variety of ages

McDonald's multinational corporation has a really specific mission to define its goals and make the company move towards them. Its mission, according to their own statement, is ***“to be customers’ favorite place and way to eat & drink. We’re dedicated to being a great place for our people to work; to being a strong, positive presence in your community; and to delivering the quality, service, cleanliness and value our customers have come to expect from the Golden Arches – a symbol that’s trusted around the world.”***

As well, McDonald's visions, according to them, is to ***“become a modern, progressive burger company delivering a contemporary customer experience. Modern is about getting the brand to where we need to be today and progressive is about doing what it takes to be the McDonald’s our customers will expect tomorrow. To realize this commitment, we are focused on delivering great tasting, high-quality food***

to our customers and providing a world-class experience that makes them feel welcome and valued.”

McDonald is one of the first corporation to implement self order Kiosks to its branches making easier to purchase and giving people a new way to do it as well. it was implemented by its CEO **Steve Easterbrook** as of March 2015. The multinational corporation McDonald plans to introduce the concept in 2,500 of its 14,000 U.S. restaurants by the end of 2017

Section 2: The objective of the “Final Project”

Our objectives of the Final Project are to determine the importance of customer service within the various departments of McDonald’s. We hope to determine information about the senior management, marketing/sales, accounting, operations, human resources, and purchasing departments. We wish to find out information regarding the company culture, the customer alignment, error reduction, the use of customer information, customer outreach, qualified and empowered staff, and the product/process/services improvement. We will reach these objectives through a survey we created to ask our respectful departments.

Section 3: The findings

McDonald’s is a multinational company we all grew up going to. We are familiar with it. Thus, it is easier to write and analyze a company once you are a customer of the company and have seen what the company does before doing any prior research. This saved the team time, allowing us to be able to develop the analysis format with more knowledge. So, we could do the analysis more clearly and in a shorter amount of time.

To develop the analysis, first we needed to develop the questionnaire we would ask to the different departments. Thus, to fully understand how the customer service was applied in the company’s culture, we had to know its importance, objectives, feedback system, documentation and saving, if it has quality improvement, and the communication with the internal and external clients in each of the sectors. Thus, to know if each of the departments fulfilled this, we decided to use the same set of questions for each department.

The accounting department of McDonald's has as many flaws as it has attributes. We can see that through its customer service. They do see the importance of customer services and acknowledge its importance. This shows how the company does try to be customer centric. The fact that a department such as accounting shows the way the company follows one of the most important principles of the most effective Customer Service system, ISO 9000, even when the company does not implement this service, is a good way of seeing if it follows an effective customer-centric culture. However, it lacks quality when it comes to its objectives. They are in good conditions but the fact that the company does not have a high enough margin of actually achieving the customer service goals leaves a big room for improvement.

The communication in this department also leaves this feeling. It is not bad but it is not on its prime. It is good when it comes to the internal clients, while barely above what would be considered basic when it comes to external clients. This could be because of the lack of practice of the department or due to the company culture. However, it is unknown, and, could hurt the company. Consequently, as the communication is not as good as it should, the feedback is also barely above the basic requirements. And, the lack of feedback could also be one of the reason why according to the manager sees the department being to basic when it comes to the promotion of the quality improvement of customer service. On the other hand, even when not primordial, the documentation customer interactions was said to be good. This could be what holds up the service as it is.

Overall, it was shown how the company does have a people-oriented accounting department. It is just that it does not fulfill its full potential.

McDonald's objectives in the **Sales/Marketing** department are extremely important, especially in the last few year mining from 2014 to now. Since Mcdonald's sales overall have been dropping on average of 0.3 percent worldwide. It means the company is not meeting its objectives at its fullest. However, Mcdonald's have been taking action by providing customers with new ways of purchasing, for instance the new self order system, it is been extremely useful for Macdonald by improving its customer service making easier and faster the way of ordering food, but as well it has been useful as a source of marketing strategy , since it is one of the restaurant if not the only one that is offering this way of buying within its branches.

