



## 2 – Executive Summary (298 words)

McDonald's is the largest Quick Service Restaurant business in the world with 31,000 restaurants in 118 countries. It selected boxer after a 7 month pitch process to design and manage the delivery of boxer's 'Food Quality' route across the entire portfolio of 1,320 products.

Our design has so far achieved the following:

### **Exceptional Hurdles – Design that works**

- Our design has to work across a multitude of substrates and materials.
- The packaging strategy and rollout has been delivered to 9 countries, representing 60% of McDonald's consumer base.
- boxer has so far delivered into market 25% of the 1,320 product items required by the client, with a further 18% completed.

### **Effective Management**

- We have an agile and focussed team delivering the project.
- 24 global packaging workshops have been held, ensuring the engagement and endorsement of legal, marketing, creative and supply chain.
- Online design guidelines provide a step-by-step approach to each packaging format and their numerous variants.
- Utilising our satellite office in Chicago and partnering a global network of McDonald's agencies, we are able to deliver a 24-hour working day.

### **Organisational Benefits**

- We scoped, designed and invested in a bespoke Data Asset Management (DAM) system enabling us to deliver with greater efficiency and speed.
- DAM allows us to approve all artwork online, 24 hours a day around the world.

### **Competitive Advantage**

- McDonald's are able to deliver a consistent brand message across the globe into the hands of 58 million customers a day.
- Our brand design system goes beyond packaging, as other departments within McDonald's have adopted assets created as part of the execution, further reinforcing the quality message.

To quote McDonald's Global Chief Marketing Officer, Mary Dillon, this project is **“the biggest packaging initiative in the history of the brand.”**

## **3 – Project Overview**

### **3.1. Outline of project brief**

The design and system challenges that had to be taken into account within our response to the brief were as follows:

#### **System Challenges**

- create a design system that can work across all 118 countries.
- ensure the same design can be translated into 1, 3 and 5 colours.
- ensure it works with or without language.
- ensure the tone of voice is culturally relevant to individual markets.
- make every pack must work operationally across 31,000 restaurants.
- do not incur any additional cost or ink coverage on the packaging.

#### **Design challenges**

- implement an 'easy to understand' packaging system.
- use packaging to enhance the real quality perceptions of McDonald's food.
- give a strong signal of McDonald's food passion.
- convey the core values / dimensions of the brand.
- build a relationship with consumers.
- create a modern brand packaging identity.

The design solution needed to be:

#### **Simple**

- In order to implement 1,320 product designs.

#### **Flexible**

- So the design could be scaled up or down depending on local market demand
  - For example, 1 Big Mac will have 28 variants.

#### **Timeproof**

- Due to the scale of the business, this packaging framework system is expected to last 3 years in market.

#### **Consistent**

- For guaranteed colour control, and for management of production in either 1, 3 or 5 colours, dictated by local print production capabilities.
- So as to not dilute the McDonald's brand message of food quality.
- So that wherever you are in the world there is a 'family' approach to the packaging but with a 'locally' relevant flavour.

### 3.2. Description

McDonald's was often publically ridiculed in the press for the quality of their food and the ingredients they use. Being a Quick Service Restaurant (QSR), this is not an uncommon situation but with consumer eating habits changing considerably in the last few years, McDonald's have responded by:

- widening their product offering.
- increasing their social responsibility reporting.
- sourcing more local products.

McDonald's have done all of these things in recent years but they hadn't been communicating this to its 58 million daily customers. Media channels such as TV adverts and billboards only reach a limited number of people, making it difficult to gauge who has received McDonald's communications. As consumers now demand far greater transparency with their food choices it was essential that McDonald's were able to communicate with all consumers.

The only marketing tool that has the ability to do this around the world is packaging.

- Packaging is a hugely powerful tool for any brand.
- It is the most intimate touchpoint consumers experience.
- Through packaging, consumers let the brand into their personal space.

With this in mind, a new global packaging design was needed if McDonald's were to deliver their brand promise right into the hands of 58 million customers a day.

