

Team 200:

Mos Burger

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Sections completed:

Elizabeth Chester: Section one SWOT analysis and Identify new promising market, part two location and promotion, part three infographic, executive summary

Amira Khaled Farouk Mohamed Abdel Rahman: Industry Definition, competitors, analysis, differentiation amongst competitors, marketing tactics(product and price), market entry mode

Elisa Prelvukaj: Segment the Market: segments targeted, unique selling point, Logistics, stability, organization

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Team 200 Executive summary for MOS Burger

1. Product and competition analysis (page 4 in report)
 - a. Industry and competition analysis
 - Industry identification
 - Fast food industry with a differentiation in food quality
 - Main competitors
 - Mcdonalds (Recognizable, quick, cheap)
 - First Kitchen (Diverse menu)
 - Yoshinoya (Quick, cheap, traditional dishes)
 - SWOT analysis of MOS Burger
 - **Strengths:** Healthier options, affordable prices, a pre ordering system, and online products
 - **Weaknesses:** Slow food preparation time, decline of stores in Japan
 - **Opportunities:** Shift to healthier eating around the world, growing population of older individuals in Japan, and respect for elders in Japan
 - **Threats:** Increase in raw material prices, increase in rent prices, decrease in Japan's population
 - b. Identify new promising markets
 - New promising market
 - Spain (Large population, internationalized)
 - Appropriate conditions(Poverty opportunity to sell affordable food, siesta culture opportunity to prepare in advance, agricultural regulations)
 - Food culture and consumer preferences (Emphasis on meat and fish in both Japan and Spain, regional taste in Spain, later dinner hours in Spain gives opportunity for MOS Burger to stay open later)
 - Existing competitors in Spain(Mcdonalds and Burger King with quick and cheap food, Telepizza with a desirable and reliable menu)
 - Opportunities to enter the market(Unemployment rates allows MOS Burger to grant residents employment opportunities, cultural diversity and inclusion, and internationalized economy)
2. Marketing
 - a. Market analysis and strategy
 - Segment the market
 - Younger demographics, health conscious individuals, further locations new airports, in app purchases, promo code for consumers
 - Segments targeted
 - Tourist areas, high density of students
 - MOS Burgers unique selling proposition
 - Innovative menu, healthy options, and hospitality
 - b. Marketing tactics
 - Products and services
 - Already offers a variety of side dishes and desserts, try offering catering to kids parties and add Spanish flavors

- Price
 - Starting with lower price points, then moving to more competitive pricing
 - Location
 - Near farms, tourist areas, and college campuses
 - Promotion
 - Unite people and make people happy through food. Use a strong social media presence
 - c. Promotion channels
 - More brochures and flyers, social media presence, change brand name
 - d. Promotional materials(page 12)
3. Operations management
- a. Market entry mode
 - Evaluate the company's goals, resources and market circumstances. Franchising allows MOS Burger to grow through granting a local entrepreneur and considerably decreases MOS Burges' investment level and operating risks by means of leveraging on franchisees' knowledge of their respective domestic markets
 - b. Logistics
 - Buy food from local suppliers
 - c. Sustainability
 - Sourcing out your produce from local farms and hiring workers who are looking to work nearby
 - d. Organization
 - Chose: B– Between A and C: Headquarters and the local company have a flat relationship. Having a balance between these too ensures that the company morals and values are carried out within every location

Section 1. The market

Industry Definition

MOS Burger is positioned in the fast-food restaurant industry, which focuses primarily on hamburgers. However, it is differentiated by placing its product in between traditional fast-food and health-driven dining options. While most of the other chains focus more on high-calorie fast meals, MOS Burger has integrated into its menu a new category of fast-food; one that stands for health and freshness. With local seasonings and a high proportion of fresh vegetables, the company caters to a very special target group that demands convenience in fast-food on the one hand but is not willing to forego value in terms of nutrition on the other (*What is MOS BURGER?* 2024). Hereby, the positioning strategy of MOS Burger is able to take a very rare position in a very competitive industry, well demanded by both the lovers of fast-food, and the health-conscious consumers from the other larger and popular chains.

