

Case Title: McDonald's Corporation

Unique ID: MHE-FTR-050-1259927628

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Abstract

The case is written from the perspective of McDonald's CEO Steve Easterbrook. Easterbrook assumed office in March 2015, and the case highlights the company's recent and dramatic decline in performance amidst increasing competition. In addition, the case details Easterbrook's strategic initiatives in an attempted turnaround of McDonald's' fortunes.

With some \$25 billion in sales (in 2017) and some 45,000 restaurants globally (thereof 27,000 in the U.S.), McDonald's remains the largest quick-service restaurant (QSR) chain. At the same time, McDonald's has been struggling on several fronts in recent years. Attempting to be "everything for everybody," McDonald's fell victim to being "stuck-in-middle," without a clear strategic position. With such a large global installed base of restaurants and franchisees, any changes coming from the McDonald's headquarters require significant leadership, investment, and potential risk.

Concepts: Vision, Mission, and Values; Core Competency; Business Model; Business Unit and Corporate Strategy; Industry and Competitor Analysis

Context:

- Ticker Symbol: MCD
- Protagonist: Steve Easterbrook, CEO
- Country: USA (and international)
- Sector: Fast-food and quick-service restaurants
- Company Employee Count: 375,000 (worldwide)
- Company Revenue: \$25 billion (2017)
- Market Cap: \$127 billion (2017)
- Event Year: 2017

Teaching Note: Available