McDonald's customer service in marketing/sales department is very important as it looks for **Better Social Media Support**; it is an important side of the company since Macdonald's customers service goes much more than sales within the branch and advertisement on Tv. It also plays a very important role **For Content Creation Ideas**; it means that McDonald's customer service needs to have a really good approach to customers since it is going to lead to new ideas and ways to do marketing. One of the most important parts of customer's service in Marketing/sales is **Setting Customer Expectations**, McDonald's is a company with a different approach to customers service, for instance when people go to McDonalds to buy a burger , people do not expect a waiter giving them a professional service; people expects a fast service, therefore McDonalds uses its fast customers service as part of its marketing strategies as well.

McDonald's is very good at communicating with its employees, it is not only because employees need to be update all the time in case a new product comes out to the market, but it is also because McDonald's understands engaged employees are highly motivated, providing a valuable, productive and cost-effective service. They make an extra effort or go the extra mile, making a measurable difference in their results and the value perceived by our customers.

McDonald's is working really hard on its Sales and Marketing departments, since it understands people need to know that McDonald's has quality food and that it is a safe

place to eat, because recommendations and reviews have always been valued by prospects and customers, as they come from a third party and the perception is that the reviews and recommendations are independent of McDonald and therefore carry more credibility. In the digital age, they are extremely influential, due to the reach and power of social media and online media. During sales interactions, encouraging the customer to recommend a friend or give positive feedback can have an impact on the growth of the business through increased brand awareness and sales.

McDonald's **operations management** is an essential factor that is related to customer service. Operations management supports the company's position as one of the world's biggest fast food chains. The operations management department must make many important decisions that ensure that both internal and external clients are satisfied. There are many various strategies that operations coordinate to ensure that the organization outputs optimal productivity and performance. These are the 10 strategic decisions of operations management uses to sustain itself as the global leader in the fast food industry:

- Design of Goods and Services
- Quality Management
- Process and Capacity Design
- Location Strategy
- Job Design and Human Resources
- Supply Chain Management
- Inventory Management
- Scheduling
- Maintenance

McDonald's deems that its customer service within the operations management department is very important. In order to ensure that everything is running smoothly and at maximum efficiency, they have to establish distinguished customer service within, as well as outside the company.

The customer service objectives within operations consist of:

- Maintain satisfaction level of both clients and employees
- Make sure maintenance and equipment are up to date
- Maintain quality and service level
- Find and hire well trained employees

Operations Management has to maintain the satisfaction level of both their clients and employees. This is a key factor, by keeping their employees happy at work they are more likely to stay, which saves cost on McDonald's end because they do not have to keep finding and constantly training new employees. This therefore decreases the organization's employee turnover rate. Aside from employees being happy and willing to stay, it will increase the level of performance the employees' will output. By keeping their employees happy they are more likely going to work to the best of their ability, which ultimately increases productivity and efficiency. Secondly, by ensuring customers that leave

McDonald's are satisfied with the service, there is a high probability that these customers will return again, thus resulting in increased profits.

By keeping maintenance and equipment up to date, there is a higher chance of the organization working better and more efficiently which prevents problems for employees, thus eliminating factors that may decrease a customer's satisfaction. The quality factor is a major objective in operations management. Quality management is controlling, and improving the level of quality in their products and service. Keeping the quality of products and services within McDonald's is really important. No matter what a business wants to sell quality is a key factor that customers tend to look for nowadays.

Employees play a key role in the customer service objective. By finding and hiring employees who are willing to work and go above and beyond for a customer is a great look for McDonald's and it will also increase the satisfaction level of consumers. The better the employees are the faster they can turn-over customers, resulting in increase in sales and revenues. McDonald's tries to ensure that these objectives are met, and they deem that it is quite important for them to reach and maintain these objectives. This is because these objectives play a key role in customer service and the level of satisfaction of both internal and external clients.

Communication with internal employees is very important. If Managers and Employees in McDonald's do not communicate it will be difficult to work and cooperate with each other as a team, thus resulting in them being unable to deliver better customer service to consumers. The importance of communication with external clients is very high as well. In McDonald's, external communications is conducted mainly between customers, stakeholders, and outside services such as uber eats. The communication to the three is either done by employees or managers. The main goal of communication between internal and external clients is to maximize profits as well to provide better customer service.