Competitors Analysis

MOS Burger is a well-recognized name in the Japanese fast-food marketplace, positioning itself second among its competitors in Japan. It has found itself facing a more uniquely competitive environment, shaped by both traditional fast-food chains and restaurants orienting their service to a more health-oriented or location-specific clientele. Alongside McDonalds, a global giant that has it all, from a wide menu to a speedy service model, Mos Burger also contends with First Kitchen, which is known for its diversified menu ranging from pasta to burgers, giving an unusual twist to the norm of fast foods. Primarily known for their beef bowls, Yoshinoya is appealing to a rival in an altogether different segment of the fast-food market; that of customers looking for quick, cheap meals that are hearty but not of typical burger fare (Owler, 2024).

Figure 1 - CoCoICHI Curry Dish

Further making the competitive landscape even richer, the presence of CoCo Ichibanya (CoCoICHI), a market leader in the curry rice niche, only shows how diverse Japanese tastes and preferences for fast-food really are. The specialization of CoCoICHI in customizable curry dishes just goes to show a rather unique approach to fast-foods, where individual customer preference and dietary need are absolutely paramount. This variety in competitors, from the burger-focused First Kitchen to the specialized offerings of Yoshinoya and CoCoICHI, underlines the multifaceted nature of competition MOS Burger faces. It is not only about burgers but also quality, speed, and a menu talking to the huge palette of fast-food consumers. From the global brand strength and menu variety with McDonald's to the quick-serve of traditional Japanese dishes at Yoshinoya, focusing on the market around curry dishes at CoCoICHI, every rival brings a very competitive market environment together with its unique selling proposition. Thus, differentiating through focus on quality ingredients, health-conscious products, and first-to-introduce-the-concept MOS Rice Burger allows MOS Burger to find its unique space in this fiercely competitive environment.

Differentiation among Competitors

In Japan's fast-food market, each brand designs its menu and brand personality to fit a specified profile of customers. On the other hand, through some qualities of freshness, and thinking more about healthier options of menu like the rice burger, MOS Burger targets health enthusiasts. This contrasts McDonald's with its heavy, world-renowned menu of traditional fast-food items sold

across the world. First Kitchen injects more variety into the offerings by including items not really belonging to the traditional fast-food variety, such as pasta, to cater to those looking for broader food services within the context of the fast-food environment(Quintana, 2023).

Moreover, the brand positioning further differentiates these competitors. MOS Burger has positioned its brand as premium fast food; the reason is because of the quality of ingredients and the innovation in their menu. This is opposed to what McDonald's carries out, which builds an identity of being a fast, convenient, and uniform global option when it comes to fast food.

Yoshinoya's signature beef bowls bring the chain to an association with a taste from traditional Japanese meals and help place the chain as a source of Japanese comfort food. On the other hand, CoCo Ichibanya is oriented towards the product of curry rice but with a strong feature of customization and individual service orientation, unlike other franchises in the fast-food curry market.

Market presence is another key differentiator. McDonald's boasts an absolutely powerful global presence, including the widespread outlets across Japan, hence highly accessible. MOSBurger is another large chain with a huge presence in Japan and select international markets, famous for its origin in Japan and adherence to taste sensibilities in each market it operates. While smaller and less internationally recognized, First Kitchen and CoCo Ichibanya have been big successes in Japan and actually served as inspirations to many imitators from around the world in terms of offerings on their menus and branding strategies(Quintana, 2023). This wide array of competitors goes on to show the multiple ways in which fast food chains can position themselves through their menu choices, brand positioning, and market presence to try and appeal to a larger chunk of the tastes and preferences of consumers.

Strengths and weaknesses of MOS burger

A few strengths of MOS burger include healthier options, affordable prices, a pre ordering system, and online products. While MOS burger is classified as a fast food chain, it offers substantially healthier and fresher options. For example, MOS burger prepares vegetables in the mornings and takes time to carefully cook and prepare the fresh product. Vegetables are sourced from local farms and served fresh, compared to frozen and defrosted products in chains such as *Mcdonalds*. Another strength is the affordable prices. Typically, the better quality the food the more expensive it is. However, MOS burger offers quality food for affordable prices. This makes the company highly attractive as usually with eating out you would be getting one or the other. Quality or money is often sacrificed when eating out. However with MOS burger, you get both quality and affordable food. MOS burger also offers online products that go beyond the span of food products. Alongside selling products such as frozen rice burgers online, MOS burger sells household goods and appliances. This expands MOS burgers' purpose beyond the scope of fast food. They are able to penetrate more markets(such as kitchen appliances) that build brand awareness, reliability, and convenience. For example, if a customer already visits MOS burger for food, it becomes convenient for them to also shop there for other appliances. Considering that MOS Burger has a good reputation with their food, customers are more likely to rely on them for other products. MOS burger is therefore strengthening their brand loyalty and awareness. While MOS Burger has various strengths, there are also some weaknesses. One weakness includes their slow food preparation time. The downside to Mos Burger preparing their food fresh is the long wait time for customers. Some people do not consider MOS burger fast food due to this.