### 3.3. Overview of the McDonald's System

There are complexities to overcome within the McDonald's system if a global packaging project is to be a success:

- Project management is by far the biggest obstacle to overcome.
  - Ability to manage local delivery timelines across the globe.
  - Being a facilitator between global/local stakeholders.
  - Working with supply chain, ensuring deadlines are met with printers around the globe and minimising excessive inventory costs.
- Each pack has to work operationally so the 1.2 million employees worldwide can deliver McDonald's food with the same level of speed, efficiency and quality.
- Our design solution has to work across the four core packaging formats and the variants within each format:
  - Boxes – core, premium, pie and platters
  - Wraps – generic, single product, 2 in 1, 4 in 1
  - Bags – generic and product specific
  - Food and drink cups – Hot cup, dessert cup, food cup, breakfast cup
  - Design has to be flexible enough to carry 4 different tiers of promotions
    - Game, national, food and local
- Having to gain buy-in from all 118 countries that McDonald's operates in and educate them on how to apply the new design.
- Having to work across global timezones.
- Overcoming language barriers within each market.
- Managing all assets involved in the design project, so as to be easily accessible to all agencies, the client and ourselves.
- Managing each local market's capabilities and requirements such as:
  - Technology - Capabilities vary around the globe especially when it comes to printing the packaging.
  - We have to design a universal system that can work across everything.
- Having to adhere to McDonald's strict global quality control standards.
- Complying with legislation
  - All messages and images need to be legally approved by:
    - Global team at McDonald's US headquarters, as well as regional legal teams.
- Accounting for continuous innovation i.e. an increase in products to initial brief or change to current products.
- On a like-for-like basis, the packaging print cannot incur any incremental costs compared to the last packaging project.
- Brand guardianship is needed so as to uphold the framework standards whilst exploiting local market freedoms.

### **3.4. Project launch date**

By:

- November 2008 in UK, US and Ireland.
- March 2009 in France, Germany, Austria and Japan.
- April 2009 in Brazil and Poland.
- June 2009 in Canada, Russia and China.
- August 2009 in Spain & Portugal, Australia & New Zealand.
- October 2009 in Italy, Taiwan and Singapore.
- November 2009 in Netherlands, Latin America, Hong Kong and South Africa.
- December 2009 in Gulf States and India.

The rest of the world to be rolled out throughout 2010 with final delivery date being November 2010.

### **3.5. Size of design budget**

>£100,000

### 3.6. Outline of design solution (495 words)





#### Gaining stakeholder buy-in

To ensure all stakeholders 'bought-in' to our design, we had to inspire them. To do this, we created a 3D visual movie, telling the story of the new packaging and the strategy behind it. The movie was essential in earning trust from the client.

#### Global Packaging Design System

In order to deliver our design, we created a Global Packaging Design System. At its heart is the 'Brand Bloodline', which acts as an introduction to the 8 elements that make up our design.

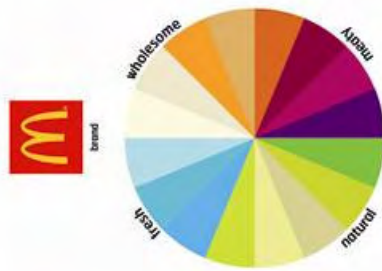
All of the elements of the bloodline are flexible so that we can cater to each local market need. We call this 'freedom within the framework'.

GRAPHIC ELEMENTS			
Golden Arches	Brand Signature	Brand Band	Fonts
 <p>brand 123 yellow</p> <p>solid color</p>  <p>yellow Arches on background (white Arches on yellow background)</p>  <p>for wraps and single color application only</p>	<p><i>i'm lovin' it®</i> (signature)</p> <p>WHAT MAKES YOUR BIG MAC SO UNIQUE? Maybe it's how the double layer of meat-enclosed pork 100% beef patties with the sauce and melted cheese, the soup of onion and the tart crunch of pickles. Or, maybe it's just that it's tall.</p> <p><i>i'm lovin' it®</i> (sign-off)</p> <p><i>i'm lovin' it®</i> <i>me encanta todo eso®</i> (dual language)</p>	 <p>SO GREEN SO CRISP</p> <p>THERE IS ONLY ONE BIG MAC</p> <p>MIGHTY SIMPLE QUARTER POUNDER</p>	<p>ABCDEFGHIJKLMNOPQRSTUVWXYZ 1234567890</p> <p>MC Regular (used for headlines and key messages)</p> <p>ABCDEFGHIJKLMNOPQRSTUVWXYZ abcdefghijklmnopqrstuvwxyz 1234567890</p> <p>DIN Condensed Bold (used for secondary descriptive copy)</p> <p>ABCDEFGHIJKLMNOPQRSTUVWXYZ abcdefghijklmnopqrstuvwxyz 1234567890</p> <p>Brisa Alternates (used for quality annotations and the 'i'm lovin' it sign-off)</p>

PERSONALITY ELEMENTS

Color | Examples of Ingredients, Kitchenware and Associated Imagery | Food Imagery (appetite appeal) | Storytelling (tone of voice)

Color



Color palette reflect current operational and personality attributes of the product menu list. However the new color palette is more sensory and muted to enhance the quality cues within the design platform.