Everybody within the department of operations management is conducting some type of customer service. It is their duty to maintain the customer service level provided to both internal and external customer. Operation management's role is to consistently keep or improve the work environment as well as the service and products provided to employees and consumers. McDonald's cares very much about its consumers feedback. Consumers are allowed and encouraged to go to their website to further explain how McDonald's can improve or if they any questions or to give any complaints that they might have.

Due to the fact that McDonald's is one of the biggest fast food chain in the world, it is hard to track all the complaints and ways to improve their products or services. This is due to the fact that there is an enormous amount of people that go to McDonald's every day, thus making it difficult to document some of the customer service interactions.

Lastly, the operations management department really does promote the quality improvement for customer service. It is an essential factor to always maintain and improve the customer service provided within as well as outside the organization. The happier the

customers and employees are, the better the business will do in terms of increasing sales and revenues, which essentially is the goal McDonald's is trying to achieve.

The **human resources** responsibility is to establish control in the company among employees and employers. It is an important department because these people can make the difference of the company by knowing who to recruit, provide trainings and evaluations, know how to solve problems and how provide a good service. McDonald's' mission statement is: "Do not worry about making money, love what you are doing and always put the customer first". Which let us clearly know that McDonald's is a customer centricity company. In other words, customers are really important for this company because by having more pleased customers will allow the company to increase sales.

The objective of McDonalds' human resources department is to motivate internal customers. This motivation will make internal customers feel happy and satisfied and they will attract more external customers by providing to them a good customer service. Which is really important for McDonalds in order to increase and keep valuable customers. Being customer centricity will help the company to increase revenue and sales (happy customers bring new customers). Also, by having satisfied employees will make easier for them to meet the company's objectives. It is not easy to measure the objectives' time response from internal and external employees because it depends on the people's interest. Sometimes for some employees it is difficult to understand and to meet the objectives of the company, and for others to accomplish the tasks required is simpler.

In McDonalds is important to have a good communication among internal clients because it will help to the achievement of goals, will create a comfortable working place, it helps to solve problems among workers and to improve teamwork. So, McDonald's always try to improve the communication among employees for the good of the company. On the other hand, communication with customers is not always easy. Since McDonald's is based on customer centricity, the team always try to satisfy the customers' needs and to have a good communication with them because a bad experience can cost expensive for the company.

McDonald's receives positive and negative feedback constantly. Lastly, McDonald's quality of service decrease for example, customers exceed the waiting time in line, bad cleaning of the space (bathrooms and tables), mistakes in the orders, etc. Employees have to be evaluated and receive more trainings to avoid this kind of problems with clients. Most of the feedback that McDonald's receives it is through social media because nowadays it is much easier than before to spread the word of a good or bad experience to the people around the world. For that reason, McDonald's needs to document all interaction with customers. Because if there is any issue with the customers, the company can be able to verify this information and to solve problems faster. To document interaction with customers, McDonald's record all conversations by phone and it has cameras all over the restaurant.

In order to improve quality in the service, McDonald's provides constant trainings and development to managers and employees. Managers spend more than 2000 hours over four years in trainings, and these managers are in charge to evaluate the performance of each

employee twice per year. To verify if employees are doing well their job and how they can improve and if they have good knowledge of the company's goals.

Customer service is considered very important in the **senior management** department. McDonald's seems to strongly agree with this statement, as it is the service and the quality given to the customer that defines the business. McDonald's focuses on offering quality food along with quality service. "I'm Loving It", is what the business is offering, quality products and services that result in that reaction. Customer service objectives in the senior department represent a general idea of the company's customer service objective as a whole. Senior management department is the business's department that sets general objectives and goals for the rest of the departments to detail and achieve. McDonald's senior management department value its customer service objectives at a high importance as it represents the company's goals and objectives.