However, this weakness is made up with an online ordering system. Customers can order online ahead of time so their order can already be processed before they make it to the physical store.

Another weakness of MOS Burger is the decline of stores in Japan. The amount of stores in Japan itself has decreased due to the vast amount of franchised stores in other countries. This is a weakness because MOS Burger may lose some of its core values and identity without stores in the original location. For example, a franchised store in Taiwan may have a different store culture than that of Japan. Without the solidified stores in Japan, other franchised stores will lose sight of MOS Burger's identity. More stores in the original location will help support the founders original intentions (such as quality service and emphasis on nature). Another weakness is the conflict of interest between franchisors and franchisees. Considering MOS burger has a lax operation manuals and instructions. From the design, to the menu, to the service, franchise owners are given more freedom to change up the store. This is what causes the conflict of interest. Moving forward, I think MOS burger should have a tighter and better enforced operation manual. This ties into the previous point, and how franchise owners lose sight of the MOS Burgers purpose and identity.

Opportunities and threats of MOS burger

Some opportunities MOS Burger can take advantage of is the shift to healthier eating around the world. In terms of Japan, there is an emphasis on healthier eating built into the culture. For example, Terry Huang, a health policy professor at the City University of New York, states, "Culturally, when it comes to food, there is a stronger emphasis on quality and refinement in the preparation of each dish as opposed to quantity," (Noguchi 2023). Considering the number of stores in Japan has decreased, this may be an incentive to turn around and open more stores in Japan to take advantage of the more health conscious demographic. In terms of other countries around the world, such as the United States, there has been a shift to healthier eating post-pandemic. For example, Anne Grimmelt of *Mckinsey and Company* states, "The pandemic has had real impact on the eating patterns of consumers across countries, age groups, and income levels. Conscious consumers report eating fresher, healthier foods, especially fresh produce (40 percent) and food without artificial ingredients (33 percent). Many are cooking more meals at home, where they have greater control over what they eat (40 percent)" (Grimmelt 2022). The shift to healthier eating in other countries presents an opportunity for MOS Burger to target a greater amount and more diverse consumers. MOS Burgers healthier menu will find itself attractive in countries such as the U.S following this trend. Another opportunity for MOS Burger is their growing population of older individuals and respect for elders. There is a high respect for the elderly in Japan. According to *Japan Nihon*, "In Japan, the elder is seen as a source of wisdom and guidance, and they are highly respected by younger generations. This respect is rooted in Confucianism, which has been a major influence on Japanese culture since its introduction to Japan during the 6th century AD" (Japan Nihon 2023). Alongside this long rooted tradition is the growing population of older individuals. According to Charlotte Edmond from *World Economic Forum*, "More than 1 in 10 people in Japan are now aged 80 or older, and the country consistently rates as having the world's oldest population." (Edmond 2023). There have been implications on the workforce in Japan because of this. For example, Edmond states, "In 2022, almost half of Japanese firms relied on workers over the age of 70." (Edmond 2023). Another quote from Edmond states, "Japan is already facing a labour shortage, and by 2040 it could be short of 11 million workers, a recent study found. This led it to introduce the Guideline of Measures for Ageing Society in 2018, to encourage older people to continue in the workforce." (Edmond 2023). Based on this information, it is evident how Japan relies on the elderly in both an economic and spiritual way. MOS Burger can take this opportunity to employ