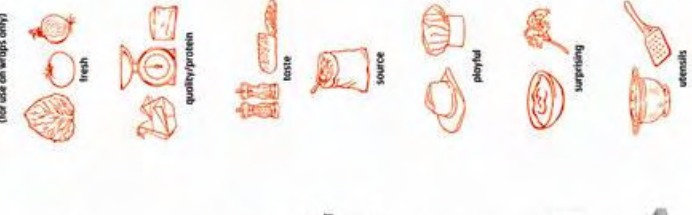
color



monotone



illustration (for use on wraps only)



Food Imagery (appetite appeal)

core product photographic style



premium product photographic style



Storytelling

We have a story to tell about the quality of our food and the enjoyment of eating it. This story should be told by using a simple, engaging headline, endorsed by the product name and then supported by a sub-heading that highlights the main thrust of the body copy. It should flow easily from the top of the box down to the front face.

Tone of Voice

The story should embrace the brand promise of Simple, Easy, Enjoyment in its tone of voice, take this sentiment but never use it literally. The style of copy should be based on having an honest conversation with the customer, but can be told with a playful twist that leaves a smile in the mind. Keep headlines short and punchy, celebrating the taste or defining ingredient of each product. Each story should ensure that the tone of voice is culturally relevant to its own market.



THERE IS ONLY ONE WAY TO EAT A BIG MAC

WHAT MAKES YOUR BIG MAC SO UNIQUE? Maybe it's how the double layer of star-sizzled pure 100% beef merges with the sauce and melty cheddar cheese. Or maybe it's the crunch of pickles. Or, maybe it's just that it's *Yak*. I'm *lover* it!



To ensure delivery into each market, we needed to create global design guidelines.

### Global design guidelines

- We created an online step-by-step guide for each packaging format and their variants.
  - This ensured the guidelines were simple to understand and most importantly, easy-to-use.
  - Markets can choose language and colour options.
  - To date, we've created over 500 pages within our packaging guidelines.
  - So far, the guidelines cater for 3,000 variants of packaging and we are only 43% of the way through the project.
- We designed the system to cope with continuous innovation.
  - Since launching the system, 180 new products have been introduced, representing a 17% increase in products to deliver.

Step-by-step guide:

v01 | Boxes 03

### Box type

Core box Premium box Pie box Platter

Click on the box you need to design.

tmix Quality Packaging Guidelines  
© 2009 McDonald's. Confidential and Proprietary Information

BACK TO START

v01 | Boxes | Core box - Language 05

### Colour options



Click whether your box is going to be printed in 5 colour or 3 colour?

Not sure? You'll need to contact your local Parsaco representative who will tell you which print requirements you'll need to follow.

vor | Boxes | Core box - Language - 5 colour

## Step 5 Ingredients & utensils

**✓ Check list**  
Use images that are appropriate to the product and that focus on key elements of its taste, personality and how it's made e.g. flavour, utensils, fun, etc.

**? What images are available?**  
The large majority of menu items in terms of ingredients and utensils have already been shot. Click [here](#) to view the library (or see the 'print this section' page for the URL).  
If there are certain main ingredients that you still require or are launching a new product to the market, you will need to shoot the items required. Click [here](#) for more information (or see the 'print this section' page for the URL).

**1 Number of images**  
- 3-4 images can appear on each side.  
- Smaller boxes may only require 2 images.

**2 Image sizing**  
It's more important that images visually balance rather than appear in strict proportion to each other.

**3 Annotations**  
Font: Bina Alternate, all lower case.  
Size: 10pt - 20pt.  
Colour: Same colour as the brand band or black.

**4 Image positioning**  
Images must sit straight up and not be angled so as not to appear sliding down a slope. See the example below for the correct alignment.