Although McDonald's value their objectives highly, they don't seem to agree on the time frame to achieve the objectives. McDonald's communication level with its internal clients is at medium degree, weaker than it is supposed to be. This shows the connection between the communication and achievement levels, how the communications between employees and departments hinders the degree of achievement of the objectives. On the other hand, the company's communication with external clients is at a high degree. One of McDonald's' main objectives is customer satisfaction. In order to achieve this objective, the level of communication between the business and its external clients should be maintained at a high and stable level. The different levels between the communication with external clients and internal clients portrays how McDonald's is focusing its resources, time, and communications towards external clients more than its internal clients. Other than traditional customer service communication ways, McDonald's has also implemented several social media platforms as a mean of communication with its external clients. Social medias like Facebook, Twitter, and Pinterest.

A fairly great level of employees doing customer service in the department displays how McDonald's is allocating its resources to have an equal amount of focus on each of its departments. Though, the valuation at a fairly great-level shows that the business is putting enough resources on customer service in the senior management department.

The level of feedback received in the senior management department is certainly important. Studies show that McDonald's uses Twitter as one of its means of receiving feedback. McDonald's has several accounts on Twitter: two main accounts and different accounts accustomed to countries they are located in. Feedback is received through all of the accounts. Custom accounts respond to a handful of users per day but only the positive feedback. The official corporate account answers a greater amount of feedback. The third account shows McDonald's dedication toward its customer service. McDonald's is dedicated to customer service feedback, the third account, is dedicated to respond to customer complaints.

The senior management department seems to not be fully documenting its customer service interactions. This doesn't necessarily mean they are not taking action on

documenting interactions. Systems of documentation are implemented in the department, but are either not used properly or not used at all.

The department focuses on promoting quality improvement with objective care. To further develop on the rating, studies made show that in Canada McDonald's implemented free Wi-Fi in 1400 plus locations to increase the customer's experience and satisfaction. Further research uncovered that on September 7, 2011, McDonald's Canada invested \$1 billion dollars to transform its brand. Within the investments a part was allocated to enhancing customer service. These findings show how McDonald's senior management implements and promotes quality improvement for customer service.

McDonald's says that there are three key components holding their business together; the employees, the owners, and the suppliers. As the suppliers are one of the key factors they put heavy emphasis on their relationships with their suppliers, which is managed by the **purchasing department**. This brings us to the importance of the purchasing department in relation to customer service. The goal of the purchasing department is to acquire the necessary goods in order to meet the company's goals and fulfill their needs. The main activities of the purchasing department are:

- Determine company needs in terms of needed inventory
- Select suppliers
- Select the best value in terms of quantity, quality, price, and reliability
- To maintain good relations with suppliers
- Negotiate with suppliers
- To provide a steady flow of materials needed for company operations

McDonald's cares very much about their service to their suppliers and their relationships. They strive to maintain strong relationships with all of their suppliers. In order to maintain these relationships, they need to put a lot of work in their service regarding their suppliers. Some of their supplier relationships have been ongoing since the 1960's. This demonstrates the importance that McDonald's places on customer service pertaining to their suppliers.

McDonald's objectives for the purchasing department are as follows:

- To establish and maintain long-term relationships with suppliers
- To find suppliers who produce sustainable products
- To effectively produce purchasing plans and forecasting
- To maintain transparency in the purchasing process
- To develop a proper contingency plan
- To ensure deadlines are met as timing is important

As we can see one of their objectives is to maintain long-term relationships with suppliers. As the suppliers are the ones supplying all the products they would not be able to keep their business running without them. For this the objectives reflect the importance of those relationships. McDonald's works very hard to ensure their purchasing department

objectives are met. This is evident through their many initiatives they take. Firstly, we can see supplier relationships objectives are met through their longstanding relationships with many companies for example Keystone Foods. Keystone Foods has been a supplier of McDonald's for over 50 years. Additionally, we can see their sustainability objective is met through their Global Sustainability Framework that was implemented in 2014. Furthermore, their objective to effectively produce plans is important as they created a Restaurant Supply Planning Department in 2004. Their transparency objective is evident when they released their "Our Food/Your Questions" series about where they sourced their food from. Their contingency objectives are revealed through the president of McDonald's biggest distributor, Brian Hancock. He says that McDonald's is one of the best prepared restaurants in the world. Lastly, they always meet deadlines as they have a very strict system in place to ensure everything arrives when is supposed to arrive. Therefore, we can see that McDonald's objectives from the purchasing department are consistently met.