older people. While the older people get to work and make a living, MOS Burger gets to open up more stores in Japan and work with people they respect. Especially since MOS Burger's founder wanted to work with people he can trust and respect, it would live up to the original standards of the company. While there are various opportunities for MOS Burger, there are also some threats. One threat would be the increase in raw material prices. Raw materials are essential in the production and execution of a business. From cooking materials, to appliances, to furniture, raw materials are a vital expense. Considering the price for raw materials has increased, it may not be worth it to start up another franchise/store when the ROI(return on investment) and profit may be too small. Another threat is increased rent prices. The increased rent prices, such as in China, have deterred MOS burger away from opening more stores overseas. Rent price is another vital expense that must be supported in order for a business to function. Like the increase in raw material prices, the increase in rent expense may make opening more stores unprofitable. Another threat to MOS burger is the decrease in the Japanese population. Japan is the root of MOS burgers foundation. Considering there is a decreased Japanese population, leaders in Japan may be discouraged to open more stores in the country of origin. This proves as a threat as less stores means less profit being made, as well as less identification and consistency with the brand. For example, overseas stores may not be as authentic or as original as the stores in Japan, which causes the consumer to lose sight of MOS burgers identity. Going forward, MOS burger should take advantage of the growing proportion of elders and open more stores in Japan despite the overall shrinking population.

New promising market

The market MOS burger should target is the market in Spain. Spain is certainly large enough to expand into. According to the article "Spain, an open and competitive economy" by *Invest In Spain*, "The Spanish business sector is highly internationalized. Partnerships with local companies offer excellent opportunities to enter other markets."(Invest in Spain 2020). This being, investing in Spain would allow MOS burger to connect to other countries as well. This serves as a big global market. According to the same article, "The Spanish market comprises 47 million inhabitants and over 82 million visitors in 2019."(Invest in Spain 2020). Spain's large population and relative number of visitors is another great incentive for MOS burger to penetrate the market in Spain.

Appropriate conditions

Spain's economic, social, and regulatory conditions seem weary but actually present itself appropriate for the purposes of MOS burger. In terms of economics, Spain is heavily impoverished. According to *Statista.com* "the chronic high unemployment rate that affects the Spanish economy is one of the main reason behind its poverty issues, together with problems such as high rates of early school leaving, job insecurity, low salaries, or an inadequate social protection net."(Statista 2024). Spain's poverty issues on the surface may make Spain an undesirable target for MOS burger. However, it's important to evaluate MOS burgers' value proposition. MOS burger's value proposition is that it offers a variety of healthy foods for a reasonable price. Considering the poverty in Spain, the population may find MOS burger attractive considering it is relatively inexpensive. This would cause popularity and brand loyalty to grow around MOS burger. In terms of social conditions, Spain is a lively culture full of celebration and community that MOS burger would be proud to center around. However, there is

one important aspect that may affect MOS burgers decision to enter the market, which is the siesta culture. According to the article “Siesta Culture in Spain: More Than Just an Afternoon Nap” by *Nap Navigator* it is custom in Spain to take an afternoon nap, typically after lunch, for around 20 minutes. Businesses close at the time due to this practice.(Nap Navigator 2023). This is very important for MOS burger to take into account, as they would be losing revenue during that period. While this again seems unattractive on the surface, this siesta culture has hidden benefits. Besides the health and social benefits of the culture, the siesta culture adapts to MOS burgers' long preparation time. While residents are taking part in the siesta, MOS burger employees could be preparing the machinery and online orders. This way, people won't be waiting for their food and can get it right when they wake up. This makes it convenient for both MOS burger and their customers. In terms of regulatory practices, an important aspect to note is the agricultural regulations. According to the *European commission*, “The Spanish CAP Plan seeks the sustainable development of farming, food, and rural areas, ensuring food security through a competitive agri-food sector. To reach this objective, the consolidation of a lively rural environment will be a key focus, thanks to a wide range of measures aimed at contributing to environmental, economic, and social sustainability.”(European commission para.5). In this respect, Spain's regulations and MOS burger are similar as they both have strong ties with agriculture and sustainability. MOS burger would therefore be supported by the agricultural regulations in Spain. MOS burger should take these opportunities and invest in stores in Spain.

Food culture and consumer preferences:

The food cultures in Spain and Japan are highly important to the overall culture of each region. There are a few aspects of the culture in Japan and consumer preferences in Spain that would support MOS burgers success in the country. For example, both cultures emphasize a variety of meat and fish. Henry Haney of *Hey Explorer* states, “Spanish cuisine includes a lot of meat and fish, but what kinds vary by region. In addition to the world-famous *jamón ibérico*, you might find tasty rabbit in your paella valenciana, octopus on your dinner plate in Galicia, or tender beef in the central plateau(Haney para 13). *Nihogno master* states, “Meat and seafood are also essential foods in Japanese food culture. The consumption of fish is especially high in Japan due to the country being an island nation.”(Nihongo master para 24). In this respect, the food culture in Japan will match the consumer preferences in Spain. Japan's culture surrounding a variety of meat and fish will be incorporated into the menu and therefore find itself successful in Spain. On the other hand, some aspects of food culture in Spain may support MOS burgers' organization and regulations. For example, the food culture in Spain is highly regional. Depending on the area, you will get different menus and different preferences. Haney from Hey Explorer states, “While united as one nation, Spain’s regions feature a vast diversity in gastronomy that is deeply tied to the land. Typical dishes are as distinct as the geography, accents, and customs between the 17 autonomous communities.”(Haney para 4). Considering regional tastes, the MOS burger menu would change based on the region in Spain. In terms of MOS burgers organization as a franchising company, MOS burger gives autonomy to franchise owners. This being, MOS burger wouldn't run into any trouble with menu changes as they had been granting this freedom in previous countries anyway. Spain's regional tastes will support MOS burgers' choice to let franchise owners change up the menu. There are some aspects, however, that may challenge MOS burger's success in Spain. For example, in Spain dinner is eaten later in the day. According to *Japan Nihon*, “Dinner was usually served between 5 pm and 6 pm but could start as early as 4 pm for some families. After dinner was finished, people would often enjoy a light snack called

yasumi gohan before going to bed around 10 pm or 11 pm.”(Japan Nihon para 3). In Spain however, dinner time is much later and differs in quantity. According to Lisa and Tony Sierra from *the spruce Eats*, “Dinner (la cena) is a significantly lighter meal than lunch. It is generally eaten between 9 p.m. and midnight. The portions served at dinner are usually smaller, and plates are much simpler.”(Sierra para 26). Based on this, Spain's culture and preference to eat later may clash with Japan's culture of eating earlier. However, MOS burger should still interpret this as an opportunity to penetrate the market. Considering residents in Spain eat later, MOS burger can take this opportunity to stay open later. Staying open later will provide the company with more revenue, differentiation from competitors(who may close earlier), and flexible employment opportunities, especially for those still in school. MOS burger will be able to attract consumers, employees, and employers by deciding to stay open later.

Existing competitors

In Spain, the top three existing competitors in the fast food industry include “Telepizza”, followed by “McDonalds”, then “Burger King”. According to Rachael Growth from *mashed*, “Spain is one such country where pizza wears the fast food crown, with a domestic fast food chain that even surpasses the profits McDonald's makes on its home turf. Telepizza is one such international pizza chain.”(Growth para 2). Not only does Telepizza offer a desirable menu, they are also ahead with technology. The same article states, “ Not only has Telepizza improved its food, it has taken over the tech market with the introduction of its delivery and pizza customization app. By taking these innovative, detail-oriented steps toward future success and customer-based improvements, we're sure the chain will continue its upward climb in full force.”(Growth para 4). This makes “Telepizza” a strong competitor against MOS burger. However, MOS burger should nonetheless open stores in Spain. MOS burger, like Telepizza, also has an online ordering system. One advantage MOS burger has over Telepizza is the variety in products. MOS burger offers a variety of burgers and sides, as well as home good products. With the increased brand awareness, consumers will find more convenience in MOS burger than in Telepizza. MOS burger offers a fresh and revitalizing menu that consumers will find refreshing. The value that Telepizza offers is a reliable and attractive menu. However, MOS burgers' affordable and healthy menu will find itself popular and eventually cause brand loyalty. As mentioned previously, the trust in a good tasting menu will build brand loyalty and draw in more customers with their wide range of products(such as household items). McDonalds and Burger King's value is that it is quick and cheap food. MOS burger is however relatively the same price and offers a healthier menu. McDonalds and Burger King have the advantage of the faster preparation time, but MOS burger has the advantage of better quality as well as its online products. MOS burger's benefits outweigh the benefits offered by other competitors, especially since there is more freedom given to franchise owners to shape the business as they please.