**5 Annotation lines**  
Appear in a hand-drawn style to add personality and suggest authenticity.

**6 Positioning**  
A minimum gap of 1/8" of an inch (2mm).

1 2 3 4 5 6 7

© 2009 McDonald's. Confidential and Proprietary Information

BACK TO MENU PRINT THIS SECTION

vor | Boxes | Core box - Language - 5 colour

## Explore

Click on the box and move your mouse around to explore and see how all the elements work together!

1 2 3 4 5 6 7

© 2009 McDonald's. Confidential and Proprietary Information

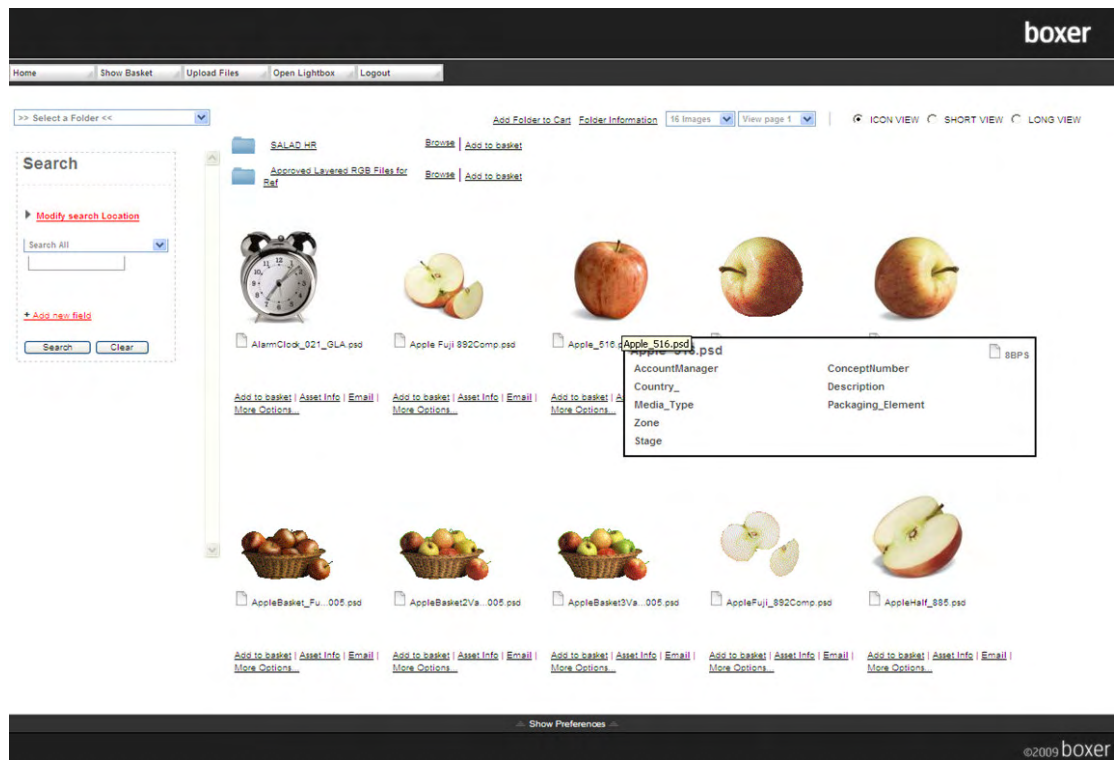
BACK TO MENU PRINT THIS SECTION

Next, we needed an efficient way of managing the project. The answer was to create a bespoke Data Asset Management (DAM) system.