The communication between employees and internal clients within McDonald's purchasing department is very good. In order to keep everything running smoothly they have to effectively communicate with each other to meet objectives. As we saw previously that the purchasing department's objectives are consistently met we can conclude that the communication between employees is also very strong. The communication with external clients is similarly strong to those with internal clients. They have to maintain strong relations with their external clients as their business heavily relies on them. This is shown again through their many longstanding relationships with their various suppliers.

When asked it was said that 3-4 employees do customer service in the purchasing department. In reality, all the employees in the purchasing department do some form of customer service whether it be with internal or external clients. Employees in the purchasing department are constantly receiving feedback on their customer service. This feedback includes having returning suppliers, deadlines being met, and all the objectives are being met. This is a form of positive feedback. Furthermore, their interactions with various clients act as a form of feedback which can be negative or positive feedback.

The customer service interactions that are seen as vital to the operations to the business are of course documented. Everyday interaction between employees and some communication with suppliers is not documented. Although McDonald's has strong objectives and are very good at meeting those objectives they do not push this department to better their customer service. This department does not have training to better their customer service.

Section 4: The proposal

We think that they should implant a customer service plan that enhances the values we deem as important. This are the ones we asked, communication with internal and external clients and the customer service's importance, objectives, feedback systems, documentation, and quality improvement. and, as it was mentioned before, these improvements to give the vision of a company that can provide the clients internal and external clients in the best way possible, to provide the best satisfaction possible.

The company should seriously focus on improving its communication with both internal and external clients, its feedback acquisition and get quality improvement for customer service. One of the most important thing in a company is to recruit the perfect people to get better results and success. McDonald's needs to maintain the level of quality workers, if they can find better workers this can enhance the level of customer satisfaction.

Lastly, customers complain about the service provided from employees, for that reason the company needs to do trainings more often and evaluations on the employee's performance to improve customer service and to avoid negative feedback. An idea to avoid this negative experience is to document interactions with difficult customers. Thus resulting in demonstrating to other employees how they go about resolving issues if they ever come across a difficult customer in the future. The company has to focus more on the importance of customer service within the purchasing department and to add training on specific communication with suppliers regarding topics such as negotiation. The company to motivate and to improve the quality of employees should applied job enlargement (combining and adding various activities at the same level in the organization to the existing job) and job enrichment (additional responsibility normally reserved for higher level employees) because happy and satisfied employees will make happier customers.

Mcdonald's should improve the communication level with internal clients in order to understand and achieve the objectives properly, and as we mentioned before the documentation of customer interaction is important as it keeps a record of past feedback and current feedback. Senior management department should focus on improving or implementing a better documentation system.

McDonald's not only has to be more accessible when comes to receive people's feedback , but it also has to promote the culture to people of giving their feedback to the company. And finally, the company needs to put more effort on involving people on a post-purchasing experience using it as source of marketing strategy creating loyal customers.

This measures should be taken into action as soon as possible and be done constantly. If it also promotes a higher quality improvement of the customer service, soon it will. This way, the company will apply the improvements we suggested and even more with time. Thus, it will only grow stronger. However, to do this, it is also needed to train the staff. As a better communication is not the only thing that they need to learn, the employees need to be trained to achieve the suggestions aforementioned. Hence, as the constant innovation is applied to the company, the constant training of the employees to perform better customer service is a process that McDonald's should take care of to achieve their own vision to give a modern and valuable customer service.

Section 5: The conclusion

Mcdonald's is a company that offers value proposition to all its customers, it offers an incredibly fast service regardless how many people are on the line Mcdonald is not going to

make them wait more than few minutes to receive their food, it is for the system McDonald has design on its production department. Even though the company offers a fast service during McDonald's is having negative comments on customer service.