Opportunities to enter the market

There are sufficient opportunities for MOS burger to enter the market. One opportunity is the poverty and unemployment in Spain. While on the surface this may seem as a threat, MOS burger can offer vital opportunities in Spain. Considering the high unemployment, having another major food chain can offer employment opportunities to residents. MOS burger won't have to worry about a labor shortage as there is a surplus of individuals in need of jobs. MOS burgers' affordable prices are also compatible with the poverty in the country. Consumers will

find the company attractive for its prices that match their needs. Another opportunity for MOS burger to enter the market is Spain's cultural diversity. Spain is a culturally diverse country that welcomes all backgrounds. For example, Iñigo Navarro of *Sensational Spain* states “Spain has cultural diversity since they embrace and recognize the existence of many other cultures. There’s respect for these differences in the constitution, and freedom of speech and beliefs are guaranteed.”(Navarro para 16). MOS burger’s Japanese origin will be welcomed in Spain. MOS burger therefore does not have to worry about rejection or confrontation with cultural beliefs. Considering MOS burger has loose instructions when it comes to franchises, franchise owners can adapt the model to their liking if cultural differences were to present any problems. Another opportunity for MOS burger to enter the market is Spain's internationalized economy. As previously mentioned, Spain has various partners and connections with other countries that make it a great country to enter other markets, alongside the market in Spain(Invest in Spain para 9). Overall, MOS burger should enter the market in Spain with the ability to reshape poverty and unemployment, build brand loyalty, thrive in diversity, and penetrate various other markets.

Section 2: Marketing

Segment the Market

Demographics: Mos Burger has grown tremendously in Japan and neighboring countries. Due to it being a chain restaurant, it attracts various kinds of customers. Primarily younger people. Although there is a presence of older customers who enjoy the quality and affordability of the food along with their healthy options. Including a kids menu could attract families who are looking for a healthy but easy food option for dinner.

Psychographic: Quality driven, health conscious, and environmentally aware consumers are attracted to what Mos Burger has to offer.

Geographic: Most locations are in urban areas with a few locations in suburban areas as well. Furthering locations within airports will also open another door for a new group of consumers.

Behavioral: To keep consumers coming back and remaining loyal consumers, trust between a brand and its consumer pool is key. Offering a promo code to new consumers, building in app purchases that build up points that can lead to a free beverage, dessert, or meal will strike the attention of many customers.

Segments targeted

Mos Burger offers easy and fast food on the go. But, unlike the majority of chain restaurants, Mos Burger takes environmental and consumer health into consideration. While being a health conscious choice as well- there are locations throughout highly populated areas which ensures a few new customers who are looking for a quick quality meal. Focusing on tourist areas will open new opportunities in other countries. Focusing on areas with a high density of students will also create brand awareness and loyalty as consumers will grow up and continue to go to the same restaurant they regularly used to visit as a young student.

Unique selling proposition

Mos Burger’s innovative menu, healthy options, and hospitality set Mos Burger apart from any fast food restaurant in the Japanese industry– all while prioritizing consumers' wants and needs. Mos Burger most importantly understands that every customer's order may not be the exact same, which is why they allow for their consumers to customize and build their own meals. Options between different hamburger buns- extra toppings or taking away the toppings all

together allow for a happier customer experience. Adhering to food allergies, gluten or peanut allergies may bring a customer one step closer to building a tighter knit relationship.

Product Strategy

As previously stated, customization, side dishes, desserts, and many more differentiate Mos Burger from their competitors. Offering catering for certain group gatherings or large groups prioritizes the convenience of an easy but healthy food choice. Further adhering to this– catering for kids' birthdays and providing a Mos Burger plushy will not only spread brand awareness but also offer a new consumer pool. As MOS Burger contemplates its expansion into the Spanish market, developing a product strategy that marries Japanese innovation with Spanish culinary flair is pivotal. The launch of their hallmark, the MOS Rice Burger, could be reimagined with a Spanish twist, incorporating beloved local ingredients such as Iberico ham or Manchego cheese (MOS, 2024). This not only caters to the Spanish palate but also upholds MOS Burger's distinctive identity, a fusion of cultures on a plate. Such an approach promises to introduce Spain to a novel dining experience, where traditional Japanese fast food meets the rich, culinary heritage of Spain, ensuring the brand's unique offerings resonate with local consumers while standing out in the competitive landscape. Further, MOS Burger is in line with healthier eating that is trending globally and will customize its menu to match the tastes and preferences of the Spanish market through an emphasis on freshness and nutrition. Having vegetables supplied locally as well as including vegan, vegetarian, and gluten-free dishes in their menu, MOS Burger targets a wide range of dietary requirements and health needs. This focus demonstrates not only MOS Burger's commitment to quality and sustainability but also identifies it with future-oriented customers within Spain who are conscious about their health by making sure the company's offerings are inclusive, reachable and desirable for everyone.