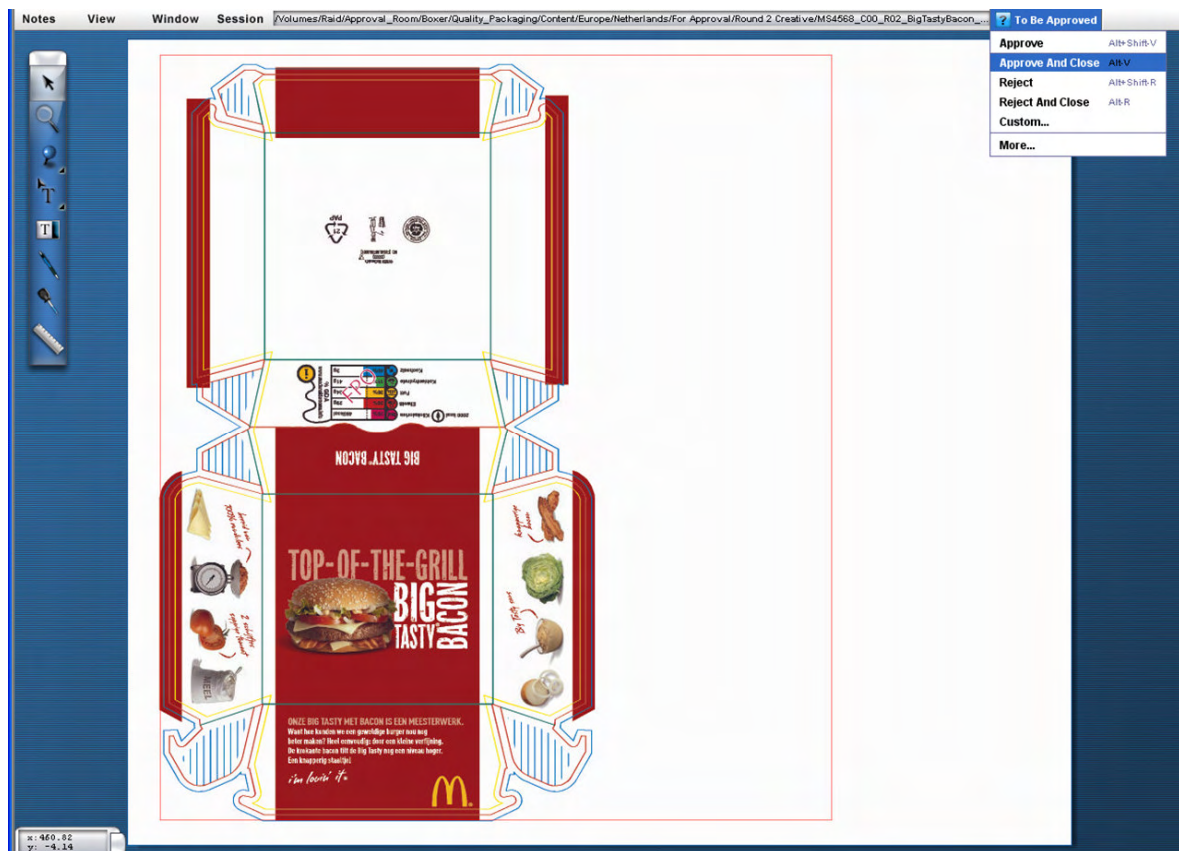
### Data Asset Management system

- Calling upon our satellite office in Chicago and McDonald's global agency network allows greater artwork services across timezones.
  - Increases the working day from 8 hours to 24 hours.
- Enables soft proofing and online approval with instant updates.
- Holds library of 800+ products, ingredients and utensils images.
- Saves on cost of time and money by reducing duplication of amendments.
- Gives the client, agencies around the world, as well as ourselves, 24 hour secure access to bespoke media instantly.
- The emphasis is on making everything 'easy-to-use'.

## Image library



## Online proofing



To gain greater understanding, we developed global workshops for each market.

### **Global Workshops**

- We have conducted 24 workshops around the globe.
- Purpose is to motivate, inspire and educate all 118 countries on how to use the design guidelines.
- Gives understanding of the project, process, timings and contacts.
- Ensures 'buy-in' from each market, building one-to-one relationships.

We are managing the process everyday:

### **Day-to-day management**

- Controlling the flow of briefs (400+ so far), artwork and communications between global and local.
- 1 hour conference call with each of the 5 zones each week.
- 1 hour global call each week discussing workflow, budgets and timings.

Our design system can be used beyond packaging and we are already seeing this happen across other functions of the business, such as supply chain specifically requesting livery rebranding to match our 'Quality Packaging'. This has never happened before.



## **4-7 - Summary of Results**

### **Overview of achievements**

To deliver a unique and locally relevant strategic framework we have built a design system that allows for global consistency, brand protection and the local flexibility to maximise trust building where it matters most.

Our system supports 1,500 packaging items (1,320 within the original scope from the brief and 180 out of scope), across 118 countries with 22 language variants and 29 cultural variants.

### **Phenomenal delivery and design management resulting in increased uptake for global brand packaging system.**

First previewed with McDonald's worldwide leaders in April 2008, the boxer developed Quality Packaging platform was met with unprecedented adoption of a single brand communication and packaging platform. This new Quality Packaging platform is planned to launch in 118 countries over the course of a rigorous development and implementation program spanning from 2008-2010. As the packaging has now launched in some of McDonald's biggest markets around the world, covering 90% of all menu items, the industry is taking note and McDonald's is achieving outstanding results.