Our objectives were to determine the importance of customer service within the various departments of McDonald's. We reached these objectives through a survey we created to ask to the different departments. We found that McDonald's being such a big company with a huge amount of employees needs to have always trainings and evaluations of workers within all the departments because we found that all the departments have issues related to negative experiences in customer service. It is important to provide a good customer service to the clients in order to create a good reputation, to avoid negative feedback, to attract more customers and to keep loyal customers. Also, this company has to improve communications among departments to have a better understanding and to meet objectives. The company has always positive and negative feedback, to avoid dissatisfaction the company can ask to customers their opinions before they give a negative feedback in the medias.

McDonald also needs to motivate always its employees by giving them empowerment on important decisions, adding job enlargement and job enrichment, promotions, recognitions, etc. because employees need to feel important and part of the team. As a result, the employee will performance better her/his job and give better results to the company.

Bibliography:

Sales/Marketing:

- <http://mcdonaldsteam3.blogspot.ca/2010/05/mcdonalds-introduction.html>
- <http://marketrealist.com/2014/07/must-know-company-overview-mcdonalds/>
- <http://www.marketingstudyguide.com/value-proposition-example-for-mcdonalds/>
- <https://www.investopedia.com/terms/v/valueproposition.asp>
- <https://www.thebalance.com/writing-business-plan-concept-value-proposition-1200835>
- <https://www.britannica.com/topic/McDonalds>
- <http://businessstakeholderinformationcadburymcdonalds.weebly.com/mcdonalds-introduction.html>
- <https://blog.oxfordcollegeofmarketing.com/2014/10/17/the-important-role-of-sales-in-a-n-organisation/>

Operations:

- Gregory, Lawrence. "McDonald's Operations Management, 10 Decisions, Productivity." Panmore Institute, 5 Feb. 2017, panmore.com/mcdonalds-operations-management-10-decisions-areas-productivity.
- "Analysing the communication process in McDonalds." UKessays, 23 Mar. 2015, www.ukessays.com/essays/management/analysing-the-communication-process-in-mcdonalds-management-essay.php.

Human Resources:

- <http://jobdescriptionandresumeexamples.com/mcdonalds-manager-job-description-example/>
- <https://www.mcdonalds.com/ca/fr-ca/careers/training-and-benefits.html>
- <http://news.mcdonalds.ca/en-CA/Media-Statements/Update-on-Canadian-Employment-at-McDonald%E2%80%99s-Canada>

Senior Management:

- Ballam, Laura. "Senior management's impact on customer service." *TeamSupport customer support software*, www.teamsupport.com/blog/sr-management-impact-customer-service.
- "McDonald's® Canada Invests \$1 Billion in Brand Transformation." *McDonald's Canada - McDonald's® Canada Invests \$1 Billion in Brand Transformation*, news.mcdonalds.ca/en-CA/manual-releases/McDonald-s-Canada-Invests-1-Billion-in-Brand-Tran.
- Moth, David. "How McDonald's uses Facebook, Twitter, Pinterest and Google ." *Econsultancy*, 13 Mar. 2013, econsultancy.com/blog/62329-how-mcdonald-s-uses-facebook-twitter-pinterest-and-google.
- "Objectives of McDonald's." *Bizfluent*, bizfluent.com/info-8360450-objectives-mcdonalds.html.

- “Would You Like Free Wi-Fi With That?” *McDonald's Canada - Would You Like Free Wi-Fi With That?*,
news.mcdonalds.ca/en-CA/manual-releases/Would-You-Like-Free-Wi-Fi-With-That.

Purchasing:

- Liraz, M. (n.d.). Role of Purchasing Department in an Organization. Retrieved November 5, 2017, from <https://www.bizmove.com/general/m6i1.htm>
- Nielson, S. (2013, December 27). Where does McDonald's food come from? Exploring the supply chain. Retrieved November 5, 2017, from <http://marketrealist.com/2013/12/mc-ds-food-come-exploring-supply-chain/>
- Wilson, M. (n.d.). Supply Chain Management Blog. Retrieved November 5, 2017, from <https://www.afflink.com/blog/6-things-weve-learned-from-mcdonalds-procurement-management>
- Wong, B. (2015 , October 27). McDonald's Supply Chain and E-Procurement Management. Retrieved November 5, 2017, from <https://smbp.uwaterloo.ca/2015/10/mc-donalds-supply-chain-and-e-procurement-management/>