Pricing Strategy

For Spanish market, implementing a penetration pricing strategy emerges as a particularly astute approach. Starting with lower price points, the brand aims to make a compelling introduction to Spanish consumers, enticing them with the novelty and uniqueness of its offerings amidst a market saturated with traditional fast-food choices. This strategy is instrumental in not only fostering initial curiosity and trial among a broad consumer base but also in establishing a strong foothold in the market. Early adoption, driven by competitive pricing, lays the groundwork for building robust brand awareness and cultivating customer loyalty, critical components for thriving in a new and unfamiliar market environment. Subsequent to successful navigation of the first phase of market entry into Spain which enabled establishing initial customer base; it becomes critical for MOS Burger to resort to careful price adjustments over a period of time that shall guarantee its long-term survival alongside growth (Paddle, 2022). This methodical approach to pricing will enable MOS Burger to reinforce its market position as a premier destination for those seeking health-conscious, flavorful fast-food options, thereby securing its place within the Spanish fast-food sector as a reputable and sought-after brand.

Promotion strategy

The best way to convince the consumer to buy the product is via social media. Especially with the advancement in technology, most consumers are finding the majority of their information online. Having a strong social media presence targeting their diverse menu and range of products will help spread their message. Their message should focus on united people and making people

happy through food. This allows them to key into their original purpose while also uniting more countries with their food.

Location

Stores should be placed near farms and pastures to get more direct contact to food resources. There should also be locations, as previously mentioned, near tourist areas to target those looking for something reliable, with its healthier selling point differentiating it from others. There should also be locations on college campuses, and college students are always in search and finding affordable and healthy food that suits a wide range of pallets.

Promotions channels

While MOS Burger is an internationally recognized brand, it is important to consider how the brand will resonate with Spanish consumers. If the name "MOS Burger" is difficult to pronounce or remember for some Spanish consumers, it will make marketing activities and brand building difficult in a new market. Therefore, it can be considered that MOS Burger slightly adapts the name to make it more appropriate and easier to remember for Spanish consumers. This is a simplified or abbreviated version of the name, such as "MOS Burg" or "MOS B", which retains the essence of the brand but is easier for local audiences to pronounce and remember. Conducting market research and focus testing can provide valuable information on how Spanish consumers perceive the brand and whether it would be useful to make some adjustments to better suit the local market. To improve promotional materials and increase efficiency in the Spanish market, MOS Burger should adopt a strategy that uses traditional and digital marketing. This may include creating visually appealing promotional materials, such as brochures, posters and flyers, that emphasize the novelty and quality of MOS Burger products. Additionally, MOS Burger may use testimonials and customer satisfaction statistics in its promotional data to reinforce marketing messages and build trust. In the digital realm, MOS Burger can use social media to generate marketing content and tap into a broader brand audience. This can include posting relevant and useful content on platforms like Instagram and Facebook, and using email campaigns.

MOS BURGER

Now at your next party!

SERVICES

Food preparation	...	\$45
Food delivery	\$60

MENU OPTIONS

Adult menu	\$10 per person
Drinks menu	\$8 per person
Kids menu	\$4 per person

BOOK AN ORDER TODAY!
0945596175
www.mos.jp/inbound/en/

Section 3: Operations Management

Market Entry Mode

When examining the strategic options for MOS Burger's international expansion, it is necessary to analyze its three basic market entry methods: wholly owned subsidiaries, joint ventures and franchising. Each option has distinct advantages and disadvantages, and its suitability depends on the company's goals, resources and market circumstances.

Comparison of Market Entry Modes

Wholly Owned Subsidiaries entail establishing operations by MOS Burger in a new market that are solely owned by the company itself. Such an approach enables full control over brand, quality standards as well as operations. However, it requires significant capital injection and faces all risks associated with business venture too. More importantly, wholly-owned subsidiaries require deep insights into local markets, consumer behavior patterns and regulatory conditions that may be challenging for foreign entrants (Miron, 2023).

Joint Ventures involve MOS Burger partnering with other businesses in order to share investments, risks and operational responsibilities. Joint ventures offer access to partner's local market knowledge base, valuable resources and extensive networks that might assist with overcoming some of the barriers encountered during entry stage (Miron, 2023). However joint ventures also bring about complexities related to shared control such as potential conflicts over business strategies or profit-sharing arrangements which could impede decision making process or even create inconsistency in terms of brand (Miron, 2023).