Featured in hundreds of publications worldwide, ranging from Business Week to QSR Magazine and from the New Zealand Food Daily to the Chicago Tribune, industry is calling this the largest scale brand communications and packaging project ever implemented. Valued in the press by industry experts at \$80M, McDonald's planned program spend is proprietary information. Experts also note McDonald's savvy in using post-purchase packaging as valuable brand media creating an estimated 150 million brand impressions daily. Industry commends McDonald's for achieving great brand value at a bargain basement price, when compared to McDonald's total brand spend.

### **Increasing customer perceptions and connectivity with the brand delivers bottom-line results.**

As more and more countries start to launch, we are learning that McDonald's primary measures of success are exceeding expectations and positive consumer brand perception results are on the rise. These positive results are beginning to create stronger local demand for further investment in this growing brand media through increased localisation, colour and language upgrades. All of this proves that packaging is a valuable brand communications channel for the company.

Our Data Asset Management system (DAM) gives 24 hour online access to 800 digital product images and 1,000 unique local quality messages, as well as other proprietary assets. This gives McDonald's the ability to deliver a consistent global brand message across numerous platforms around the

globe, with unrivalled quality standards that stay true to McDonald's core values.

"We often hold this program up as a role model for other programs at our global marketing offsites."

Director, McDonald's Global Brand Strategy

### **Consistent delivery of brand message**

Leadership across McDonald's marketing, supply chain and other suppliers around the world has been essential to successfully delivering a project of this importance and scale. For example, brand stewardship from all areas of the world ensured that our creative strategies were well defined at the very start. The Senior Director, McDonald's Global Brand Strategy has commented in multiple publications: "We conducted extensive consumer work that helped to inform the design direction of the McDonald's next generation packaging. That developmental work gives us great comfort that the messages we are delivering, and the way they are being served up, will connect with people and elevate their perceptions of brand McDonald's."

### **Organisational benefits**

Through scoping, designing and implementing the DAM system, this has enabled McDonald's to produce their largest packaging initiative yet.

The DAM system has brought about a far more efficient way of delivering a global project. It has enabled offices around the globe to work more closely, and stay 'on-brand' in everything they do. This in itself has helped to strengthen the McDonald's brand around the globe.

### **Market growth**

Our packaging design works in line with McDonald's corporate mission of becoming customers favourite place and way to eat; the design system then carries this message across the globe. This continuity ensures all parts of the McDonald's system are working together.

On 8<sup>th</sup> May 2009, McDonald's announced that global comparable sales rose 6.9 percent in April, marking the 72nd consecutive monthly increase.

Quality Packaging is one of a few of McDonald's global platforms designed to drive worldwide business results. These results are paying off for management and shareholders alike. As reported by business writer Lauren Shepherd in the Associated Press, May 2009, "McDonald's Chief Executive Jim Skinner noted that 2008 was "a banner year" for the company with operating income up 17 percent and earnings per share rising 15 percent. He said those trends appear to be continuing into 2009. Jim Skinner said the fast-food industry leader's sales and earnings momentum is on track so far in 2009."

## **Client testimonials**

“It’s obvious that the collaboration, processes and investment in managing this the right way are evident in everything you’re doing.”

Jerome Lyman, McDonald’s VP of Supply Chain Management

“Performance to date is better than all other stuff we’ve ever attempted to do globally. You’re thinking of everything and doing all the right things. This is best practice. You’ve taken onboard our comments from early on and exceeded our expectation in delivery.”

Jerome Lyman, McDonald’s VP of Supply Chain Management

## **8 – Research resources**

All figures are up-to-date at time of writing. They have been gathered from the internal McDonald’s system.

Mary Dillion quote:

<http://archives.chicagotribune.com/2008/oct/29/business/chi-biz-mcdonalds-packaging-oct29>

McDonald’s financial results are from their May 2009 financial press release:

<http://phx.corporate-ir.net/phoenix.zhtml?c=97876&p=irol-newsArticle&ID=1286315&highlight=>

## **Other influencing factors**

There have been no fundamental changes to the McDonald’s system or the way they run their business since our Global Packaging Design System has been implemented.

## Appendices

### Packaging Designs

#### Big Mac



#### Quarter Pounder





Fries



McNuggets



Bags and cold cups



Premium box



Language and non-language



Hot cups, salads and dessert cups