Annex 1: Data collection on Accounting

- On a scale from 1 to 5 how would you consider the importance of customer service in the accounting department when 1 is the not important at all and 5 very important?
1 2 3 4 5
- On a scale from 1 to 5 how would you rate the accounting department's customer service objectives?
1 2 3 4 5
- On a scale from 1 to 5 how often are this objectives met? ex: time of response to an internal or external client
1 2 3 4 5

The manager said that it was not a amount very high but not one very low, I tried to specify the question but they could not decide

- On a scale from 1 to 5 how would you rate the communication with the internal clients/ employees?
1 2 3 4 5
- On a scale from 1 to 5 how would you rate the communication with external clients?
1 2 3 3.5 4 5
- On a scale from 1 to 5 how many employees do customer service in the department?
1 2 3 4 5
- On a scale from 1 to 5 do you get any feedback on the customer service?
1 2 3 3.5 4 5

- On a scale from 1 to 5 do you document any customer service interactions?

1 2 3 4 5

- On a scale from 1 to 5 does your department promote quality improvement for customer service?

1 2 3 4 5

I found it pretty curious that the perception of the manager seemed less customer centric than what the company sells itself to be .

Annex 2: Data collection on Sales / Marketing.

When, it comes to talk about Marketing department, it is going to play an important role for Mcdonald's , since Marketing is the way people is going to know about Mcdonald's products, therefore it is going to be correlated with sales department, mastering of course the approach to customers for the introduction of new products and the better performance of already existent products.

- On a scale from 1 to 5 how would you consider the importance of customer service in the Sales/Marketing department when 1 is the not important at all and 5 very important?

it is very important since it is going to make people not just go to the branch once, but also keep going, and spear the word of Mcdonald quality service.

1 2 3 4 5

- On a scale from 1 to 5 how would you rate the Sales/Marketing department's customer service objectives?

Mcdonald objectives are accurate, and they are design to reach the highest quality in people's purchases and Marketing strategies.

1 2 3 4 5

- On a scale from 1 to 5 how often are this objectives met?

It is known that Mcdonald is a corporation that offers one of the fastest service, therefore people expectations are very high regarding the fast delivery food from Mcdonald's ,when, people's expectation are not meet, it leads to a bad customer experience, and it happen more than the company would like to due a high number of customers.

1 2 3 4 5

- On a scale from 1 to 5 how would you rate the communication with the internal clients/ employees when comes to sales/Marketing departments ?

it is very important for the company to have an impeccable communication with employees, since employees are the ones that are going to be giving service to customers. Also Mcdonald understands that an engaged employee is going to give better results that customers are going to perceive right a way.

1 2 3 4 5

- On a scale from 1 to 5 how would you rate communication in Sales and Marketing department with the external clients?

it is important for Mcdonald to have a really good communication with external parties of the company since they are part of Mcdonald well performance as well.

1 2 3 4 5

- On a scale from 1 to 5 how many employees do customer service in the department of sales/marketing?

Marketing and sales departments are an important part of the corporation as every department within Mcdonald with the difference that sales and Marketing involve almost every employee of the company, since those departments are the ones that are going to attract every customer to the company, but also are going to define depending on its customers service performance if customers come back or they don't.

1 2 3 4 5

- On a scale from 1 meaning not at all to 5 meaning always , do you get any feedback on the customer service regarding sales/Marketing department ?

Yes, Mcdonald does get feedback from customers, however it is not as accessible as it should be, therefore not every customer is willing to leave its feedback to the corporation.

1 2 3 4 5

- On a scale from 1 to 5 do you document any customer service interactions when comes to Sales and Marketing ?

Yes, Macdonald always try to document every data possible for the improvement of the company, but it is not always possible.

1 2 3 4 5

- On a scale from 1 to 5 does your department promote quality improvement for customer service in Sales and Marketing ?

Yes, Mcdonald is always trying to improve in every aspect possible, it improves for instance by providing training to its employees, by analyzing the data Macdonald has, by implementing new Marketing strategies, etc...

1 2 3 4 5

Annex 3: Data collection on Operations.