Franchising allows MOS Burger to grow through granting a local entrepreneur, franchisee, rights to use its brand name as well as setting up a franchise fee besides paying ongoing royalties while developing under defined procedure. This method considerably decreases MOS Burger's investment level and operating risks by means of leveraging on franchisees' knowledge of their respective domestic markets (MasterClass, 2022). Nevertheless, franchising also necessitates efficient mechanisms aimed at ensuring adherence to quality standards of the brand besides maintaining operation consistency across its franchised stores.

Why Franchising Was Chosen

Based on comparative advantages and challenges, franchising emerges as the most suitable market entry mechanism for MOS Burger due to various reasons:

Franchising is attractive in terms of low capital requirement and diversification of risks. Unlike wholly owned subsidiaries which are characterized by substantial upfront investments and carrying full operational risks, the franchise system makes it easier for MOS Burger to expand internationally without a heavy load of financial obligations. The franchisees invest in the outlet setup and operation, allowing MOS Burger to deploy its resources across a broader market base. The speed at which MOS Burger can penetrate different markets is facilitated by franchising. By partnering with local franchisees who possess market knowledge and entrepreneurial motivation, MOS Burger can quickly establish its presence across various locations. This speed is critical in capturing market share in competitive fast-food industries where consumer preferences and market dynamics evolve rapidly.

The unique knowledge that franchisees have about the business environment helps tailor the offering according to demands emanating from specific tastes, preferences and regulations governing their respective regions. This capability is required when going into diverse markets so as to keep the brand relevant and competitive in those environments. Although joint ventures also provide such proximity to local customers' needs, shared control slows down decision-making or adaptive processes particularly in partnerships (Aebischer, 2024).

Nevertheless, franchising poses certain problems regarding maintenance of consistent quality levels together with operational standards. However, this can be handled through extensive training conducted among franchisors; regular audits carried out during operations should be seen as part of the solution. These devices must therefore maintain brand integrity while capitalizing on local execution by franchisees operating within an organization (Aebischer, 2024).

Logistics

Mos Burger has connections with over 3,000 farms in Japan to ensure their ingredients are of high quality (4). Although the name Mos Burger may be misleading, this restaurant offers an abundance of healthy conscious options for their consumers. Ranging from plant based options to low allergen options, Mos Burger prioritizes the health of their consumers. Due to the freshness of their ingredients and longer wait times, Mos Burger isn't considered to be a fast food restaurant. Although they are not seen as a sit-in restaurant, they are offering the quality of restaurant food at affordable rates and shorter waiting times as your usual restaurant.

Mos Burger has an abundance of restaurant options. Ranging from rural to urban locations, there are restaurant options that offer dine in, drive through, in shopping centers and seen at food courts.

To adhere to the high demand of ingredients needed in all of these restaurants, it would be best to buy fresh produce from local suppliers and the rest of the foods can be exported from neighboring countries. Buying fresh produce from local suppliers not only gives back to the economy in Japan, but also ensures that the produce isn't traveling long distances which could potentially spoil the produce. Exporting the rest of the food from other countries opens a door for Mos Burgers to expand their restaurants to neighboring countries.

Sustainability:

Japan is known for their long working hours with low wages. Expanding to other countries might have a clash on the differences of work culture where employees might expect shorter working hours and more pay. Alongside this, there is a lack of young workers with high placement jobs. Since Japan does have a hierarchical working environment, it may be hard to employ workers in other locations of the world who don't have this system in place.

Which leads me to the importance of locality. As previously stated, sourcing out your produce from local farms, hiring workers who are looking to work nearby would not only provide the nearby community with new jobs, but also stimulate the economy in Japan in a positive way while sticking to what you know. The Japanese work culture would not be compromised in Japan– which means less issues compared to expanding in other countries and having to adapt to a difference in work culture.

Organization:

Chose: B– Between A and C:

- A: Headquarters in Japan has a strong initiative, the local company major role is carrying it out
- C: Headquarters and the local company have a flat relationship.

Having a balance between these two ensures that the company morals and values are carried out within every location—no matter the country. But given that the local companies know their work culture and societal norms, it offers a bit of leeway to compromise and change anything that isn't working in that location.

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