- On a scale from 1 to 5 how would you consider the importance of customer service in the accounting department when 1 is the not important at all and 5 very important?

1 2 3 4 5

- On a scale from 1 to 5 how would you rate the accounting department's customer service objectives?

1 2 3 4 5

- On a scale from 1 to 5 how often are this objectives met? ex: time of response to an internal or external client

1 2 3 4 5

- On a scale from 1 to 5 how would you rate the communication with the internal clients/ employees?

1 2 3 4 5

- On a scale from 1 to 5 how would you rate with the external clients?

1 2 3 4 5

- On a scale from 1 to 5 how many employees do customer service in the department?

1 2 3 4 5

- On a scale from 1 to 5 do you get any feedback on the customer service?

1 2 3 4 5

- On a scale from 1 to 5 do you document any customer service interactions?

1 2 3 4 5

- On a scale from 1 to 5 does your department promote quality improvement for customer service?

1 2 3 4 5

Annex 4: Data collection on Human Resources.

- On a scale from 1 to 5 how would you consider the importance of customer service in the human resource department when 1 is the not important at all and 5 very important?

1 2 3 4 5

- On a scale from 1 to 5 how would you rate the human resource department's customer service objectives?

1 2 3 4 5

- On a scale from 1 to 5 how often are this objectives met? ex: time of response to an internal or external client

1 2 3 4 5

- On a scale from 1 to 5 how would you rate the communication with the internal clients/ employees?

1 2 3 4 5

- On a scale from 1 to 5 how would you rate with the external clients?

1 2 3 4 5

- On a scale from 1 to 5 how many employees do customer service in the department?

1 2 3 4 5

- On a scale from 1 to 5 do you get any feedback on the customer service?

1 2 3 4 5

- On a scale from 1 to 5 do you document any customer service interactions?

1 2 3 4 5

- On a scale from 1 to 5 does your department promote quality improvement for customer service?

1 2 3 4 5

Annex 5: Data collection on Senior management.

- On a scale from 1 to 5 how would you consider the importance of customer service in the senior management department when 1 is the not important at all and 5 very important?

1 2 3 4 5

- On a scale from 1 to 5 how would you rate the senior management department's customer service objectives?

1 2 3 4 5

- On a scale from 1 to 5 how often are this objectives met? ex: time of response to an internal or external client

1 2 3 4 5

- On a scale from 1 to 5 how would you rate the communication with the internal clients/ employees?

1 2 3 4 5

- On a scale from 1 to 5 how would you rate with the external clients?

1 2 3 4 4.5 5

- On a scale from 1 to 5 how many employees do customer service in the department?

1 2 3 4 5

- On a scale from 1 to 5 do you get any feedback on the customer service?

1 2 3 4 5

- On a scale from 1 to 5 do you document any customer service interactions?

1 2 3 3.5 4 5

- On a scale from 1 to 5 does your department promote quality improvement for customer service?

1 2 3 4 5

Annex 6: Data collection on Purchasing.

- On a scale from 1 to 5 how would you consider the importance of customer service in the purchasing department when 1 is the not important at all and 5 very important?

1 2 3 4 5

- On a scale from 1 to 5 how would you rate the purchasing department's customer service objectives?

1 2 3 4 5

- On a scale from 1 to 5 how often are this objectives met? ex: time of response to an internal or external client

1 2 3 4 5

- On a scale from 1 to 5 how would you rate the communication with the internal clients/ employees?

1 2 3 4 5

- On a scale from 1 to 5 how would you rate communication with the external clients?

1 2 3 4 5

- On a scale from 1 to 5 how many employees do customer service in the department?

1 2 3 4 5

A manager at McDonald's said there was 3-4 but I disagree and say all do customer service.

- On a scale from 1 to 5 do you get any feedback on the customer service?

1 2 3 4 5

- On a scale from 1 to 5 do you document any customer service interactions?

1 2 3 4 5

- On a scale from 1 to 5 does your department promote quality improvement for customer service?

1 2 3 4 5

Although they meet their objectives and have very effective customer service in the department they are not pushed to better develop those skills.